

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

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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

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### 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](mailto:equityoffice@milwaukeecountywi.gov).



# MILWAUKEE COUNTY

## RACIAL EQUITY BUDGET TOOL

Date Submitted: 07/01/25

Department: Pretrial Services

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?**

JusticePoint remains committed to building and sustaining a diverse and inclusive workforce. As of the most recent reporting, 47.9% of JusticePoint staff employed in Milwaukee County identify as minority. Among leadership positions, including team leaders and above, 61% of staff identify as minority, with the remaining identifying as Caucasian. These figures reflect intentional efforts to advance equity in hiring and internal promotion. Recruitment activities include advertising positions in local and minority-owned publications, the Wisconsin Job Center, Jobs That Help, and Indeed. JusticePoint also participates in job fairs at institutions such as the University of Wisconsin–Milwaukee, UW–Parkside, and Marquette University. Internal staff referrals are actively encouraged and remain a valuable source for attracting qualified, mission-aligned candidates. To further strengthen their diversity and inclusion efforts, JusticePoint maintains an ongoing contract with Uplifting Impact, a firm specializing in DEI consulting. This partnership supports policy development, leadership training, and organization-wide cultural initiatives. In 2024, these efforts included launching our first Employee Resource Group, designed and led by staff, and hosting internal events like a Speed Mentoring session to foster professional growth and cross-level engagement. JusticePoint also offers competitive wages and a comprehensive benefits package to help attract and retain a high-quality and diverse workforce. Compensation and benefits are reviewed regularly to ensure they remain aligned with employee needs and market expectations.

WCS continues to make a concerted effort to recruit employees who reflect the diverse demographic composition of the communities served. The recruitment efforts include local radio, area universities, Indeed, Facebook, LinkedIn, WCS website, and JobsThatHelp.com. WCS posts positions for internships through Handshake to recruit from 10,000 universities across the country. Job openings are shared with community-based organizations that provide employment and training services to diverse populations. WCS has seen the benefit of this with qualified and diverse candidates. WCS strives to hire staff with lived experience similar to those of individuals in the programs and individuals who live in the areas the programs are located. WCS holds local job fairs, with the most recent in 2024 being at the WCS North Campus, sponsored by Employ Milwaukee. WCS encourages a diverse and inclusive workforce and welcomes individuals of all backgrounds. WCS launched a Black Male Advisory Council (BMAC) in 2013 to support and strengthen the efforts to provide culturally competent services to African American men and boys, and this continues today. WCS is holding its annual BMAC Community Resource and Job Fair event in July of 2025. 80% of the staff in the drug testing for the Milwaukee County Court contracts are African American and 60% are female, including coverage staff for drug testing females. WCS spends \$5,000 a month on recruitment efforts.

**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?**

JusticePoint’s Affirmative Action Plan is in place in part to ensure all employees are given opportunities for promotion. The majority of first level, mid-level, and program director management positions have been filled through internal promotions, offering the most direct path to advancing equity in the workforce. Counseling and training are offered to employees to enhance promotion readiness and evaluate job requirements for advancement. JusticePoint invests heavily in leadership development, utilizing both internal and external resources to support the success of newly promoted management staff.

All staff complete mandatory training upon hire, including topics such as Motivational Interviewing, Ethics and

Boundaries, and Diversity, Equity, and Inclusion (DEI). In 2024, JusticePoint launched its first Employee Resource Group (ERG) through DEI initiatives, led by line staff and mid-level managers. This group recently hosted a well-received Speed Mentoring Event, and feedback from participants demonstrated strong enthusiasm for continuing similar efforts. JusticePoint transitioned to a new professional development platform, Schoox, in May of 2025. Schoox offers a more modern and user-friendly experience compared to our previous system, with expanded capabilities for delivering and tracking staff training. Also in 2025, JusticePoint will launch a formal, agency-wide mentorship program to further support professional development, skill-building, and leadership readiness across all roles. JusticePoint supports staff attendance at national and state conferences and workshops, which allow team members to acquire new skills and bring back knowledge to share with colleagues. Both formal and informal coaching opportunities are provided regularly to encourage staff growth and development.

WCS provides a robust training program for all of its employees to advance professional development, and specific leadership training to ensure supervisors are equipped to coach and support employees in their professional development and with reaching goals of advancement. All employees must participate in several trainings within 6 months of hire which include: Diversity-Equity-Inclusion & Belonging, Person Centered Care, Motivational Interviewing, Trauma Awareness and Wellness, Cultural Awareness and Wellness, and Ethics and Boundaries. The trainings are designed to ensure professional awareness and skill development for employees to achieve excellence when serving individuals in our programs. WCS invests in these trainings by working with training vendors who are experts in the various subject matters. In 2024, WCS developed two cohorts of two separate entities for advanced leadership training for all staff who are in supervisory roles. WCS spends \$300/employee/year for training. All employees are provided with access to opportunities for advancement when positions open. Qualified internal candidates are given priority. WCS, with a consultant/Diversity Manager launched its Diversity, Equity, Inclusion, and Belonging committee and learning journey in 2021, which involves the entire workforce. WCS is working to build its core values to more strongly integrate the principles of Diversity, Equity, Inclusion & Belonging (DEIB) into the organizational culture and decisions. WCS revised its Leadership Code of Conduct in 2024, and integrated principles of DEIB to ensure fidelity and commitment across all levels of management at the organization.

**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?**

The department maintains an open door policy for all staff and contracted providers. Employees and providers have strong communication and are kept apprised on any and all budget implications. The information is then provided down to the front-line workers as appropriate. Front-line workers are also empowered to provide feedback up to management regarding ideas and changes to improve the quality and array of services provided to meet the changing needs of the population served.

WCS managers consistently communicate with front-line staff and at the very least hold monthly staff meetings to discuss their role within the program, what is working and what they need to effectively perform their jobs/serve people served by the programs. The staff are a diverse group of individuals, and their input is utilized to make decisions when managing budgets and various challenges with current levels of funding. The departments work together to ensure coverage and that operations are not interrupted.

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

JusticePoint has set a goal of holding at least 17% of its subcontracts with minority- and women-owned businesses. JusticePoint recognizes the importance of equitable economic opportunity and work diligently to identify and engage qualified vendors that meet these criteria. While we do not always meet this benchmark, we continue to evaluate our procurement practices and seek new partnerships to move closer to this goal. In recent years, JusticePoint has brought several previously contracted services in house, such as IT and Accounting, which has reduced the overall number of subcontracting opportunities available. Despite this, JusticePoint remains committed to supplier diversity in areas where contracting is still utilized, such as office supplies, facilities support, and consulting. Spending is tracked with minority- and women-owned vendors internally and report this data when required by partner agencies, including Milwaukee County. We also utilize a Disadvantaged Business Enterprise (DBE) vendor for select purchases and are evaluating opportunities to expand partnerships with other qualifying businesses, including Disabled Veteran-Owned Businesses (DVBs).

Looking ahead, JusticePoint will continue to assess vendor diversity and explore ways to broaden outreach and engagement with minority- and women-owned businesses where feasible.

Whenever possible, WCS uses minority and women-owned businesses for subcontracting needs and/or purchasing of goods. The agency completes all required TBE reports for funding sources who require this on an annual basis, such as our contract for Residential Reentry Services with the Federal Bureau of Prisons.

## 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)?

JusticePoint collects surveys from participants served which is shared with management, administration, and workgroups. The feedback is used to inform future decisions on service needs and delivery.

WCS collects surveys from participants served which is shared with management, administration, and workgroups. A group of senior leaders at WCS worked with a consultant in 2023, with a specific focus on Trauma Informed Care (TIC) in our culture and service delivery. WCS developed an Empathy Interview Workgroup, and provided agency-wide training on Empathy Interviews, which entail structured interviews for agency employees and persons served to elicit feedback to their personal experience with WCS specific to principles of TIC. The feedback from the Empathy Interviews and surveys are used to inform future decisions on service needs and delivery.

### 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.)

JusticePoint and WCS do not have discretion over who is served in their respective programs, as all individuals are court ordered into services. The point of entry into a program determines how demographic and economic data is collected. For example, racial demographic information for individuals entering through Universal Screening is received through an interface with the ProPhoenix system. For individuals who enter outside of the jail setting, demographic and economic data is collected through self-report during intake.

Both organizations recognize that systemic inequities can create disparities in how services and resources are distributed. As such, they are committed to aligning services to the individual needs of participants while actively working to ensure equitable access and outcomes. Ongoing analysis of demographic and outcome data informs program delivery to avoid inequities and to promote consistency in support across all racial and economic groups.

a. Racial and economic data from ProPhoenix and internal self-reports are reviewed regularly to assess representation across programs. These data sets help identify whether particular racial or economic groups are overrepresented or underrepresented at various decision points. When disparities are observed, such as lower rates of pretrial release for specific demographic groups, program staff work with system partners to improve procedural fairness and consider potential policy adjustments. Additionally, this data has informed JusticePoint's decision to expand staff training on equity-informed service delivery and to develop individualized case plans that take into account economic barriers such as lack of transportation or housing instability.

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

Yes. A significant limitation exists in the consistency and completeness of economic data. While self-report provides some insight, the lack of standardized collection across all points of system entry limits the ability to fully understand the economic conditions of all individuals served. Additionally, current data systems do not always allow for real-time demographic analysis, which can delay the response to emerging disparities. Improving the accuracy and completeness of both demographic and economic data, particularly income, housing stability, and employment status, would strengthen our understanding of inequities and support more precise targeting of services.

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

JusticePoint actively participates in various Community Justice Council subcommittees, which creates opportunities to collaborate across departments and agencies. These subcommittees allow JusticePoint staff to stay informed about programs and resources in the community and to share updates on their own work and observations. These regular touchpoints help break down silos by improving communication and coordination among stakeholders, identifying trends that may be emerging across systems, and supporting more cohesive service delivery. JusticePoint also allocates budgeted staff time to these collaborative activities, recognizing their value in promoting efficient and informed use of resources across departments. WCS makes every effort to ensure staff do not work in silos and work across departments to maximize access to and quality of services. Specifically, within the Drug Testing and CAM services, the staff work together to support service delivery to individuals served. The female CAM technician is trained for and provides drug testing to female participants. Additionally, managers of these services and other approved electronic monitoring and drug testing staff provide coverage as needed for employees who are out on vacation, personal time, or sick. WCS also holds monthly staff meeting between all staff in the EM and Drug Testing Department, sharing important information about the specific services for program staff such as best practices; and, agency-wide Townhall meetings to create a culture of inclusivity and belonging, sharing information about all agency programs, initiatives, and events, while welcoming feedback from all staff.

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

These cross-departmental efforts support equity and health by improving access to information and services for all participants, particularly those impacted by systemic disparities. Participation in interagency subcommittees allows JusticePoint to align its services with broader county and community efforts, ensuring that individuals are not overlooked or underserved due to gaps in coordination. By sharing insights on client needs and system-level barriers, JusticePoint contributes to a more responsive and equitable ecosystem of support. Ultimately, this collaborative approach leads to more consistent, informed, and person-centered care, which is foundational to advancing both health and equity.

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

There are no proposed changes to our budget, which would affect the Departments ability to serve the participants. In Pretrial we do not get to chose whom we serve, as we are required to serve anyone booked into the jail and ordered to services. We do not control the front door to the criminal justice system.

**a. What analysis did you do to determine the expected benefits and potential unintended consequences?**

N/A

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

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

N/A

**STRATEGIC FOCUS AREA 3: INVEST IN EQUITY**

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

Additional funds would be helpful in the form of vouchers for transportation/parking or childcare. It can be difficult for the population to get downtown for a supervision appointment or a scheduled court hearing. Having to bring a child to an appointment or hearing is not preferred but sometimes the only option for individuals. Parking is expensive and a challenge as well.

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

JusticePoint serves a number of ESL individuals in the Milwaukee community. Most prevalent are Spanish speakers, but there are also several other languages spoken by the individuals served. JusticePoint recruits and compensates staff, monetarily, who are bilingual as well as utilize a language line to ensure communication is clear with individuals, families, or community members who speak languages other than those which the bilingual staff are able to converse. JusticePoint has worked hard to provide services in programs such as cognitive behavioral programming to offer services in Spanish.

WCS recognizes and places a priority on dismantling barriers to diverse and inclusive communities. As mentioned, WCS continues to build its culture through its intentional Diversity, Equity, Inclusion & Belonging journey involving all agency staff. This, along with our Empathy Interview process, agency trainings, and involvement with other community-based organizations assists WCS to make informed and inclusive decisions to meet the needs and address barriers of persons served, including multilingual needs and other communication barriers. WCS utilizes the Professional Interpreting Enterprise (PIE) for interpreter services. WCS employs a culturally responsive and diverse group of bilingual employees who assist programs needing support with interpretation. The Human Resource Department provides support to all programs when needs of persons served are presented specific to communication barriers, including for individuals who are blind or deaf. WCS uses technology to assist with creating program documents in any language so that all information is equally available to the individuals served.



**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

# FREQUENTLY ASKED QUESTIONS

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

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

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](mailto: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

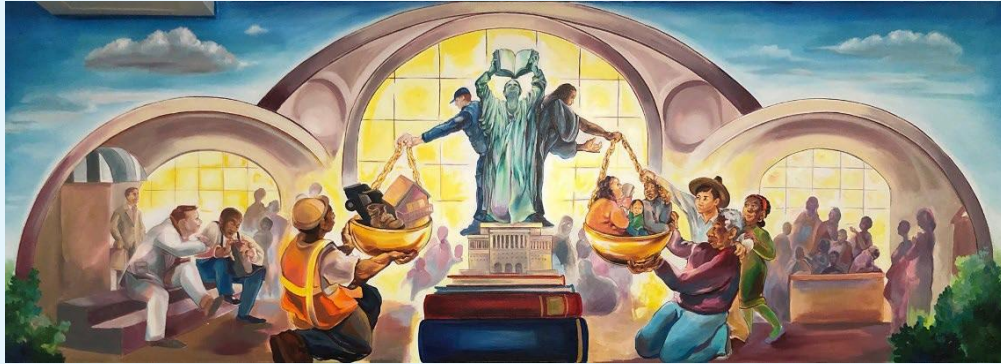
# PUBLIC PARTICIPATION MODEL



	<b>INFORM</b> 	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b> 	<b>EMPOWER/LEAD</b> 
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

**ONECOUNTY ONE  
VISION**

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

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