

M I L W A U K E E C O U N T Y



RACIAL EQUITY BUDGET TOOL



INCORPORATED
1835

2024 BUDGET CYCLE

TABLE OF CONTENTS

Overview.....	3
Milwaukee County Strategic Focus Area.....	4
Instructions.....	5
Racial Equity Budget Tool Questions	6
Strategic Focus Area 1: Create Intentional Inclusion	6
Strategic Focus Area 2: Bridge the Gap	6
Strategic Focus Area 3: Invest in Equity	7

APPENDICES

Appendix A: Glossary.....	8
Appendix B: Frequently Asked Questions	9
Appendix C: Resources By Strategic Focus Area	14
Appendix D: Public Participation Model	15

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.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/14/2023

Department: Milwaukee County Zoo

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

STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

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

The Zoo continues to focus on recruiting more diverse staff and providing more inclusive opportunities. In 2024 each division will participate in an internship program. Zoo staff will work with community partners to provide opportunities for job training that strives to create interest in Zoo-related jobs and careers.

During the 2022-2023 school year, Zoo Administration hired a Business Analytics intern from MPS to assist with the dynamic pricing initiative. Since 2021 the Animal Management and Health Division has been partnering with the Vincent High School Agriculture Program to provide students the unique opportunity for a paid summer internship. The number of "interns" continues to expand each year and gives a diverse group of students exposure to zoo careers. In 2023, three interns were hired.

In an effort to recruit summer seasonal employees, the Zoo and the Zoo's revenue partner System Services Associates (SSA) hosted two Milwaukee County Job Fairs at the Zoofari Center in the Spring of 2023. Zoo and SSA staff also attended two MPS job fairs. In addition, SSA and Employ Milwaukee work together on opportunities for hiring and workforce resources.

The Zoo's general seasonal hiring practices consider a diverse group of applicants for employment. To retain employees, Zoo Leaders continue to be flexible and accommodate employees' schedules and transportation challenges.

The Zoological Society of Milwaukee's (ZSM) Education Department is developing new ways to recruit summer educators, including advertising in diverse schools, and adjusting some requirements for employment. In addition, the ZSM Animal Ambassador Program teaches children about animals and develops an understanding of careers available in environmental fields. The program encourages minority and low-income youth to become interested in the sciences both as an academic and career choice. 2022 Data – 3,888 students @ 23 metro Milwaukee schools.

To assist with career/job training for young people with disabilities the Zoo partners with Project SEARCH. This program helps students get job experience and prepares them for the competitive workforce by immersing them in different kinds of jobs throughout the Zoo.

Public transportation has been a substantial barrier to recruiting young people. Bus rides to the Zoo can take 1 to 1.5 hours, as there is not a direct route from many parts of the City of Milwaukee. To help MCTS plan quicker and/or more direct bus routes to the Zoo a survey was distributed to Zoo, ZSM and SSA staff. Based on the results, MCTS found that most employees lived within a ¼ mile of the bus system, making it likely that they would be using public transportation to get to the Zoo. The MCTS trip planning app and website was added to our employee orientation.

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?

The 2021 Budget created a partnership with Vincent High School Agriculture Program to provide students a unique opportunity that includes summer employment in the Family Farm and exposure to Zoo careers. In 2023, the Zoo hosted three Agriculture Interns, one of whom is returning from 2022.

KultureCity sensory inclusion training occurs on a yearly basis so staff can better assist guests with sensory challenges.

Staff are encouraged to take additional training and participate in professional organizations (e.g., Association of Zoos and Aquariums, American Association of Zoo Keepers, Visitor Studies Association, etc.). The Zoo's Animal Division staff have an annual proposal process to submit their requests, which are reviewed as a group by the Animal Division Management Team to determine which requests best advance the team's abilities and align with Zoo priorities.

In the Maintenance, Grounds and EVS Division both full-time and seasonal employees have the opportunity to progress from basic to more advanced tasks. Many hours of training and planning go into this progression, making sure of the employee's skill level and taking calculated risks as needed to help the employee gain the confidence and experience, they need.

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?

In 2022, the Zoo increased Zoo-wide meetings from twice a year to bi-monthly. These meetings provide Zoo, ZSM and SSA staff with budget information, divisional updates, and an opportunity to ask questions and share ideas. All Zoo staff are encouraged to submit budget ideas and/or cost savings measures to their direct manager's division head. In addition, the Administration and Finance and Operations Divisions regularly discuss and seek input on the budget at weekly Senior Staff meetings, Quarterly Supervisor meetings and during one-on-one weekly meetings.

Marketing and Communications Division staff meet on a weekly and monthly basis to discuss budgets, corresponding implications, and adjusting expenditures. The Division meets on a regular basis with Administration to evaluate revenue-generating programs.

Animal Division staff are passionately motivated to increase the Zoo's support of Wildlife Conservation. Team members brainstorm ways to increase these amounts via conservation fundraisers, to which the Zoo may provide matching funds donations.

The Zoo has engaged all staff in strategic planning which began in the fall of 2022. Input has been collected via online questionnaires, focus groups, and in-person. All Zoo and ZSM staff have had the opportunity to participate in the process via All Staff meetings. Additionally, a group of frontline participants were chosen to participate more fully, as well as to communicate with their peers to solicit ideas and feedback and bring them into the planning process.

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

Yes, the Zoo has begun to track contracts with minority and women-owned businesses.

In 2021, the Marketing & Communications Division issued a request for proposal seeking a new advertising agency to support the Zoo's attendance and revenue goals. The agency chosen is a woman-owned business. We will continue to work with this agency throughout the 2024 budget. The budgeted amount for 2024 is \$80,000.

Since 2022, the Marketing & Communications Division contracted with an agency for entertainment services for A la Carte at the Zoo. The contract is for \$250,000. Seventeen percent of this contract is subcontracted to a minority and women-owned business. This contract will continue in 2024 with the same 17% subcontract requirement.

In 2023 the Zoo retained a woman-owned business to create and develop its new web site. The Zoo continues to work with a woman-owned business for the continued hosting and maintenance of the web site.

Future: Grounds and Maintenance Department will be tracking and reporting on the Time and Materials contracts.

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)?

An annual exit survey of a minimum of 300 Zoo visitors is conducted to get feedback about their Zoo experience. This survey contains both ratings questions and open-ended opportunities for survey-takers to make suggestions on how the Zoo can improve. Demographic data is also collected so that the data can be compared by subsample (e.g., Milwaukee County vs. Non-County zip codes; race; age).

Zip code data from online ticket sales, members and school groups is also assessed throughout the year to help us understand who is using our services and who may need further assistance or engagement.

The effectiveness and impact of the ZSM's grant-funded education programming is continually evaluated and reported to stakeholders (e.g., Kohl's Wild Theater, Animal Ambassador, etc.).

The Empathy Program Action Committee (EPAC), hosted by ZSM and Zoo staff, brings together members from a

variety of local stakeholders to discuss and inform the development of empathy-related, culturally responsive curriculum (e.g., Indian Community School, Milwaukee Public Schools, members of the homeschooling community, La Causa, and the Hmong American Friendship Association). Additionally, the ZSM's Empathy Grant Coordinator hosted smaller focus groups for multiple member organizations and the community members they serve to talk about what they would like to see in programming going forward, identify barriers to participation and collaborate on solutions.

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.)

Data used from Zoo research on under-served zip codes and populations have been and will continue to be used to determine advertising and promotional strategies and budgeting in Marketing & Communications. For example, exit survey data showed that visits from the Latino community were lagging. In 2023, Marketing and Communications set aside funds specifically to promote the Zoo to the Latino community. Furthermore, the summer exit survey data showed a higher percentage of Latino first-time visitors which was likely tied to these changes in advertising strategy.

The MCZ and ZSM have partnered with Canopy Strategic Partners in 2022 on an integrated strategic and business planning effort. During one of the business plan workshops in 2023, Canopy shared an analysis on the difference between the composition of Zoo visitors' household income versus the makeup of the market region at large. Visitor demographics were gathered via mobile device data and compared with Census information from the surrounding area (a 90-minute drivetime radius). This analysis showed that Zoo visitation overrepresents lower-earning households by a significant margin: about 34% of market residents earn less than \$50,000 per year, while 41% of Zoo visitors are represented in this income bracket. In April of 2022, the Zoo implemented Flex Pricing, allowing guests the opportunity to visit the Zoo on a day that best accommodates both their budget and schedule. When developing the pricing model, concentrated efforts are made to be accessible to all income levels.

The Zoological Society of Milwaukee provides grant-funded educational programs to students, particularly in under-served areas, including MPS Nature Play, Kohl's Wild Theater, Animal Ambassador Programs, and Animal Connections.

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?

Our Marketing and Communications Division continually works with marketing and communications staff from other county departments. We share information, and participate in joint purchases, such as a county-wide video monitoring service. Zoo social media supports efforts to share information on its sites supporting equity and health programs.

The Zoo partnered with the Department of Health and Human Services by providing Zoo tickets to support DHHS community-based incentives for youth for the ERG (Effective Response Gird) program by providing different opportunities for engagement with youth as an incentive to promote positive behavior and to introduce new activities to youth and their families.

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?

While the Zoo and the ZSM have many programs designed to intentionally reach communities of color and underrepresented populations, such as Free Days and the Animal Ambassador Education Program, we realize we can do more. As the organizations work together to improve and deepen our commitment to racial equity, we are working to develop a more comprehensive program that will provide access to the programs offered by the Zoo and Society. AccessMKEZoo will seek to provide "360 degrees of access" to the Zoo and ZSM programs so that anybody, regardless of their ability to pay, can participate in our offerings.

Work is underway to determine the business models and funding needed to offer such things as a more robust financial aid program funded by ZSM. Funding could be used to purchase Zoo memberships, Zoo classes or admission to specially-price, after-hours events. It may even be used to purchase general admission tickets to the Zoo. We are hoping to secure sponsors who would underwrite program or admission costs by creating a pool of funds available for a wide array of offerings or by making specific events accessible, such as underwriting the cost to provide a limited number of free tickets to the Wild Lights event that takes place in December. Additionally, while this idea requires more analysis, we are exploring if it is financially possible to offer reduced-rate memberships and/or Zoo admissions to individuals that participate in programs such as SNAP or WIC. Although many of these initiatives will take time to develop and fund, they are all being considered.

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

A strategic pricing strategy (flexible pricing) was implemented in April of 2022. It incorporates affordability and more accessibility. The goal is to provide 60 accessibility days on top of the 79 days already provided to the community. While keeping admission fees for school groups affordable may have a negative impact on revenue, flexible pricing will incorporate this impact and will hopefully mitigate any negative impacts to revenues. Flexible pricing has had a positive result on revenues, and it has and will provide greater opportunities for visitation from low-middle income households.

As mentioned above, the Zoo is working with the Zoological Society of Milwaukee (ZSM) to further develop an AccessMKEZoo. The Zoo and ZSM have many programs designed to reach communities of color and underrepresented populations such as Free Days and the Animal Ambassador Education Program. We are exploring ways to improve and deepen our commitment to racial equity as we work together to develop a more comprehensive program that will provide access to all the programs offered by the Zoo and Society.

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?

The Zoo is submitting three supplemental requests. The first one requests funds to convert existing unpaid Animal Care internships to paid internships. Below are the items that align this supplemental request to the County's objectives in the strategic plan. Reflect the full diversity of Milwaukee County at every level of county government: Converting Animal Care Internships to paid roles will remove a barrier to recruitment for Zoo Animal Care roles, and better support a pipeline of candidates from diverse backgrounds for whom an unpaid internship is not a feasible opportunity. Making these paid internships will allow us to promote the opportunity on a broader scope including adding Historical Black Colleges and possibly Indigenous schools as well. Create and nurture an inclusive culture across Milwaukee County: Diversifying the group that has access to this intern program will support opportunities to build a more inclusive culture in the Zoo's Animal Division. Apply a racial equity lens to all decisions: Addressing the identified barrier of access to this field supports a more equitable opportunity for candidates. Dismantle barriers to diverse and inclusive communities: It also removes the barrier to recruitment for some candidates who may not otherwise consider animal care as a profession, allowing Milwaukee County residents to better see themselves as having a future in this field.

The second supplemental request is support to commission a review of positions in the Zoo Animal Division to determine the market value of animal care positions and propose equitable salary ranges. Below are the items that align this supplemental request to the County's objectives in the strategic plan. Reflect the full diversity of Milwaukee County at every level of county government: Ensuring appropriate compensation for Zoo Animal Division positions removes a barrier to recruitment and allows MCZ to attract and retain candidates for whom lower wages are a barrier to entry to the field. Invest "upstream" to address root causes of health disparities: Ensuring appropriate and equitable compensation across the Zoo's Animal Division workforce will reduce the stress caused by turnover, working short staff, and pay disparities across the workforce. For some staff, it may remove the need to work a second job, allowing a better work-life balance. Dismantle barriers to diverse and inclusive communities: Examining and addressing compensation across the Zoo Animal Division can remove barriers to recruitment for some candidates who may not otherwise consider animal care as a profession, allowing Milwaukee County residents to better see themselves as having a future in this field.

The third supplemental request is to provide additional security positions to enhance the protection of the public, employees and animal population. Below are the items that align this supplemental request to the County's objectives in the strategic plan. Reflect the full diversity of Milwaukee County at every level of county government: Ensuring appropriate full-time classification of Zoo Security Officers reduces a barrier to recruitment and allows MCZ to attract and retain candidates for whom seasonal lower wages are not considered a living wage. Invest "upstream" to address root causes of health disparities: Ensuring appropriate and equitable compensation with full-time security positions will reduce the stress caused by turnover, working short staff, and pay disparities across the County in similar positions. Enhance the County's fiscal health and sustainability: Protecting the Zoo's assets from theft and vandalism reduces costly repairs and replacement costs. The animal population is priceless and consists of many rare and endangered animals whose continued welfare is a priority, and that may be impossible to replace. A robust security program is necessary to protect the welfare and safety of the animal population while also better protecting Zoo staff.

In the 2024 Budget, the Zoo is working on a goal to develop a paid minority internship/residency program in Zoo management. This would include partnering with the Association of Zoos and Aquariums and other accredited zoos.

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

To improve accessibility to the Zoo for guests with disabilities, a Universal Changing Station was installed in 2023. In future capital building improvements, the Zoo will look to add more family restrooms and adult changing areas.

For the 4th consecutive year, the Zoo maintains the Sensory Inclusive Location status from KultureCity by having over 50% of staff, including our revenue partners and volunteers, take the annual refresher training on how to assist our guests with sensory needs.

The Zoo provides free admission to approved special needs organizations on an annual basis for their clients and chaperones. For 2022, 2,268 clients and chaperones attended the Zoo for free.

The Empathy Program Advisory Committee, a ZSM grant-funded program that includes members from multiple educational community partners and Zoo and ZSM staff, convened in 2022-23 to provide guidance on ways to make Advancing Conservation Empathy for Wildlife programming more accessible for community partners.

The Zoo continues to make directional maps available in multiple languages, including Spanish, Hmong, and German. The Zoo's new web site is ADA accessible. Wayfinding signs/maps on Zoo grounds have a Spanish language component.

The Zoo's annual exit survey continues to be translated into Spanish, allowing more guests to provide feedback on their experience.

The Zoological Society of Milwaukee offered a Zoo class taught in Spanish.

With the success of the Zoo's first-ever Celebrate Diversity event in 2022, the Zoo hosted the event in May of 2023. Activities such as the Community Tree, the Cultural Icons Scavenger Hunt and the Sustainability Market that featured local groups and artisans were highly popular with guests. The Special Events Team will continue to evaluate event activities and programming to ensure they are impactful and meaningful to attendees.

Marketing strategies continue to shift to a broader and more diverse audience to help foster a more inclusive community.

In 2023, the ZSM Creative team is testing an interpretive graphic design that can be translated by guests using smart phones and Google Translate. This could expand access to Zoo interpretive graphic information to nearly 100 languages.

Future: Additional language translations for exhibit interpretive graphics, maps, and surveys.



Appendices

Appendix A:
Glossary

Appendix B:
Frequently Asked Questions

Appendix C:
Resources by Strategic Focus Area

Appendix D:
Public Participation Model

APPENDIX A

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FREQUENTLY ASKED QUESTIONS

PURPOSE

1) What is the purpose of using this tool?

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

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

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

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

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

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

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

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

COMPLETING THE TOOL

4) Are there right answers to the questions?

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

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

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

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

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

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

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

APPENDIX B

FREQUENTLY ASKED QUESTIONS

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

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

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

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

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

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

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

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

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

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

The REBT will focus on an equity analysis of decisions for

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

USING THE DATA

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

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

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

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

14) Will the budget tool submissions be scored?

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

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

LOGISTICS

16) When will the budget tool be due?

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

17) Where do I go if I have questions?

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

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

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

APPENDIX C

RESOURCES BY STRATEGIC FOCUS AREA

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

- [2020 Milwaukee County Workforce Audit](#)

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

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

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

- [Public Participation Model](#)

Additional County Resources

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

APPENDIX D

PUBLIC PARTICIPATION MODEL



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

© IAP2 International Federation 2018. All rights reserved. 20181112_v1

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