

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: 7/14/2023

Department: MCDOT Director's Office and Fleet Management Division

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?

DIRECTOR'S OFFICE

Milwaukee County Department of Transportation is one of the largest operating budgets in the County. We have a wide range of activities specific to the unique responsibilities of each division to meet the strategic objectives of a diverse and inclusive workforce. Each Division is showcasing the diversity and versatility of our great workforce through a wide variety of media, social and community outreach activities such as the SDC Summit on Poverty, McGovern Night Out, Juneteenth parade and Pridefest celebration to name just a few events. The teams distribute job opportunity flyers, advertising materials and outreach information about the interesting career opportunities throughout the Department. The associated costs for job promotional and advertising materials are absorbed within each division's operating budget. Current costs range between \$5,000 to \$8,000 for outreach leave behind promotional materials for various community groups across the County. The Director's office is pursuing our first joint partnership initiative with a High School such as the Howard Fuller Academy in the area of Engineering, Planning and the Sciences. The Director's office is exploring a three way educational effort between MCDOT, SEWRPC and the Howard Fuller Academy, focusing on tours and training opportunities at both MCDOT and SEWRPC to develop a connection between our schools and our Department and hopefully develop interest in a career to Planning or Engineering fields. In the future, setting aside a budget of \$10K would help to grow this Student-Department initiative.

FLEET MANAGEMENT

Milwaukee County Department of Transportation's (DOT) Fleet Management is hiring candidates that do meet the industry standard in years of experience requirements but exhibit a desire to lean the mechanics trade. We are recruiting and hiring minority employees at the entry level into assistant mechanic positions, training them to be fully fledged mechanics utilizing our more senior workforce as instructors. This mentor-coach approach to learning the specific trade helps new recruits to advance after they have sufficient knowledge and experience to be successful. This year, we were successful in hiring 1 new mechanics and placing him in the training program, he is successfully moving through the training. There are no direct costs associated with this approach.

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?

DIRECTOR'S OFFICE

The Director's Office continues to set the standard for conducting Interviews for senior management position throughout the agency. MCDOT through its five divisions are providing the program direction on communication, recruitment and retention of staff from the senior level of management down to the front-line staff working with Milwaukee residents.

MCDOT participates in County wide job fairs and community events to share information on open positions and career opportunities at Milwaukee County. From the fall of 2022 through to Summer of 2023, we have attended 7 different community events ranging from Chairwoman's 1st Annual Sherman Park Harvest Festival, Black History presentations and Women's History Month Seminars, 2023 Summit on Poverty, McGovern National Night Out activities, Vision Zero Forums and Reckless Driving meetings throughout the City of Milwaukee sharing job and workforce information to neighborhood residents and youth. The associated costs in recruitment and retention focuses on minimal cost to create

and develop materials to highlight job openings, career opportunities with MCDOT. We continue to maximize and highlight our best assets at the County, our staff at every level. We continue to train and encourage staff to take on the added responsibility of representing the Department as Ambassadors to community groups and neighborhoods throughout the county to ensure we are reaching all County residents with available job opportunities. This year we spent nearly \$3,000 in media materials, print and display equipment and uniform shirts and hats for staff to wear during outreach events.

FLEET MANAGEMENT

This year in 2023, Fleet ensures that all candidates in our department are fully informed of advancement and training opportunities. We have revised all JEQ's for lead and supervisory positions to be more equal with education and experience requirements. We developed a Milwaukee County (MC) DOT professional development series training, which includes interviewing, personal branding, and resume writing, to provide staff with tools to develop their skills for future advancement with Milwaukee County. We continue to assist our new employees that have worked more than a year with us in acquiring mechanic tools specifically those that are more expensive for a new mechanic to purchase. This year we plan to invest \$5-\$10K in shop tools that enable the mechanic teams to use as they repair our equipment and vehicles. We have found that this one area of assistance has helped our retention efforts of mechanics. If we can purchase the tools here at the Department it cuts down on the overall cost for the mechanic.

- 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?**

DIRECTOR'S OFFICE

MCDOT divisions have created several program activities that focus on the needs of the work area and the workforce in the different transportation areas across the County. Quarterly, through our Teams meetings we ask for new suggestions from our workforce on "how can we do things better" and what suggestions they may have to improve the work environment. Often our best improvements and solutions come from those volunteer opportunities. MCDOT leadership encourages regular meetings and conversations with staff to gain perspective on work environments, work rules and opportunities to be actively engaged in Department policies and programs. These activities run the gamut from newsletters, employee recognition programs to employee solution teams across the spectrum of agency frontline crews to actively engage in County initiatives and budget decisions to help us drive and implement the policies, culture and training instituted in MCDOT. In 2022, we held the first MCDOT family day in which Hwy Maintenance Crews and Fleet crews brought their staff to the MCDOT main shop for Hot dogs and burgers, and toured the diverse types of equipment that are crews are responsible in using. Families of Administrative, Highway staff were given demonstrations on the equipment and how each piece works. Kids were allowed to sound the horns, climb into the rigs and ride in the buckets along with our safety crews. It was an enjoyable day and the MCDOT Team enjoyed introducing the next generation of young maintenance workers to a career at DOT.

FLEET MANAGEMENT

We regularly speak with staff one-on-one to discuss what is working well and what requires improvement. Much of Fleet's budget is based on other MC user department needs. However, we have taken employees' advice to purchase more shop tools, update poor performing equipment in our facility. We've requested the addition of a vehicle and equipment training position at Fleet that would provide training for all user department's employees and CDL training for staff to recruit a more diverse workforce.

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

DIRECTOR'S OFFICE

Overall MCDOT relies on the County's Community Development Business Partners (CDBP) office centrally collects data on minority and women-owned business. As a federally supported transportation agency, MCDOT is subject to federal USDOT DBE reporting requirements for race-based and race-neutral participation on contracts and purchases. Each of the transportation modal divisions follows USDOT standardized reporting requirements for Disadvantage Business and Services goals established by CDBP and the State of Wisconsin.

FLEET MANAGEMENT

No. Capital building projects are routed through Milwaukee County's A&E and CDBP to ensure compliance with requirements. Most vehicle and equipment purchases are purchased on either State or Federal government contracts. MCDOT Fleet does not control the bidding process.

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)?

DIRECTOR'S OFFICE

MCDOT Senior Management participates and attends all Milwaukee County Town Hall meetings in various zip codes and neighborhoods across the County. We address questions about a wide range of subjects from transportation projects planned or implemented in their neighborhoods, to budget concerns and impacts that enable our leadership to gain community perspectives on our success or failure in the delivery of services to the residents of Milwaukee. This year, MCDOT has proposed plans and initiatives to support a County wide Safe Streets Initiative focusing addressing reckless driving across 19 municipalities and the County. MCDOT won the contract for two major DOT planning grants focusing on robust public outreach to the municipalities and fully engaging them in the planning and design process for addressing road safety in their neighborhoods. The first grant, \$235,000 from the Transportation Alternatives Program (TAP) through WisDOT focuses on an assessment of street safety through engagement of each of the 19 municipalities. Since June 6, we have held 9 meetings throughout Milwaukee County to date and had remarkable input from all the attendees. The second grant, \$1M from the Safe Streets and Roads for All (SS4A) Program through USDOT. The goal is to provide an accurate view of reckless driving trends, hot spots and unsafe multimodal practices. These efforts informs where to target potential infrastructure, education, enforcement and equity improvements for implementation. Our outreach and information gathering continues throughout the remainder of the summer. Community inquiries on how we can assist in developing solutions is what led us to these important initiatives.

FLEET MANAGEMENT

MCDOT Fleet Management does not have any direct service users in the communities we serve. Milwaukee County's user departments are our service users. These departments gather feedback/input and Fleet supports objectives and priorities to the best of our abilities.

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.)

DIRECTOR'S OFFICE

MCDOT actively utilizes demographic data from SEWRPC and US Census tract data in reviewing the impacts and benefits to low-income and minority populations within the County. We have begun to use demographic analysis at the Project Implementation level to determine the effectiveness and level of service available. Example the 2021 Transit budget and 2021 Highway Maintenance RMA Budget. Not all divisions utilize demographic data because the services they provide are internal to the County or other unique funding structures such as the airport and its relationship with the airline industry. For instance, MCDOT provides oversight to MCTS with respect to policy implementation on racial equity analysis. Census data depicting residential and employment density data by census tract along with MCTS' ridership data by route and by bus stop are several datasets that inform Racial Equity Analysis outcomes when evaluating service or fare changes for Milwaukee County Transit System.

The continuous improvement, efficiency, connectivity, accessibility and speed of the Milwaukee County Transit System's network of fixed bus routes is a major component of the advancement of Racial Equity in Milwaukee County and in making this the healthiest county in the state. When public transit service in Milwaukee County is high quality, efficient, easy-to-use and fast, more people can get to more places in less time—thus, their quality of life improves.

Any time a change to MCTS' service or fares is proposed, a federally mandated Service Change Review must be performed and, if necessary, a subsequent Service and Fare Equity Analysis must be completed to ensure the change does not disparately impact minority populations nor disproportionately burden low-income populations. While this data-driven analysis serves a purpose so as not to unintentionally burden communities of color or those with low incomes, often that analysis focuses exclusively on those negatively affected by the service or fare change and fails to consider the positive impact the service or fare change may have on the system of fixed bus routes as a whole.

When widening our perspective to determine the impact of a service or fare change on the entire system, we must ALSO measure how much better, more efficient, connective, accessible and faster the entire system can be if the change is implemented (compared to if it is not implemented). By ONLY considering the number of residents directly impacted by the change, as federally mandated, we often fail to consider the question, "Will this change make transit service in Milwaukee County better for all the riders on this route or even all riders systemwide?" Riders of public transit travel across Milwaukee County and beyond to access employment, healthcare, education, banking, shopping, entertainment and more. Consequently, our equity analyses—especially our racial equity analyses—need to reflect popular commercial, educational and medical destinations, employment density data, feedback from bus operators and trip duration comparisons of the people who use our service in addition to residential density data.

As part of oversight of MCTS, we strongly encourage them to not only carry out the FTA-mandated Service Change Review and subsequent Service and Fare Equity Analysis process, but also carry out a more robust analysis to determine the impact of the proposed change (before it is approved) on both the immediate community where the change takes place and the impact on the entire ridership of that route or, if necessary, the entire system of riders. It is no longer sufficient, in this post-2020 era, to only consider the immediate community of impacted riders to determine if a disparate impact occurs on minority populations or a disproportionate burden occurs on low-income populations as a result of a service or fare change. Hundreds and potentially thousands of riders are impacted by a change in service frequency, routing or fares. Proper consideration of the entire community of riders when carrying out Racial Equity Analysis is something we aspire to provide as part of maintaining and improving public transit service provision across Milwaukee County.

FLEET MANAGEMENT

Racial and economic data was not used to prioritize resource distribution. We prioritize resources by department/agency vehicle and equipment utilization. User departments are our service users. They gather that feedback/input and we support their objectives and priorities in any way we can.

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?

DIRECTOR'S OFFICE

MCDOT Divisions work closely and effectively with other agencies, community groups and stakeholders throughout the County, we provide a wide range of services and skilled labor to address infrastructure projects that need to be repaired, maintained or replaced to meet the safety needs and concerns of the traveling public. MCDOT collaborates with agencies, departments, and Municipalities in all aspects of the Transportation development process. For example; in policy development, project design and implementation and program support on bike and pedestrian projects, bridges and railroad crossings across jurisdictions, transportation support and clean up for DHS Housing First initiatives, and the Sheriff's Department on emergency equipment and fleet needs. We are just one part of a larger Milwaukee County team focused on achieving the vision the County has set for ourselves moving forward in 2024 and well into the future.

FLEET MANAGEMENT

We work directly with Milwaukee County user departments on capital budget development, along with Fleet vehicle and equipment operation training. We involve employees and leadership in vehicle and equipment purchasing decisions. Fleet's budget request includes assets that allows our users to serve the public more efficiently. Our 2024 budget reflects our desire to staff our department more effectively to provide lower cost services, and includes a driver trainer as a resource for all departments to utilize for employee training.

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?

DIRECTOR'S OFFICE

MCDOT Highway, Airport and Director's offices have zero tax levy impact; hence, no impact on the County. Transportation Services has no changes from 2023 and each Operating area is looking at a 5% reduction impact in 2024.

The major impact of the State Budget is the reduction in State Revenue to the Transit budget. The 2024-2026 approved state budget shows 2% increase in state revenue for transit over the biennium. In addition, Transit fixed route funding was shifted from the protected status of the State Transportation fund to General Purpose Revenue (GPR) where transit is in complete competition with shared funding for housing, health care, education and criminal justice and enforcement needs. The long-term implications of this change are still unknown but it will be difficult to sustain long-term goals with an unstable state funding source.

FLEET MANAGEMENT

None. MCDOT Fleet does not have a direct impact on disadvantaged communities. We strive to keep Fleet's vehicle and equipment operating costs as low as possible for user departments. These Fleet efficiencies will make more resources available for other MC departments that directly serve disadvantaged communities. Keeping our fleet as well maintained and "lean" as possible will reduce expenses on depreciating assets.

Fleet's proposed budget includes cost increases for parts procurement, and personnel expenses. These costs are passed on to our users. The only mechanism we have available to keep costs flat or reduce expenses are to reduce the size of our Fleet by maximizing vehicle and equipment utilization. This will require County-wide collaboration with all departments, and may result in service level decreases in some areas.

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?

DIRECTOR'S OFFICE

We use all resources and tools available to us to meet the needs and expectations of Milwaukee residents in addressing equity and inclusion objectives. For MCDOT, there are two key areas of importance: First, recruitment would be the issue that MCDOT Division's would like to address with additional funding. We are pleased to see that the County Executive and County Budget office proposes a 2% across the board increase for all Milwaukee County staff, this step alone helps to improve our competitiveness with external stakeholders and peers in our various markets. Second, We continue to focus on achieving the acquisition of long-term funding for transit. My Senior Management team in conjunction with County Legislative aides take steps to help legislative and corporate leaders to understand that investing in transit is an upstream investment in equity and important to the entire Milwaukee County Community.

FLEET MANAGEMENT

We would use funds to improve recruitment strategies (invest in job advertisement, job fairs, school visits) and invest more in employee vehicle diagnostic training. This would allow us to recruit less experienced, minority employees and provide training to them at no cost. We're in the process of exploring partnerships with tech schools to expose students to our industry and create interest in our work. Costs associated with training could vary from \$5000 to \$100,000 depending on number of employees trained, and how many sessions offered. Tech school partnerships and curriculum development would require another full-time administrative staff member for management of the program.

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

DIRECTOR'S OFFICE

MCDOT actively conducts outreach to both staff and the residents of Milwaukee County. We attend the community events and activities of underserved neighborhoods to gain input on projects that residents tell us are important to them. We work closely with County Board Supervisors to be responsive and timely on questions and inquiries regarding State and County transportation projects. When we don't know the answer to constituent inquiries then we do the work to find out who can address their questions and provide options where ever possible for solutions on difficult land use and transportation activities. We work to be inclusive both in meeting the needs of the Milwaukee Community and to meet the needs of the diverse work force that represents this community.

FLEET MANAGEMENT

We have made efforts to hire minority candidates for available positions whenever possible and we strongly encourage teamwork and collaboration within our department. We work with user departments to support their needs with employee operator training, and prioritize vehicle and equipment availability for projects related to providing increased services in the community such as BHD mobile, DHHS, and homeless outreach.



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 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.**

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