

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

Date Submitted: 07/15/2023

Department: Department of Administrative Services

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?

DAS has an active Employee Engagement and D&I Committee that helps to review policies, work rules and activities in the Department. The group helps to identify and address issues as they may arise. DAS routinely reviews JEQs and works to reduce educational barriers to attract a more diverse and inclusive workforce.

In 2023 and carrying into 2024, DAS delivered a special training program for front-line supervisors in having difficult conversations, recognizing and rooting out microaggressions, and building inclusive environments. Additionally, in the spirit of intentional inclusion, we engaged a diverse group of employees in defining advancement opportunities, career pathways, and the leadership training needed for the Division. DAS undertakes continuous management and equity training opportunities and encourages staff to take advantage of resources and training offered through HR.

In 2023, IMSD continued working with and sponsoring i.c. stars to support their future IT projects and to be a sponsor for them. i.c. stars provides a rigorous technology-based workforce development and leadership training program for underserved adults, connecting them with career opportunities through our social enterprise and partner organizations. Participants learn by doing; they build web-based applications to solve client challenges – with coding, business, and leadership instruction provided along the way. They also gain the professional network needed to jump-start their careers.

In 2023 the Operations & Maintenance section of FMD again partnered with HR-Learning & Development to create a training series for front-line staff and management that focused on teamwork, values, and norms of working together, including some aspects of micro-aggression training. In 2024, this program will be expanded to include Team Building, Customer Service, and Improving Trust, among others. This program has been designed by a diverse group of employees and is focused on creating an inclusive work environment.

DAS – Procurement has created mission aligned partnerships continue to add value as partnerships are strengthened with ethnic community-based organizations where talent referrals can be leveraged. This includes Milwaukee Public Schools and Hispanic Professionals of Greater Milwaukee. During the summer of 2023, Procurement hosted student interns which were sponsored by MPS to ensure young professionals can be compensated and obtain a meaningful internship experience.

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?

DAS encourages staff to take advantage of resources and training offered through HR. Outside training and conference opportunities are offered to employees to help develop talent. DAS proactively supports its employees and emphasizes the importance of staff using their voice and experience to help move the County forward.

In 2023 the Operations & Maintenance section of FMD is partnering with HR-Learning & Development to develop a program for incumbent Facilities Grounds Workers who may be interested in the Trades to receive training and be promoted into the Trades organization as skilled, unlicensed trades professionals. In 2024 these new positions will be gateways into a trades career while providing additional skilled workforce to achieve a best-in-class maintenance program.

DAS also takes advantage of County-wide work groups where staff can participate in project-based opportunities aligned to strategic goals. Additionally, employees are offered "stretch" opportunities to take-on new more challenging projects or opportunities including presentations or special projects. Trust has been a guiding principle for the team therefore participation in opportunities like NRG's and local and national trainings have improved Milwaukee County's procurement reputation.

In 2023, DAS piloted a new 4-part HR training program focused on people leaders cultivating an inclusive workplace. People leaders were targeted to ensure managers are best positioned to support employee workplace issues. Additional time for people leaders to practice managing workplace issues is planned later in the year.

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?

DAS conducts All Hands meetings to inform team members of the budget to solicit feedback, suggestions, and improvements.

DAS also has active D&I and Employee Engagement Committees that help gather information from employees and inform leadership throughout decision making processes.

In 2023, DAS Director Hertzberg and SEA Osborne, who helps lead employee engagement efforts, continue to hold 1-on-1 meetings with every DAS employee. The benefits of these meetings have resulted in improved opened lines of communication between the Director's Office and staff. This assisted in development and creation of a DAS focused mission and vision statement, workplace policies, organizational alignment, and resource needs.

IMSD supports the whole County, and using our Info-Tech thought leadership provider, we conduct an annual survey (CIO Vision Survey) to measure client department satisfaction with IMSD, our services, and to identify needed service changes. This information is factored into our IMSD and Central Spend budget and supplemental budget requests. Additionally, during 2023, IMSD initiated the Digital Transformation Assessment project, funded from an ARPA allocation, to build a countywide view of 2024 through 2026 digital transformation projects.

In 2023, DAS is working with SBP to host focus groups for contract managers. This will help to inform new policies, procedures and training as recommended by the Audit Division.

Through skip level meetings and follow up discussions, DAS has more broadly engaged employees in budget discussions than in years past. Additionally, DAS Leaders worked collaboratively to review and prioritize budgets to help solve divisional challenges and prepare supplemental requests.

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

The AE&ES section of DAS - FMD annually awards contracts in excess of \$50M in value, both professional services and contracting for public works projects. We work closely with the Office of Economic Inclusion (OEI) to set and achieve participation goals for every contract awarded. In 2022 an ARPA Capital Program Management Office (PMO) was set up to monitor and manage capital projects funded through the County's ARPA program. This PMO continues to work closely with OEI to make sure that the ARPA program recognizes and capitalizes on extraordinary achievement of participation on ARPA projects.

In 2023, DAS - Procurement also updated the guidelines for its Purchasing Card Program to inform Milwaukee County employees of the 4% Target Business Enterprise (TBE) goal for goods. Infor supplier enhancements support access to a comprehensive database of ethnically diverse business enterprises which links OEI's registered supplier list. The team intentionally engages client departments to address the need for employees to understand how they can demonstrate an adaptive response to a fundamental framework and training that goes beyond isolated price considerations which oftentimes include socioeconomic disparities, systemic oppression, and institutionalized racism. Procurement created an intake form to capture the necessary data aligned to Milwaukee County's strategic goals which will reveal where opportunities exist or persist county-wide.

DAS Economic Development tracks the average percent of Target Business Enterprises to the entirety of all firms they partner with on real estate development projects. The goal for these is 17% for professional services and 25% for construction. In 2022, the % of TBES participating was 25%.

OEI's goal is to help all departments track these contracts and spend more accurately. In 2024 OEI plans to offer B2G training to all staff to bring greater awareness to the value of entering contracts into the system for accurate and timely reporting.

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)?

Public engagement is a priority for many communities needs planning studies. To make sure that the greater public, nearby community, and private users voices were all heard, respective DAS departments focus on an engagement plan that would meet people where they were. The overall approach is simple: “You are the expert of your facility”. The “you” in this instance is a diverse community of stakeholders each with a different lens to understand.

IMSD engaged end user departments to create a Milwaukee County IT Strategy, which in 2023, IMSD refreshed for 2024 – 2026. The development of the IT strategy lays out a three-year plan for Milwaukee County on technology investments to support the business and Milwaukee County's mission. Additionally, using our Info-Tech thought leadership provider, we conduct an annual survey (CIO Vision Survey) to measure client department satisfaction with IMSD, our services, and to identify needed service changes, which impacts the communities our client departments serve. This information is factored into our IMSD and Central Spend budget and supplemental budget requests. In 2024, IMSD will focus on delivering projects from the \$10 million ARPA funds set aside for digital transformation projects to close the gap and improve client department capabilities for disadvantaged communities.

In concert with the OEI, Procurement organized outreach efforts to engage Community Based Organizations (CBO), Mission Aligned Partners (MAP), and intergovernmental partners to address the concerns impacting Milwaukee County where barriers persist affecting progress to achieve racial equity and equitable contracting. These planning sessions included identifying strategies to meet milestones and gather data to inform decision-making. Tools utilized include surveys, anecdotal data, and organizational annual reports.

Planning sessions included identifying strategies to meet milestones and gather data to inform decision-making. Tools utilized include surveys, anecdotal data, and organizational annual reports. DAS has also increased the use of focus groups to increase internal customer feedback loops to ensure we are appropriately meeting the needs of County Departments we serve.

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.)

The Land Information Office, a section on the Facilities Management Division performs demographic and business mapping and spatial analysis for County Supervisor districts, neighborhoods, and regional park areas to show disparities between where County facilities and resources are provided. LIO also supports Milwaukee County departments in performing spatial analysis of some programs that are provided to county residents. This includes mapping and analysis of the Small Business Recovery Initiative Grant distributed by Milwaukee County Economic Development Division. LIO also supports internal partners like DHHS in assisting with spatial analysis of their client population and the services that they provide to the neighborhoods that need the resources the most. Externally, LIO performs spatial analysis for Employ Milwaukee that assists them manage their client population and their service providers.

Procurement assessed areas for further development which considered technical assistance needs impacting marginalized communities. This was evident in the Continuous Improvement workgroup as the subgroup worked to simplify technical language with RFP submissions or requests to the Risk Management Division to modify Milwaukee County insurance requirements where available.

As mentioned earlier, Procurement also considered this impact from a workforce development data point to demonstrate intentional inclusion and increased partnerships to create targeted employment opportunities for students and temporary staffing needs while JEQ vacancies were being reviewed

Efforts from the 2022 period continue throughout 2023 which include the following:

- Assess expenditure utilization with Bids/RFPs/Price Agreements/P-Card purchases
- Identify restrictive contracting areas impacting ethnically diverse businesses
- Demographic comparative analysis of spend
- Monitor purchasing exception requests
- Host public RFP debriefing events

The Economic Development (ED) division works with the Office of Economic Inclusion (OEI) on promoting our contract opportunities to TBEs. The division is also undergoing a strategic planning effort which will allow us to better use county-wide economic data to make informed decisions in our daily work.

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?

In 2021 the County Board adopted a policy that County operations shall be carbon-neutral by 2050 (net zero greenhouse gas emissions). The Office of Sustainability in FMD convened groups of leadership and technical representatives from departments throughout the County to develop the Framework for Climate Action 2050 'Achieving Net Zero Carbon Emissions while Advancing Equity, Justice, & Community Resilience'. This framework emphasizes the cooperation across County departments and co-benefits to the community as keys to success.

In 2023, the Office of Sustainability continues to work across the county with detailed planning of climate actions, which include an expanded

group of technical representatives from departments throughout the County to engage the community in short-, medium- and long-term action planning. Addressing climate change will have a positive health impact on the community and emphasizing other community benefits (such as jobs programs) will have a measurable impact on equity.

Throughout 2022 DAS-Procurement addressed change management challenges to achieve alignment to Milwaukee County's racial equity strategies. The proposed budget supports the current state of the division and demonstrates a distribution of work responsibilities of all staff involved given their roles. The team meets regularly with its client departments which is reflective of 43 offices/divisions/departments.

OEI's budget supports work with departments in promoting the necessity for setting participation goals on County contracts, with a focus on minority and women owned businesses. OEI can help identify contracts where small business participation is applicable and to take advantage of those opportunities for inclusion. In creating opportunities for these small businesses to participate on County contracts, it is helping to create work for local businesses who may be employing members of our immediate community. We can live, work, and play all in one place and continue to move Milwaukee County forward.

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 DAS budget continues to be carefully prepared to align with the County's vision for racial equity. In a period of holding the DAS budget flat, absorbing inflationary increases in our operational costs has limited our ability to invest in core services to our customers departments and our ability to support internal development and infrastructure programs.

Difficult budget cuts could have unintended consequences by reducing the amount of training and limiting our outreach and support services for employees. This can extend to unintended impacts on County service delivery. We recognize that community burden is not shared equally, as individuals already in a vulnerable or disadvantaged state are likely to feel those burdens more acutely, especially if they are disproportionately reliant on County services.

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

DAS will examine the impact we have on County departments and plan to adopt recommended solutions addressing the unintentional consequences and enforce compliance to processes and continue to create an inclusive and conducive work environment.

DAS will also work with the sponsoring department and executives of projects to help mitigate any unintended consequences. This includes maintaining feedback loops to understand impacts and prioritizing resources and response as need to meet needs. DAS will implement recommended solutions addressing the unintentional consequences and enforce compliance to processes and continue to create an inclusive and conducive work environment. This includes maintaining regularly scheduled meetings with client departments, reviews of purchasing activities, and provide recommendations where applicable.

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?

The strategic plan priority the DAS department would primarily address is Focus Area 1: Create Intentional Inclusion. These investments would also touch on the other two strategic focus areas because creating intentional inclusion would allow for diversity and inclusion of people and ideas. There is low hanging fruit that would benefit from the investment considering the time that has been invested towards engaging internal and external stakeholders.

DAS - FMD would specifically request additional training funds, which would target front-line supervisors and other people leaders in a years-long comprehensive training series to drive culture change in our organization, which will result in a more inclusive work environment and longer-term greater diversity within the ranks. This would address strategic plan priorities 1A and 1B ('Reflect the full diversity of the County at every level of County government' and 'Create and nurture an inclusive culture across the County government').

The estimated cost of developing and running this program in 2024 is estimated to be \$75,000.

FMD is also seeking a salary market adjustment for their Team Co engineers and other related engineering positions. Market data shows that our mid and upper-level staff within AE&ES are significantly below market and this has contributed to turnover and challenges recruiting. This supplemental request is to adjust the salary ranges for key positions within AE&ES to ensure Milwaukee County can attract and retain a quality workforce and be the best stewards of Milwaukee County's capital program. This request supports Milwaukee County's goals around equity in several ways. A few major ways include: 1) The majority of projects managed by AE&ES include DBE / TBE and residency goals. AE&ES project managers work to ensure these goals are met for each project. 2) AE&ES project managers regularly engage with a diverse array of project stakeholders and work to incorporate their perspectives and needs into the projects. By incorporating well trained professional and project management staff, our team is to be better equipped to manage these and all other aspects of project delivery.

The estimated expense to running this program in 2024 is estimated to be \$315,000.

Additionally, FMD would request funding for a Trades Apprentice Coordinator position, which would be a career stepping-stone from facility operations into Trades as a type of pre-apprentice role. The cost of this new position is estimated to be \$64,590.

For the office of Economic Inclusion (OEI), the strategic plan priority would be to address Equitable Contracting. The plan would consist of creating a program to educate, prepare and grow minority owned businesses. Developing a program to meet firms where they are and not lump all businesses in a “one size fits all” space. Whether it is a startup company, young and growing or established firm, OEI would have things in place to help businesses take their business to the next level. Some of the programming would include:

Capacity Building Insurance & Bonding Credit & Finance Estimating & Bidding HR Education Joint Venture Education Mentor Protégé Program and more. The cost for this service is \$25,000.

The Procurement Department is requesting 2 Supplemental Request – 1 for a Contract Compliance Manager and 1 Contract manager position. The costs for these positions are \$97,981 and \$99,896 respectively. Piloting solutions have been identified by the team to advance equitable opportunities and hold contactors accountable. These positions build upon the workgroup efforts achieved with the Continuous Improvement office where two additional AMOP’s can be created; one addresses the need to standardize the RFP draft, and the second addresses the need for a code of conduct for contractors that also incorporates a debarment process.

The roadmap utilized by the Procurement Director focused on the One Milwaukee Resolution proposed by Chairwoman Marcellia Nicholson and would build upon intergovernmental efforts within the City of Milwaukee and Milwaukee Public Schools where the mission aligns educational resources, industry participation, and community outreach with high quality training-intensive employment opportunities through contracting efforts within Milwaukee County. There are opportunities to create socially responsible contracting incentives, local business enterprise incentives, and scale workforce residency requirements for adults and youth.

DAS- Central Spend is requesting additional funds to help bridge the gap, the request is as follows:

Bridging 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.

Invest in Equity – Enhance Milwaukee County’s fiscal health and sustainability. Dismantle barrier to diverse and inclusive communities.

Increased costs due to 2023 capital projects going live and needing to be operationalized – \$281,000

- New Security Camera Deploys at Multiple Sites – \$40,000
- Fleet Fuel System Expansion to Parks (23 Sites) – \$84,000
- OEM Priority Dispatch Software Licenses – \$31,000
- ERP Add-on Applications for Comptroller’s Office (i.e., eCivis, Debtbook, and Brainware) – \$66,000
- SBP (Sherpa License Expansion and PADS Narrative Software) – \$60,000

Bridging 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.

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.

Installation of New Additional Security Cameras (CRC and Child Support) cost \$93,000. Note: \$76,000 is one-time costs, with \$17,000 representing the recurring portion.

The CRC cameras are to improve resident monitoring after the June 2023 life-safety event. The Child Support cameras are to improve security monitoring in areas currently without cameras and where incidents have occurred (e.g., genetics room).

IMSD is requesting several requests to help bridge the gap and create intentional inclusion, these requests are as follows:

Bridging 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.

Invest in Equity – Enhance Milwaukee County’s fiscal health and sustainability. Dismantle barrier to diverse and inclusive communities.

- \$808,000 (annually) – 8 FTEs to continue the Milwaukee County Data analytics program.
- This will support Milwaukee County’s strategic plan through:
 - Creating sustainability and growth via Data Architecture enhancement through common data usage and a “single-source of truth” for reporting and analysis
 - Develop products based on ongoing and new enterprise strategic initiatives
 - Support ongoing operations, maintenance, and support of existing process and data products.
 - Continue the County’s data analytics program and empower departments to make data driven solutions.

- Informed and improved decision making through higher quality data
 - Enhance customer experience with data requests
 - Identification and prevention of risks
 - Reduced poor quality data
- \$104,000 (annually) - 1 Contractor to provide specialized support to the County Board and Departments to manage hybrid and public meeting and smart conference room. As this function matures, IMSD will evaluate converting to an employee position.
- This individual will ensure standardized setup, operation, and troubleshooting of AV equipment, resulting in efficient support for meetings, presentations, and events. Additionally, they will perform maintenance and upgrades, prevent downtime and maximize system performance. Collaborating with end-users, they will enhance the user experience and provide training, empowering employees to utilize AV resources effectively. By staying updated on industry trends, the AV technician helps future-proof our infrastructure, ensuring access to the latest tools and technologies. Overall, their presence optimizes AV capabilities, boosts productivity, and improves satisfaction within our organization and with the public.

Create Intentional Inclusion – Increase the number of Milwaukee County contracts awarded to minority- and women-owned business.

Bridging the Gap – Break down silos across Milwaukee County government to maximize access to and quality of services offered
Invest in Equity – Enhance Milwaukee County’s fiscal health and sustainability.

- \$171,000 (annually) – 2 FTEs within the IMSD Governance pillar, establish a position to manage vendor relationships, vendor performance, and IMSD division performance against defined metrics. Additionally, augment the existing IT Financial Analyst position with a second IT Financial Analyst to support growing procurement needs within IMSD.

Currently, there is no defined vendor and IMSD performance management function, resulting in a lack of defined SLAs, KPIs, and reporting to internal and external stakeholders. Additionally, as budgets continue to remain tight and with an increased number of vendors within IMSD and Central Spend, there is a need for additional resource capacity to address vendor cost optimization for both IMSD and Central Spend.

The additional IT Financial Analyst will allow IMSD managers and Business Development Analysts to offload day-to-day procure-to-pay activities and refocus on their core job responsibilities.

Both positions will allow IMSD to continue to optimize performance and financial value from vendors, keeping Commodities & Services costs in line.

Bridging 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.

Invest in Equity – Enhance Milwaukee County’s fiscal health and sustainability.

- \$110,000 (annually) – 1 FTE Network Cloud Engineer position to support the County’s expanding cloud operations. This role focuses on engineering communications between the Core network and various cloud providers, notably our data center hosting provider and Microsoft’s cloud capabilities (Azure). Additionally, the position will be responsible for monitoring these environments, developing roadmaps for improvements, and maintaining cost-effectiveness.

Improved monitoring and reliability of IMSD’s cloud delivered services and network connection to support County Departments’ services.

- \$281, 000 (annually) - Increase costs due to 2023 capital projects going live and needing to be operationalized. To continue operating technology solutions implemented in 2023 via capital funding into 2024 and the future and prevent disruption of security, operations and financial system within the County.

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.

Bridging 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.

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.

- \$90,000 (1 time, every 3 years, Professional Services) – Microsoft licensing for users, Office, desktops, servers, etc. is procured with a three-year contract called an Enterprise Agreement (EA). The County’s current agreement expires June 30, 2024.

Many organizations, public and private, use consulting firms to assist in the renegotiation of pricing with Microsoft. Most consulting firms charge an upfront fee (e.g., \$5,000) and take a percentage (e.g., 20%) of the negotiated savings with a not to exceed amount (e.g., \$83,000). The estimated \$90,000 and example breakdowns are based on IMSD’s experience in 2021 with the firm Directions

Additionally, with the inclusion of MMIA's separate Microsoft EA into the County's agreement, IMSD recommends identifying a vendor to assist in obtaining the best price and value for our upcoming EA renewal (July 1, 2024 - June 30, 2026).

Bridging 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.

Invest in Equity – Invest “upstream” to address root causes of health disparities. Enhance Milwaukee County’s fiscal health and sustainability.

- \$93,000 (\$76,000 one-time, \$17,000 annually) Installation of new additional security cameras to support CRC and Child Support in security monitoring.
- \$537,000 – New technology solutions from multiple department requests. This would provide additional technology solutions to departments to enable their delivery of services to residents, constituents, and internally.

Bridging 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.

Invest in Equity – Invest “upstream” to address root causes of health disparities. Enhance Milwaukee County’s fiscal health and sustainability.

- \$664,000 (annually) - 5 FTEs and \$160,000 in Commodities & Services to establish five new positions in the area of:

- Additional IT Business Relationship Management within Business Solutions to support growing departmental requests around new technology capabilities, strategies, and roadmaps.
- Additional Application Architect Supervisor and an additional IT Applications System Analyst within Business Applications to support growing departmental requests new applications.
- New IT Governance – Risk and Controls function to fill a service gap around IT risk management, controls, and coordination with Audit Services, OCC, and Risk Management.
- New Network Video Analyst within Network and Telecommunications to support the County’s growing security camera footprint and to coordinate with FMD’s new Security Director.

This would provide services to County Departments to meet their expanding demand for IMSD services and relieve IMSD’s service bottlenecks due to limited staffing.

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

DAS - Procurement has pursued various activities to gather data concerning community needs and is committed to dismantling systemic barriers. The team has identified the following areas as focus areas:

1. Promote supplier diversity programs
2. Invest in multilingual marketing communications
3. Increased outreach and education for internal and external stakeholders
4. Accessibility considerations and meet customers where they are
5. Collaboration with diverse community organizations

Lastly, building upon successful efforts for greater access includes continuing to hold virtual meeting options for potential contractors, and recording pre-proposal meetings.

OEI continues to assess its role in dismantling barriers to diverse and inclusive communities. We have expanded our ability to communicate in another language (besides English) to at times having multiple bi-lingual speakers available to assist within the division. Our community newsletters were created that allowed the content to be disseminated in multiple languages to ensure that individuals would be able to understand any information that the division was attempting to convey.

The Economic Development division has one member that speaks Spanish, which allows us to communicate with a broader segment of the community. ED Staff encourages municipal Joint Review Boards to include affordable housing in their plans. Staff participated/will participate in the Dismantling Barriers to Diverse and Inclusive Communities training and considers concepts for inclusion in real estate work.



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

FREQUENTLY ASKED QUESTIONS

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

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

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MILWAUKEE COUNTY
HEALTH &
RACIAL EQUITY

**ONE COUNTY
ONE VISION**

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

county.milwaukee.gov/vision