

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 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.

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.



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?

Our managers interview and extend offers to interested and qualified job candidates. This selection process has resulted in a diverse workforce. As of the last Equal Employment Opportunity(EEO) report, submitted to the federal government in November 2022, approximately 46% of the department's county work force was non-white. At approximately 26%, African-Americans made up the largest non-white racial group. This favorably compares with the 2021 US census which estimated Milwaukee County's population as 55.3% White and 26.6% African-American. (https://data.census.gov/table?tid=ACSDP5Y2021.DP05&q=040XX00US55_050XX00US55079). In November of 2022, over 81% of our county staff identified as female; approximately 18% identified as male.

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?

With about 153 FTE county employees and 9 officials/administrators (as defined by the EEO), advancement opportunities within the District Attorney's Office are limited. Thirty-eight of our county positions are identified as professionals (as defined by the EEO). That said, 51% of our official/administrator and professional positions are held individuals who identify as by non-white; 91% of our officials/administrators and professionals identify as female. We do not employ any special resources to support opportunities for diverse advancement in our office, but, when possible, it is our preference to promote from within our agency, which—given our diverse workforce—has promoted equity.

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?

Throughout the year, in weekly operations meetings, our Financial Manager, Anna Thomas, engaged in substantial outreach with supervisors, encouraging them to submit the needs of their staff to her. Ms. Thomas also made direct contact with line staff regarding their needs. In the two months leading up to submission of the 2024, Ms. Thomas convened a number of meetings where managers met virtually, reviewed budget items line by line, and discussed employee compensation as it intersected with issues of equity and the ability to attract and retain employees. This resulted in a budget tailored to meet the needs of our employees, including proposed compensation changes for approximately 20% of our staff.

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

The vast majority of our department's contracts are personal service contracts for forensic consulting and expert testimony in sexual predator cases, which are routinely granted DBE waivers because of the specialized nature of the services. We do not track contracts with minority and women-owned businesses; other contracts with private companies in our offices are, by and large, vendors already otherwise doing business with Milwaukee County, such as Language Line Services, Inc.

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)?

As the prosecuting agency for Milwaukee County, our service users are comprised of victims, witnesses, and criminal defendants in criminal cases. The overwhelming majority of these individuals are non-white. Our Director of Victim Witness Services, Victim Witness Supervisors, and Victim Witness Advocates (about 55% of whom were non-white, as of November 2022) regularly engage with victims and witnesses, and they gain a hands-on understanding of victims' and witnesses' needs. As they relate to the criminal justice system, the needs are often basic, including decent witness waiting areas, nourishment, transportation, and emergency relocation needs. Virtually none of these basic items are funded with tax levy dollars through our budget. Rather, we apply for grants to cover these types of expenses and, if awarded, we administer such grant funds for the benefit of the victims and witnesses.

As a county-wide agency focused on public safety, the services the office provides have indirect benefits to the entire county. Our community prosecutors (ADAs who work off-site, in either police districts or in a community-based setting) attend monthly crime and safety meetings throughout the city, engaging neighborhood residents regarding issues in their communities. In addition, the District Attorney and his senior staff regularly meets with system and community partners (law enforcement partners, criminal justice partners, and community groups and leaders) at public and community meetings (including the Community Justice Council [CJC] and Violence Response Public Health and Safety [VR—PHAST]) to discuss issues related to public safety, community engagement, and specific priorities of the office.

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.)

By statute and constitutional mandate, our county-funded public facing services (primarily victim services) must be provided throughout the jurisdiction without regard to racial or economic considerations. Where there is discretion in the type of cases prosecuted (and the associated distribution of attorney resources), our office prioritizes violent offenses and offenders, and provides county-funded victim services accordingly, without regard to racial or economic considerations. Where discretionary (grant) funding is available, our office provides additional resources (such as the Community Victim Witness Specialists) to areas particularly affected by violent crime, as reflected in incident, arrest, and referral data. Historically, the people who tend to be most affected by violent crime in Milwaukee County tend to be persons of color; and the neighborhoods most impacted tend to be economically depressed. In developing charging and case resolution practices, our office is mindful of historic racial and economic disparity in enforcement and criminal justice activities; and we attempt to design practices in regard to nonviolent offenses and offenders to address some of those historic imbalances. The Community Partnership Unit, for example, assigns attorneys to police districts to address crime and nuisance issues at the neighborhood level, in order to reduce the number of referrals for criminal prosecution and to improve residents' quality of life. System partners in the Early Intervention (EI) program analyze data--including racial demographic data--on a quarterly basis to ensure the most equitable and balanced criteria for admission into those resource-driven programs.

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

The services provided by the District Attorney's Office are separate and distinct from those offered by any other County agency, and there is little cross-over of services provided by our County-funded staff with any other County agency. An exception exists with our victim advocate staff, particularly our Community Victim Witness Advocates, who coordinate services with the Department of Housing and the Division of Youth and Family Services to leverage the most efficient and appropriate services for victims. Those services are designed to address not only direct victim needs, but also the social determinants of victims' health.

However, the District Attorney's Office is a unique hybrid: County staff and operations are funded through County funds; the attorneys, by the state. Our ADAs, particularly those in the Community Partnership Unit and the Early Intervention Unit, help to coordinate services to criminal suspects and defendants, and work with various county agencies and county-funded programs, including the Behavioral Health Division, the Benedict Center, and Wisconsin Community Services. The ADAs' activities are designed to address the forces underlying criminal activity, focusing on criminogenic individuals' needs to prevent future criminal activity.

Their efforts occur both in advance of--and in lieu of--bringing a suspect into the criminal justice system and after charges have been filed. Many of the suspects in these programs are non-white and--based on zip-code--are from traditionally economic depressed parts of the county. These alternative to incarceration activities, integral to the notion of procedural justice, would not be possible without the support of county-funded staff.

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 changes in our budget primarily relate to three areas.

First, we recognize additional revenue from a new grant from the Sojourner Family Peace Center (SFPC) to provide specific prosecution and victim services; and from increased reimbursement under the Chapter 950 Victim Witness Program. This will allow us to expand the level of victim services we provide.

Second, several other grants were or will be completed in 2023 and will not be renewed. Where those grants funded essential victim services, such as the Operations Legend Community Victim Witness Specialist, we have transferred the position to tax levy, reducing other expenditures, accordingly. Similarly, we project reduced revenue from the federal Violence of Crimes Act (VOCA) grant, as the reimbursement rate is anticipated to be significantly lower than in previous years. VOCA reimburses the District Attorney's Office for essential victim services. We have reduced other expenditures to accommodate the projected loss of funds.

Third, we have budgeted for pay adjustments, primarily among our lowest paying positions, in which we experience the highest vacancy and turnover rates. In doing so, we hope to improve our ability to attract and retain employees, to better provide continuity of service at all levels of our operations. This budget also creates four new positions: a victim witness advocate position, supported by the grant from the SFPC; a management assistant position in the Clerical Division, which will be instrumental in helping to ensure that new and existing staff have the training, and support, and oversight that they require; a paralegal position to provide administrative support to the deputy district attorney in charge of the Sensitive Crimes Division, assist with the discovery function and provide litigation support in domestic violence, human trafficking, sexual assault, and child abuse and neglect cases; and a deputy chief investigator position to supervise the Outreach Unit, to manage the process service caseload. These positions will improve our operations, outreach, and service delivery.

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

While it is difficult to predict what unintended consequences might arise, we will continue to monitor the vacancy and turnover rate of our staff and use discretionary funds when such are available to address pay, tenure, and market equity; we will continue to review case referral and outcome data; we will continue to engage our staff, stakeholders, and community partners regarding our mission; and we will continue to engage the populations we serve through our victim witness staff and community prosecutors to identify unforeseen consequences and issues that develop, and to solicit feedback on changes and improvements which should be undertaken.

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 we were to receive additional funding earmarked to address racial equity, above any current budget requests, we would,

(1) Establish a new Victim Witness Advocate position to concentrate on elder abuse, elderly victims, and victims with disabilities. We know, currently, that this is an under-served population, and that barriers exist to getting and keeping such victims engaged in the criminal justice process. Elderly and disabled victims frequently lack transportation services: a best practice would be for an advocate to be able to meet them off-site; they frequently need resources not offered within the criminal justice context (housing, counseling,

economic resources); and often their abuser/offender is a family member or caregiver, which means they lack the basic support network to request assistance or avail themselves of services. The new VW position would do more outreach off-site, coordinate and leverage outreach and services with other County and community based agencies, and do community engagement. We project the cost of the new position would be approximately \$65,000.

(2) Establish a tax-levy paralegal support staff for the Early Intervention Unit and Community Partnership (CP) Unit. EI focus on alternatives to incarceration and particularly promotes procedural justice. EI programs help divert offenders from the criminal justice process when possible, and to direct non-violent offenders into a non-traditional court model when it is not. ADAs in the CP Unit bring law enforcement, and community, business, and faith-based partners together, to address crime and nuisances on a local level, to strengthen neighborhoods, and to build vibrant communities. Currently, the units are supported by a paralegal position which is funded by a grant from the MacArthur foundation, but that grant will expire in 2023 and will not be renewed. The paralegal assists in identifying additional and more diverse candidates for EI programs, helps facilitate EI agreements, track EI admissions and outcomes, and facilitate the community prosecutors' neighborhood engagement and community-based case review. We project the cost of the new position would be approximately \$65,000.

(3) Seek to develop professional training opportunities for our staff, many of whom are single women of color, to encourage professional development, expand the potential for advancement and promotion, and improve retention. The program would be phased in in stages and would expand with time. We project the cost to begin such a program would be approximately at \$10,000.

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

We recognize that the District Attorney's Office and the criminal justice complex are formidable and intimidating places for many individuals, particularly those which language barriers and physical restrictions and who come from disadvantaged communities.

In hiring applicants for both county and state-funded positions, the office seeks multilingual and diverse applicants, and applicants with diverse competencies, to better connect with the population we serve and to promote greater participation in the criminal justice process, which necessarily will result in better outcomes for the community. Since mid-2022, we have had a practice of hiring bilingual candidates at an advanced pay step; in 2023 and 2024, we propose pay increases for current bilingual staff who have not yet received an advancement in range for their language skills. We have adopted a Limited English Proficiency (LEP) policy and have expanded the number of our documents and forms which are available in Spanish. We have also we have made translation services, such as Language Line, available to our staff to better connect with the populations we serve.

In addition, our staff (particularly victim advocates, community prosecutors, and Early Intervention attorneys) work with agencies that have an understanding of the cultural competency of the people we serve, in order to improve participation in the criminal justice process, reduce recidivism, and prevent future criminal activity. In that regard, our staff has worked with or referred people to Hmong agencies, the United Community Center, the LGBTQ Center, and the Benedict Center (where experts can assist with gender-based issues, including human trafficking issues).

We have limited ability to support victims and witnesses who do not have transportation to the courthouse complex: we can provide bus passes and provide taxi fare in some situations. But our ability to assist people with severe physical limitations who can't readily access the buildings is limited; and we have minimal ability to reach those victims whose very support networks keep them from accessing our services. Through the federal Project Safe Neighborhoods (PSN) and the Operations Legend program (referenced above), we established a Community Victim Witness program for victims of firearm violence; the positions have had greater ability to work with victims off-site and do community engagement. As noted above, however, the Legends grant will end in late 2023, reducing this valuable service.



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

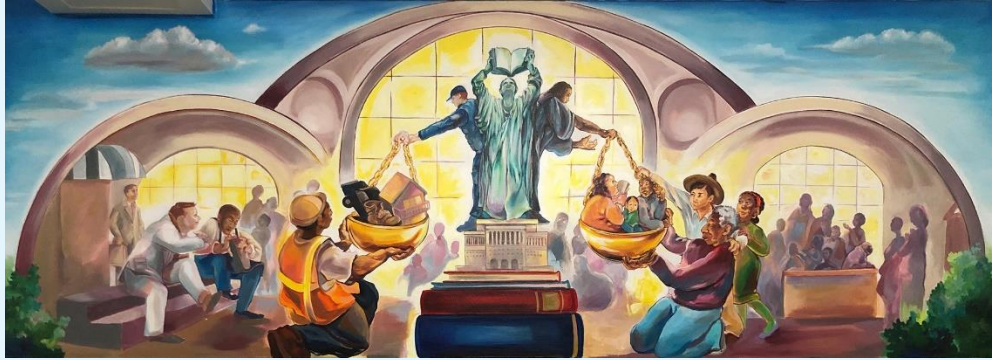
PUBLIC PARTICIPATION MODEL



	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

Commissioned in 2020. Used with permission of the artist.



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