

M I L W A U K E E C O U N T Y <sup>f</sup>



# RACIAL EQUITY BUDGET TOOL



INCORPORATED  
1835

2026 BUDGET CYCLE

# TABLE OF CONTENTS

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

## APPENDICES

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

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

## MILWAUKEE COUNTY VISION STATEMENT

### Overview

Racism has been and is a public health crisis in Milwaukee County. According to the County Health Rankings, Milwaukee County is, and has consistently been, one of the lowest-ranked counties for health in Wisconsin and, according to Federal Reserve Economic Data, Milwaukee County is one of our nation's most racially segregated areas.

According to 2019 statistics, a white person lives, on average, nearly 14 years longer than a black person and the infant mortality rate is nearly three (3) times higher for black infants compared to white infants. Race is a social construction with no biologic basis, yet racism may produce an assigned societal value based on the way a person looks that has resulted in race being a consistent predictor of a person's quality and length of life.

The Racial Equity Budget Tool (REBT) is a structured racial equity lens for departments to use to critically assess the impacts of budget decisions on communities of color. The tool is structured around Milwaukee County's strategic focus areas to help departments and decision makers better understand the pain points and opportunities to advancing the County's vision.

#### Milwaukee County's Racial Equity Budget Tool (REBT) is designed to:

**Make intentional connections** between the strategic plan and the budget.

**Use racial equity as the key guiding principle** for important decisions regarding investments or disinvestments.

**Initiate conversations** on topics related to the three-year strategic objectives among department leaders and employees.

**Provide baseline data** on departmental efforts to inform enterprise-wide decisions.

## Milwaukee County Strategic Focus Areas

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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:

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?

At MCTS, we recognize that the diversity of our workforce is a fundamental strength that drives innovation, fosters creativity, and enhances our ability to serve our clients and communities effectively. We are steadfast in our commitment to cultivating an inclusive environment where every individual is valued, respected, and empowered to contribute their unique perspectives and talents.

To actualize this commitment, we have implemented the following strategic processes:

Before posting any open position, a Scoping Meeting is held to create the Recruitment Plan. These meetings remain diverse in race and gender to ensure that each recruitment has diversity and equity in mind. The Recruitment Plan is created by the Chief Human Resources Officer, Equity, and Employee Relations Director and Employment Manager. Once the Recruitment Plan is created, the position is posted on a number of different job boards and social media platforms. MCTS also partners with a diverse array of Community-Based Organizations (CBO) that serve different populations within the community to help disseminate job openings. We also evaluate the job descriptions and postings to identify any requirements that could be barriers to diverse candidates being applicants or being considered for interviews and offers.

We are dedicated to fostering an inclusive and equitable workplace where every employee feels valued and supported. To uphold this commitment, we conduct regular employee surveys designed to evaluate our effectiveness in meeting the diverse needs of our workforce and to identify areas for improvement in our inclusivity efforts.

These surveys serve as a confidential platform for employees to share their experiences and perceptions regarding the workplace environment. By analyzing the feedback received, we aim to uncover any potential biases or systemic barriers that may exist within our organizational practices.

The insights gained from these surveys inform our strategies to promote organizational unity, ensure equity, and drive innovation. We believe that by actively listening to our employees and addressing their concerns, we can create a more inclusive culture that benefits everyone.

We track equal employment opportunity (EEO) data and share it with hiring managers to emphasize our efforts to diversify all levels of the organization. Finally, internal analyses of new hires and promotions demonstrate that the continued and intentional efforts to diversify the workforce and promote equity throughout the organization are working and growing year by year.

Standard recruitment tools and ads are budgeted through our HR dept at \$25k annually, and we have begun utilizing as much as \$100k per year from our marketing and advertising budget to do promotional ads, bus signage, and other major advertising to draw in a larger pool of applicants.

**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?**

MCTS piloted a mentoring program in 2022 and has continued to build upon and develop the program. The implementation of mentorship has played a pivotal role in fostering opportunities for minorities and women, thereby contributing to a more diverse and inclusive workplace environment.

Through targeted mentorship initiatives, MCTS has experienced tangible outcomes that highlight the program's effectiveness in creating pathways for advancement and professional growth. We recognize that mentorship is a powerful catalyst for promoting diversity, equity, and inclusion within our organization. Our mentorship program is designed to provide underrepresented groups, including women and minorities, with access to valuable guidance, support, and professional networks.

By pairing mentees with experienced mentors who understand their unique challenges and perspectives, we facilitate meaningful connections that empower individuals to navigate their career journeys more effectively. The increased visibility gained through mentorship has led to greater advocacy for the advancement of women and minorities within our organization, resulting in more equitable opportunities for career progression. Through these efforts, we strive to cultivate an inclusive culture that values diverse perspectives and drives innovation.

Additionally, MCTS has implemented two pioneering registered apprenticeship programs aimed at strengthening its workforce and enhancing career development pathways. MCTS offers an 18-month registered apprenticeship program for mechanics, in collaboration with the Wisconsin Department of Workforce Development. This program provides lower-level maintenance employees with hands-on training and mentorship, enabling them to advance to "A" Bus Mechanic positions.

In addition to the mechanic apprenticeship, MCTS has established a 13-month registered apprenticeship program for new bus operators. This initiative includes comprehensive training and mentorship, pairing new operators with experienced mentors who provide guidance and support. The program is designed to improve retention rates among new bus operators by fostering a supportive and inclusive work environment.

**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?**

MCTS employs a zero-based budget process whereby all department directors are provided with a 3-year budget history and asked to build their budgets line by line. This allows department Directors to discuss improvements, changes, and other projects with their staff and then submit a request through the annual budget process. Those requests are then reviewed and discussed by our Executive leadership and ultimately submitted through the annual Milwaukee County process. This group of Directors and Executive is comprised of 50% women and 31% minorities or people of color.

Large portions of the budget are driven by the amount of transit service provided throughout Milwaukee County. The MCTS Service Development Department designs the routes and determines the number of buses to recommend on each route to ensure that passenger demand is satisfied. MCTS has a process in place for bus operators to provide comments on schedule changes for staff in the Service Development Department. Specifically, drivers fill out operator service report forms available at the bus stations as well as online via an employee website. Planners review and analyze these comments and implement changes as appropriate.

MCTS also receives comments from staff at the bus stations as well as route supervisors who are in daily contact with bus operators. Additionally, MCTS regularly meets with ATU staff to get their input on route and schedule changes. MCTS uses this information to rewrite schedules to provide additional time to the schedule or layovers. Such changes can be implemented on a quarterly basis.

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

Yes. MCTS tracks both minority- and women-owned business contract spend. MCTS reports out yearly on the spend in these categories via its Disadvantage Business Enterprise ("DBE") and Targeted Business Enterprise ("TBE") reports filed with Milwaukee County.[1] Currently, MTS' spend hovers around 1% but actively works with

the Office of Economic Inclusion to increase DBE and TBE participation on all applicable procurements. In addition, this spend is augmented by the following two items:

- a. Contractors using subcontractors are required to report out minority- and women-owned business subcontractor spend in County's B2Gnow system.
- b. Milwaukee County issues many Purchase Orders on MTS' behalf on which minority- and women-owned business spend is reported.

While figures available on items 1 & 2 were not available at the time of this submission, The County eventually combines all numbers and reports the entirety to the U.S. Department of Transportation Federal Transit Administration (FTA).

[1] DBEs are defined as for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations. Women and minorities are presumed to be socially and economically disadvantaged, although other individuals can also qualify on a case-by-case basis. TBEs include the same, but also include Small Business Enterprises and Airport concession disadvantaged business enterprise.

## 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)?**

Community and stakeholder input is important to MCTS. Representatives from our Marketing and Service Development teams reached out to the community in 2024 in the following ways:

- Held 15 Public Meetings on the MOVE 2025 Route Change Plan.

### **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.)**

MCTS annually assesses the bus route network to ensure that services are provided in a non-discriminatory manner as required under Title VI of the Civil Rights Act of 1964 and by the Federal Transit Administration (FTA). MCTS also collects rider survey data and American Community Survey census data to understand who is served by transit routes. MCTS also analyzes location data for WisGO fare outlets to confirm that the low-income and minority population would continue to be served in an equitable manner compared to the non-low-income and non-minority population.

### **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?**

MCTS is an active partner across County departments, particularly when it comes to marketing and communication. Proactively share with other departments events about equity and health via our own communications channels to help broaden the reach. We have been called on to assist other departments with graphics needs as well, such as the Parks golf program, and collaborate on joint efforts with the Office for Persons with Disabilities and the Office on African American Affairs. We assisted the County Executive in distributing census surveys to customers who called into our call center and aligned with the County Board to support voting efforts across the county. These efforts and more will continue under the adopted marketing department budget.

Through bus promotions, MCTS also spreads enthusiasm by recognizing American heroes such as Rosa Parks and Martin Luther King, Jr., and participates in civic events like the Juneteenth Day parade.

**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?
- b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?
- c. What are the demographic impacts of any fines and fees accessed by your department? Are there disproportionate impacts on any particular groups?

**WisDOT I-94 Record of Decision - [RODAndExecutiveSummary.pdf - Google Drive](#)**

As a recommendation from the 30% Traffic Management Plan (TMP) for the project, WisDOT would commit \$25 million to transit for operational (additional bus runs to maintain headways) and infrastructure (signals, bus stops, and lane modifications) costs for construction traffic mitigation. This will help minimize congestion on I-94 (and GHG emissions) during construction by promoting transit usage, which in turn reduces idling.

This mitigation was developed based on coordination with the Milwaukee County Transit Service, traffic and construction analyses, and impact assessments. This plan allows for flexibility during I-94 East-West Corridor construction to adjust the plan based on what measures are working well and any new measures or technology that may not currently be available.

The plan also takes into consideration the potential for permanent transit facility structure measures that could serve as long-term transit system upgrades. The Draft 30% TMP was shared with Community Advisory Committee and Transit Technical Advisory Committee, both of which include local residents and community groups, and they were provided an opportunity to comment on the document. The plan also calls for continued community input during construction.

**MCTS prepared a fare equity analysis of the proposed increase in fares:**

- The increase to \$2.75 would impact both low income and minority riders who pay with cash and low income WisGo card riders.
- The increase in fare caps (daily, weekly, and monthly) would impact low-income riders that use the WisGo app.
- These impacts could be mitigated by reducing the proposed daily, weekly, and monthly rates from \$8.25, \$33 and \$99 to \$7.50, \$25 and \$85, respectively.
- These fares are comparable to peer systems tracked by MCTS.

### 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 funding would help MCTS further our efforts to promote racial equity through increased training and development opportunities. Education and training are key factors in addressing this issue, but they are expensive. Additional funding would allow us the capacity for an additional full-time employee that could oversee the development and facilitation of equity and inclusion training internally. Finally, with additional FTE, we could further expand our internal Mentoring program which is used as a means of identifying and promoting employees that are part of underrepresented populations. The cost of adding an FTE for these purposes would be approximately \$85,000 (including fringe).

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

MCTS uses Certified Languages International to provide interpretation services for riders who have limited English proficiency. We also conduct some public meetings only in the Spanish language. MCTS also provides paratransit van services across Milwaukee County to promote inclusion for persons with disabilities. This exceeds the minimum requirement set under the Americans with Disabilities Act. Finally, MCTS also has a robust Mobility Management Program that teaches seniors and persons with disabilities how to use the bus to travel, work, school, shopping, and all other activities of daily life.



## Appendices

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Appendix A:  
**Glossary**

Appendix B:  
**Frequently Asked Questions**

Appendix C:  
**Resources by Strategic Focus Area**

Appendix D:  
**Public Participation Model**

## APPENDIX A

# GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# FREQUENTLY ASKED QUESTIONS

## PURPOSE

### 1) What is the purpose of using this tool?

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

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

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

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

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

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

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

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

## COMPLETING THE TOOL

### 4) Are there right answers to the questions?

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

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

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

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

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

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

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

# FREQUENTLY ASKED QUESTIONS

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

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.

## USING THE DATA

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

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

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

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

### **14) Will the budget tool submissions be scored?**

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

# FREQUENTLY ASKED QUESTIONS

(CONTINUED)

## LOGISTICS

### 16) When will the budget tool be due?

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

### 17) Where do I go if I have questions?

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

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

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

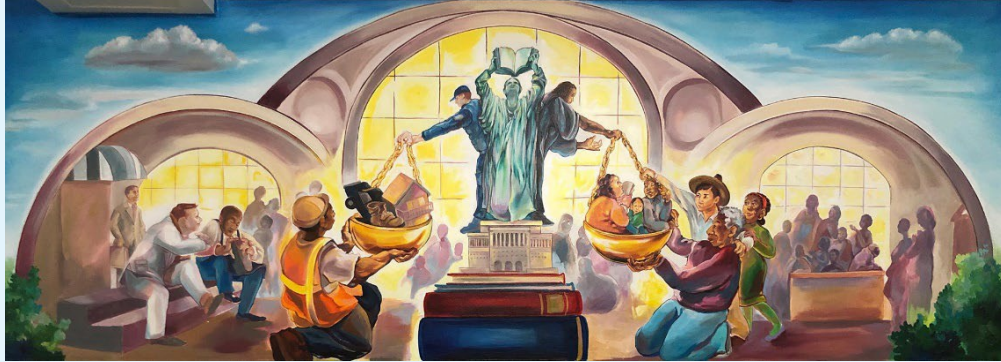
# PUBLIC PARTICIPATION MODEL



	<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

**ONE COUNTY  
ONE VISION**

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

[county.milwaukee.gov/vision](https://county.milwaukee.gov/vision)