

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

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 metropolitan 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 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.

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.



RACIAL EQUITY BUDGET TOOL

Date Submitted: July 14, 2023

Department: Milwaukee County Office of the Sheriff

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

STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

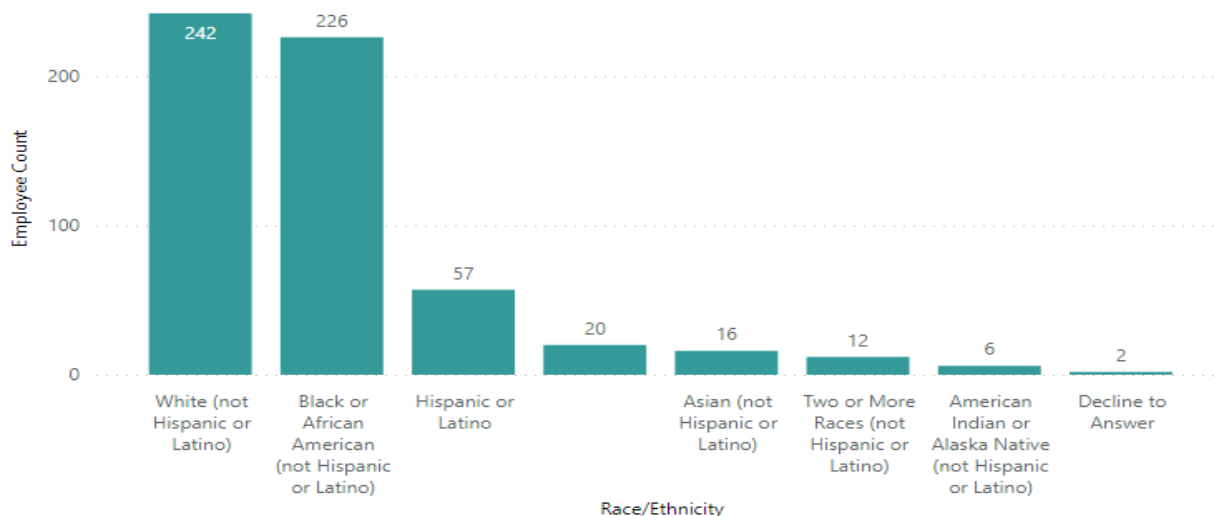
1. What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?

The Milwaukee County Sheriff's Office is committed to serving as a catalyst for community empowerment and reflecting this commitment within our agency through strategic practices focused on inclusive recruitment and retention.

Several strategies employed by MCSO include:

- Intentionally planning and implementing recruitment events in locations accessible to communities historically marginalized by systems of power and criminal justice. The estimated cost of the operational fund dedicated primarily to recruitment-related expenditures is \$50,000 annually, exclusive of salary expenditures for personnel working recruitment booths. Booth's cost \$100/200 per event.
- In 2021 and 2022, MCSO has participated in multiple in-person and virtual recruitment fairs and similar events, described in detail later in this document.
- We have revised the structure of recruitment panels to ensure inclusiveness and representation of all racial and ethnic backgrounds, as well as the inclusion of civilian policy advisers committed to proactive reform efforts.
- We have used social media marketing and advertising to engage and target specific zip codes in Milwaukee County to ensure that our hiring and educational activities reached all community members, particularly those historically deprived of a full range of government services and resources.
- As of July 3, 2023, Sheriff has increased representation in four racial categories, decreased in two categories, while the remaining two categories remain unchanged:

Total Employees by Race/Ethnicity



Race/Ethnicity	Employee Count	%
White (not Hispanic or Latino)	242	41.7%
Black or African American (not Hispanic or Latino)	226	38.9%
Hispanic or Latino	57	9.8%
(blank)/unknown	20	3.4%
Asian (not Hispanic or Latino)	16	2.8%
Two or More Races (not Hispanic or Latino)	12	2.1%
American Indian or Alaska Native (not Hispanic or Latino)	6	1.0%
Decline to Answer	2	0.3%
	581	100.0%

Workforce Comparison: 2022 vs. 2023

Race/Ethnicity	7/3/2022	7/3/2023	(-/+)
White (not Hispanic or Latino)	251	242	(9)
Black or African American (not Hispanic or Latino)	192	226	34
Hispanic or Latino	53	57	4
(blank)/unknown	23	20	(3)
Asian (not Hispanic or Latino)	14	16	2
Two or More Races (not Hispanic or Latino)	6	12	6
American Indian or Alaska Native (not Hispanic or Latino)	6	6	0
Decline to Answer	2	2	0
	547	581	

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

The MCSO Training Academy provides up-to-date training opportunities for our sworn and non-sworn staff. Coursework includes classes on Cultural Competency, Cultural Awareness and Ethics. In these courses, recruits learn about the communities they serve and the cultural affiliations within these communities. Recruits are trained to recognize cultural differences and to be respectful and responsive to the beliefs, practices, and cultural needs of different people with diverse backgrounds. Opportunities for advancement are incorporated in the career ladders in MCSO. Employees with diverse knowledge and experience can be promoted and mentored to various ranks within the agency. In the 2022 adopted budget MSCO created 21 positions for Correctional Officer Sergeants. A possible career ladder could be: Public Safety Officer-Correctional Officer-Correctional Sergeant-Correctional Lieutenant-Corrections Captain. As of July 15, 12 of the created Correctional Officer Sergeant positions have been filled from current staff. The addition of PoliceOne Academy Learning Management System has elevated MCSO's training tools. PoliceOne is designed for training in a law enforcement environment and features hundreds of training videos on a wide range of topics, including implicit bias, racial profiling, crisis intervention training (CIT), COVID response, use of force, de-escalation, communication skills and understanding behavior, burnout, and depression. MCSO provides learning and development opportunities such as, company paid memberships to professional associations and company paid training to seminars and other classes to all staff. MCSO launched its Peer Support Program (PSP) to enhance member resiliency and morale via lay counseling and mentorship between support-trained members and members in need. This program is intended to be a resource to staff members experiencing personal and work-related stress, particularly in the aftermath of critical and/or traumatic work-related incidents. PSP members represent ethnically, racially, and gender-diverse backgrounds of MCSO membership at large. The Training Academy is responsible for the Field Training Officer (FTO) program for both the sworn and custody field training. The current documentation is completed daily on handwritten forms. Converting this to a digital format will allow FTOs to complete paperwork in a timely manner. Digital paperwork is much easier to track, share and store. Initial startup cost is \$35,000 plus a yearly renewal of \$15,000.

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?

Development of the Operating and Capital budget for MCSO engages the whole agency. All divisions submit their budgets to Fiscal Operations who consolidate all requests and submit to Administration. Leadership has offices located within their budgeted areas to be able to interact with staff and receive feedback on operations. MCSO has an open-door policy, so front-line staff has direct communication with leadership and can relay new ideas and concerns. The result of open communication is a fundamental understanding of how personnel and operational costs are apportioned over the entire year and incorporated in the operating budget request. Because Administration is aware of discrepancies in pay for correctional staff compared to other detention facilities, a 4.5% in pay grade reallocation for correctional officers was included in the 2019 adopted budget. A 2.25% in pay grade reallocation for correctional officers was approved by the Board in 2020 in file number 20-256. In 2021 DOSSA funds were used to give step increases and bonuses to correctional officers. In 2022 the \$3.00 premium pay established in October 2021 is in the July 2023 Board Cycle to be made permanent change to the pay range in file 22-821. In the 2023 adopted budget an additional \$1.50 per hour was included for these positions, as well as a \$.50 pay increase for Public Safety Officers. In the 2024 budget request, an additional \$6.06 per hour is being requested for these correctional officer positions to make increase the minimum pay to \$33 per hour. This is in recognition of pay increases for correctional officers employed by the state of Wisconsin Department of Corrections (DOC) that were included in the state's biannual budget. The base rate for DOC correctional officers is now \$33 per hour. Milwaukee County correctional officers start at \$26.44 per hour. In 2021, MCSO reclassified the Clerical Assistant 2 positions in Jail Records to Clerical Specialists during the September 2021 Board cycle, in file number 21-8, to make these positions equitable with similar jobs.

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

MCSO works through the Milwaukee County Procurement Division and in consultation with additional partner agencies to ensure that procedural requirements concerning procurement equity are followed. Although MCSO will benefit from improvements made to the relevant Milwaukee County systems for contract tracking, we have engaged existing vendors to ensure compliance with all applicable regulations. For instance, Allied Universal (previously dba G4S), our transportation services vendor, has provided a letter from December 2019, from the Wisconsin Unified Certification Program that has determined they continue to meet the DBE eligibility standards contained in 49 CR part 26 to perform work towards DBE goals. Allied Universal subcontracts with minority owned vendor Greenway Transit Services Inc. for leasing three buses, including maintenance. Greenway is estimated to be 17% of the total contract value. The State Process contract included in the Request for Proposal (#98170007) that all respondents are "hereby" directed to use active and aggressive efforts to assist Milwaukee County Sheriff's Department in participation of DBE firms on Milwaukee County Sheriff procurements." State Process provides civil process services for MCSO. The contract that MCSO has with Axon, Inc. for body camera and tasers, does not establish a TBE goal but does state that if required. "Axon shall use reasonable efforts to establish Targeted Business Enterprise participation goals, consistent with County TBE goals." MCSO also has various smaller vendors that do not require a contract but are minority or women-owned businesses. Examples are the jail's barber, Anthony Holloway, and external printing and advertising vendors such as Great Impressions, Milwaukee Community Journal and Milwaukee Courier.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP

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

The leadership and community engagement staff of the Milwaukee County Sheriff's Office engage on a daily basis with members of our community to determine their expectations and desires related to agency funding. Additionally, the agency fields numerous requests daily from residents and elected officials seeking services within MCSO's patrol jurisdiction, which evidence a desire for an appropriately resourced agency. MCSO makes an annual budget presentation to The Milwaukee Mental Health Task Force and receives feedback from participants.

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.)

As a law enforcement agency, MCSO's distribution of resources is regulated by state statutory mandates requiring coverage of a specific patrol and security footprint. This footprint has been supplemented by the County Board through allocations of resources specific to other operating areas, such as the parks and the airport. Additionally, MCSO must provide a consistently high level of service at institutions serving the general public, including the Milwaukee County Jail and Milwaukee County Courthouse Complex. MCSO is forbidden by law from differentiating service delivery based on the racial identity or economic status of individuals in the areas we serve. With that said,

MCSO recognizes the importance of establishing trust, partnership, and communication avenues with communities historically marginalized or mistreated by the criminal justice system. Additionally, MCSO recognizes that communities which have endured racial discrimination have often been disproportionately impacted by public health crises, including our present public health crisis of gun violence. In turn, MCSO has deployed resources in numbers sufficient to maintain an appropriately high and consistent level of service wherever it is most required.

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?

MCSO is highly cognizant of our role as a partner with Milwaukee County network of social and human services, collectively characterized by their commitment to “no wrong door” for public access. In 2021 MCSO began working with the Behavioral Health Division to establish a Crisis Assessment and Response Team (CART). This team works together to respond to public safety and mental health emergencies in a manner that minimizes the likelihood of an institutional or carceral outcome. This type of team has been adopted with great success at the Milwaukee Police Department and the West Allis Police Department. MCSO also works with DHHS Housing Division to find shelters for housing-insecure individuals whom MCSO encounters. MCSO has also partnered closely with the Parks Department to establish a joint operational strategy for park safety during spring, summer, and early autumn, which includes weekly coordinating conferences between MCSO and Park Department executives. MCSO works with all agencies within the County in some capacity. MCSO provides security services in the Courthouse Complex, Airport, Zoo, Vel R. Phillips Youth and Family Center, Parks, County Executive, County Supervisors, Courts, etc. MCSO is in constant contact with other departments and adjusts resources as needed by those departments.

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?

MCSO is a data-driven organization that prioritizes the professional analysis of trends impacting the deployment of agency resources. Accordingly, MCSO participates in public health-centered inter-agency coordinating committees including VR-PHAST, OD-PHAST, the Community Justice Council, and the Milwaukee Police Department weekly non-fatal shooting review to identify resource needs in the communities we serve. Data pertinent to MCSO’s jurisdiction is used to inform operational deployments of resources. It is also used to inform budgetary requests, for positions, equipment, and funding support, that will ensure availability of the resources required to efficiently and effectively meet all needs identified through this analytic process.

MCSO staffs an Office of Public Affairs and Community Engagement (PACE) whose members pursue, maintain, and grow relationships with residents, workers and visitors in/to Milwaukee County –largely through nonprofit, faith-based, and Milwaukee County Parks-affiliated groups– to educate agency stakeholders on the nature and scope of our work, find common ground towards crime reduction, and educate agency members on how to improve services to the community. Additionally, PACE focuses on (and will continue to do so in FY24) improving our partnerships with Community Business Development Partners (CBDP) and the Office of Equity. In summary, MCSO will continue to engage the public for input and, where appropriate, adapt and modify our services accordingly balance and align with stakeholders’ public safety needs and expectations.

Through mid-July 2023, the PACE Unit conceived-and-hosted or significantly participated in 77 community engagement events and ongoing efforts. In 2022, the unit led or significantly participated in 134 such events, including –in both years– 50 youth-focused or predominately youth-focused events and ongoing efforts, 23 youth- and family-oriented educational presentations, and 94 presentations at community meetings.

Community relations partnerships and public safety events completed in 2022 and 2023 include the following:

134 Community Engagement Efforts 2022

Major Events	People Impacted
414 Trust Kickball Tournament	300
3 Kings Community Event with LEO and Youth	400
UW-Platteville Criminal Justice Fair	500
Badges for Baseball series -UCC	400
Prescription Drug Take Back x2	600
Community Family Fun Night Moody Park	1000
Marquette Community Day of Service	1000
Juneteenth Celebration	2000
4 th of July Parades x7	7000

National Nights Out x15	15000
Puerto Rican Festival	2000
Mexican Fiesta	1000
MLK Center/ King Park backpack giveaway	1000
UW-Milwaukee Campus Safety Fair	1000
McDonald's Community Safety Display	1000
Trunk or Treat with MPD #6	800
Fire and Police Commission Career Fair	1000
Washington Park Turkey Drive	250
King Park Turkey Drive	1000
FBI Youth Academy	50
Kids C.O.P.S. Camp	200
MCSO Hiring Events x6	1000
Car Seat Installation and Education Sessions x32	100
Community Education x17	1600
Community Meetings x57	1140

77 Community Engagement Efforts 2023 (through July 15)

3 Kings Community Event with LEO	400
Veterans Resource Fair (VA)	500
Greater Milwaukee Law Enforcement Memorial	300
Prescription Drug Take Back	300
Emergency Gun Violence Summit	500
Badges for Baseball Series UCC	200
Juneteenth Celebration	2000
FBI Youth Academy	50
Kids C.O.P.S Camp	300
Hiring Events x2	500
Car Seat Installation and Education Session x15	45
Community Education x6	300
Community Meeting x37	740

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

To mitigate unintended consequences, we will work closely with community partners, maintain full engagement in data-based public health strategies that help us identify appropriate prioritization for resource allocation, and monitor and make changes to improve the delivery of our services.

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?

10. The strategic plan priority most applicable to MCSO's vision of community safety is "Bridge the Gap: Determine what, where, and how we deliver services based on the resolution of health disparities". Although, as stated above, MCSO cannot differentiate based on race between the level of service provided within any area of our jurisdiction, MCSO's specialized services work hand-in-hand with community leaders on crime prevention, corrections reform, and increased law enforcement accountability through a public health problem-solving model. Specifically, MCSO could benefit from increased funding of \$300,000 for body cameras, which would not only serve as critical prevention, deterrence, and training tools in the field and as mechanisms for ensuring deputy accountability. A security audit completed by a third party for Milwaukee County Facility Management recommends that there be an enforcement presence at each entrance. An additional 4.0 FTE Public Safety Officers are request in the 2024 budget for \$160,562. Building Security is cross charged to Facilities Management and would be an increase in their tax levy. In the 2024

budget request an additional \$6.06 per hour is being requested for correctional officer positions to make the minimum pay to \$33 per hour for an estimated total cost of \$3,723,722. This increase is requested because of the the State of Wisconsin proposed a start rate of \$33 per hour in the corrections officer pay grades and MCSO need to remain competitive in this market. Also included in the 2024 budget request is a pool of funds of \$364,977 to create Hourly Bailiff to serve as bailiffs in the courthouse complex as the 1st step in a pilot program to reduce the amount of forced overtime in the division. These deputies would be paid at a straight time rate, rather than an overtime rate, which would save money for the agency and the county. The rate used is \$27.74 per hour at first step of the Deputy Sheriff pay range. There is a potential savings in overtime of \$205,000 in the first year when comparing the cost to a first step deputy on overtime whose overtime pay rate is \$47.48.

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

The Milwaukee County Sheriff’s Office is deeply committed to ensuring equity in access to all agency services. As such, MCSO has worked to build out our capacity to provide services in multiple languages. For instance, we employ three deputy sheriffs within a unique employment classification requiring bilingual abilities, so as to facilitate translation services in the field and assist residents who do not speak English in accessing law enforcement support. More intensive remote interpretive services, including for the jail, are available 24 hours a day, 7 days a week in 230+ languages through the Certified Languages program. Similarly, MCSO has made all forms available in multiple languages, to include Spanish and Hmong, and has also built out our capacity to provide materials In Braille for visually impaired members of the public.

Additionally, the Milwaukee County Sheriff’s Office is committed to fostering an environment in which all employees are accepted, embraced, and welcomed into the agency family. As such, the agency works to provide an environment in which employees are comfortable speaking their truth, including by providing employees with regular access to senior administrators to share opinions. At a practical level, and as a matter of equity and employee affirmation, MCSO ensures that individuals’ preferences regarding forms is recognized and fully utilized in the workplace.



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

INCREASING THE IMPACT ON THE DECISION 

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

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ON THE COVER



“WELCOME TO THE PEOPLE’S HOUSE”

Artist: Tia Richardson

Commissioned in 2020. Used with permission of the artist.



MILWAUKEE COUNTY
HEALTH &
RACIAL EQUITY

**ONE COUNTY
ONE VISION**

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

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