

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.



MILWAUKEE COUNTY

RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department:

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?

Efforts to Recruit and Retain a Diverse and Inclusive Workforce

- The OCC recognizes the value of a diverse and inclusive workplace, both as a matter of equity and as a strategy to improve organizational performance and public service. OCC has implemented a series of deliberate actions aimed at both recruiting diverse talent and retaining a workforce that reflects a range of perspectives and lived experiences.

A. Recruitment: Expanding Reach and Ensuring Fairness

1. Amplified Outreach and Affinity Engagement

OCC has broadened its recruitment outreach by developing relationships with a range of legal organizations, including:

- National Black Lawyers Association (NBL)
- Wisconsin African American Lawyers Association (WAAL)
- Minority Corporate Counsel Association (MCCA)
- Hispanic National Bar Association (HNBA)
- State Bar of Wisconsin
- Milwaukee Bar Association
- Other national and local legal entities

These relationships enable OCC to distribute job postings more widely, thereby increasing the size and diversity of applicant pools.

B. Expanded Eligibility and Viewpoint Diversity

- OCC now welcomes applications from new law school graduates, an expansion from previous practices, which has introduced a broader and more varied candidate pool.
- OCC also emphasizes viewpoint diversity by considering candidates from a range of professional backgrounds. For instance, we have hired attorneys with nonprofit leadership experience and individuals from corporate, non-legal roles. This broadens the collective perspective within our team, enriching the quality of our legal services.
- We leverage our personal networks to increase the applicant pool.

C. **Structured and Inclusive Interview Process**

To minimize unconscious bias and improve fairness in hiring, OCC has adopted a structured interview process—a best practice in equitable hiring. Specific steps include:

- Requiring candidates to prepare responses related to the County mission and racial equity.
- Ensuring diverse interview panels, which include:
 - A non-lawyer representative (often from HR) to lead the process and provide an external perspective.
 - Outside counsel participation for higher-level roles, adding external accountability and reducing internal echo chambers.

Associated Costs (Recruitment):

- Minimal direct cost for participating in affinity bar events or sharing postings through partner networks.
- Costs may include staff time for relationship-building and possible conference/event participation.
- Structured interview training and outside counsel support (for high-level hires) may carry moderate consulting costs.

D. **Retention: Supporting a Diverse Workforce**

1. Competitive Compensation

Following a County-wide compensation study, OCC has implemented a more competitive pay scale. This has been especially impactful in retaining talent in a highly competitive legal market and reduces turnover that disproportionately affects underrepresented groups.

2. Flexible, Hybrid Work Model

OCC offers a hybrid work schedule that allows staff to accommodate:

- Childcare and eldercare responsibilities
- Personal health and wellness needs
- This flexibility has made OCC a more attractive and sustainable place to work for individuals whose life circumstances may otherwise present barriers to sustained full-time in-office work.

3. Office Culture, DEI Programming, and Employee Engagement

- OCC maintains an internal Diversity, Equity & Inclusion (DEI) committee that helps coordinate programming and initiatives.
- The office hosts a book club focused on literature related to DEI topics, fostering ongoing learning and dialogue.
- A people-first culture is central to OCC's management approach. We actively promote wellness and inclusion in a holistic manner that respects diverse lived experiences and work styles.

Associated Costs (Retention):

- The hybrid work schedule is cost-neutral but yields high returns in morale and retention.
- Competitive compensation entails increased budgetary allocations but is necessary for market alignment.
- DEI programming and book club activities incur minimal costs (e.g., books, refreshments, or occasional facilitation).
- Fee associated with posting job openings on certain websites.

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?

Promoting Equity Through Professional Development and Advancement Opportunities

- The Office of Corporation Counsel (OCC) is committed to fostering equity within its workforce by investing in meaningful professional development and advancement opportunities. We recognize that equitable workplaces do not simply emerge—they are cultivated through intentional strategies that ensure all employees have access to growth, leadership pathways, and learning resources.

Encouragement and Financial Support for Professional Engagement

- OCC actively encourages and funds participation in external professional organizations, including affinity bar associations. These organizations offer critical platforms for professional advancement, mentorship, and leadership development, particularly for historically underrepresented groups in the legal field. Staff are also supported in pursuing speaking engagements, publications, and other visibility-enhancing opportunities that contribute to their professional reputation and network.

Continued Legal and Professional Education

- OCC funds all Continuing Legal Education (CLE) sessions for our attorneys. While CLE is essential for maintaining licensure, we view it as equally important for professional growth. Our approach to CLE emphasizes ongoing skill development, exposure to new areas of law, and keeping pace with legal innovations—all of which promote a more adaptable and capable legal team.

Internal Training and Succession Planning

- We have established regular "Lunch and Learn" sessions where OCC attorneys lead internal trainings in their respective areas of expertise. These sessions promote peer learning, develop presentation skills, and serve our long-term succession planning goals by helping staff grow into leadership and subject matter expert roles.

Individualized Coaching and Goal-Setting

- All OCC managers conduct bi-weekly one-on-one meetings with their direct reports. These meetings go beyond daily work coordination—they are used to engage staff in meaningful conversations about long-term professional goals and how the department can help facilitate their advancement. Additionally, as part of our annual performance review process, staff and supervisors collaboratively develop SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) for the coming year, anchoring each employee's development in clear, personalized objectives.

Equity-Focused Learning and DEI Engagement

- Our internal Diversity, Equity, and Inclusion (DEI) Committee regularly organizes opportunities for staff to engage in equity-centered education. These include book club discussions on DEI topics and group outings to culturally significant institutions, such as the Black Holocaust Museum. These experiences deepen our team's cultural competency and reinforce our commitment to inclusive leadership development.

Resources Supporting These Efforts:

- Departmental funding for CLE, bar memberships, and professional events
- Paid staff time allocated to 1:1 coaching, internal trainings, and DEI activities
- Internal DEI Committee oversight and coordination
- Managerial training in professional development best practices

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?

Engaging Staff to Inform Budget-Related Decisions

While the Office of Corporation Counsel's (OCC) overall budget has remained relatively flat in recent years, we have made a point to engage staff when specific budget-related issues arise that directly affect their work or professional growth. We recognize that our employees—particularly those on the front lines—offer valuable insight into what is working, what needs improvement, and how we can allocate resources more effectively.

A. Digital Transformation and Case Management System Selection

One of the most impactful recent initiatives with budget implications has been our digital transformation project, particularly the implementation of a new case management system. Recognizing that this platform will be used by nearly every staff member, OCC has formed a working group intentionally composed of a diverse cross-section of employees, including:

- Management
- Frontline attorneys at various levels of seniority
- Paralegals
- Administrative staff

This team is responsible for testing, scoring, and evaluating various software platforms to determine which system best meets OCC’s operational and strategic needs. By involving staff across all roles, we are ensuring that the solution selected reflects the practical realities of daily work and is supported across the department. The input from this group directly informs the final decision and the budget recommendation tied to the system.

B. Compensation and Career Advancement Planning

Another evergreen budget issue that significantly impacts employee satisfaction and retention is compensation. OCC managers conduct regular one-on-one meetings with their direct reports where compensation, professional development, and advancement are discussed openly and proactively. These conversations help managers understand staff perspectives on equity, workload, and career goals—feedback that is then integrated into budget planning and workforce strategy.

Currently, OCC is developing a formal professional ladder for all staff positions. This initiative will include clearly defined, objective criteria for advancement within the department. As with the case management system project, we are soliciting input from a broad and diverse group of employees to ensure that the career pathways we create are transparent, inclusive, and equitable.

Results and Impact

- The case management system working group has led to deeper staff buy-in and more practical, informed recommendations for a major technology investment.
- Our approach to compensation and career structure ensures that budget proposals related to salaries and advancement are informed by real staff input and aligned with workforce needs.
- Staff engagement in both projects has strengthened internal trust and increased the likelihood of successful implementation.

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

The Office of Corporation Counsel (OCC) currently engages with a very limited number of vendors, and as such, has not found it necessary to systematize tracking of contracts by vendor ownership demographics. At present, OCC does not directly contract with any outside law firms.

Our largest contract is with Reuters, which provides our legal research platform. This is one of only two major publicly traded companies that supply legal research services widely used in the industry. Another key vendor relationship is with the State Bar of Wisconsin, which provides continuing legal education programming and legal research tools. The State Bar is a mandatory membership organization for all practicing attorneys in Wisconsin and functions as a central resource for legal professionals in the state.

In matters involving outside legal counsel, selection is typically handled by our liability insurer, the Wisconsin County Mutual Insurance Corporation (WCMIC). While OCC does not control these decisions, we actively advocate for the inclusion and consideration of diverse counsel when possible.

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)?

There are no changes to service levels in our requested budget. If there were changes, we’d engage the relevant stakeholders internally and if necessary, externally, and make decisions based on a consensus reconciled with budgetary

realities.

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.)

Demographic data has not played a role in resource allocation for OCC. The sort of data we monitor are based on outputs from the departments we serve and OCC's own assessment of risk across the county.

a. Please provide specific examples of data and how that influenced decision making.

OCC routinely uses data to assess risk and puts strategies in place to mitigate risk. An example of the data could be a noted increase in the volume of claims filed on a particular issue. Once that issue is spotted, OCC would work with our stakeholders to implement strategies to mitigate that risk in the future. However, we cannot provide specific data due to confidentiality concerns.

b. Are there gaps in the data that need to be addressed to better understand disparities in equity?

None that we are aware of.

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

The OCC, as an internal department whose function is primarily enabling other departments, supports our clients with legal advice that facilitates the provision of quality services. As a legal advisor, the OCC supports decision making grounded in equity and the appropriate legal parameters. We do so by advising clients informally and formally, providing training, and working collaboratively with client to navigate legal obstacles to achieving the County's vision. Being a best-in-class office of general counsel is our best means of ensuring quality services and advancing the County's vision. This is reflected in our budget largely through the creation and maintenance of essential positions and their concomitant compensation. In short, hiring and retaining talented staff is how OCC continues to provide effective, accurate, and vision drive service to our clients.

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

Almost every initiative in the county requires OCC support at some point. Given the increasing hostile legal landscape Milwaukee County faces as we strive towards achieving our vision, having a strong team in place at OCC is essential. While our efforts aren't the flashiest in this arena and it may be difficult for some to draw a direct line between OCC's efforts and the desired results, our role is no less important. When departments are equipped with the sound legal guidance provided by OCC, they are able to successfully achieve their goals advancing the vision. As a largely internal facing department, OCC is proud to serve.

8. What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?

This section is not applicable as OCC's budget is a cost to continue budget with no substantial 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?**
- c. What are the demographic impacts of any fines and fees assessed by your department? Are there disproportionate impacts on any particular groups?**

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?

If the Office of Corporation Counsel (OCC) were to receive additional funding specifically for advancing equity, we would prioritize the development of a structured legal internship or fellowship program targeted toward law students and recent graduates from historically underrepresented backgrounds. This aligns with our strategic goal of building a more diverse legal talent pipeline and addressing long-term representation gaps within the public sector legal community.

Project/Activity:

We would launch a paid summer legal fellowship program in partnership with local law schools and affinity bar associations. The program would provide practical legal experience in areas such as civil rights, public policy, municipal law, and litigation—fields where diverse perspectives are especially valuable. Fellows would be paired with OCC attorneys for mentorship, attend professional development workshops, and have opportunities to engage with County leadership and external stakeholders.

Intended Outcome:

- Increase access to public sector legal careers for students from underrepresented backgrounds
- Expand OCC’s future talent pipeline with individuals already exposed to our work and culture
- Promote broader understanding and engagement with equity-related legal issues
- Position OCC as a leader in inclusive legal workforce development

Estimated Cost:

Approximately \$25,000–\$30,000 annually

This would fund two summer fellows, cover stipends, onboarding/training materials, and modest programming costs. This initiative would be a high-impact, visible step toward building a more representative and inclusive legal workforce while supporting the County’s broader equity goals.

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

The OCC’s primary touch point with diverse and inclusive communities is our work in the mental health space. We prioritize the hiring of multilingual professional working in this area. Additionally, we have created multiple avenues of contact with our office to make it more accessible to the public. These efforts range from a physical drop box so that documents can be provided to our office at any time to the creation of an online platform to contact our office regarding certain mental health services. We also have a legal assistant present at the front desk during all office hours to assist “walk-in” members of the public.



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.

APPENDIX B

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.

APPENDIX B

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

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

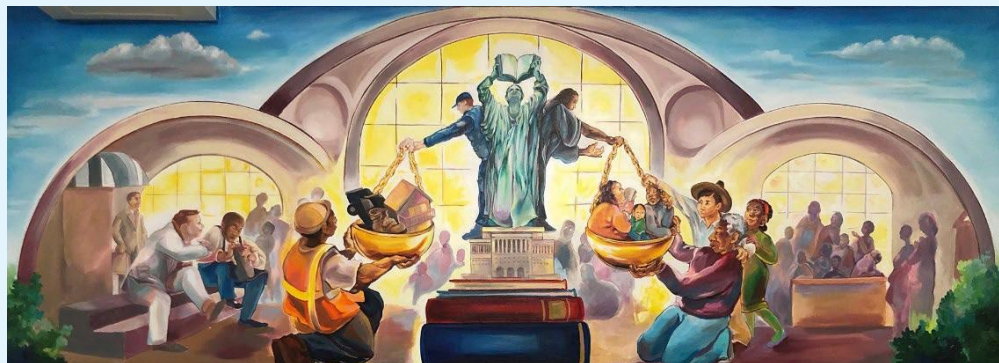
PUBLIC PARTICIPATION MODEL



	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.

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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