

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?

In most instances, DAS has taken advantage of existing opportunities and experience from staff, the Department of Human Resources or other available resources at Milwaukee County. DAS does have an active Employee Engagement and Diversity & Inclusion (D&I) Committee led by the DAS Deputy (Operations) Director. The group is dedicated to reviewing and improving policies, work rules, and departmental activities with a focus on racial equity and building connections for employees. The group also collaborates closely with DAS's Employee Engagement Committee. The groups recently compiled, and rank ordered a list of actions/activities that will help to strengthen DAS as a group and to help ensure it is an attractive place to work for diverse candidates. These activities are done as part of employees' standard work time responsibilities.

To attract a more racially diverse and inclusive workforce, DAS has continued efforts aimed at creating equitable opportunities for all candidates. DAS divisions regularly review JEQ's, vacancies, and analyze workforce data trends, to create a competitive and equitable opportunity for interested candidates while working to address disparities and wage gaps. This includes reducing educational barriers to attract a more diverse and inclusive workforce. DAS encourages staff to take advantage of resources HR provides around management and equity training opportunities and worked with HR in 2022/2023 to pilot a new racial equity training program for people managers. These trainings continue to be referenced among people leaders in a wide array of discussions and interactions.

In 2025, IMSD continued its collaboration with and sponsorship of i.c. stars to support their future IT projects. i.c. stars offer a rigorous technology-based workforce development and leadership training program for underserved adults, connecting them with career opportunities through social enterprise and partner organizations. Participants engage in hands-on learning by building web-based applications to address client challenges, receiving instruction in coding, business, and leadership. They also gain a professional network essential for jump-starting their careers.

Throughout 2025, IMSD personnel have volunteered over 50 hours to support i.c. stars, demonstrating our commitment to fostering diversity and inclusion in the tech industry. IMSD's 2026 budget continues to financially support i.c. stars, reinforcing our dedication to dismantling systemic barriers and promoting equitable access to career opportunities for underserved communities and maintaining the pipeline of talent to IMSD.

In 2026, FMD Operations & Maintenance plans to continue a previously established special training program for front-line supervisors, focusing on fostering racial equity. This program includes training in having difficult conversations, recognizing, and addressing microaggressions, building inclusive environments, and making informed, positive decisions. Additionally, we will partner with Human Resources to continue frontline staff training in Positive Customer Service & Response, emphasizing equitable and respectful treatment of all customers. These initiatives aim to enhance employee retention and cultivate a workplace environment in Milwaukee County that values diversity and inclusivity.

Additionally, the 2025 adopted budget included a new Apprentice Coordinator position. In 2026, this position will work to strengthen career pathways, including apprenticeship programs, youth apprenticeships, internships, and targeted career development initiatives within FMD. By focusing on creating structured training, career progression plans, and partnerships with local educational institutions, the Apprentice Coordinator will proactively engage and cultivate a more diverse talent pipeline. This investment aims to significantly enhance the division's ability to recruit, develop, and retain skilled employees from diverse backgrounds, ultimately fostering a more

inclusive and representative workforce.

In 2025, DAS-ED allocated approximately \$12,000 for staff to attend external training and conferences to further develop talent. Employees are also given "stretch" opportunities to take on more challenging projects, including presentations and special assignments, and receive regular coaching through these opportunities.

In 2025, the Procurement department continues to strengthen mission aligned partnerships with ethnic community-based organizations where talent referrals can be leveraged. This includes Hispanic Professionals of Greater Milwaukee, Ethnically Diverse Business Coalition, and the Government Alliance for Racial Equity.

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?

DAS prioritizes equity through comprehensive professional development and advancement opportunities. We provide ongoing management and equity training for all levels of staff to ensure leaders and employees are well-equipped to promote racial equity. This training is designed to foster a deep understanding of diversity, equity, and inclusion principles. We encourage all staff to take advantage of the training and resources offered through HR, which support continuous learning and development in equity and inclusion. We emphasize the importance of employees using their voice and experience to contribute to the County's progress, ensuring they feel valued and heard. DAS leverages County-wide work groups where staff can engage in project-based opportunities aligned with strategic goals. DAS staff participated in Network Resource Groups (NRGs) such as Mosaic, Prism, and Arise, with the procurement director serving as a co-executive sponsor for Arise.

Employees are regularly offered stretch and development opportunities with coaching support from leaders. During employee onboarding, employees are asked about their favorite jobs, special skills and goals for their time at Milwaukee County. They are encouraged to have those conversations with their managers throughout their time at Milwaukee County. In 2024, DAS rolled out a new mentorship program within DAS to provide additional workplace support and ensure employees had a space for additional growth beyond what's offered by their direct supervisor. This program has continued into 2025.

In 2025, DAS workforce training focused on customer service. All people leaders went through training organized by the Department of Human Resources about customer service and how to effectively engage relationships. The program created a baseline of language and understanding across all DAS service areas as it relates to customer service. Leaders were able to take what they learned back to their work areas to help upskill talent. Later this year, the program will be offered more broadly to DAS employees with a focus on professional development.

DAS leadership also prioritizes time at All Hands meetings to highlight growth and development stories from within the Department, and time for networking and professional development. In addition to standard offerings, in 2025, time was committed for an interactive program on mental health in the workplace. The program included personal tips and signs of need and suggestions for support for others. Staff also coordinated an opportunity for all employees to get updated professional headshots, from two inhouse photographers within DAS. The opportunity to use this service aids in the professional development of employees and helps encourage employees to utilize images in their digital presence at Milwaukee County.

Currently vacant positions within FMD remain identified to potentially become eligible to take part in building maintenance training programs. These maintenance programs are designed to help develop building maintenance awareness and skills. These positions once filled, will help provide an additional skilled workforce to help achieve a best-in-class maintenance program. Providing this gateway should increase diversity across the building maintenance team including skilled trades.

DAS leaders and employees participate in weekly Identify, Discuss, Solve (IDS) meetings. These sessions encourage teams to discuss project challenges, identify solutions, and determine next steps for advancement. The collaborative nature of IDS meetings fosters increased collaboration and connection among team members. Full engagement of Division leaders in reviewing and prioritizing the DAS budget provides additional insight, growth, and opportunities for collaboration amongst employees.

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?

DAS conducts All Hands meetings to inform team members about the budget and to solicit their feedback, suggestions, and improvement ideas. Additionally, DAS has active Diversity & Inclusion (D&I) and Employee Engagement Committees that gather information from employees and provide insights to leadership during the decision-making processes. There are opportunities for employees to provide anonymous feedback through a webform, as well, which allows for employees to feel comfortable raising concerns. DAS divisions consistently engage their staff to provide new funding ideas and feedback related to division budget decisions including strategic fit and alignment to DAS' Mission Vision and Values. As noted previously, the D&I and EE Committees recently completed an effort to gather and rank ideas for actions/activities that can further enhance DAS. The group will continue working to bring ideas to action in later 2025 and 2026. These efforts fall in the context of DAS Employee Engagement scores increasing 9.5% between 2022 and 2024, among the largest increases countywide.

DAS Leaders regularly conduct skip-level meetings with indirect reports. This helps to gather insight through the year and to learn and explore issues, challenges, and opportunities that may be outside the immediate view of leadership. There are regular surveys for feedback on All-Hands Meetings, on-boarding programs, and other activities to ensure opportunities for input.

During the budget process, each Division works with their staff to assess needs, opportunities, and supplemental requests. These adjustments to the budget are aggregated by the DAS Central Business Office. DAS Leadership including all Division Leaders, then comes together to review the requested and supplemental budgets, and a meeting is conducted with the entire leadership team to score and evaluate requests before the budget is finalized.

To support the entire County, IMSD uses Info-Tech's thought leadership to conduct an annual CIO Vision Survey, measuring client department satisfaction and identifying needed service changes. This feedback is incorporated into our budgets and supplemental requests. In 2024, IMSD began executing Digital Transformation projects, funded by ARPA, to enhance County processes and digital capabilities. Additionally, we hold monthly Racial Equity Momentum meetings, open to all IMSD employees, to discuss how we can support diversity and equity within the organization. IMSD personnel also participates in various HR Network Resource Groups to foster a positive and inclusive environment through education, networking, and workplace collaboration.

Other DAS Divisions similarly take time throughout the year to meet with customer departments to understand needs and requests including those related to facilities and capital projects, procurement, risk management, inclusive contracting, and real estate. These discussions help to ensure DAS is prepared to meet the changing needs of the County's divisions.

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

The AE&ES section of FMD annually awards contracts exceeding \$50 million in value, covering both professional services and public works projects. We collaborate closely with the Office of Equity and Inclusion (OEI) to establish and achieve participation goals for every contract awarded, ensuring equity and inclusion are prioritized (OEI holds the performance data). In 2024, 31% of recorded capital project spend was conducted with DBE/TBES.

In 2022, an ARPA Capital Program Management Office (PMO) was established to oversee and manage capital projects funded by the County's ARPA program. This PMO works in close partnership with OEI to ensure that the ARPA program recognizes and maximizes extraordinary achievements in participation on ARPA projects. This effort is ongoing and will continue through 2026, reinforcing our commitment to racial equity and inclusive practices in all our initiatives.

In procurement, based on an analysis of Infor requisitions, exception to purchasing requests, and executed contracts, the team created system enhancements within Infor to simplify vendor registration and include demographic information for automated reporting. Additionally, procurement modified template contracts and RFP documents to be more accessible to small businesses unfamiliar with government contracting. In 2023, Procurement enabled Amazon Business Prime membership, which highlights local and ethnically diverse businesses. Since the program was enabled, Procurement has captured increased spend for local, certified, and ethnically diverse businesses. Most recent data available from January through May of 2025, shows 29% of the County's Amazon Business Prime spend was with local and certified diverse vendors.

Procurement is also working with IMSD on a procurement need intake form to capture data aligned with Milwaukee County's strategic goals, revealing opportunities and gaps county-wide. This data, based on a disparity study framework, will provide qualitative and quantitative insights for future initiatives. The form is expected to be ready for use within the next year.

To facilitate this, procurement has implemented tracking software that involves OEI in the early review of every RFP or contract for

participation opportunities. Even when participation is not feasible Procurement works with OEI to proactively notify minority- and women- owned businesses about RFPs aligned with their work. The Procurement division actively engages client departments to educate employees on how to respond adaptively to frameworks and training that address socioeconomic disparities, systemic oppression, and institutionalized racism, which are factors that hinder ethnic minority groups from participating in public sector contracting.

Economic Development and Real Estate Services (ED-RES) division also tracks the average percent of Target Business Enterprises (TBE) use with all firms they partner with on real estate development projects. The TBE goals set include 17% for professional services and 25% for construction. In 2024, the percent of TBEs participating within ED-RES was 24% collectively.

Risk Management currently works with two active contractors. The TBE requirements are set at 17% for insurance brokerage and loss control services, and 10% for the worker's compensation third party administrator contract. Both contracts meet the stated participation goals.

IMSD encourages vendor participation in OEI programs and tracks TBE terms. IMSD reviews each contract to identify possible subcontracting opportunities to expand TBE participation. Unfortunately, but consistent with expected industry standard, IMSD has noted few opportunities exist to subcontract IT services to minority and women-owned businesses. In 2024 and 2025, IMSD's Digital Transformation activities continued to use a TBE subcontractor. Additionally, IMSD tracks the amount of individual contractor spend with placement firms that are MBE and WBE entities. However, IMSD works with IC Stars, which is a nonprofit dedicated to training underserved populations in IT careers. Program participants intern within IMSD and have been hired on post-internship. The IMSD CIO was awarded for her leadership within the IC Stars community in 2025. Working with IC Stars helps support racial equity within the IMSD staff, mitigating some of the inequity of not being able to locate TBEs in technology contracting.

Individual Contractor Supplier Diversity Metrics – Operating and Capital Expenditures

- 2024
 - MBE – \$685,988 (24.80%)
 - WBE – \$333,068 (12.04%)
 - Non-Diverse – \$1,747,082 (63.16%)

- 2025 – As of May 2025
 - MBE – \$158,972 (24.59%)
 - WBE – \$62,464 (9.66%)
 - Non-Diverse – \$424,922 (65.74%)

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)?

As an internal facing department, DAS primarily provides services other Milwaukee County departments and independently elected offices within Milwaukee County. Department efforts are tailored to engage stakeholders where they are, recognizing their expertise and perspective. This approach acknowledges and values diverse perspectives, ensuring equitable representation in decision-making processes. DAS continues to utilize planning sessions, including identifying strategies to meet milestones and gathering data to inform decision-making. Tools utilized include formal and informal surveys, anecdotal data, and organizational annual reports. DAS has also increased the use of focus groups ensuring varied feedback modes. In 2024, DAS rolled out an email signature line survey tool i to increase internal customer feedback loops, to ensuring we are appropriately meeting the needs of County Departments we serve. The results of those surveys are shared with division directors throughout the year.

There are some divisions within DAS that provide outward facing services to the general public, the business community, and other governments through intergovernmental cooperation. For example, OEI achieved its goal of hosting or participating in 10 community events to ensure its attuned and available to the needs of small and women or minority-owned businesses. Events included those hosted by the local diverse chambers of commerce, the State of Wisconsin, and the City of Milwaukee. Presenting and attending these events serves to help businesses understand the opportunities for contracting with Milwaukee County. OEI also certifies businesses, which is a customer-service focused endeavor. The team has been working diligently to update forms and processes to ensure that requirements of the programs are accessible and understandable to all interested parties.

In concert with the OEI, procurement continues to drive outreach efforts to engage Community Based Organizations (CBO), Mission Aligned Partners (MAP), and intergovernmental partners to address the concerns impacting Milwaukee County where barriers persist affecting progress to achieve racial equity and equitable contracting. These planning sessions included identifying strategies to meet

milestones and gather data to inform decision-making. Tools utilized include surveys, anecdotal data, and organizational annual reports. This effort is an output of the Equitable Contracting Strategy team. The tangible goal is to establish an Equitable Contractor Coalition where data can be shared representative of the metrics and activities being monitored within the facilities management division (FMD), OEI and procurement.

DAS's Economic Development and Real Estate Services' (ED-RES) land disposition process includes interaction with the community, for both home and vacant land sales, as well as development projects and leases. ED-RES reviews development proposals by a review panel that makes recommendations for the highest and best use of county-owned properties taking into consideration the needs of the immediate surroundings. These review panels are formed with neighborhood and local government representatives, real estate staff, and other stakeholders reflective of the racial and economic make-up of the micro-area in which the property is located.

ED-RES also revised its land disposition procedures as it relates to tax foreclosed properties. New criteria take into account and prioritize whether the purchaser(s) are a first-time homebuyer and whether they intend to be an owner occupant. The effort has already yielded results of ensuring more opportunities to increase homeownership in Milwaukee County, which is one key to closing the wealth gap in our community. ED-RES received an overwhelmingly positive response to this change from Milwaukee County's local elected officials.

IMSD collaborated with end-user departments to create a formal Milwaukee County IT Strategy, which was refreshed for 2024-2026. This strategy outlines a three-year plan for technology investments to support the County's mission and business needs. Using Info-Tech's thought leadership, IMSD conducts an annual CIO Vision Survey to measure client department satisfaction and identify needed service changes, impacting the communities served by IMSD. This feedback informs IMSD's budgets and supplemental requests. In 2024, IMSD started executing projects funded by \$10 million in ARPA funds to enhance digital capabilities and better serve disadvantaged communities. One notable equity-focused project was providing captioning for the County Board Room and upgrading the technology within the room to ensure accessible broadcasting. The digital transformation work will continue through 2026.

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.)

The Land Information Office (LIO), part of the IMSD Division, conducts demographic and business mapping, and spatial analysis to highlight disparities in County Supervisor districts, neighborhoods, and regional park areas. LIO supports Milwaukee County departments by performing spatial analysis for various programs, such as mapping the Small Business Recovery Initiative Grant distributed by the Economic Development Division. Additionally, LIO aids internal partners like DHHS in analyzing client populations and service distribution in resource-needy neighborhoods. Externally, LIO assists Employ Milwaukee with spatial analysis to manage their client population and service providers, ensuring equitable access and resource allocation.

The procurement division prioritized resource distribution by focusing on long-term benefits and collaborated with Department of Administrative Services (DAS) leadership to secure funding aligned with these objectives. This strategic approach is demonstrated through consultant contracts. These contracts support additional efforts to enhance transparency and equity in government procurement, facilitating data collection essential for potential disparity studies aimed at promoting race and gender-conscious contracting opportunities within Milwaukee County. Engagement emerged from insights shared through the DAS Employee Engagement Committee, where staff expressed a need for mentorship. In 2024, DAS launched a formal mentorship program for DAS employees.

Furthermore, procurement identified areas for enhancement that address technical assistance needs affecting marginalized communities. Initiatives include simplifying technical language in RFPs and contracts and collaborating with risk management to revise Milwaukee County's insurance requirements where feasible.

The Economic Development division works with the Office of Economic Inclusion (OEI) on promoting contract opportunities to TBEs. The division is also undergoing a strategic planning effort which will allow us to better use county-wide economic data to make informed decisions in their daily work. There has been increased spend with certified minority and women-owned business in the last year.

Teams also work closely with their customer departments to consider data and impact as they work to provide services to the community. This includes facilities and economic development considering services and populations of need when it aids in siting facilities or leases, like those for DHHS and BHS. This is also clear in efforts like the Amazon Prime Business Account noted above and current efforts to revise Procure-2-Pay practices at Milwaukee County. County efforts and resources are central to understand and driving solutions for the problems we face.

A wide array of data has been utilized to help right-size Milwaukee County's footprint and in consideration of the need to replace the

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

Recent analysis of Purchasing Card (P-Card) data showed measurable gains in spending with minority- and women-owned business enterprises (M/WBEs), particularly in categories such as catering, printing, and janitorial supplies. This positive trend validated the impact of targeted outreach and highlighted the value of maintaining low-barrier procurement pathways. In response, Procurement is exploring ways to expand P-Card usage in categories with strong M/WBE representation and is actively promoting those vendors to departments through centralized sourcing tools.

To further support these efforts, developments to the Source-to-Pay (S2P) system are being implemented to better capture supplier demographic data, track spending trends, and generate real-time equity-focused reporting. These improvements will enable Procurement to more easily identify which departments are engaging M/WBEs, monitor utilization patterns, and pinpoint areas needing additional support or outreach. Additionally, exception-to-purchasing request data is being analyzed through S2P to uncover common pain points in the procurement process. Together, these data-informed strategies and S2P tools are reinforcing Procurement's commitment to equitable access and inclusive economic growth.

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

While current tools such as Purchasing Card (P-Card) data and the Source-to-Pay (S2P) system provide valuable insights, there are still gaps that limit a full understanding of disparities in equity. One key gap is the voluntary nature of vendor demographic reporting; many suppliers choose not to disclose race, gender, or ethnicity data during registration, which makes it difficult to capture a complete picture of who is participating in County contracting.

Additionally, there is limited data on subcontractor participation, which often includes smaller M/WBEs that play a critical role in large projects but may not be reflected in prime contract reporting. Procurement is working to enhance S2P functionality to allow more consistent tracking of subcontractors and to encourage greater completion of demographic fields during vendor registration.

Finally, improved integration of workforce data tied to contracts such as local hiring, wage levels, and employee demographics would help procurement better understand the equity impacts of its sourcing decisions. Addressing these data gaps will support building a more comprehensive and actionable equity framework across Milwaukee County's procurement processes.

Economic Development supports County departments in lease transactions as landlord or tenant; negotiates contracts with customer departments and cultural institutions; drafts contracts; and monitors lease agreements. These activities allow other County departments to focus on their areas of expertise, maximizing opportunities for their quality of services.

The centralization of building and property leasing activity is considered a best practice for the management of government real estate by the US General Services Administration. Economic Development, in its role as Milwaukee County's real estate services division, institutes a process wherein all leases are standardized, catalogued, and negotiated in collaboration with the customer department. Obligations of lease agreements, which include tracking payments, receipt of insurance certificates, and development of maintenance reserve funds, are monitored in collaboration with other DAS divisions and customer departments.

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?

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

DAS is a critical function area for Milwaukee County that centralizes services and breaks down departmental siloes. DAS offers administrative subject matter expertise to ensure that the needs of the County are effectuated through the administration of the departments. DAS provides high-level support across our lines of business including Facilities, IMSD, Procurement, Risk, Economic Inclusion, Central Business/Accounting and Economic Development/Real Estate Services. DAS approaches this work

with focus on providing operational excellence and superior customer service. When DAS performs our role most effectively and efficiently, we free up time and resources for our customer departments to provide core services to the community. DAS regularly works to connect partners that are working on parallel tracks, learning from one-another, past efforts, and best practices.

Capital planning and support for facilities and IT projects is broadly supported to help break down silos, achieve county-wide efficiencies and supports.

Throughout 2024, DAS-Procurement addressed challenges in change management to align with Milwaukee County's racial equity strategies. The team maintains consistent and open communication with client departments, encompassing 43 offices/divisions, to foster collaboration and alignment. These regular meetings have optimized the team's ability to perform and achieve greater operational efficiencies and support the vision of achieving equity and health.

OEI's budget supports departments in advocating for participation goals in County contracts, emphasizing opportunities for minority- and women-owned businesses. OEI plays a crucial role in identifying contracts suitable for small business participation and promoting inclusive practices.

Economic development supports DHHS housing work. Residential foreclosures available for Housing to acquire for their Foreclosure Rehabilitation project prior to being put on the market. These departments contribute to economic growth within our immediate community, promoting a cohesive environment where residents can live, work, and thrive within Milwaukee County.

IMSD will continue to focus on executing and delivering projects from the \$10M ARPA allocation set aside for digital transformation projects to close the gap and improve client department capabilities for disadvantaged communities. During 2024 and 2025, IMSD pursued grants to improve internet and digital access for the Clinton Rose Senior Center and ways to utilize opioid settlement funds to provide technology support for related services.

DAS has negotiated a new lease to move DAS office staff from 633 W. Wisconsin to The Plank (600 N. Plankinton). The new space puts all staff on a single floor, rather than dispersed among four floors over the last 10 years. The new location also has more collaborative space for staff interactions that will help to breakdown silos among DAS service areas, all at a reduced costs to Milwaukee County.

Current efforts by DAS Leadership and IMSD are exploring the use of AI at Milwaukee County with a goal of maximizing efficiency of our workforce in safe, unbiased and effective ways. Efforts to consider data controls, more effective and less bias prompting, and use cases is currently underway, following a survey conducted of Milwaukee County's Leadership Forum and an on-going test of Microsoft Co-Pilot.

DAS also regularly works with Departments across Milwaukee County to address concerns and bring resources to the table to support Departmental needs. This includes recent efforts to think strategically about the future of Senior Centers, including McGovern and a \$3.9M grant that was received by DAS and DHHS to make upgrades to the Clinton-Rose Senior Center. Efforts to strategically align footprint and meet constituent needs is on-going.

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?**
The DAS budget is carefully prepared to align with Milwaukee County's vision for racial equity. Despite maintaining a flat budget, absorbing inflationary increases in operational costs has constrained our ability to invest adequately in core services for departmental customers and internal development and infrastructure programs.

Potential budget reductions pose challenges, potentially limiting training opportunities and curtailing outreach and support services for employees. Such cuts could inadvertently impact County service delivery, disproportionately affecting vulnerable and disadvantaged individuals who rely heavily on County services. It's crucial to acknowledge and address these disparities to ensure equitable access to resources and services across our community.

The reduction of vacant positions within IMSD and FMD Operations and Maintenance reduces the number of on boarding and upskilling opportunities for employees.

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

DAS will assess our impact on County departments and adopt solutions that address unintentional consequences while

ensuring compliance with policies and fostering an inclusive and supportive work environment for all. We will collaborate with sponsoring departments and project executives to mitigate any unintended consequences. This includes maintaining feedback loops to understand impacts, prioritizing resources, and responding to needs accordingly. DAS will implement recommended solutions, enforce compliance, and maintain regular meetings to with client departments review purchasing activities, and provide recommendations where applicable. This approach prioritizes equity and inclusion in all our interactions and processes.

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

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?

DAS efforts primarily center on Focus Area 1: Create Intentional Inclusion. Investing in this area also supports the other two strategic focus areas, as intentional inclusion promotes diversity in people and ideas. Significant effort has already been invested in engaging internal and external stakeholders, and there are immediate opportunities that can benefit from additional investment.

DAS – Facilities Management Division

Center for Forensic Science and Preventative Medicine (CFSPM) Operating Costs

The new CFSPM is nearing completion. The Medical Examiner and the Office of Emergency Management will be relocating to the new facility in mid 2026. This facility is a joint venture between Milwaukee County and the State of Wisconsin and provides critical functions for Milwaukee County residents. This isn't just a building. This is an investment in our ability to continue to provide dire medical examination and emergency services, often to the most vulnerable residents of Milwaukee County. These services put the Offices of the Medical Examiner and Emergency Management in a single building with collaborative partners from the State and on a campus surrounded by other advanced medical partners from Childrens Wisconsin, Froedtert and the Medical College of Wisconsin. Collectively this creates the foremost campus for disaster preparedness in the region and better services to our community. The public's experience of engaging with the Medical Examiner after the loss of a loved one will see wholesale improvement in the respect and dignity shown their loved one. No longer will the facility be so at risk of losing accreditation due to facility deficiencies. The Office of Emergency Management (OEM) is also much better positioned to prepare for and respond to critical needs including the ongoing opioid epidemic, which is seeing an increased mortality rate in related deaths specifically in adult Black men. The unsustainable facility conditions for both the ME and OEM will be eliminated in the new facility. In managing the building, DAS will work closely with the ME and OEM to consider revenue offsets that can help to pay for building services.

IMSD

ERP Product Owner – 1 FTE – \$130,000 Recurring

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

At the Comptroller's request in 2023, IMSD hired a contractor, paid for by the remaining ERP capital dollars, to act as a Product Owner for the Infor platform. The Comptroller is requesting to convert this position to an FTE position within the Business Relationship org (1166). This dedicated resource develops strategies, roadmaps, and vendor relationships for Infor and the supporting applications (e.g., Dayforce, Sherpa, Bonfire, DocuSign, etc.) to ensure the County is able to maximize the value of these technologies. This position is necessary to maintain performance, stability, and process efficiencies within Infor.

Enterprise Data Services Infrastructure Sustainability – Commodities and Services – \$50,000 Recurring

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

Continue adoption of Microsoft Azure Cloud as the preferred compute and data cloud hosting environment for Milwaukee County's data lake, leveraging serverless technologies to modernize the technical architecture capabilities, reduce ongoing maintenance, and monitor and report costs. This allows IMSD to continue to deploy more dashboards, analytics, and add more departments' data.

Annual IT Security Penetration Testing and CISA Contingency – Commodities and Services – \$50,000 Recurring

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

Penetration testing is where an independent, external vendor simulates real-world attempts to bypass system and network security controls. Testers use the same approaches used as actual threat actors. The findings are valuable to discover misconfigurations, outdated architectures, gaps in security controls, etc. Discovering and resolving those issues serve to improve Milwaukee County's information security posture. A Milwaukee County-wide information security penetration test has not been performed in several years, and it is best practice to complete annually and is anticipated to become a compliance requirement in the future (e.g., CJIS).

This supplemental request is to cover annual penetration testing against Milwaukee County's external-facing network from the perspective of an adversary on the Internet. It also will include internal penetration testing from the perspective of a visitor to a Milwaukee County location (e.g., to validate security of resources such as Wi-Fi, social engineering, etc.).

Lastly, the Trump administration has significantly reduced staffing and planned funding for the Cybersecurity and Infrastructure Security Agency (CISA, part of Homeland Security). Milwaukee County currently relies on CISA's free services. CISA has already announced that many of these services we use will be eliminated or become fee based. This supplemental request will also be used as a contingency plan to cover these new expenses.

Countywide Artificial Intelligence (AI) Initiative – Commodities and Services – \$60,000 Recurring

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

After a 2025 Copilot AI testing program, IMSD is intending to operationalize Microsoft Copilot across the enterprise in 2026.

Microsoft Copilot is an AI-powered technology designed to assist with a wide range of tasks, from answering questions and brainstorming ideas to helping with productivity and creativity. It integrates into various Microsoft 365 (M365) products, enhancing the user experiences by providing suggestions, automating workflows, and by drafting emails, analyzing data, summarizing Teams meetings, or generating creative content. The Microsoft Copilot Government Community Cloud (GCC) license restricts data access to an organization's M365 tenant.

Countywide IT Asset Management (ITAM) – Commodities and Services – \$75,000 One-Time

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

One-time project to engage a contractor or consulting vendor to define IT asset data across multiple applications, schedule automated imports, and / or build API to import data into IMSD's ServiceDesk Plus application. The project benefits include an ability to generate a list of assigned equipment for each County employee or contractor, location of equipment, status, purchase date, end of life date, etc.

Central Spend

Additional LIO/GIS Software Licenses – Commodities and Services – \$50,000 Recurring

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

With the increase in facilities activity (e.g., remodels, new buildings, etc.), more departmental users require access to ESRI (mapping software), Cityworks (facilities maintenance software), and CSR (web site for service requests that feeds Cityworks).

Accident Scene Hardware End of Life – Commodities and Services – \$60,000 One-Time, \$7,500 Recurring

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

FARO Focus Laser Scanner is a tool used in automobile crash reconstruction to quickly and accurately document accident scenes. It

captures a scene using laser technology to create a 3D point cloud, providing a detailed virtual representation of the crash site. This allows for accurate measurements, analysis, and visualization of the scene, aiding in investigations and legal proceedings. This tool ensures accurate and timely crash reconstruction to determine fault and ensure proper accountability. The current hardware for this purpose is at its end of life and needs replacement to a more modern and efficient tool.

Expand Public Meeting Spanish Closed Captioning to County Board Committee Rooms – Commodities and Services – \$220,000 One-Time

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

Expand the existing Spanish closed captioning solution deployed in County Board Room 200 to the County Board committee rooms (203R and 201B). This is a follow on to work performed under the Digital Transformation ARPA project.

UW Extension Classroom AV Enhancement – Commodities and Services – \$30,000 One-Time

- Create Intentional Inclusion
- Bridge the Gap
- Invest in Equity

UW Extension is requesting \$30,000 supplemental funds to make audio enhancements to classrooms. These enhancements will include in ceiling microphone arrays and speakers with a conferencing system that is compatible with the current video equipment in the space. UW Extension uses these classrooms to provide a wide range of educational services, including small business, personal finance, health and nutrition, urban agriculture, and 4H programs. These classroom updates will help reach more participants virtually and enhance the experience in person. Highlights of these programs and the community impact they provide:

- Community Development Program
- Financial Education Program
- Youth Development - 4H Program
- Youth Development - Growing Connections Program
- Health and Nutrition - FoodWise
- Urban Agriculture

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

DAS - Procurement is dedicated to gathering data on community needs and dismantling systemic barriers. We continue to focus on the following areas:

- Promoting supplier diversity programs
- Investing in multilingual marketing communications
- Increasing outreach and education for internal and external stakeholders
- Ensuring accessibility and meeting customers where they are
- Collaborating with diverse community organizations

To enhance access, we will continue offering virtual meeting options for potential contractors and recording pre-proposal meetings.

OEI is committed to dismantling barriers to diverse and inclusive communities. We have expanded our communication capabilities by incorporating multiple bilingual speakers within the division. Our community newsletters are disseminated in multiple languages to ensure broader understanding and accessibility.

In the Economic Development division, we have a Spanish-speaking team member to facilitate communication with a wider segment of the community. ED staff also encourages municipal Joint Review Boards to include affordable housing in their plans. Additionally, staff participate in the "Dismantling Barriers to Diverse and Inclusive Communities" training and integrate these concepts into their real estate work.

IMSD continues its partnership with i.c. stars to create career paths in technology career fields. IMSD also began execution on its refreshed three-year IT Strategy to address Milwaukee County needs and create a path for Milwaukee County to achieve its mission and vision. IMSD has deployed technology tools to assist departments in removing barriers and to help meet the needs of the County. This includes delivering language translation services (e.g., County Board room meeting translation capabilities).

Facilities Management actively dismantle barriers by ensuring ADA compliance across all public-facing facilities. Additionally, our department proactively partners with community organizations through project delivery and planning to identify and address specific community concerns, continuously working to ensure equitable service delivery and inclusive community engagement.

Risk Management will continue to work with the Office of Economic Inclusion to foster success of small businesses in Milwaukee County contracting through a small business insurance program. This offering assists diverse and women-owned businesses in meeting Milwaukee County contracting requirements, specifically the minimum insurance requirements, which may unintentionally create a barrier to contracting with the County.



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.

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?

The REBT will focus on an equity analysis of decisions for

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?

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.

Performance, Strategy and Budget and the County Board.

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

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

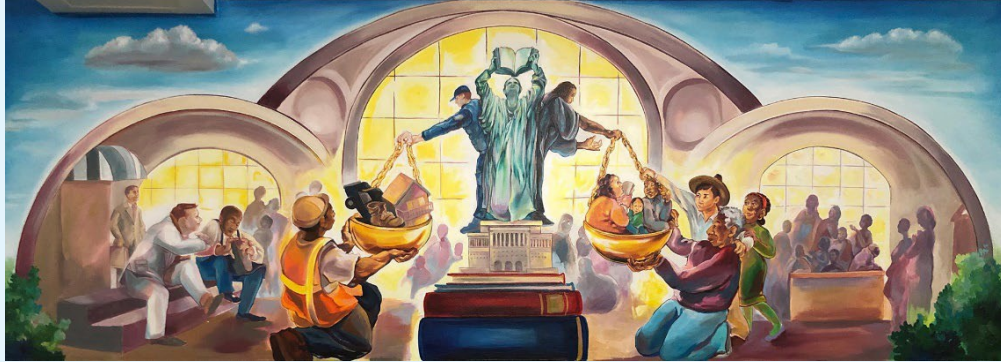
PUBLIC PARTICIPATION MODEL



	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

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MILWAUKEE COUNTY
HEALTH &
RACIAL EQUITY

**ONE COUNTY
ONE VISION**

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

county.milwaukee.gov/vision