

M I L W A U K E E C O U N T Y



RACIAL EQUITY BUDGET TOOL



2024 BUDGET CYCLE

TABLE OF CONTENTS

Overview.....	3
Milwaukee County Strategic Focus Area.....	4
Instructions.....	5
Racial Equity Budget Tool Questions	6
Strategic Focus Area 1: Create Intentional Inclusion	6
Strategic Focus Area 2: Bridge the Gap	7
Strategic Focus Area 3: Invest in Equity	9

APPENDICES

Appendix A: Glossary.....	11
Appendix B: Frequently Asked Questions.....	12
Appendix C: Resources By Strategic Focus Area	15
Appendix D: Public Participation Model	16

*By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin.*

MILWAUKEE COUNTY VISION STATEMENT

Overview

Racism has been and is a public health crisis in Milwaukee County. According to the County Health Rankings, Milwaukee County is, and has consistently been, one of the lowest-ranked counties for health in Wisconsin and, according to Federal Reserve Economic Data, Milwaukee County is one of our nation's most racially segregated areas.

According to 2019 statistics, a white person lives, on average, nearly 14 years longer than a black person and the infant mortality rate is nearly three (3) times higher for black infants compared to white infants. Race is a social construction with no biologic basis, yet racism may produce an assigned societal value based on the way a person looks that has resulted in race being a consistent predictor of a person's quality and length of life.

The Racial Equity Budget Tool (REBT) is a structured racial equity lens for departments to use to critically assess the impacts of budget decisions on communities of color. The tool is structured around Milwaukee County's strategic focus areas to help departments and decision makers better understand the pain points and opportunities to advancing the County's vision.

Milwaukee County's Racial Equity Budget Tool (REBT) is designed to:

Make intentional connections between the strategic plan and the budget.

Use racial equity as the key guiding principle for important decisions regarding investments or disinvestments.

Initiate conversations on topics related to the three-year strategic objectives among department leaders and employees.

Provide baseline data on departmental efforts to inform enterprise-wide decisions.

Milwaukee County Strategic Focus Areas

In 2019, Milwaukee County launched its first strategic plan in 20 years. This plan explicitly recognizes that racism is a public health crisis and leads with the vision that: **By achieving racial equity, Milwaukee is the healthiest county in Wisconsin.**

As part of the strategic plan, Milwaukee County leaders have committed to use a racial equity budget tool to ensure resource allocations advance the strategic focus areas and vision. The questions in this budget tool were guided by the strategic plan and were informed by best practices from other jurisdictions and the Government Alliance on Race and Equity (GARE).

1. Create Intentional Inclusion

- Reflect the full diversity of Milwaukee County at every level of County government.
- Create and nurture an inclusive culture across the Milwaukee County government.
- Increase the number of Milwaukee County contracts awarded to minority- and women-owned business.

2. Bridge the Gap

- Determine what, where, and how we deliver services based on the resolution of health disparities.
- Break down silos across Milwaukee County government to maximize access to and quality of services offered.
- Apply a racial equity lens to all decisions.

3. Invest in Equity

- Invest “upstream” to address root causes of health disparities.
- Enhance Milwaukee County’s fiscal health and sustainability.
- Dismantle barriers to diverse and inclusive communities.

Instructions

1. Submit only one REBT per department.

The REBT should reflect an analysis of the suite of budget decisions per department. Within answers to each question, **details may be provided at the division level**, as determined appropriate. Decision points should be analyzed as part of the comprehensive effort that your department is undertaking in addressing racial equity in programs, plans, policies, and power structures. Since departments are often tasked with cutting their budgets to reflect a reduction from their previous fiscal year's budget, a REBT should also include an analysis of how proposed reductions may or may not burden Black and Brown individuals and communities.

2. Keep the focus on the analysis of departments' improvements, reductions, and overall budget.

The REBT will focus on a racial equity analysis of decisions for new policies, programs, and plans under consideration, and the department's ongoing commitment to racial equity.

3. Use demographic data to help your department determine benefits and burdens of new decisions and overall budget.

State and federally collected demographic data resources are provided in [Appendix C](#). Departments are encouraged to

use any data they collect on their service users throughout the completion of the REBT. Data from other relevant and credible sources a department may have is also acceptable.

4. REBT technical assistance information and opportunities.

REBT training and technical assistance opportunities will be available at dates to be determined and communicated later. All persons who may be expected to assist the department director in completing the REBT will be encouraged to participate. The learning opportunities (post COVID-19 pandemic) will take place on a Milwaukee County web-based platform (Microsoft Teams).

- If you understand the question, but have difficulty determining how to answer a question, please contact your Budget Analyst for assistance.
- The Office of Equity should only be contacted on questions related to the racial equity components (glossary, concepts, etc..) that are unclear and cannot be addressed by your Budget Analyst. Send correspondence via email to equityoffice@milwaukeecountywi.gov.



RACIAL EQUITY BUDGET TOOL

Department: Department of Human Resources

Date Submitted: June 30, 2023

Please note: each response field below has a 2,500-character limit.

STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

1. What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?

The Department of Human Resources (DHR) has a very diverse workforce. As of June 2023, over 42% of the DHR workforce identifies their race as non-white. DHR uses a variety of approaches, both within the Department and throughout the County, to attract and retain a diverse and inclusive workforce. The DHR Talent Acquisition (TA) team plays a key role in partnering with hiring managers to source, attract, and retain a diverse workforce. With the addition of a Diversity Recruiter, funded in the 2022 budget, TA has a resource to focus on the diverse hiring pool within the County. In addition, TA was instrumental in launching the "Changemaker" campaign to promote the County's employee value proposition and appeal to a broader audience of prospective employees. Given the ongoing staffing challenges faced across this nation and the regional competition for talent against well-funded/name brand corporate entities, DHR identified the need for an aggressive strategy built around the increase of marketing, advertisement and branding efforts. The TA team's addition of a second Diversity Recruiter in 2023 has allowed the County to shift the recruitment model from passive to proactive sourcing of candidates for hard to fill roles.

Other proactive approaches to attract a diverse workforce is to have a direct presence in the community, with TA hosting a recruitment booth at 68 different events in 2022. These events are inclusive of the Hiring Event format, whereby the event is broadly marketed to interested members of the Milwaukee community who then can engage with HR and departmental staff, have on the spot interviews and on the spot conditional job offers. This has resulted in a nearly 45% increase of diverse applicants for our open jobs and an increase of over 185% in the hiring of diverse employees into our workforce. TA has worked to train and coach hiring managers on the use of panel interviews to make agile and equitable decisions on prospective employees. The use of panel interviews provides a variety of benefits including showcasing the County's diversity to prospective new hires and providing diversity of thought and perspectives to the hiring manager, among others. It is also extremely beneficial for prospective employees to see the diverse representations within the ranks of County leadership. DHR continues to evolve the use of diverse interview panels through training collateral and encourages the use of this model across Milwaukee County. Finally, DHR works to not only attract a diverse workforce, but to retain and ensure an inclusive culture at Milwaukee County. Using surveys, focus groups, the review and analysis of other workforce data, DHR is working hard to identify opportunities to improve retention and inclusion.

The costs associated with these efforts have been minimal for the DHR internal team; however, we would like to roll out formal plans and provide support and resources for departments looking to increase diversity and inclusion attraction and retention within the County's workforce. By providing enterprise-wide attraction and retention resources, DHR can help further support increased representation across Milwaukee County.

2. How do you use professional development and advancement opportunities to promote equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?

The Department of Human Resources (DHR) offers a variety of professional development services employees can participate in to advance equity and promotional opportunity within Milwaukee County.

DHR has implemented an "internal only" postings period for all promotional roles to ensure mobility opportunities are shared internally with current employees. DHR also encourages professional development/advancement discussions with leadership so they can help identify opportunities, within DHR and/or across Milwaukee County. For enterprise-wide programs, the Learning & Development (L&D) team offers Leadership Excellence (LEX) and the Management Development Program (MDP) to prepare aspiring leaders for promotional opportunities within Milwaukee County. The total for both LEX & MDP programs from 2015 to 2023:

Total # = 541

Males = 239 (44%)

Females = 302 (56%)

White = 354 (64%)

Non-white = 188 (35%)

The new LEX program launching in 2024 will have an entire module devoted to diversity, equity, and inclusion. L&D also creates customized learning programs for departments across the county that wish to offer their staff additional development opportunities. The L&D team uses all available resources to develop and deliver content, marketing materials, application materials, etc. for these programs. L&D continuously creates new instructor-led/instructor-led virtual training (ILT/ILVT) and eLearning opportunities for teams or employees. L&D uses Articulate Rise, the LMS, Microsoft Office Suite Products, and other resources to prepare and create these items. Examples include the Bold and Inclusive Conversations course, which empowers colleagues and people managers with the tools to engage our diverse workforce, as well as DEI-focused discussion forums, such as the Milcafee Club, where employees receive information on DEI-specific topics and engage in discussions on how to apply the content to their environment.

3. Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?

It is very important to obtain the input and feedback of employees, at all levels. DHR understands gathering feedback not only helps identify opportunities for innovation and process improvement but helps foster an environment and culture of inclusion. By providing an intentional safe space for employee feedback, we create an environment where employees are comfortable and confident. As a result, all employees are more likely to contribute bringing valuable input and insight to the team. DHR engages a diverse group of its employees and employees in other Departments and Divisions in a variety of ways to solicit input. In 2023, Milwaukee County participated in its most inclusive all employee engagement survey. In 2023, DHR will monitor Department employee engagement action planning activities which may include engagement resources sharing and engagement focus groups. The goal is for departments to continue to see and understand the value of engaging diverse employee groups. Outside of the formal engagement survey process, DHR continues to use ongoing recurring meetings with DHR leaders and all employees to provide updates and to obtain feedback and input on proposed initiatives and opportunities.

4. Are you tracking contracts with minority and women-owned business? If yes, please share percentages of each. If no, why not?

The Department of Human Resources (DHR) has limited external vendor contracts. The external contracts we do have, provide services to the entire workforce, i.e., medical services, benefits administration, background screens, etc.

Currently, we have a contract with a minority-owned consultant firm to provide support and facilitation services related to the County's work towards racial equity. In 2023, DHR continued relationships with minority-owned/women-owned firms to provide and deliver racial equity training and consultations services for DHR and all Milwaukee County employees. DHR wants to continue enhancing capacity building for Milwaukee County. If provided additional funding, we would like to expand partnerships with minority-owned/women-owned businesses through our Diversity, Equity and Inclusion Council and Network Resources Groups. DHR will continue to partner with the Procurement Division to identify diverse vendors to meet the needs to DHR and Milwaukee County.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP

5. How and when have service users, in diverse and inclusive communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in your requested budget (who was involved, what was the forum, what were the results)?

The Department of Human Resources (DHR) has HR Business Partners, HR Recruitment Analysts, an Employee Engagement Program Manager and a Diversity & Inclusion Program Manager who regularly interact with employees across Milwaukee County. The decisions made to the DHR budget consider the networking and interactions these groups have had with employees to ensure a continuation of the same level of service delivery to the clients. In 2024, DHR will also engage the Diversity, Equity and Inclusion Council and the Network Resources Groups on areas of focus for DHR related to hiring a diverse workforce and creating a workplace culture of inclusion and belonging.

6. Describe ways in which racial and economic data were used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)

In 2023, The Department of Human Resources (DHR) continued to partner with IMSD and others on the enhancements to the workforce dashboard created in 2022 and on the newly created employee data dashboard. The

creation of the employee data dashboard serves the primary purpose of allowing leaders access to critical, real-time, workforce data on their specific department. By providing real-time employee demographic data, leaders are now equipped with the necessary data to help identify any gaps or trends within their department and help make informed decisions based on their workforce data. As part of the County's Strategic Plan, DHR continues to work with all leaders on achieving a diverse workforce that is reflective of the communities we serve. DHR continues to work with IMSD and others to address the issue of missing race/ethnicity data. As system configurations are being reviewed, DHR will continue to support communication and marketing campaigns encouraging employees to provide their demographic information as this is the best way to implement strategies to address workforce gaps.

7. How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered? How does this help us achieve the vision of achieving equity and health?

The Department of Human Resources (DHR) partners with and across all Milwaukee County Departments and Divisions to break down silos and to serve the needs of the County and its employees. For example, the Diversity and Inclusion and Employee Engagement Program Managers are tasked with working with employees from across the County, and at all levels, to support and improve the County's culture of inclusion and to improve employee engagement. The creation of the Diversity, Equity and Inclusion Council and Network Resources Groups are inclusive of over 400 Milwaukee County employees representing ALL Milwaukee County departments, including Milwaukee County Transit. The HR Business Partners also work across departments to investigate workplace concerns and establish best practices to enhance leader and employee relationships. These workplace enhancement activities mitigate employment-related risk for Milwaukee County and supports the development of an inclusive, equitable working environment that embodies Milwaukee County's vision of becoming the healthiest county in Wisconsin. DHR Learning and Development is responsible for facilitating Racial Equity training for the internal workforce. This facilitation will help break down silos as we strive to achieve the vision of achieve equity and health. There are several new course offerings including learnings for both Milwaukee County employees and leaders.

8. What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?

a. What analysis did you do to determine the expected benefits and potential unintended consequences?

The Department of Human Resources (DHR) worked hard to ensure we met our levy target. Unfortunately, given some restraints to our budget, DHR is still in need of additional resources to advance racial equity. DHR has been able to build upon and deliver racial equity related training to the internal workforce. Where we will have potential unintended consequences is our inability to provide additional capacity building and support, especially as it relates to the Diversity, Equity and Inclusion Council and Network Resources Groups. Unfortunately, capacity building and support were not considered as a part of what we could do with our proposed budget. If additional funding is granted, we would allocate those resources to those groups for internal and external workforce inclusion planning, development and expansion.

Additionally, DHR still only has one (1) dedicated FTE for internal diversity, equity, and inclusion (DEI) strategy development, programming and implementation. This dedicated position is not capable of creating and executing strategy alone. It is not sustainable. If we want to grow this work efforts in hiring, training, capacity building, and retention, we need more assistance. We can't advance workplace diversity and inclusivity without building out a full DEI team, with resource dollars, to manage and lead this work.

b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?

The Department of Human Resources (DHR) does have a plan, as a result of our proposed budget, to mitigate unintended consequences. DHR will continue to utilize our current intact team as we are committed to helping Milwaukee County implement programs and services aimed at building better a diverse and inclusive workforce.

STRATEGIC FOCUS AREA 3: INVEST IN EQUITY

9. If your department were to receive some additional funding for addressing racial equity, what specific strategic plan priority would you address, what would be the project/activity and intended outcome, and how much would it cost?

Centralized efforts are critical to the County's ability to achieve its vision and to have a workforce that reflects the community it serves at all levels, and to foster a culture of inclusion in all operations. If provided additional funding, the Department of Human Resources would implement the following to better support the ENTIRE organization:

- Full division of Diversity, Equity and Inclusion team, with a specific ask for a D&I Director/Officer to be hired in 2024 (125k)
- Add Talent/Performance Management Program Manager role to be hired in 2024. This role is critical as we face challenges with both recruitment and retention of talent within Milwaukee County. This role would focus specifically on retaining talent by creating career ladder and career lattice structures for Milwaukee County. The need for

clarity has been a recurring theme identified in the Employee Engagement Survey. (95k)

- Provide resources to support and grow the Network Resource Groups (NRGs) and the DEI Council. Currently there are over 400 County employees participating in these groups with no resources to support their efforts. This resource could also help assist with ongoing Vision Day activities. (100k)
- Provide ongoing additional funding to Talent Acquisition to better market and advertise jobs with the County. DHR needs an increased budget to better attract candidates. (50k)
- Restructure the Talent Acquisition function as we attempt to migrate to an active sourcing and ongoing recruitment staffing model. (40k)
- Resources to continue to improve Milwaukee County's workforce racial equity and diversity & inclusion training, capabilities and support for Learning & Development (80k)

10. What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs and other communication or accessibility barriers?

The Department of Human Resources (DHR) uses several approaches to dismantle barriers to diverse and inclusive communities including recognizing and celebrating the diversity of Milwaukee County. The Diversity, Equity and Inclusion (DEI) programs within DHR use CountyConnect, and other employee communication methods, to promote and celebrate Black History Month, Pride Month, AAPI Month, among many others. In addition, DHR played a significant role in the Day of Vision 2023 engagement activities and programs. In 2022, the DHR Diversity and Inclusion Program Manager discussed the importance of *human beingness*. In 2023, he led trainings focused on unlocking the power of your voice, building connection with the hearts of the people in your audience, and delivering a memorable and appealing presentation and/or message through his "Talk Like TED" trainings. These trainings were held across Milwaukee County. DHR once again participated in the MMAC's Region of Choice and serving as the DEI Summit Presenting Sponsor, building a bridge to the business community and helping to create diverse and inclusive communities. DHR will continue to build upon these successes in the upcoming years.

DHR continues to find a variety of methods to connect with our diverse workforce. The L&D team continues to publish training materials and videos with closed caption and vocal narration to support written scripts to accommodate persons with disabilities. Retirement Plan Services continues to customize their communication styles, whether it being vocal speed, clarity, and inflection, or breaking things down easier to assist members who are older, which is a great in creating inclusion for our senior citizen population. Some DHR staff members are bilingual and assist as needed, most providing support for applicants applying for positions within Milwaukee County.



Appendices

Appendix A:
Glossary

Appendix B:
Frequently Asked Questions

Appendix C:
Resources by Strategic Focus Area

Appendix D:
Public Participation Model

APPENDIX A

GLOSSARY

Communities of color: In the context of the Milwaukee County Racial Equity Budget Tool, the term communities of color is interchangeable with Black and Brown communities and inclusive of all non-white populations of color.

Disadvantaged communities: A collective term for referencing communities that have historically experienced inequities where they learn, live, and work that were/are not optimal due to disenfranchisement, disinvestment, marginalization, racism, and other systems of oppression.

Diversity: Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term “diversity” is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Diverse group: As it relates to question 5, an intentional effort to include individuals from different racial, ethnic, gender, and social backgrounds proportionate to the diversity of the department.

Economic data: Numerical data collected based on service delivery criteria determined by departments.

Equity: The just, fair, and impartial treatment, acceptance, or behavior of people without favoritism or discrimination. Equity means righting wrongs, doing what’s right, and giving people what they need to thrive, which is different from equality, which means everyone gets the same thing regardless of circumstance or need.

Frontline employees: A grouping of Milwaukee County employees that serves as the initial point of contact for service users or a range of employees from all levels of the workforce with emphasis on the inclusion of direct service rendering staff.

Inclusion: Assurance that the culture, values, and opinions of individuals and groups are represented in the decision-making processes.

Inclusive workforce: A workplace environment that recognizes the contributions of all employees, while valuing their social status, race, gender, or other demographic classifications.

Key stakeholders: Both internal and external individuals, agencies, or organizations who participate in the planning, development, implementation and decision-making process of an activity, process, or service delivery. (AMOP: Key stakeholders are service users, the workforce, partners, governing boards, donors, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities.)

Multilingual needs: The ability of Milwaukee County departments to address linguistic needs for all service users through staffing, documentation, and other communication platforms.

Professional advancement: Opportunities for staff to build their capacity and ascend or pursue lateral movement to further advance their career trajectory.

Racial data: Demographic data collected by Milwaukee County departments that identifies the race/ethnicity of service recipients.

Racial equity: The just and fair inclusion of all people in society, regardless of their race/ethnicity, with unfettered ability to participate, prosper, and reach their full potential. Racial equity is achieved when race no longer determines one’s health and socioeconomic outcomes and when everyone has what they need to thrive and decide what’s best for themselves, their families, and their communities, no matter where they live.

Service user: Current or potential user of Milwaukee County services.

Unintended consequences: Outcomes of a purposeful action that are not intended or foreseen.

FREQUENTLY ASKED QUESTIONS

PURPOSE

1) What is the purpose of using this tool?

The Racial Equity Budget Tool (REBT) has many intended purposes:

- It is about making an intentional connection between the strategic plan and our budget. We cannot sufficiently change our institution if we do not think critically about how and what we are spending money on.
- Whether we are making investments or disinvestments, we must do so with racial equity as the key guiding principle to those important decisions.
- It is meant to spur conversation on topics related to the strategic focus areas among department leaders and employees so we are all challenging ourselves to think critically about our efforts to advance the vision.
- This tool is an opportunity to baseline departmental efforts to make informed enterprise-wide decisions.

These are only some of the many answers to why we are using a tool to assess budget decisions.

2) What other jurisdictions have used a racial equity budget tool? Where did the budget tool questions come from?

Milwaukee County's REBT builds on the success of other jurisdictions in implementing a budget tool. Jurisdictions Milwaukee County looked to for guidance include the City of Seattle, the City of Portland (Ore.), King County (Wash.), and the City of San Antonio. Resources from the Government Alliance on Race and Equity (GARE) were also used. The questions are largely framed around Milwaukee County's strategic plan.

3) How does this tool work when departments must make budget cuts year over year? What is the point of doing this when departments don't have a lot of latitude about what disinvestments to make?

Milwaukee County's structural deficit and budget challenges are no secret. However, Milwaukee County still has an annual budget of over \$1 billion. Whether the County is

making disinvestments or investments, those decisions must be made with racial equity at the forefront of decision-makers' minds. Departments should think critically about their current assumptions and spending versus shifting investments to address root-causes of inequities.

COMPLETING THE TOOL

4) Are there right answers to the questions?

Responses to this tool will inform our future action to see where Milwaukee County can improve on the path to health and racial equity. There are no right answers to the questions, and each department is starting in a different place, serves different people with different needs, and faces a different set of barriers and opportunities. While there are no right answers, the information provided in the tool will be used for decision making throughout the budget process and will be available to the public. Therefore, answers should be robust, defensible, and easy to understand. Your department's answer may look very different than another department's answer and that is okay as long as the answers address the question.

5) What if there are inequities to other groups other than racial groups? Should we be talking about those inequities in our analysis?

Yes! Milwaukee County is race forward, but not race exclusive. If there are other inequities identified in your analysis, please include them.

6) Does every department complete one tool, or is it one tool for each division?

Please submit one tool per department. Responses can be broken down at the division level within your department's tool, as appropriate. All questions should be completed.

7) Who is responsible for filling out the budget tool?

The department head is ultimately responsible for the content in the REBT. It is up to department leadership to determine who in their department is most appropriate to be involved in completing questions in the tool, which will differ from department to department. Likely people to include are department leaders, fiscal staff, administrative staff, and Racial Equity Ambassadors.

APPENDIX B

[GO TO QUESTIONS \(REBT FORM\)](#)

FREQUENTLY ASKED QUESTIONS

8) Is this tool supposed to imply that we should be taking actions on each of these items? Are the questions meant to be directives to departments?

A budget is a reflection of priorities. Ultimately, Milwaukee County’s budget should reflect our values and advance our vision and strategic plan. However, we acknowledge our organization is on a journey to continuously improve our efforts toward health and racial equity. The REBT is meant to spur conversations among department leaders and staff about what they are and are not able to do in a given budget year to advance the vision. To that end, the tool is not an absolute directive to departments. We fully expect that some departments’ answers to some of the questions will be that they are not doing anything this year with an explanation about why that is the case. Looking ahead to future years, departments will be expected to show how their budgets help Milwaukee County make progress toward its vision.

9) How do I use this when my work is statutorily required?

What services Milwaukee County provides is often statutorily required. However, how we do our work usually is not a directive. This tool is meant to challenge us all to think about how to do the enormous part of our work that is within our discretion and control.

10) Is there a standard approach all departments are expected to take to answer the questions?

No. Answer the questions based on the approach your department currently takes on these items.

11) What type of analysis is expected for each of the questions?

It depends on what your department is currently doing in each area. Please use the diverse expertise and experiences of staff in your department to determine the most appropriate way for your department to answer the questions.

12) What part of the budget is this tool being applied to?

The REBT will focus on an equity analysis of decisions for

new policies, programs, and plans under consideration, and the department’s ongoing commitment to equity. Your department is asked to identify what considerations are considered in the overall budget to maximize equitable outcomes.

USING THE DATA

13) Who will receive the data departments provide in the REBT? Who will be expected to answer questions about the information provided?

Responses to the REBT will be publicly available and will be presented to the County Board. If any decision-makers (e.g., County Executive, County Board Supervisors, department directors) have questions about the information provided in the REBT, the department should be prepared to answer them. We are all partners in Milwaukee County’s strategic planning effort to achieve racial equity, and the budget tool is in-part meant to inform and focus conversations around strategic priorities, understanding that not all questions have known answers or solutions.

14) What if someone questions the analysis, conclusions, or recommendations made in the budget tool?

Like all research and analysis, there will be questions and critiques and we should embrace these important conversations. The work presented in the budget tool should be defensible, but most of these questions do not have a clear right or wrong answer. If someone finds something wrong in the analysis, then we need to fix it. However, if it is a question about the interpretation and meaning of the analysis, then we can make space for different perspectives to find the best path forward with the information we have available.

14) Will the budget tool submissions be scored?

No, the REBT submissions will not be scored. However, they will be made available to the public and reviewed by the County Executive’s office, the Office of Equity, the Office of Performance, Strategy and Budget and the County Board.

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

LOGISTICS

16) When will the budget tool be due?

The REBT is due on July 15 — the same due date as the requested budget.

17) Where do I go if I have questions?

If you understand the question, but have difficulty determining how to answer a question, please first try to problem solve within your department by looping in additional experts (e.g., Racial Equity Ambassadors, people leaders, frontline staff).

If you need assistance understanding what the question is asking, contact your Budget Analyst for assistance.

The Office of Equity should only be contacted on questions related to racial equity components (glossary, concepts, etc.) that are unclear and cannot be addressed by your budget analyst. Send correspondence via email to equityoffice@milwaukeecountywi.gov.

APPENDIX C

RESOURCES BY STRATEGIC FOCUS AREA

STRATEGIC FOCUS AREA 1: **Create Intentional Inclusion**

- [2020 Milwaukee County Workforce Audit](#)

STRATEGIC FOCUS AREA 2: **Bridge the Gap**

- [American Community Survey](#) (from US Census Bureau – descriptions below from US Census Bureau)
 - [Data Profiles](#) have the most frequently requested social, economic, housing, and demographic data. Each of these four subject areas is a separate data profile. The data profiles summarize the data for a single geographic area, both numbers and percent, to cover the most basic data on all topics. (Can compare state/County/Municipal data. With some effort, can get zip code level data.)
 - [Narrative Profiles](#) are short, analytic reports derived from the ACS 5-year estimates. Each Narrative Profile covers 15 different topic areas and provides text and bar charts to display highlights of selected social, economic, housing, and demographic estimates for a selected geographic area. (Easy to get zip code level data)
- [Personal Income Data](#) (Bureau of Economic Analysis) Per Capita Personal Income by State/County, 2016 – 2018 for the entire nation.
- Per Capita Income by County
- [Public School Enrollment](#) (Wisconsin Department of Public Instruction)
- [Private School Enrollment](#) (Wisconsin Department of Public Instruction)
- [State of Wisconsin WBE/MBE/DVE](#) This provides a list of all Woman/Minority/Disabled Vets Business Enterprise information. You can search by business name, by product/service, and by location.
- [Milwaukee County Diversity and Compliance Website \(B2GNow\)](#) Links to certified lists for the State of Wisconsin ACDBE/DBE/SBE Directory and the Milwaukee County approved DBE/SBE vendors (training available on using system).

STRATEGIC FOCUS AREA 3: **Invest in Equity**

- [Public Participation Model](#)

Additional County Resources

- [Strategic Plan \(Objectives\)](#)
- [Health and Equity Framework](#)

APPENDIX D

PUBLIC PARTICIPATION MODEL



	INFORM 	CONSULT	INVOLVE	COLLABORATE	EMPOWER/LEAD
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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ON THE COVER



“WELCOME TO THE PEOPLE’S HOUSE”

Artist: Tia Richardson

Commissioned in 2020. Used with permission of the artist.



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