

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

**R**acism has been and is a public health crisis in Milwaukee County. According to the County Health Rankings, Milwaukee County is, and has consistently been, one of the lowest-ranked counties for health in Wisconsin and, according to Federal Reserve Economic Data, Milwaukee County is one of our nation's most racially segregated areas.

According to 2019 statistics, a white person lives, on average, nearly 14 years longer than a black person and the infant mortality rate is nearly three (3) times higher for black infants compared to white infants. Race is a social construction with no biologic basis, yet racism may produce an assigned societal value based on the way a person looks that has resulted in race being a consistent predictor of a person's quality and length of life.

The Racial Equity Budget Tool (REBT) is a structured racial equity lens for departments to use to critically assess the impacts of budget decisions on communities of color. The tool is structured around Milwaukee County's strategic focus areas to help departments and decision makers better understand the pain points and opportunities to advancing the County's vision.

#### Milwaukee County's Racial Equity Budget Tool (REBT) is designed to:

**Make intentional connections** between the strategic plan and the budget.

**Use racial equity as the key guiding principle** for important decisions regarding investments or disinvestments.

**Initiate conversations** on topics related to the three-year strategic objectives among department leaders and employees.

**Provide baseline data** on departmental efforts to inform enterprise-wide decisions.

## Milwaukee County Strategic Focus Areas

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In 2019, Milwaukee County launched its first strategic plan in 20 years. This plan explicitly recognizes that racism is a public health crisis and leads with the vision that: **By achieving racial equity, Milwaukee is the healthiest county in Wisconsin.**

As part of the strategic plan, Milwaukee County leaders have committed to use a racial equity budget tool to ensure resource allocations advance the strategic focus areas and vision. The questions in this budget tool were guided by the strategic plan and were informed by best practices from other jurisdictions and the Government Alliance on Race and Equity (GARE).

### 1. Create Intentional Inclusion

- Reflect the full diversity of Milwaukee County at every level of County government.
- Create and nurture an inclusive culture across the Milwaukee County government.
- Increase the number of Milwaukee County contracts awarded to minority- and women-owned business.

### 2. Bridge the Gap

- Determine what, where, and how we deliver services based on the resolution of health disparities.
- Break down silos across Milwaukee County government to maximize access to and quality of services offered.
- Apply a racial equity lens to all decisions.

### 3. Invest in Equity

- Invest “upstream” to address root causes of health disparities.
- Enhance Milwaukee County’s fiscal health and sustainability.
- Dismantle barriers to diverse and inclusive communities.

## Instructions

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### 1. Submit only one REBT per department.

The REBT should reflect an analysis of the suite of budget decisions per department. Within answers to each question, **details may be provided at the division level**, as determined appropriate. Decision points should be analyzed as part of the comprehensive effort that your department is undertaking in addressing racial equity in programs, plans, policies, and power structures. Since departments are often tasked with cutting their budgets to reflect a reduction from their previous fiscal year's budget, a REBT should also include an analysis of how proposed reductions may or may not burden Black and Brown individuals and communities.

### 2. Keep the focus on the analysis of departments' improvements, reductions, and overall budget.

The REBT will focus on a racial equity analysis of decisions for new policies, programs, and plans under consideration, and the department's ongoing commitment to racial equity.

### 3. Use demographic data to help your department determine benefits and burdens of new decisions and overall budget.

State and federally collected demographic data resources are provided in [Appendix C](#). Departments are encouraged to

use any data they collect on their service users throughout the completion of the REBT. Data from other relevant and credible sources a department may have is also acceptable.

### 4. REBT technical assistance information and opportunities.

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

- If you understand the question, but have difficulty determining how to answer a question, please contact your Budget Analyst for assistance.
- The Office of Equity should only be contacted on questions related to the racial equity components (glossary, concepts, etc..) that are unclear and cannot be addressed by your Budget Analyst. Send correspondence via email to [equityoffice@milwaukeecountywi.gov](mailto:equityoffice@milwaukeecountywi.gov).



# MILWAUKEE COUNTY

## RACIAL EQUITY BUDGET TOOL

Department: Transit

Date Submitted: 7/6/2023

*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?

MCTS takes pride in being a diverse workforce, and we value that this internal diversity is a strength. Our focus is on intentionality recruiting, retaining, and promoting a diverse workforce by utilizing the following processes: Prior to posting any open position, a Scoping Meeting is held to create the Recruitment Plan. Additionally, all staff members who conduct interviews at MCTS are required to attend a training course that focuses on EEOC interviewing guidelines and standards. This course identifies best practices for ensuring we achieve our goal of remaining fair and equitable in our hiring practices by avoiding unlawful discrimination.

These meetings continue to be diverse in race and gender to ensure that each recruitment has diversity and equity in mind. The Recruitment Plan is created collaboratively by the department director, Diversity, Equity, and Inclusion (DEI) Employee Relations Manager, and the Employment Manager. Once the Recruitment Plan is created, the position is posted on a number of different job boards and social media platforms.

MCTS also partners with a diverse array of Community-Based Organizations (CBO) that serve different populations within the community to help disseminate job openings. We also assess the job descriptions and postings to identify any requirements that could be potential barriers to diverse candidates being applicants or being considered for interviews and offers.

MCTS proudly conducts an annual employee survey to determine job satisfaction and employee engagement. Several questions help to identify potential biases we may have as an employer, as we strive to create a culture across MCTS of inclusiveness, and appreciation for diversity. Our ultimate goal is equity, and organizational unity resulting in innovation. We track equal employment opportunity (EEO) data and share it with hiring managers to emphasize our efforts to diversify all levels of the organization.

Finally, internal analysis of new hires and promotions demonstrates that the continued and intentional efforts to diversify the workforce and promote equity throughout the organization are working and growing year by year.

#### 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?

MCTS piloted a mentoring program in 2022. This 12-month program provides employees with skills to develop and prepare for future opportunities. We believe that providing this level of professional development is an amazing opportunity to foster an atmosphere of inclusivity and increase employee engagement. Our program launched at the top of the year and has over 25 participants ranging from Executives, Directors, Administrative staff, and Frontline employees. The program, "Walk in My Shoes" will provide employees with three different mentoring options.

1. Job Shadow Days: This serves as a precursor to the next levels of the mentoring program. This option allows employees to shadow a different position and the day-to-day processes of a position that they may be interested in. The typical scenario is the mentee will shadow the position directly above them. Based on their experience, they may choose to engage in either the second or third option.
2. Tier Level: This is very similar to the first option, but the employee will be given an opportunity to shadow the position above their supervisor. Additionally, the employee may choose to shadow a position that is completely outside of the current department.



3. Full Program: This option allows MCTS employees to select a mentor based on their career interests. MCTS created classroom space adjacent to the Bus Operator common space so that professional development can take place where Bus Operators work, rather than asking them to come to a central location for specialized training. MCTS HR trainers and the HR DEI and Employee Relations

Manager provided new supervisors with the training and support needed for them to succeed and continue to advance. As part of a training curriculum, Supervisory training will be provided to all supervisors that have been in their role for three years or less.

Throughout 2022 and continuing into 2023, MCTS conducts training classes to help further our efforts to be more diverse, equitable, and inclusive. 2022 classes included Performance Management, 6 Critical Practices for Leading a Team, and Sexual Harassment. In 2023, MCTS will focus on the continued efforts to foster a more equitable and inclusive workplace through our Leading a Diverse Workforce training series. The following training classes will be the first of this series: Empathy in Leadership and Microaggressions.

**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?**

MCTS employs a zero-based budget process whereby all department directors are provided with a 3-year budget history, and from there are asked to build their budgets. This allows department Directors to discuss improvements, change, and other projects with their staff and then submit a request for those with financial impacts through the annual budget process.

Those requests are then reviewed and discussed by our Executive leadership and ultimately submitted through the annual Milwaukee County process. Large portions of the budget are driven by the amount of transit service provided throughout Milwaukee County. The MCTS Service Development Department designs the routes and determines the number of buses to recommend on each route to ensure that passenger demand is satisfied. MCTS has a process in place for bus operators to provide comments on schedule changes to staff in the Service Development Department. Specifically, drivers fill out operator service report forms available at the bus stations as well as online via an employee website. Planners and schedulers review and analyze these comments and implement changes as appropriate.

MCTS also receives comments from staff at the bus stations as well as route supervisors who are also in contact with drivers. Finally, MCTS regularly meets with ATU staff to get their input on route and schedule changes. MCTS uses this information to rewrite schedules to provide additional time to the schedule or the layover. In addition, MCTS modifies routes to provide better access to restroom facilities for drivers. Such changes can be implemented on a quarterly basis.

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

Yes. MCTS works closely with the Community Business Development Partners (CBDP) Office to ensure that we follow Federal Transit Administration (FTA) requirements for Disadvantage Business Enterprise (DBE) utilization on contracts funded with federal dollars. MCTS also follows Milwaukee County ordinances regarding contracting with DBEs and Targeted Business Enterprise (TBE) firms.

DBE participation resulted in spending of \$XXX in 2022 and we intend to surpass that in 2023 and 2024.

The CBDP office establishes annual goals for MCTS. If those goals are not met, a shortfall analysis is prepared for submittal to the FTA by the CBDP office and MCDOT, and utilized as a tool towards improving future years.

## 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)?**

Engaging with riders and stakeholders on decisions involving changes to transit service is important to MCTS. Our team of planners and outreach specialists regularly reaches out to diverse communities to seek input on upcoming changes to service. In 2024, MCTS will gather information from riders on the new CONNECT 1 Bus Rapid Transit Line as well as other route changes to help us determine if any future adjustments are appropriate. In addition, MCTS will seek input from riders and the public on any route changes that might be required based on the 2025 budget. MCTS reaches out to neighborhoods across Milwaukee via in person meetings held throughout the day and on weekends. We have also hosted virtual meetings that are recorded and made available online.

**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.)**

MCTS annually assesses the bus route network to ensure that services are provided in a non-discriminatory manner as required by the Federal Transit Administration under Title VI of the Civil Rights Act of 1964. This information is included in the 2023 Title VI Program Plan Update that Milwaukee County will submit to FTA later this year. MCTS also uses data from customer surveys (i.e., department collected data), origination - destination surveys (i.e. SEWRPC collected data), and from the Census / American Community Survey to understand who is served by transit and guide how resources are distributed.

**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?**

MCTS continues to build on increasing coordination with various County departments to facilitate equitable access to transit services. Below are some examples of activities to break down silos across County departments.

MCTS IT team participates in the County's security council; TransitPlus paratransit works collaboratively with DHHS and the Office for Persons with Disabilities to ensure equitable transportation services are available for persons with disabilities. Additionally, we continue to build upon these collaborative efforts with active engagement on the Paratransit Taxi Task Force. MCTS HR team maintains regular communication with County HR professionals to share best practices with hiring, retention, employee engagement and succession planning. Last, but not least, MCTS also increases racial equity and awareness through a variety of activities such as recognizing American heroes like Rosa Parks and Martin Luther King, Jr. We are also proud sponsors of the Juneteenth Day parade and celebration. All of these activities are included in the 2024 budget.

**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?**

Transit services are 'upstream' investments that help to address root causes of health disparities in Milwaukee County and aid in dismantling barriers to diverse and inclusive communities. MCTS does not anticipate making major service changes to the bus route network in 2024, but this may change in 2025 depending on funding levels provided by the State of Wisconsin in the 2023 – 2025 budget.

Looking to the future, MCTS is facing a projected \$26.5 million budget crisis in 2025 due to long standing structural budget problems and the expiration of temporary federal COVID-19 relief funding. This cut would result in a 20% cut to bus service which could impact one half of all routes across the county. Thousands of residents, especially those in disadvantaged communities, would not be able to get to work, go shopping, or attend school. These cuts would derail the progress MCTS has made in making service more attractive, i.e., the CONNECT 1 Bus Rapid Transit line and the MCTS NEXT route network redesign that made service more frequent and easier to understand. In response, MCTS created the #SAVETHEBUS plan to inform riders and stakeholders and ask them to contact their local and state officials about increasing funding for essential transit services.

If major route eliminations or reductions became necessary in 2025, MCTS would hold public meetings and collect feedback from riders on the potential future route network. MCTS would also perform service equity analyses as required by Title VI of the Civil Rights Act.

**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?**

MCTS and MCDOT maintain the ongoing commitment to improve transportation opportunities, especially along corridors within the community where nearby residents are ethnically diverse and/or where residents have struggled with disparities of access to transportation to jobs/income, education, healthcare, grocery stores and other essential services. The north/south Bus Rapid Transit Project Development is just one example of this commitment. The 2024 budget includes full bus service as it exists today, but the fiscal cliff in 2025 could severely impact that. If MCTS was given an additional **\$5 million in tax levy**, we could reduce our reliance on the federal COVID19 funds and extend their use into 2025. This would go a long way in addressing the cuts, and the goal at MCTS would be to cover the additional shortfall through increases in state and federal funds.



In addition to ensuring racial equity of transportation services, MCTS would also like to offer more training to the entire MCTS workforce. Our desired project would be to provide Racial Equity training to all employees. In particular, we believe that if we can provide bus operators with a curriculum designed to raise awareness and apply a racial equity lens to their work, we have so much potential to impact the community in positive ways.

We estimate to train 740 bus operators, we would need a budget of **\$183,200**. This estimate considers 4-hour training program, which would be paid at time and one half for 740 operators, using an average wage of \$30/hr. Although we may find we'd be able to do this in-house with some additional part time equivalent, we added \$50K to cover for a contracted service/trainer to conduct training classes.

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

MCTS has incorporated DEI-focused questions during the interview process for new hires. The interviews now include a series of questions that align with our objectives to ensure and inclusivity among our workforce and reaffirms our value and commitment to advance best practices in achieving racial equity.

In order to promote inclusion for persons with disabilities, MCTS provides paratransit van services border to border within Milwaukee County which exceeds the minimum required by the Americans with Disabilities Act. MCTS also has a robust Mobility Management Program that teaches seniors and persons with disabilities how to use the bus to travel work, school, shopping and all other activities of daily life.

MCTS continues to support outreach in Spanish and conducts some public meetings as Spanish language only. MCTS also contracts with a Language Interpretation Services to aid on our ability to serve transit riders in virtually any spoken language. Lastly, our recently launched mobile application, Umo, is available in 40 different languages to support our diverse community on the fixed route bus system.



## Appendices

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Appendix A:  
**Glossary**

Appendix B:  
**Frequently Asked Questions**

Appendix C:  
**Resources by Strategic Focus Area**

Appendix D:  
**Public Participation Model**

## APPENDIX A

# GLOSSARY

**Communities of color:** In the context of the Milwaukee County Racial Equity Budget Tool, the term communities of color is interchangeable with Black and Brown communities and inclusive of all non-white populations of color.

**Disadvantaged communities:** A collective term for referencing communities that have historically experienced inequities where they learn, live, and work that were/are not optimal due to disenfranchisement, disinvestment, marginalization, racism, and other systems of oppression.

**Diversity:** Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term “diversity” is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

**Diverse group:** As it relates to question 5, an intentional effort to include individuals from different racial, ethnic, gender, and social backgrounds proportionate to the diversity of the department.

**Economic data:** Numerical data collected based on service delivery criteria determined by departments.

**Equity:** The just, fair, and impartial treatment, acceptance, or behavior of people without favoritism or discrimination. Equity means righting wrongs, doing what’s right, and giving people what they need to thrive, which is different from equality, which means everyone gets the same thing regardless of circumstance or need.

**Frontline employees:** A grouping of Milwaukee County employees that serves as the initial point of contact for service users or a range of employees from all levels of the workforce with emphasis on the inclusion of direct service rendering staff.

**Inclusion:** Assurance that the culture, values, and opinions of individuals and groups are represented in the decision-making processes.

**Inclusive workforce:** A workplace environment that recognizes the contributions of all employees, while valuing their social status, race, gender, or other demographic classifications.

**Key stakeholders:** Both internal and external individuals, agencies, or organizations who participate in the planning, development, implementation and decision-making process of an activity, process, or service delivery. (AMOP: Key stakeholders are service users, the workforce, partners, governing boards, donors, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities.)

**Multilingual needs:** The ability of Milwaukee County departments to address linguistic needs for all service users through staffing, documentation, and other communication platforms.

**Professional advancement:** Opportunities for staff to build their capacity and ascend or pursue lateral movement to further advance their career trajectory.

**Racial data:** Demographic data collected by Milwaukee County departments that identifies the race/ethnicity of service recipients.

**Racial equity:** The just and fair inclusion of all people in society, regardless of their race/ethnicity, with unfettered ability to participate, prosper, and reach their full potential. Racial equity is achieved when race no longer determines one’s health and socioeconomic outcomes and when everyone has what they need to thrive and decide what’s best for themselves, their families, and their communities, no matter where they live.

**Service user:** Current or potential user of Milwaukee County services.

**Unintended consequences:** Outcomes of a purposeful action that are not intended or foreseen.

# FREQUENTLY ASKED QUESTIONS

## PURPOSE

### 1) What is the purpose of using this tool?

The Racial Equity Budget Tool (REBT) has many intended purposes:

- It is about making an intentional connection between the strategic plan and our budget. We cannot sufficiently change our institution if we do not think critically about how and what we are spending money on.
- Whether we are making investments or disinvestments, we must do so with racial equity as the key guiding principle to those important decisions.
- It is meant to spur conversation on topics related to the strategic focus areas among department leaders and employees so we are all challenging ourselves to think critically about our efforts to advance the vision.
- This tool is an opportunity to baseline departmental efforts to make informed enterprise-wide decisions.

These are only some of the many answers to why we are using a tool to assess budget decisions.

### 2) What other jurisdictions have used a racial equity budget tool? Where did the budget tool questions come from?

Milwaukee County's REBT builds on the success of other jurisdictions in implementing a budget tool. Jurisdictions Milwaukee County looked to for guidance include the City of Seattle, the City of Portland (Ore.), King County (Wash.), and the City of San Antonio. Resources from the Government Alliance on Race and Equity (GARE) were also used. The questions are largely framed around Milwaukee County's strategic plan.

### 3) How does this tool work when departments must make budget cuts year over year? What is the point of doing this when departments don't have a lot of latitude about what disinvestments to make?

Milwaukee County's structural deficit and budget challenges are no secret. However, Milwaukee County still has an annual budget of over \$1 billion. Whether the County is

making disinvestments or investments, those decisions must be made with racial equity at the forefront of decision-makers' minds. Departments should think critically about their current assumptions and spending versus shifting investments to address root-causes of inequities.

## COMPLETING THE TOOL

### 4) Are there right answers to the questions?

Responses to this tool will inform our future action to see where Milwaukee County can improve on the path to health and racial equity. There are no right answers to the questions, and each department is starting in a different place, serves different people with different needs, and faces a different set of barriers and opportunities. While there are no right answers, the information provided in the tool will be used for decision making throughout the budget process and will be available to the public. Therefore, answers should be robust, defensible, and easy to understand. Your department's answer may look very different than another department's answer and that is okay as long as the answers address the question.

### 5) What if there are inequities to other groups other than racial groups? Should we be talking about those inequities in our analysis?

Yes! Milwaukee County is race forward, but not race exclusive. If there are other inequities identified in your analysis, please include them.

### 6) Does every department complete one tool, or is it one tool for each division?

Please submit one tool per department. Responses can be broken down at the division level within your department's tool, as appropriate. All questions should be completed.

### 7) Who is responsible for filling out the budget tool?

The department head is ultimately responsible for the content in the REBT. It is up to department leadership to determine who in their department is most appropriate to be involved in completing questions in the tool, which will differ from department to department. Likely people to include are department leaders, fiscal staff, administrative staff, and Racial Equity Ambassadors.

APPENDIX B

# FREQUENTLY ASKED QUESTIONS

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

**8) Is this tool supposed to imply that we should be taking actions on each of these items? Are the questions meant to be directives to departments?**

A budget is a reflection of priorities. Ultimately, Milwaukee County's budget should reflect our values and advance our vision and strategic plan. However, we acknowledge our organization is on a journey to continuously improve our efforts toward health and racial equity. The REBT is meant to spur conversations among department leaders and staff about what they are and are not able to do in a given budget year to advance the vision. To that end, the tool is not an absolute directive to departments. We fully expect that some departments' answers to some of the questions will be that they are not doing anything this year with an explanation about why that is the case. Looking ahead to future years, departments will be expected to show how their budgets help Milwaukee County make progress toward its vision.

**9) How do I use this when my work is statutorily required?**

What services Milwaukee County provides is often statutorily required. However, how we do our work usually is not a directive. This tool is meant to challenge us all to think about how to do the enormous part of our work that is within our discretion and control.

**10) Is there a standard approach all departments are expected to take to answer the questions?**

No. Answer the questions based on the approach your department currently takes on these items.

**11) What type of analysis is expected for each of the questions?**

It depends on what your department is currently doing in each area. Please use the diverse expertise and experiences of staff in your department to determine the most appropriate way for your department to answer the questions.

**12) What part of the budget is this tool being applied to?**

The REBT will focus on an equity analysis of decisions for

new policies, programs, and plans under consideration, and the department's ongoing commitment to equity. Your department is asked to identify what considerations are considered in the overall budget to maximize equitable outcomes.

## USING THE DATA

**13) Who will receive the data departments provide in the REBT? Who will be expected to answer questions about the information provided?**

Responses to the REBT will be publicly available and will be presented to the County Board. If any decision-makers (e.g., County Executive, County Board Supervisors, department directors) have questions about the information provided in the REBT, the department should be prepared to answer them. We are all partners in Milwaukee County's strategic planning effort to achieve racial equity, and the budget tool is in-part meant to inform and focus conversations around strategic priorities, understanding that not all questions have known answers or solutions.

**14) What if someone questions the analysis, conclusions, or recommendations made in the budget tool?**

Like all research and analysis, there will be questions and critiques and we should embrace these important conversations. The work presented in the budget tool should be defensible, but most of these questions do not have a clear right or wrong answer. If someone finds something wrong in the analysis, then we need to fix it. However, if it is a question about the interpretation and meaning of the analysis, then we can make space for different perspectives to find the best path forward with the information we have available.

**14) Will the budget tool submissions be scored?**

No, the REBT submissions will not be scored. However, they will be made available to the public and reviewed by the County Executive's office, the Office of Equity, the Office of Performance, Strategy and Budget and the County Board.



# FREQUENTLY ASKED QUESTIONS

(CONTINUED)

## LOGISTICS

### 16) When will the budget tool be due?

The REBT is due on July 15 — the same due date as the requested budget.

### 17) Where do I go if I have questions?

If you understand the question, but have difficulty determining how to answer a question, please first try to problem solve within your department by looping in additional experts (e.g., Racial Equity Ambassadors, people leaders, frontline staff).

If you need assistance understanding what the question is asking, contact your Budget Analyst for assistance.

The Office of Equity should only be contacted on questions related to racial equity components (glossary, concepts, etc.) that are unclear and cannot be addressed by your budget analyst. Send correspondence via email to [equityoffice@milwaukeecountywi.gov](mailto:equityoffice@milwaukeecountywi.gov).

## APPENDIX C

# RESOURCES BY STRATEGIC FOCUS AREA

### STRATEGIC FOCUS AREA 1: **Create Intentional Inclusion**

- [2020 Milwaukee County Workforce Audit](#)

### STRATEGIC FOCUS AREA 2: **Bridge the Gap**

- [American Community Survey](#) (from US Census Bureau – descriptions below from US Census Bureau)
  - [Data Profiles](#) have the most frequently requested social, economic, housing, and demographic data. Each of these four subject areas is a separate data profile. The data profiles summarize the data for a single geographic area, both numbers and percent, to cover the most basic data on all topics. (Can compare state/County/Municipal data. With some effort, can get zip code level data.)
  - [Narrative Profiles](#) are short, analytic reports derived from the ACS 5-year estimates. Each Narrative Profile covers 15 different topic areas and provides text and bar charts to display highlights of selected social, economic, housing, and demographic estimates for a selected geographic area. (Easy to get zip code level data)
- [Personal Income Data](#) (Bureau of Economic Analysis) Per Capita Personal Income by State/County, 2016 – 2018 for the entire nation.
- Per Capita Income by County
- [Public School Enrollment](#) (Wisconsin Department of Public Instruction)
- [Private School Enrollment](#) (Wisconsin Department of Public Instruction)
- [State of Wisconsin WBE/MBE/DVE](#) This provides a list of all Woman/Minority/Disabled Vets Business Enterprise information. You can search by business name, by product/service, and by location.
- [Milwaukee County Diversity and Compliance Website \(B2GNow\)](#) Links to certified lists for the State of Wisconsin ACDBE/DBE/SBE Directory and the Milwaukee County approved DBE/SBE vendors (training available on using system).

### STRATEGIC FOCUS AREA 3: **Invest in Equity**

- [Public Participation Model](#)

#### Additional County Resources

- [Strategic Plan \(Objectives\)](#)
- [Health and Equity Framework](#)

APPENDIX D

PUBLIC PARTICIPATION MODEL



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

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ON THE COVER



“WELCOME TO THE PEOPLE’S HOUSE”

Artist: Tia Richardson

Commissioned in 2020. Used with permission of the artist.



MILWAUKEE COUNTY  
HEALTH &  
RACIAL EQUITY

**ONE COUNTY  
ONE VISION**

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

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