



RACIAL EQUITY



BUDGET TOOL

2027 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 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.

Racism (not race) is a leading indicator of health because it structures access to opportunity like housing, education, employment, food, safety, and care. When access to opportunity is structured unequally, health outcomes follow that pattern. Other forms of oppression (i.e., ableism, sexism, etc.) operate through similar pathways, and when they intersect with racism, the impact on health compounds.

When we examine and correct the structural barriers created by racism, such as inequitable housing policy, underinvestment in neighborhoods, food apartheid, or unequal access to capital, we are also strengthening the infrastructure that also affects women, people with disabilities, older adults, Veterans, immigrants, and others who face systemic barriers in Milwaukee County.

The Racial Equity Budget Tool (REBT) enables departments to critically assess the impacts of budget decisions. The tool is structured around Milwaukee County's strategic focus areas to help departments and decision makers be better stewards of public resources.

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 2027 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.



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?

To support this goal, MPAC has invested in targeted strategies as part of a comprehensive, multi-year strategy to build and sustain an inclusive workplace:

- Since 2020, MPAC has invested annually in training for all regular full-time and part-time employees and Board members, covering topics like unconscious bias and learning about diverse cultures. Led by the CEO and the Senior Director of Human Resources, a plan for ongoing education ensures this work continues annually. Costs range from \$500 to \$5,000 per training session.*
- We've broadened our hiring networks to include groups such as the Hispanic Professionals of Greater Milwaukee, Greater Milwaukee Urban League, Women of Color in the Arts, and the LGBT, Veterans, and Hmong Chambers. These connections help us reach a broader pool of candidates that better reflect our community. Annual costs are covered by existing staff time.*
- MPAC is also committed to offering education and career development opportunities to youth in Milwaukee. Students from Milwaukee High School of the Arts participated in our School to Work event in May. Alongside masterclasses teaching onstage skills, MPAC is adding sessions for students exploring offstage careers. Staff from Production, Engineering, HR, Finance, Marketing, Development, Education and Programming met with rotating groups of 20 students to discuss career paths and answer questions. Each group also toured the venue with our Sr. House Manager, an MPS graduate who began her career as an MPAC intern. This format lets students explore multiple career paths and engage in extensive Q&A. Annual costs are covered by existing staff time.*

2. How do you use professional development and advancement opportunities to promote equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?

MPAC provides professional development and employee learning opportunities to on EDI and accessibility topics. Throughout the year, team members participate in sessions hosted by organizations like KultureCity, Stepping Stones Educational Services, and Pink Umbrella Theater Company, and other professional associations. We have also found great engagement among our team by bringing in local experts to facilitate unconscious bias conversations. Most recently, Brad Kroupa, Executive Director of the Potawatomi Foundation, spoke with all of our staff.

Beyond formal training, MPAC uses its programming as a tool for professional and cultural development. Through our free employee ticket program, our team members are exposed to a diverse array of cultural arts experiences, further extending their education and building cultural competency. This is aligned with our goal of booking artists who reflect the racial and ethnic diversity of Milwaukee County. To that end, our annual goal is to ensure a minimum of 30% of the artists we contract/book are artists of color. We exceeded this goal with nearly 50% artists of color booked in our 25/26 season.

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?

A cross-section of the entire MPAC team (representing various departments, ages, skill sets, experience and ethnicities) is involved in ongoing strategic planning and development of annual tactics, including budgetary needs. On an annual basis, leadership establishes key priorities for the year, that will advance our strategic pillars. Those priorities are used to guide departmental planning sessions and individual goal setting with all full-time employees. Departmental and individual goals are rolled into an annual plan that is supported by leadership across the organization to ensure necessary cross-functional collaboration and resource availability.

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

MPAC tracks contracts with minority, women, and veteran-owned vendors and has taken steps to increase spending with these vendors by setting specific operational goals. For example, we set a target to spend at least 10% of the annual marketing budget with diverse-owned businesses. The last fiscal year 10.4% of total eligible spend was with minority and woman owned vendors and an additional 10% was with veteran owned vendors.

Additionally, MPAC works to build partnerships with local organizations, many of which are owned by or exist to support women or people of color, helping us further invest in Milwaukee's diverse business community. This includes our restaurant partners that are promoted to patrons as pre- and post-dining options, pre- and post-performance events with organizations like The Links, Incorporated and Professional Dimensions and engaging our first ever Amplifier in Residence, Element Everest Blanks.

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)?

Originating from work that included significant and in-depth internal and external stakeholder engagement that deliberately engaged across 30+ Milwaukee neighborhoods, MPAC developed a plan that focused on financial investment in strategies that ensured that inspires Milwaukee and beyond through world-class performances and shared cultural experiences. We believe the performing arts are most powerful when they bring people together. That's why we:

- *Present exceptional artists from across the country and around the world*
- *Create welcoming spaces for audiences of all backgrounds*
- *Invest in partnerships that strengthen our community*
- *Co-create cultural programming with community members. For example, last year MPAC held the first annual Native Heritage Celebration co-created with Wisconsin's 11 Tribes and presented the first large-scale theatrical production by Hmong artists in Wisconsin, featuring over 50 performers alongside Maa Vue, an acclaimed singer-songwriter and Thai refugee.*
- *Provide educational experiences that open doors to lifelong engagement with the arts*

Our goal is to be a gathering place where everyone can experience the transformative power of live performance. Over the past five years we've accomplished the following

- *Over 40% of MPAC Presents artists are artists of color*
- *Board and leadership staff completed the Intercultural Development Inventory assessment*
- *Leadership participate in ongoing anti-bias education*
- *Commissioned new works by artists of color*
- *Dedicated a minimum of 10% of our advertising budget to reach diverse audiences*
- *Partner with community organizations to lift up conversations about diverse audience engagement and provide free theater experiences to historically underserved populations*
- *Formed a Cultural Ambassador partnership with Green Bay Packers star Donald Driver*
- *Engaged an Amplifier in Residence, Element Everest-Blanks*
- *Featured local diverse talent alongside performing artists to elevate and amplify. For example, Latino Strings performed with Mariachi Herencia de Mexico and the Reagan High School Drumline opened for Drumline Live.*

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.)

- a. Please provide specific examples of data and how that influenced decision making.**
- b. Are there gaps in the data that need to be addressed to better understand disparities in equity?**

To support goals, MPAC uses demographic and economic data, including U.S. Census data for Milwaukee County and the City, National Endowment for the Arts (NEA) research, and internal audience demographics, to inform programming, engagement strategies, and investments. Examples of data-driven resource distribution include:

- *Milwaukee census data led MPAC to set a goal that at least 30% of MPAC Presents annual programming feature artists of color to better reflect the community. We exceeded this, with nearly 50% artists of color in our 25/26 season.*
- *We launched the Culture Collective, designed to elevate artists of color across disciplines. The 25/26 season included 11 performances from artists of color, drawing about 6,000 attendees.*
- *NEA data on disparities in arts education informed MPAC's education programs. Student Matinees, Artist Residencies, and Family Nights serve nearly 12,000 youth and their families annually, providing meaningful access to the arts. Family Nights invites families in neighborhoods of need to attend live theater, fostering connection and cultivating future artists and audiences. In 2024, MPAC launched Broadway Bridges Milwaukee with The Broadway League, one of just 24 venues nationally selected. Students from 6 Milwaukee schools participated in 7 sessions led by Broadway artists and attend shows, culminating in a gala performance with a Broadway star. MPAC also hosts a similar program allowing students from partner Milwaukee schools to participate in workshops hosted by touring jazz and dance artists.*
- *Local population data also shapes MPAC's community programs. Our annual Dr. Martin Luther King Jr. and Hispanic Heritage and Native Heritage Celebrations engage local students and community members, with no cost to participate. In 2025, we partnered to present the first large-scale theatrical production by Hmong artists in Wisconsin, featuring over 50 performers alongside Maa Vue, an acclaimed singer-songwriter and Thai refugee.*

Despite these efforts, data gaps remain. More detailed information, especially around disability, language access, and LGBTQ+ identities, is needed to better understand and address disparities.

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?

MPAC is proud to partner with the Milwaukee County Office of Equity on key community-facing programs such as the annual Dr. Martin Luther King Jr., the Hispanic Heritage and Native Heritage Celebrations.

In 2025, we held the first annual Native Heritage Celebration co-created with Wisconsin's 11 Tribes and present the first large-scale theatrical production by Hmong artists in Wisconsin, featuring over 50 performers alongside Maa Vue, an acclaimed singer-songwriter and Thai refugee.

MPAC intentionally collaborates with a variety of community-based organizations to provide educational experiences that open doors to lifelong engagement with the arts and be a gathering place where everyone can experience the transformative power of live performance. Partnerships over the past year include: Big Brothers Big Sisters, Chorus Community Health Plan (division of Children's Wisconsin Medicaid) Make A Wish, Ronald McDonald House, St. Augustine, Latino Arts, Hmong American Peace Academy and Hmong American Friendship Association and others.

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?

Despite contractual reductions in annual funding to MPAC, we remain committed to ensuring access to free and low-cost community programming. Our goal remains to be a gathering place where everyone can experience the transformative power of live performance through programs like Rainbow Summer, Family Nights, the Culture Collective, and our new Native Heritage Celebration. These programs highlight artists of color and are intentionally designed to serve diverse audiences, including our Student Matinee Series and Artist Residencies, which annually serve nearly 12,000 youth and their families, many from Title I schools.

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?

10. What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs, accessibility barriers, food apartheid, financial empowerment or other factors that impact the stability and wellbeing of people in Milwaukee County?

MPAC is actively working to dismantle barriers to inclusion by offering bilingual assistance, enhancing accessibility services, and fostering a more diverse and welcoming environment. Several guest-facing team members, including Guest Services staff and Box Office personnel, are fluent in Spanish, allowing us to provide bilingual support as needed.

Our Broadway Series offers sign language-interpreted Saturday matinees, and we make alternative arrangements upon request and depending on availability of interpreters. We also offer assisted listening devices, audio description services, sensory friendly performances and braille and large-print programs.

We also offer Broadway Touch Tours, led by technical crew who share sets, props, costumes, and more, allowing blind and low vision individuals to engage with the items through tactile exploration. Combined with audio description, this provides a more inclusive theater experience.

In 2026 we created a lactation room and sensory friendly space to create new accommodations that help all guests feel comfortable and welcome at MPAC.

We also purchased a fully accessible lectern with built-in audio-visual capabilities, dual LED monitors, and electric remote height adjustment to provide an accessible experience for presenters of varying physical abilities.

We have also made facility improvements to improve accessibility. Our outdoor grounds were renovated to create an ADA-friendly park-like setting and we've created a private space for nursing mothers. Looking ahead, MPAC plans to raise private funds for additional accessibility renovations. Proposed projects include a sensory-friendly room near Uihlein Hall and entrance/lobby upgrades to Todd Wehr Theater. We are consulting with national accessibility experts to ensure these upgrades serve our guests effectively.



Appendices

Appendix A:
Glossary

Appendix B:
Frequently Asked Questions

Appendix C:
Resources by Strategic Focus Area

Appendix D:
Community Engagement Frameworks

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.*

Historically marginalized 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.*

Food Apartheid: *Inequity in the food system on the basis of race, class, and geography that are the result of discriminatory planning and policy decisions.*

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.

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

A budget is a reflection of priorities. Ultimately, Milwaukee County's budget should reflect our values and advance our vision and strategic plan. However, we acknowledge our organization is on a journey to continuously improve our efforts toward health and racial equity. The REBT is meant to spur conversations among department leaders and

staff about what they are and are not able to do in a given budget year to advance the vision. To that end, the tool is not an absolute directive to departments. We fully expect that some departments' answers to some of the questions will be that they are not doing anything this year with an explanation about why that is the case. Looking ahead

to future years, departments will be expected to show how their budgets help Milwaukee County make progress toward its vision.

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

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

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

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

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

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

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

The REBT will focus on an equity analysis of decisions for new policies, programs, and plans under consideration, and the department's ongoing commitment to equity. Your department is asked to identify what considerations are considered in the overall budget to maximize equitable outcomes.

USING THE DATA

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

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

APPENDIX B

FREQUENTLY ASKED QUESTIONS

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.

15) 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.

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

- [Community Engagement Toolkit](#)

Additional County Resources

- [Strategic Plan \(Objectives\)](#)
- [Health and Equity Framework](#)

Disparities in Food Access

- [Food Apartheid](#)
- [Food Access](#)

Community Engagement Frameworks & Guidance

Community Engagement connection to the REBT Tool and Budget Alignment

These frameworks help guide users of the REBT tool to think critically about how budget decisions align with the strategic plan and advance racial equity. By applying the continuum, staff can assess whether their fiscal choices reflect appropriate levels of community involvement, ensure that decisions are informed by community priorities, and understand the equity impacts of how resources are allocated. This supports intentional, equity-centered budgeting rooted in community voice and shared responsibility.

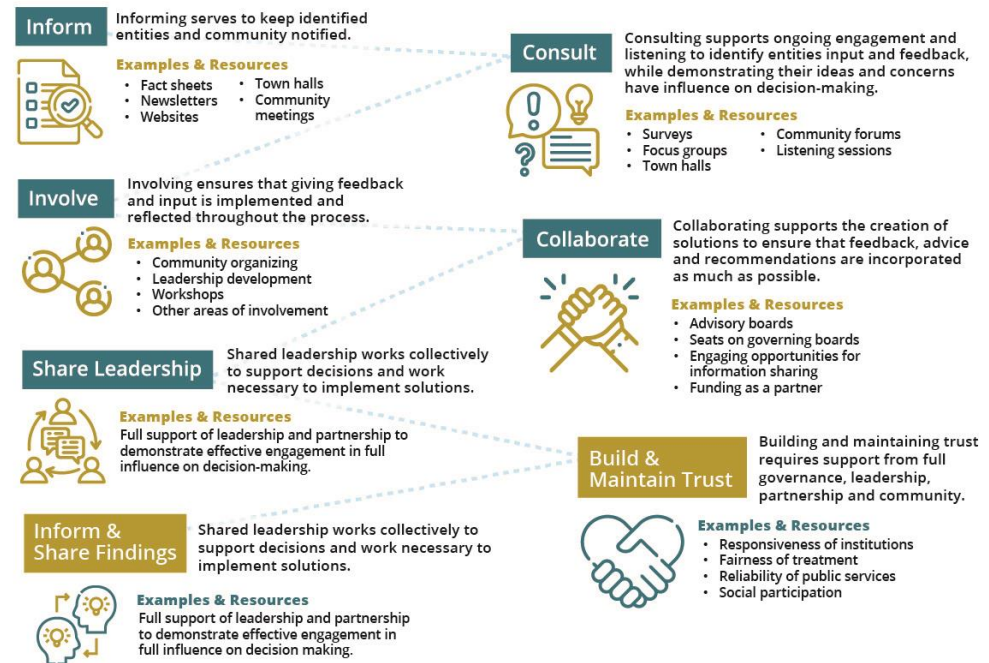
Summary of the Community Engagement Frameworks

The Community Engagement Continuum & Breaking Down the Path outlines five levels of engagement—Inform, Consult, Involve, Collaborate, and Share Leadership. supported by practices that build trust and ensure findings are shared transparently. At the early stages, engagement focuses on providing information and gathering feedback through tools like fact sheets, surveys, and town halls. As engagement deepens, community members help shape decisions, co-create solutions, and participate in shared leadership structures such as advisory boards or governing bodies. Across all stages, trust-building, transparency, responsiveness, and partnership are essential for meaningful and equitable involvement.

Community Engagement Continuum

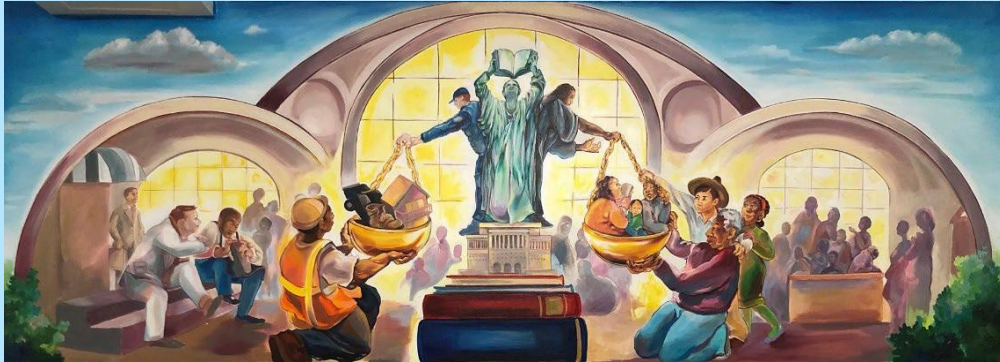


Breaking Down the Path



For future assistance, please access OOE's Technical Assistance program by sending us an email at OOEAssist@milwaukeecountywi.gov For direct self-serving tools around our Community Engagement efforts, please visit the [Office of Equity Community Engagement web page](#)

ON THE COVER



“ WELCOME TO THE PEOPLE’S HOUSE ”

Artist: Tia Richardson

Commissioned in 2020. Used with permission of the artist.



ONE COUNTY ONE VISION

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

County.milwaukee.gov/vision

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