

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



RACIAL EQUITY BUDGET TOOL



INCORPORATED
1835

2026 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 2025 REBT, please attend one of the Strategy, Budget and Performance 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.

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 Board of Supervisors, Org. 1000, is the legislative branch of Milwaukee County comprised of 18 elected officials. The Board elects from the body a Chairperson who by ordinance is the department head. The Board Chairwoman, Supervisor Marcelia Nicholson, leads the department and is responsible for the direction of 4 full-time employees (FTEs) and the team support from part-time positions.

Supervisors do not receive County benefits like health care, so many also are employed outside of the Courthouse. Operations are supported day-to-day by the efforts of the Board receptionist, legislative interns, Constituent Services Specialists, Deputy Chief of Staff, and Chief of Staff, as well as the Government Affairs Liaison. This Team staff support is critical to Board operations as the state restructured the elected position of Milwaukee County Supervisor.

Each Supervisor represents approximately 53,000 residents. To build a diverse workforce, the Chair, as a departmental leader, may engage Supervisors to share job announcements for Board positions across their broad networks, with a deliberate focus on diversity. This recruitment step expands upon the base level of support Human Resources provides and posts announcements to limited sites. With a lens on equity, minimum requirements for educational attainment and driver's license are evaluated in JEQ development.

To increase diverse involvement in County programming and future elected representation in Milwaukee County, Board staff, in cooperation with district offices and community partners, assist with promoting Internships and Youth Commission applications and involvement. Constituent Services Specialists obtain and create promotional material for youth community engagement and share these materials with Supervisors. With implementation, legislation to reimagine the Milwaukee Youth Commission has increased multi-generational involvement and participation in government while creating more pathways for young county residents to access the local legislative branch.

The Board Chairwoman championed the Board's first [paid](#) internship program in 2021. This landmark change has since provided access to young residents in Milwaukee County who would not have otherwise been able to pursue an unpaid position, shattering the cycle of privilege. The Board sees recruitment and retention of young talent from across the county and Southeastern region with this policy change.

The department has developed supportive resources, and ladders for advancement and training, all aimed to promote professional development and successful succession planning. For new Supervisors, this term our Team coordinated with County partners, an onboarding process under our newly adopted policy that brought in transition support for elected officials from the Office of Strategy, Budget, and Performance. With tools and resources, staff also are empowered to lead and take ownership of their work. The Board Chairwoman establishes outings to other county departments and partner organizations, so the Team may see the real-life impacts of County services and cultural amenities. This Team building engagement promotes greater investment and pride in the Board's work as a governing body. These efforts to attract and retain diverse talent and build an inclusive workforce require dedicated staff time.

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?

Board staff are encouraged to voice their goals for professional growth to meet a more tailored set of

roles and responsibilities to uplift career aspirations. At all levels, the Team regularly engages with professional development opportunities. Some of these opportunities include participation in the Leadership Engagement Program (LED)/Manager Develop Program for staff within the Department, offered by the Milwaukee County Office of Human Resources.

Board leadership also makes time for the team to expand their professional networks, in and outside the Courthouse. The Board Chairwoman is planning to launch with County partners a coordinated series of learning opportunities for elected officials and staff.

Furthermore, each traditionally scheduled academic semester, one to two interns join the County Board on a part-time basis. At the beginning of each semester, the Intern Program Coordinator (IPC) meets with the students to delve into their professional goals. From these meetings, the IPC coordinates enrichment opportunities with partners within the County, including, but not limited to, Courts, Parks, and Administrative Services.

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?

As elected officials, each Supervisor approaches the budget individually and through the lens of how to best represent the specific needs of their constituents. Collaborative budget presentations and surveys created by Board staff and Supervisors support elected officials with this approach.

Org. 1000 engages with developing fiscal priorities, amendments, and communications, as part of the budget adoption process. Throughout this process, the Board Chairwoman leads by setting the guiding principles of preparation, collaboration, decorum, sustainability, and racial equity with Supervisors and the staff Team to center our County vision when considering budgetary items.

On a departmental level, the Chairwoman welcomes ideas and suggestions from Board staff. One avenue for leadership engagement is participation in a series of weekly core staff meetings, where the full Board team provides input and takes the lead on legislative operations and projects. The Legislative Services Director in the Clerk's Office holds monthly formal meetings, and these interactions between partner teams bridge communication gaps and encourage effective cooperation and collaboration of creative ideas in the interest of the County residents we all serve.

For the third consecutive year, the Chairwoman of the County Board has prioritized public release of a report on this department's financials as part of development of the Requested Budget for Org. 1000. This report is prepared by the Office of the Comptroller, formally referred to the Finance Committee, and considered during a public meeting—ensuring visibility and access for employees, Supervisors, and the community. This public process elevates transparency and allows frontline employees, particularly those supporting the Board's work, to better understand how budget priorities are formed and where adjustments may be needed.

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

While the Board does not enter into service or professional contracts from the Org. 1000 budget, the legislative body provides oversight of County departmental contracts through the Committee on Finance per state law. With the reference [file](#) process, the Board determines through standing committees, whether contracts are fairly awarded.

All action items that appear before the County Board require a fiscal note to be attached, including whether an item was reviewed by the Office of Economic Inclusion. With these legislative processes and

oversight tools, the County Board monitors adherence to our ordinances and adopted policies for 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)?

The legislative branch serves as a policy-making body that provides referrals to direct services and holds primary responsibility for adopting Milwaukee County's annual budget, which funds those services. To ensure public involvement in the budget process, the Board hosts an annual public hearing as well as district town halls where community members can voice their priorities and concerns. Throughout the year, Supervisors maintain engagement across the County, ensuring that fiscal decisions reflect the diverse values and shared priorities of the communities they serve.

In recent years, the Board has implemented rule changes to expand access through remote and hybrid participation. These include eComments and virtual attendance options for committee and Board meetings, which remove longstanding barriers to participation and support broader public engagement. These multiple points of access empower residents—particularly those in underrepresented and underserved communities—to stay connected and engaged without requiring in-person attendance at the Courthouse.

To deepen engagement with younger constituents, the County revitalized its Youth Commission, providing a platform for youth voice in local governance. Last year, the Chairwoman introduced a successful budget amendment to fund the first Day of Advocacy at the Wisconsin State Capitol. That event took place this year, connecting Youth Commissioners with County Supervisors from across Wisconsin, the Governor, and state legislators. The Day of Advocacy offered participants exposure to public service career paths and direct policy influence, helping to eliminate barriers to government access and creating a pipeline for future leadership reflective of Milwaukee County's diversity.

6. Describe ways in which demographic 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.)

District offices independently pursue policy development for adoption through the collaborative legislative process. To inform policy decisions, Chairwoman Nicholson continues to develop avenues for Supervisors to ask for information through the legislative process, like Duties and Expectations of Committee Chair Designees. These tools intentionally promote oversight and build a framework for advancement of the county's vision to achieve racial equity.

The Board Chairwoman created and referred about 80 reference (REF) files to support the analyses of and reporting on County administrative operations to promote action with a racial equity lens in 2025. These REF files encourage Committee leadership to exercise legislative oversight of County services and operations with receipt of information provided by subject matter experts. This administrative expertise and these legislative processes provide meaningful representation from key county partners across jurisdictions to inform.

Committee Chairs are empowered to request departmental reports and act on file notes from the Legislative Services Division (LSD) in the Clerk's Office. Committee Chairs are provided a list of their duties and expectations as the Board Chair's designees in these leadership positions.

7. a. How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered?

The Milwaukee County Board of Supervisors' approach to budget deliberation and adoption reflects a collaborative, cross-departmental approach to breaking down silos in order to maximize access to and quality of services for all residents. As the policy-making branch of County government, the Board intentionally funds and supports initiatives that encourage coordination between departments, such as co-hosted community

events, integrated service delivery models, and shared policy priorities across public safety, health and human services, and transportation. These partnerships are often rooted in values-based budgeting that centers equity, community voice, and outcomes. For example, the Board has prioritized funding for initiatives that foster place-based investment and interdepartmental cooperation, such as youth engagement, public safety collaboration, and neighborhood resource events, which serve as entry points for residents to learn about and access multiple services at once.

b. How does this help us achieve the vision of achieving equity and health?

This strategic emphasis on collaboration directly supports Milwaukee County’s vision of achieving racial equity and becoming the healthiest county in Wisconsin. By promoting integration across service areas, the Board ensures that residents—especially those historically marginalized—experience government as accessible, responsive, and holistic. This approach helps address systemic barriers to health and opportunity by embedding equity in fiscal decisions, increasing community trust, and ensuring that County resources are deployed where they are most needed. In doing so, the Board plays a critical role in advancing a more just, healthy, and inclusive Milwaukee County.

In 2024, Chairwoman authored legislation that the Board advanced to support the expansion of solar energy production at the new Marcia P. Coggs Health and Human Services Center parking lots to fully offset its electricity usage. This additional step toward the County’s Climate Action Plan propels the Board’s goal to achieve carbon neutral facilities by the year 2050. This year, the Center has opened its doors to residents. The County Board will continue to review the impact of this Center on our community and work to better our sustainable practices across the County’s infrastructure

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?

Expenditures within the department are uniquely capped by state statutes. These limitations have a compounding effect on capacity to represent residents, deliver constituent services, grow community presence, and advance collaborative policies. If potentially negative racial-equity implications exist within the Org. 1000 budget, they exist not in the decisions we have made, but in the decisions, we are unable to make.

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

Together the Board can better align our values as a County by collaborating with and across departments and supporting Countywide initiatives to achieve racial equity. The Chairwoman is committed to driving a strategic direction, in partnership within the department and across the County, to impact culture, drive decision making, and align goals as a Board to achieve a shared vision of making our community the healthiest in the state of Wisconsin.

c. What are the demographic impacts of any fines and fees assessed by your department? Are there disproportionate impacts on any particular groups?

N/A

STRATEGIC FOCUS AREA 3: INVEST IN EQUITY

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

Centralized resources that all departments can take advantage of will play a critical role in the future success of the legislative branch of the County. Should the County make centralized funds available to address racial inequity, these resources could further advance technological resources at the Board to expand community engagement and participation in line with the ‘no-wrong door’ approach.

Early in 2024, the Chairwoman created and referred [File No. 24-80](#) for oversight of the digital transformation initiative to create greater public access for engagement with standing committees and the Board.

Unlike other County departments, the Board is subject to a state-imposed expenditure cap of no more than 0.4 percent of the total tax levy. Previously, programs have been implemented at the County that the Board uniquely could not access like DOSAA (funds for salary increases to address equity and employee retention issues.)

If awarded additional equity-focused funding, our department would prioritize Strategic Focus Area 3: *Invest in Equity*, with a specific focus on enhancing community outreach and participation among historically underserved populations. The proposed project, titled the Community Engagement and Access Fund, would support and expand culturally significant, equity-centered events that bring County government into community spaces where residents already gather and feel seen. Events, such as Juneteenth, the Pride Parade, local district activities, along with the continued development of the Public Access Room (For the People Room), present critical opportunities to increase access to County services, elected officials, and civic engagement.

The funding would be used to strengthen accessibility through translation and interpretation services, multilingual outreach, transportation assistance, ADA accommodations, and the creation and distribution of public materials that connect residents to County resources.

In addition, the Public Access Room would be enhanced with staffing and technology support to function year-round as a hub for digital navigation and civic access. Additional funding, which would cover event support, outreach infrastructure, language access services, and part-time staffing is crucial to further connection with the residents we serve. The intended outcome is to increase civic participation among marginalized communities, improve service access for residents with language and physical access needs, and build sustained trust between County government and the communities it serves.

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

Representation matters at all levels. Multilingual connections occur between staff and constituents, in public correspondence, and community outreach. This type of engagement is made possible by intentional recruitment. Our department is actively working to dismantle barriers to inclusion and accessibility through several initiatives grounded in equity and strategic transformation.

To address multilingual needs, we’ve developed and reimagined key public-facing forms with Spanish translation, ensuring that critical documents are accessible to our Spanish-speaking residents. This effort is part of our broader commitment to language access and inclusive communication.

We are also proud to lead the unveiling this year of the *For the People Room* initiative—a digital transformation project that serves as a dedicated space within the courthouse where residents can connect directly with their County elected officials and access County services. This space includes technology that enables the public to easily navigate County websites (such as *Find Your County Supervisor*), breaking down digital access barriers and empowering more residents to engage with local government.

Internally, we support equity through transparent communication and information-sharing across the 18 independently elected members of the County Board. This includes regular dissemination of updated forms, resources, and presentations, and we intentionally incorporate equity in our intern program design and preparation. A vessel for this communication comes in the form of a newly initiated internal newsletter that is staff-led with an eye for inclusivity.

To further cultivate inclusive engagement, we host a *Rotating Bulletin Board* in our shared spaces. This board serves as a dynamic visual reflection on equity, featuring rotating content for staff, elected officials, and visitors to interact with and reflect upon.

All of these efforts reflect our department’s commitment to Strategic Focus Area 3: *Invest in Equity*—centering our services, spaces, and communications on accessibility, inclusivity, and the needs of our diverse community.



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, and administrative staff.

FREQUENTLY ASKED QUESTIONS

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

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

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

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

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

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

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

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

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

The REBT will focus on an equity analysis of decisions for

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

USING THE DATA

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

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

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

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

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., people leaders, frontline staff, etc.).

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

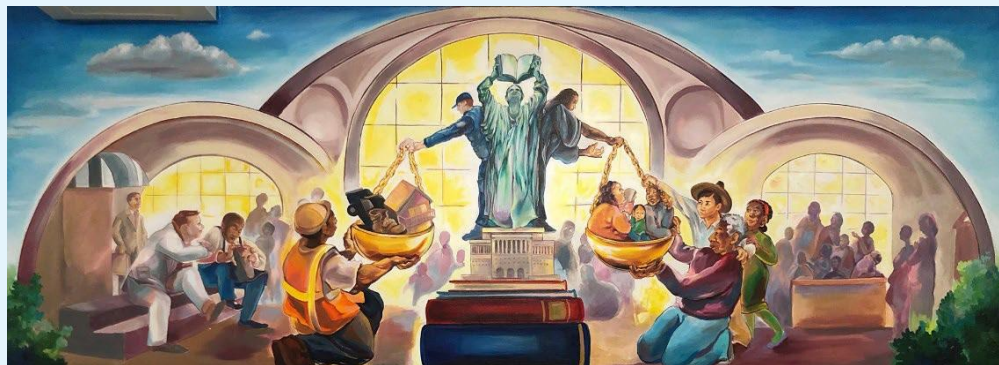
PUBLIC PARTICIPATION MODEL



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

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ON THE COVER



“WELCOME TO THE PEOPLE’S HOUSE”

Artist: Tia Richardson

Commissioned in 2020. Used with permission of the artist.



MILWAUKEE COUNTY
HEALTH &
RACIAL EQUITY

**ONE COUNTY
ONE VISION**

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

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