

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



# RACIAL EQUITY BUDGET TOOL



INCORPORATED  
1835

2024 BUDGET CYCLE

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

## MILWAUKEE COUNTY VISION STATEMENT

### Overview

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**R**acism 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

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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

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### 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.

If you have questions related to the 2024 REBT, please attend one of the Open Office hours and bring the questions. All persons who may be expected to assist the department director in completing the REBT will be encouraged to participate.

- 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](mailto:equityoffice@milwaukeecountywi.gov).



# MILWAUKEE COUNTY

## RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department:

*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?

MPAC has been committed to REDI (racial equity, diversity and inclusion) efforts for more than 20 years, including the establishment of a Director of Community Engagement & Inclusion position in 2003. In 2020, MPAC doubled down on our commitment to diversity and inclusion by developing a REDI Action Plan that is specific and measurable. Attracting and retaining a diverse and inclusive workforce is part of this plan with goals to increase BIPOC representation on our management staff to 40% by 2028 and invest financial resources in REDI initiatives including continuing education for staff, Board members, and volunteers, professional development, and talent development to advance BIPOC leadership in the arts.

To support these goals, MPAC's administrative and board leadership has focused on widening and deepening the recruiting pipeline to ensure our hiring reflects the community we serve. Additional recruiting connections built over the past few years to reach a greater diverse candidate pool include the Hispanic Professionals of Greater Milwaukee, Urban League, LGBT Chamber, Veterans Chamber, Women of Color in the Arts, and Hmong Chamber. Also, when selecting contractors, providers are screened for values and employment practices that align with our REDI goals and initiatives. MPAC invested in Unconscious Bias training for MPAC employees where 100% of regular full-time and part-time employees participated. MPAC has also initiated plans for ongoing education opportunities for employees.

MPAC is also committed to booking artists who reflect the racial and ethnic diversity of Milwaukee County. To that end, our goal annually is to ensure a minimum of 30% of the artists we contract/book are BIPOC. We exceeded this goal by achieving 55% BIPOC artists last fiscal year. MPAC has also committed a minimum of 10% of its advertising budget to engage more diverse audiences.

Additionally, MPAC's prior President & CEO, Kendra Whitlock Ingram, has dedicated her career to increasing the representation of BIPOC leadership throughout the arts sector nationally. To respond to challenges of attracting diverse leaders in C-Suite positions at major performing arts centers, Ingram was a lead designer of a new program: The BIPOC Executive Leadership in the Arts Program. Managed by the Live Arts Centers of North America and supported by AMS Planning & Research, NAS, and Stanford University, this first-of-its-kind program accelerates the development of leadership skills among qualified mid-career BIPOC professionals and provides them with a pathway to pursue executive positions at major performing arts centers. MPAC hosted one of the fellows during the inaugural year, making a \$4,000 investment.

#### 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?

As part of our REDI Action Plan, MPAC has implemented the use of the Intercultural Development Inventory (IDI) tool to provide us with an actionable tool to build the cultural competence of our organization. The IDI was completed by MPAC Directors, Vice Presidents, and Board members in 2022, providing a baseline measurement for increasing our organizational cultural competence and a tool for ongoing promotion of greater equity within our workforce. The results from that tool were then provided and discussed in 2023 through various employee training.

Additionally, throughout the year, team members participate in various EDI and accessibility continuing education. Sessions are provided by some of our industry's trade organizations such as The Broadway League, Association of Performing Arts Professionals, the Performing Arts Center Consortium, and more.



**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?**

A cross section of the entire MPAC team (representing various departments, ages, skills, and ethnicities) is involved in ongoing strategic planning and development of annual tactics, including budgetary needs. In recent planning meetings, several of our frontline team members brought forth excellent ideas to broaden our reach in the community and create a more inclusive environment for specific demographics who may not currently be served or engaged through MPAC programming. These ideas have already been incorporated into our planned tactics for this season.

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

MPAC has pursued the use of minority, women and veteran-owned vendors for the past several years and it is a consideration when there is an opportunity to add or change a vendor relationship. In 2023, MPAC implemented a system to formally track use of minority, women and veteran-owned vendors across organizational vendor spend. In our fiscal year 2023 (July 1, 2022 – June 30, 2023), 26% MPAC's eligible vendor spend was with minority, women and veteran-owned vendors. MPAC also sets operational goals aimed at prioritizing spend with minority and women-owned vendors. For example, the marketing department currently spends a minimum of 10% of its annual marketing budget on BIPOC businesses, which is estimated at approximately \$50,000 in 2023.

## 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)?**

In 2018, MPAC commissioned a study in partnership with P3 Development Group to establish a diversity and inclusion strategy to support our vision to serve as the region's world-class gathering place for all. As part of this study, the P3 team focused on interviewing external stakeholders from the community. P3 Development and MPAC selected stakeholders that represented the diverse segments and perspectives of the community. In addition, P3 Development conducted over 100 "man-on-the street" interviews of Milwaukee residents from over 30 different neighborhoods. From both sets of interviews, primary themes were identified and analyzed to provide a holistic perspective of the MPAC's opportunities and challenges in developing an effective diversity and engagement strategy and associated programs and services offered to the community.

In 2020, we strengthened our commitment to diversity and inclusion by developing a board/staff task force to advance racial equity, diversity and inclusion (REDI) for our organization and the performing arts industry. MPAC re-engaged P3 Development Group to refresh their 2018 report and recommendations with a 2020 lens. They also led strategic planning with the task force to develop a Marcus Center REDI Action Plan which pledges to:

~Increase BIPOC representation on our board (50% BIPOC by 2025), management staff (40% by 2028, currently 25%) and volunteers, which represent the racial and ethnic diversity of Milwaukee County

~Invest financial resources in REDI initiatives including REDI continuing education for staff/board/volunteers, professional development, and talent development to advance BIPOC leadership in the performing arts and increasing the center's business with BIPOC-owned businesses, vendors and contractors and budget.

~Invest in BIPOC artists by ensuring a minimum of 30% of our annual performing arts performances and programming are presented by BIPOC artists telling BIPOC stories.

In fiscal year 2023, we surpassed two of these goals: 53% of the MPAC board is BIPOC and more than 50% of the artists presented and contracted by MPAC are BIPOC. Additionally, 50% of our board and 35% of our leadership team are women.

In 2023 we've also invested by engaging with Athena Communications to support ongoing strategic development and implementation of our REDI initiatives.

**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.)**

MPAC's established REDI Action Plan has key focus areas of representation, inclusion, and investment. Within each area, we have

outlined specific metrics to prioritize resource distribution. Milwaukee County census and demographic data is a key source used to determine how we are reflecting the racial and ethnic diversity of Milwaukee County. We also strongly consider the racial and ethnic demographics of the City of Milwaukee. With this in mind, MPAC programs are evaluated and modified to best reflect these diversity demographics. Resource distribution is prioritized to reflect these key focus areas in the following ways:

~ MPAC commits a minimum of 30% of MPAC Presents annual programming to the presentation of nationally and internationally celebrated BIPOC artists. The 2023 calendar year is currently projected at 50%.

~ MPAC will invest in new community access programs that remove barriers to participation. The 2023 year once again featured our recently launched Student Matinee Series, which features internationally renowned performing artists that will perform a special 60-minute daytime performance for K-12 students. Although this series will be open to a broad range of schools throughout the region, priority, scholarships, and special pricing will be made available to Milwaukee Public Schools and schools located in lower socioeconomic zip codes. Through the Student Matinee series, MPAC has capacity to provide unique arts performance opportunities to over 10,000 youth. Due to the popularity of this program, we are expanding this series in our 2023/24 season.

~ MPAC will continue to develop community-based programming that enhances sense of belonging. As Milwaukee's home for the performing arts, MPAC is committed to developing audiences that mirror the diversity of our community. In support of this vision and our mission, MPAC provides annual diversity and inclusion programs for our community including Family Nights, and a variety of civic events including the Dr. Martin Luther King, Jr. Birthday Celebration and the César Chávez Celebration.

## **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 2022, MPAC added a new role to the organization: Senior Director of Human Resources. Previously, human resource functions such as recruitment, retention, and employee development were either outsourced to a professional HR consultancy and/or delivered by other MPAC leadership. The addition of a senior level HR professional better supports MPAC's work to improve the quantity and quality of our workforce processes throughout the employee lifecycle, supporting our equity in the workforce goals, and maximizing access to and quality of services offered to the community. In 2023, MPAC implemented Unconscious Bias Training for employees. This training was very well received and attended with 100% of Full-time Staff, Front of House, Box Office leadership and 50% of Ushers completing the training in its first year.

In 2023, MPAC added a new strategic consultant, Tammy Belton Davis, to serve as the organization's Strategic REDI Advisor to the President & CEO. Tammy and her company, Athena Communications, are working with MPAC to drive the entire team in achieving our REDI Action Plan. Specifically in 2023, Tammy and her firm are leading the efforts to diversify the age and demographics of MPAC's volunteer base to ensure that our volunteers are reflective of the Milwaukee community. As part of the REDI Action Plan, MPAC has a goal to increase racial and age diversity of volunteer membership by 2025 (30% of membership BIPOC and under age 50).

Additionally, the MPAC board and leadership team developed a new strategic plan for the organization, with the following six strategic pillars guiding our strategy for the next 3-5 years:

~Arts Participation: Expand our audience through brand development and community outreach that will attract individuals to our venue and inspire life-long engagement with the arts

~Guest Experience: Ensure an excellent event experience both Front of House and Back of House

~Employee Experience: Increase engagement, job satisfaction, and productivity among team members and volunteers

~Capability & Asset Development: Develop organizational capability through people, process, and physical assets

~Financial Sustainability: Grow and diversify revenue, build cash reserves and endowment

~Racial Equity, Diversity & Inclusion (REDI): Invest to create a more racially representative and inclusive community at MPAC so that we may continue to build bridges between diverse members of our community through high-quality arts and entertainment

Success measures for each pillar will be used to assess MPAC's performance annually as well as to track progress towards short- and long-term goals. This Strategic Plan will serve as a road map for cross-departmental efficiencies and breaking down silos internally to ensure all decision-making is being measured against the plan.



**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?**

MPAC (and the entire arts and culture sector) experienced some of the greatest challenges due to the COVID-19 pandemic. Prior to the pandemic, MPAC was preparing to enter a new era and had focused on adapting a new business model to support our vision of serving as an anchor for arts and culture in our region. After the longest closure in our industry's history, MPAC welcomed back audiences in the fall of 2021. The 21/22 season focused on reopening safely and launching initiatives that supported our new business model. The 22/23 season continued to build upon this major shift while also focusing on returning operations and attendance to pre-pandemic levels and MPAC was happy to see an 1% increase in attendance over the prior year. The 23/24 season will focus on MPAC's five-year strategic plan that supports its new business model. Expected benefits include:

~Growing our MPAC Series presentations of nationally and internationally touring performing arts. Curation of these series has a strong focus on advancing racial equity through the arts and cultural programming, with BIPOC artists prominently featured on each series.

~Furthering our arts education and engagement programs with the expansion of our Student Matinee Series and artist workshops and masterclasses. These programs will increase the number of youth served annually.

To achieve our new business model that serves a more diverse and inclusive audience, MPAC also needs to diversify our revenue sources and increase contributed revenue. Historically, MPAC's contributed revenue comprises only 5% of total funding. In Spring 2021, we conducted a benchmark study with national peers to evaluate the average earned to contributed income ratio for organizations with similar business models and budget size. Findings were based on pre-pandemic revenue and indicated that the national average was 80% earned to 20% contributed revenue. In addition, Wisconsin ranks 49th in the country for government arts funding, positioning arts and culture organizations like MPAC at a significant funding disadvantage compared to our national peers.

Based upon the benchmarking study, MPAC aims to reach the national average of 20% contributed by 2027. If MPAC sees decreased funding and cannot meet this goal, it will limit our ability to deepen existing and provide new programs that support our REDI Action Plan. An unintended consequence is we would have to shift budgeted funds away from programming expenses to support general operating.

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

We are seeking additional sources of funds from foundations, companies and individuals which will enable us to continue current programs and potentially grow our efforts. The challenge of competing for these limited resources will be ongoing as the community continues to face other significant funding needs, many of which are considered of higher priority than arts engagement and participation.

**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?**

If MPAC had the opportunity to receive additional funding to support our REDI work, we would invest in a specific staff position, reporting directly to the President and CEO, to help the organization better advance MPAC's REDI Action Plan and more comprehensively assess and drive our progress. Currently, the plan is being managed by individual departments and with assistance from our Strategic REDI Advisor to the President & CEO. After our second year implementing the plan, we are finding that it would be best to have a centralized role ensuring alignment and forward movement across all departments. The first two years of the REDI Action Plan have yielded many successes, but a dedicated team member for our REDI work is needed in order to significantly advance. Bringing on this role is a trend we are seeing nationwide with other performing arts centers in major cities. Budget needs would be approximately \$150,000. This total includes:

Compensation	\$90,000
REDI continuing education and training	\$50,000
Evaluation and assessment tools	\$10,000
Total:	\$150,000

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

Several key team members are fluent in other languages and are called upon to assist patrons when the need arises. This need is typically quite small and usually involves our Front of House employees including Ushers and Box Office. When hosting a group that has multilingual needs, we make every effort to ensure appropriate team members are assigned to them. We are also looking for opportunities where bi- or multi-lingual signage would be placed to assist patrons when on our grounds or in the building.

Additionally, the Marcus Center Broadway Series offers sign language-interpreted performances for the 2:00pm Saturday matinee. If patrons are not able to attend that performance or are interested in this service at other presented programming, MPAC will make alternative arrangements as requested and depending on availability of interpreters. The Marcus Center also offers assisted listening devices, audio description services, and braille and large print programs.

The Marcus Center also continues to upgrade the facility with the goal of improving accessibility. In 2020, MPAC completed a renovation of our largest theater, Uihlein Hall, adding an additional 12 ADA seating locations, bringing the hall up to ADA compliance with a total of 18 ADA seats. MPAC also renovated the outdoor grounds to create an open, park-like setting with enhanced ADA accommodations. Beyond boosting accessibility through the creation of quality public space, the Marcus Performing Arts Center wanted to ensure the space would be as welcoming and inclusive as possible to individuals with disabilities. The renovated Community Grounds features a crushed stone border sealed with a waxed polymer for wheelchair and stroller accessibility, so all community members can enjoy the public space. There are also bench cutouts for wheelchairs at the War Memorial and wheelchair seating at café tables.



## Appendices

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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](mailto: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

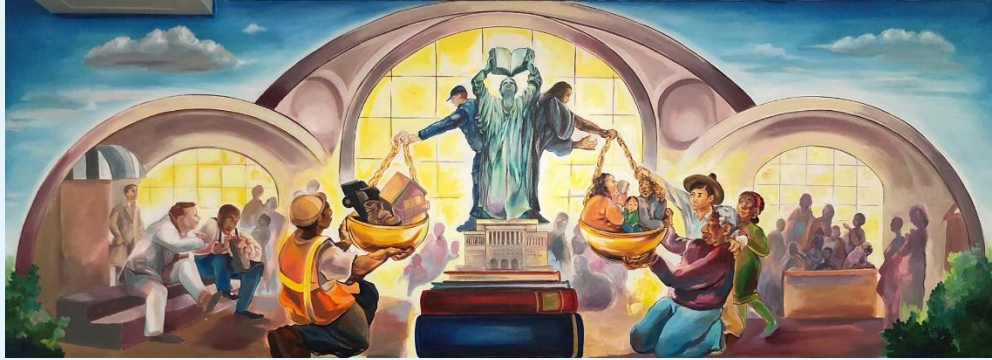
# PUBLIC PARTICIPATION MODEL



	<b>INFORM</b> 	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER/LEAD</b>
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.



MILWAUKEE COUNTY  
HEALTH &  
RACIAL EQUITY

**ONE COUNTY  
ONE VISION**

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

[county.milwaukee.gov/vision](https://county.milwaukee.gov/vision)