

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: 07/13/2023

Department: PARKS

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?

In recent prior years Parks has participated in workforce development programs that were oriented towards building the pipeline of new staff who represent the full diversity of our community. These programs have been successful in achieving certain goals but have not resulted in any new full-time hires which has not supported progress towards diversification of our workforce. One of the key limitations in this regard has been a lack of vacant full-time positions for job trainees to transition into once the workforce development program was completed. In an effort to provide progress towards this goal of having full time positions available, in recent years Parks has included additional full-time positions within their budget. In the 2024 budget, Parks continues to strive to meet this goal with additional full-time positions. Some of these positions are meant to allow for career growth of current employees which should result in more entry level position openings for continued diversity in the workforce.

Additionally, in the 2024 budget, the focus will be attraction of diverse candidates in the seasonal aquatics positions. To meet that goal, Parks has created a full time Aquatic Outreach & Administrative Coordinator position whose funding is partially offset with donations from the Parks Foundation. Finally, Parks will continue to include an equity statement in all job postings which affirms our commitment to this goal as well.

The costs associated with creating new positions has been afforded by a reduction in the seasonal labor budget on the assumption that certain employees that have been hired on a seasonal basis would seek full-time positions and generous donations from the Parks Foundation to assist in this goal of diversification of the workforce.

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?

Parks has a unique opportunity to coordinate with MATC to offer expanded trainings for employees that will build their skills and support hiring into full time positions based on an agreement that has at times been underutilized in the past. Parks operating budget includes a professional development budget of \$33,500, slight increase over last year, which is available throughout the year for training. Parks management is also planning to continue on the job trainings in 2024 to include standardization of operational tasks such as mower training and employee safety training such as Vistalar and Night Safety Awareness.

Within the last two budgets, Parks has created a total of 21.0 FTE entry level positions. Additionally, the 2024 requested budget creates 7.0 FTE of advanced level positions to create career ladders for current employees and allow for advancement opportunities. Promotion and advancement of current employees allows for additional entry level positions to become vacant to aid in the mission of creating a diverse workforce at Parks through creating opportunities for seasonal personnel to move into permanent full-time positions. It should be noted that as of July 2023, 64% of season staff is Caucasian and 77% of full-time staff is Caucasian.

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?

Parks leadership continues working towards projects that will improve employee engagement with a focus on bridging the gap between department- or county-wide initiatives and their impacts on equity among our workforce. New software purchases in 2022 to expand public engagement are seeing an uptick in utilization. Parks leadership solicits ideas in all managers and all-staff meetings as well as engaging with other departments as needed on projects. Ideas resulting from these meetings were then carried forward into the proposed budget. Additionally, Parks leadership met with individual managers to solicit input into the 2024 operating budget needs and costs. Any large-scale decisions or changes, especially those impacting a specific area were made with direct employee input. The results are changes that not only make fiscal sense but make operational sense as well.

In 2023, the Parks leadership also expanded the amount of involvement of all employees in the 2024 Capital Budget process. Employee input was sought not only into what projects should be pursued, but the ranking of those project based on department needs and operational priority.

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

Parks tracks Targeted Business Enterprise participation on capital projects. Another major resource for sourcing contractor participation is the Trades Major Maintenance fund in which Parks does solicit TBE participation through good faith efforts in the procurement/bidding process. Parks also seeks vendors that are TBE firms for major purchases. Although currently minority and women-owned business contracts are not tracked, this is something that Parks is exploring starting to track in 2024.

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 most significant and continuous public engagement effort that Parks has led is the Wisconsin Policy Forum planning process for future funding options of the parks system. This process has sought engagement from a diverse set of Milwaukee County populations and has prioritized equity in its stakeholder groups. Parks continues to engage in field marketing by having a presence in community events in order to improve accessibility to the department and seek public input. The independent Milwaukee Parks Foundation was formed with the intent, among other things, of supporting the Parks Department in community engagement. The Department is supportive of their efforts and is actively seeking ways that this can be expanded in future years. Furthermore, the Milwaukee Parks Foundation utilizes the Parks Equity Index tool to inform and prioritize resource distribution to ensure a focus remains on inclusivity in the community.

The discussion of Parks future funding options and fiscal sustainability has been widely shared which has raised the public's awareness of the issues. This in turn has generated a substantial amount of feedback from community members and organizations seeking to help improve our fiscal position. Parks continues to engage and grow various community groups looking to improve and invest within the parks. Additionally, using technology Parks has added additional platforms for community and citizen engagement that have shown success. Every communication from the public is responded to in a timely manner and used as an opportunity for further engagement around the issues.

Additionally, via County Board File 23-599 Parks was granted authority to enter into an agreement with the Ability Center for the construction and long-term maintenance of a universal park at Wisconsin Avenue Park. This new universal park will increase the inclusivity of access to Milwaukee County Parks.

In 2023, Parks started both future planning for aquatics through the community wide Aquatics Survey aimed at engaging all pertinent stakeholders to solicit feedback in the past, current, and future utilization and needs of Milwaukee County Parks aquatic facilities. Additionally, future planning was started for the trail network with a look to expand the trail network on the north side of the County to ensure equal resources are afforded to all county residents.

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.)

The Department has developed a Park Equity Index that is issued to inform and prioritize resource distribution. The Park Equity Index is a weighted score based on demographic, park service level radius, and equity data that is updated annually. A more thorough description of how the Index was developed and its various inputs can be found in County Board File# 22-384. The Park Equity Index was used in the development of the requested capital and operating budget and is used consistently by the department as resource allocation decisions need to be made. For example, American Rescue Plan projects, major maintenance decisions, and facility openings and closing (pools, wading pools) are prioritized using this Park Equity Index. Additionally, the Parks Department includes reference to specific Index rankings in Board reports and other communications in order to continuously provide a framework of equity when decisions are being made.

Additionally, in 2023, Parks embarked on an Aquatics Survey to better understand the community use and geographical demand of services. This survey strategically was geared to ensure all areas of the County were heard from to ensure racial and economic data were being utilized to prioritize limited aquatics resources in future years.

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

The Parks Department always strives to collaborate and remove silos when working with other County departments and other non-County service providers. All or nearly all collaboration in this regard has been in-kind support since there are few resources available to devote to new collaborative efforts. Parks management has provided in-kind staff time to support the We Care Crew, frequently collaborate with MCDOT on a variety of projects including pedestrian safety projects, TAP grants, sharing equipment, and assessment of winter plowing operations. Parks also forms and fosters partnership with third parties whose mission aligns with the County's and are able to provide services that otherwise would not be accessible to the public such as our continued partnership with The Ability Center of Wisconsin and OPD, or expansion of youth programming through the PEAK Initiative and Urban Ecology Centers. If Parks had additional resources it would be invested in new opportunities to maximize access to healthy activities and nature.

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?

An ongoing service reduction is the loss of trees due to Emerald Ash Borer disease and storm damage. Parks has submitted a USDA grant for funding of additional personnel and resources to help combat this. It is anticipated that this grant would be awarded in 2024. Additionally, in this budget, Parks is going to utilize \$155,000 from a trust to plant new trees. Both initiatives would prioritize racial equity in their execution. The 2024 budget again shows a reduction in seasonal labor budget to add additional full-time entry level and higher-level positions to allow for career growth within Parks. While there are benefits that will be realized from this change, it does reduce the available number of positions overall.

The 2024 requested budget includes revenue from the Milwaukee Parks Foundation donations of \$434,000. This is an increase of \$134,000 from 2023 donation levels. Part of the funding will offset the cost of an Aquatic Outreach & Administrative Coordinator. This position will focus on community outreach and racial equity within the aquatics system including partnering with Human Resources to diversify the hiring for seasonal aquatic positions. The balance of the funding will be allocated using the Park Equity Index and consideration for achieving racial equity throughout the parks system.

STRATEGIC FOCUS AREA 3: INVEST IN EQUITY

9. If your department were to receive some additional funding for addressing racial equity, what specific strategic plan priority would you address, what would be the project/activity and intended outcome, and how much would it cost?

If additional funding was available to address racial equity, Parks would seek to hire one full-time Regional Engagement Coordinator and one full-time Community Resource & Outreach Officer position. These positions would be key in continued community engagement and proactive communication and messaging. It would allow for Parks to better align limited resources within the community and gather necessary feedback from within the community to make operational changes that would address racial equity. The total cost for the Community Engagement Coordinator – Regional Parks is estimated to be \$59,383. This position would allow for one full-time employee per Parks region. The total cost for the Community Resource & Outreach Officer position is estimated at \$76,312. Funding of both full-time positions would result in a cost of \$135,695.

Parks would also seek to create and fund one full-time Recreation & Program Manager role to help support the current community centers which service racially diverse neighborhoods. This position would ensure that various programming opportunities are made available to residents and would foster relationships with community groups and stakeholders to provide resources to the community centers. The cost for this position is estimated to be \$86,002.

Further, additional capital project funding for both the implementation of the Aquatics Study and North Side Trails would assist in creating racial equity within Milwaukee County Parks. The total cost of the Aquatic Study Implementation is \$100,000 and all three North Side Trail projects cost an additional \$300,000, or \$100,000 each. These capital projects are critical in furthering accessibility for Parks resources for all County residents.

To extend amenity hours for splash pads and waders, Parks would require an additional \$72,000 in seasonal position funding. This would allow for better access to these amenities for the community at large and give an opportunity for those that are not able to attend during the limited hours.

Finally, to prioritize access to green space amenities within the community, Parks would need \$75,000 additional funding in major maintenance to place permanent picnic tables and benches in Park areas that service the minority community.

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

Parks websites prioritize web accessibility which is the practice of ensuring there are no barriers that prevent interaction with, or access to, websites on the by people with physical disabilities. Parks marketing and communication materials (signage) are bi-lingual (Spanish/English) and have translated to the Hmong language for some public materials as needed. The 2024 requested budget includes additional funding for multi-lingual signage within the Parks to continue to expand this project.

Parks prioritizes access to our facilities for people of all abilities including proposed capital project for Parks ADA Inventory and Assessment to better understand the costs and needs of facilities to ensure accessibility for all.



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.**

county.milwaukee.gov/vision