

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

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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

Department: Airport Division

Date Submitted: 7/14/2023

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

### STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

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

The airport seeks to attract and retain a diverse and inclusive workforce with the help and expertise of the Human Resources Department Recruitment Division, when position become open due to vacancy. The airport is cross charged for this service; however, the breakdown for that charge to the airport is unclear as it is part of a comprehensive charge from the HR Department to the airport.

When recruiting for certain positions it is our understanding that the Human Resource Department does not have access to specific trade associations outside the airport that would have helped during recruitment. This is something the County should look into further to aid departments in their effort to seek a diverse and inclusive workforce. The airport pays roughly \$125,000 in membership and professional association fees where we list job announcements independent of where HR posts its announcements. This includes the Airports Minority Advisory Council. Some of these associations also charge an additional fee for job postings.

For its part, the airport seeks training and skill development where and when possible, to aid in the development of its staff. This has included things like safe vehicle operation, work area safety and risk prevention for airport maintenance workers, specific training the trades for things like airfield lighting, and training in specific areas such as finance, operations, security, and fire. Travel and training for the airport is roughly budgeted at \$117,000 annually for 220 people for a wide array of training and development opportunities.

Last year the airport is sought community partners to perform activities like job fairs to promote airport careers to a wider group of potential candidates.

#### **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 stated above, the airport seeks training and skill development where and when possible, to aid in the professional development of its staff. Some of these opportunities are provided through the county either via learning development tools like LMS, or through classroom training. We also partner with the Department of Transportation when possible for professional development programs supported through Milwaukee County HR.

The airport otherwise seeks training and development specific to the needs of the airport through its trade associations or through other similar organizations. These can range from lunch and learns to sending individuals to training off site, or out of state. For example, we send our electricians on to a trade association-based program in California to learn about the specific needs of airfield lighting. In other instances, there are training programs that can be conducted on sight for larger groups of staff including staff of other airports in the state and region. In some of these cases we can get a reimbursement offset for others outside the organization who attend. Two recent examples of this are airfield operations training that we sponsored for anyone in the region to attend, this includes a majority of our maintenance and operations staff, and airfield painting which we held at the airport for our maintenance and supervisory staff specifically.

Our staff was grateful for the opportunity and these past investments have begun to pay dividends with recent promotions of airport staff to entry level management positions. As mentioned above the budget for the airport's travel and training program is roughly \$117,000 for 220 people covering a variety of expenses from on-site to off-site training and development.

**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?**

The airport has developed an internal employee-based newsletter called MyMKE which is aimed at letting staff know what is going on within the airport, showcase jobs that different individuals have and what it took to get that job, and has a section to solicit ideas from staff. The newsletter is available electronically and in print for distribution to various works throughout the airport.

There are regular conversations and meetings with staff by managers to gain perspective as to what is going on within each individual area. Maintenance and Operations managers meet regularly with staff, senior managers to ride-alongs with individual staff members, and managers of administrative areas have regular meetings with staff, or include staff in meetings where organizations decisions are being made. These experiences are meaningful and sometimes the best way to get information from staff in a more direct setting. From these meetings, managers develop budgets based on the needs of their areas with input gained throughout the year.

This past year senior management met with our trades group to provide them with the support they need to come forward with ideas and alternatives that make our operations better. Last year our HVAC department provided insight regarding the replacement of chiller units and our electricians have lead the effort in LED fixture replacement throughout the airport and airfield.

The airport is made up of many different work areas that have different work requirements. It is the intent of airport management to assemble a smaller staff groups from different work areas to gain input regarding the work they do. This effort is intended to be in person for effective engagement and has unfortunately been delayed due COIVD and staff turnover.

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

The airport does not track minority and women-owned businesses directly. The reason for this is that it is centrally collected through the county's Community Development Business Partners (CDBP) office. As a federally regulated division, the airport is subject to federal DBE reporting requirements for race-based and race neutral participation of contracted services and concessions programming. This standardized reporting meets the federal government's reporting requirements for the goals established by the CDBP office.

Currently, the FAA approved DBE goal is 19.3% with 7.7% being race neutral and 11.6% race-conscious. By sector, the goal for construction is 20.6% and 6.6% for professional services. In addition, the airport's concessions based DBE goal is 12% participation for non-rental car, and 3% for rental car.

## 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 airport's funding structure is unique to the rest of the county. By federal law, the airport is a self-sufficient operation that neither takes tax levy, nor provides revenues back to the county. Therefore, the stakeholder engagement that is conducted, by contract, is with the airlines as they are the funding partners of the airport.

**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 stated above, the airport is unique in funding and resource allocation. Resources are not distributed into the community like many other county programs. By federal law, resources are collected at the airport and are to be used at the airport, therefore, resource distribution is central to the needs of the airport itself.

**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?**

While the airport's funding structure is unique and requires careful attention to make sure it is not overfunding another county program, the airport has been successful in working with other county departments. The airport's law enforcement program is supported by the airport division of the Sheriff's Office with a cross-charge of roughly \$8 million dollars. The airport works with the CDBP office for required reporting and DBE goal development. DAS-A&E provides engineering services for planned capital budget work, and other divisions internally cross-charge for their activities.

Beyond the budgeted activities, the airport has been creative in working with the Office of Persons with Disabilities on internally facility navigation aids, Transit on fare vending equipment and route information in the airport, Parks with the inclusion of information about parks and activities throughout the county, and DHHS Housing division through its change collection pre and post security. All of these efforts remain in place as examples of working with other county departments, showcasing their services.

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

The airport's budget is structured to maintain the assets necessary for the use and promotion of air service to the community at-large. The airport acts a conduit to the transaction between an individual who wishes to travel and the airline who provides the service. Air service is a choice form of transportation. Airfares are determined by market forces outside the airport's control. Therefore, use of the airport varies by based on individual choice.

The airport's budget has remained stable with the support of federal funding assistance for operating expenses. The airport is an infrastructure intensive environment, therefore many of the costs associated with maintaining assets like the airfield and terminal remain consistent from year to year. Whatever work the airport does not perform itself it contracts with service providers. This level of activity also remains fairly consistent from year to year and creates the best likely avenue for participation by individuals or businesses from disadvantaged communities.

### 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?**

Recruitment would be the issue the airport would look to address with additional funding. However, it is not just recruitment alone, it is the comprehensive review of compensation rates as it relates to external competitiveness, and thereafter, internal incumbent equity. For many positions, the airport competes nationally for position under recruitment either for the specialized nature of the positions, or for experience that is gained at another airport, or because an individual has a degree in an air service-related degree field. Unfortunately, we see very few candidates that meet the minimum requirements. When we look at peer airports or smaller airports, the posted salary ranges for similar positions are usually higher. Financially speaking, the airport has the ability to make these changes. However, we do understand this may put the airport out of balance with the rest of the county and we would need the support of the county to do so.

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

The airport actively works to promote an inclusive environment for the entire community. The airport has diversified its advertising campaigns and promotes diversity using graphics and pictures to demonstrate that the airport is used all members of the community. We have also included aspects of diverse communities in our concessions program such as naming retail outlets after Milwaukee neighborhoods like Bronzeville Crossing. We support programs like the ACE program to provide exposure to under privileged youth to aviation careers. We support Goodwill's Project Search program that provide job training for individuals with disabilities. The airport was the first airport in the Midwest to institute the Aira program for visually impaired individuals helping them navigate the airport and allowing them to take full advantage of its resources and offerings. The airport underwent an FAA ADA audit and is working through many of those recommendations, in some cases going above and beyond what is required. The airport has installed adult accessible changing facilities in each concourse as well as the terminal of the airport, unique to most airports and exceeding the ADA minimum standard. We have also recently included pet relief stations in each concourse for those who need the use of service animals.

Staff members have worked with members of diverse communities individually to help them advance their career goals in aviation. The airport has developed its wayfinding materials in other languages and has bi-lingual interpretation to support non-English speaking travelers. The airport has trained its staff in human trafficking awareness. We have also adopted the Hidden Disabilities Sunflower Program to assist those who self-identify the need for more care and attention navigating the facility.





## 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.

APPENDIX B

# 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

**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.

**15) 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 input 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)