



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.

Commented [SC1]: This language was added to address concerns of some electeds about why we are not also focusing on other dimensions of identity (i.e. disability, gender, etc.) There is confusion between structural oppression and identity.

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?

DAS has taken advantage of existing opportunities and experience from staff, the Department of Human Resources or other available resources at Milwaukee County. DAS does have an active Employee Engagement and Diversity & Inclusion (D&I) Committee led by the DAS Deputy (Operations) Director. The group is dedicated to reviewing and improving policies, work rules, and departmental activities with a focus on racial equity and building connections for employees. The groups actively work to create a diverse and inclusive workplace for DAS Employees, hosting a wide range of activities throughout the year, including volunteer outings, lunch and learns, special events, etc.

In 2024 DAS rolled out an equitable hiring guide that sets expectations for hiring processes. The guide lays out steps to ensure an equitable approach to hiring, including setting up diverse interview panels, expectations for reviewing applicant pools and interview approaches.

DAS also rolled out a mentorship program available to employees looking to expand their awareness and growth opportunities within Milwaukee County. The program provided resources and support for mentors and mentees as they navigated career development. An intentional focus was placed on pairings and support for participants.

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

IMSD continues work with and sponsorship of i.c.stars. i.c.stars provides rigorous technology-based workforce development and leadership training program for underserved adults, connecting them with career opportunities through our social enterprise and partner organizations. During 2025, IMSD

personnel volunteered over 50 hours of service to support i.c.stars. IMSD's 2027 budget continues our financial support of i.c.stars.

Associated Costs:

Many inclusion and retention activities leverage existing County resources and partnerships, resulting in limited additional direct expenditures while providing significant organizational benefits, including improved employee engagement, retention, innovation, and service delivery.

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

DAS has set a goal for all employees to have a professional development goal listed within the Dayforce system. This helps to align understanding and expectations between employees and their supervisors. DAS also tracks internal promotions to evaluate how growth and development is impacting the department. See budget goals. As noted, things like DAS's mentorship program and other training and development resources are programmed to support equity within the workforce.

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?

Employees are a critical resource throughout the year, not just during budget preparations. DAS employees are regularly offered opportunities to join the DAS Employee Engagement and Diversity & Inclusion Committees. Those groups are most closely positioned to make recommendations to or review content from the DAS Leadership Team. Other opportunities exist for specific engagement within Departments to consider resource allocation and priorities.

I'll also note that the DAS Leadership regularly collaborates to consider how to collectively solve budget challenges, whether that is the need to combine or share resources or to prioritize things like the supplemental budget requests or final cuts or expenditures.

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

Within each Division, DAS tracks TBE and DBE spending. Regular goals are set for land sale contracts and for major construction activities. Though each project is individually considered, baseline goals are for 17% of professional services and 25% of construction to occur by TBE contractors. Other contracts also have goals reviewed by OEI.

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)?

Since the majority of DAS's customer groups are internal to Milwaukee County, we work closely with them to consider how best to prioritize resources and requests. That is especially true as it relates to project planning for Facilities Management via the County Facilities Planning Steering Committee and on Central Spend via the Technology Planning Committee.

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.

We prioritize staff resources or technology resources through discussion with departments and project executive sponsors. We work with sponsors to include racial equity decision making.

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

As the County matures its services catalog, it will be useful to link those external services intended to improve racial equity and health outcomes to internal services for improved focus within DAS and IMSD.

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?

- a. One major change in the DAS FMD budget is the movement of facilities planning into our Office of Sustainability. This effort works to ensure we view all capital project planning through the lens of sustainability, seeking a triple bottom line (social equity, environment and economic) benefits.
- b. DAS itself is a centralization of services and support for Milwaukee County departments and regularly works to align resources and budgets to support the County as a whole. We work closely with departments and elected offices to prioritize in preparing and executing our budget and work.
- c. In 2027, DAS is taking on the new Center for Forensic Science and Protective Medicine building, adding it to the Facilities Management building portfolio, rather than expecting the ME and OEM to self-manage the facility and partnership with the State of Wisconsin.
- d. The budget reflects declining investment in Cultural Institutions and the Wil-O-Ways buildings as new partnerships have been formed to otherwise care for buildings, including: the Charles Allis Museum, Villa Terrace, and Wil-O-Ways. We've also included plans to demolish the McGovern and Kelly Senior Centers. The McGovern Center follows damage and impacts from recent floods. The Kelly facility is to be replaced by a new lease arrangement, reducing the County's need to maintain the facility directly.
- e. The budget plans for the sale of the current medical examiner building, shifting maintenance resources to the new CFSPM building. This is like the transition last year from the old to new Coggs Building for DHHS.

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

The centralization of services helps to maintain consistency and often transparency and efficiency for the public. Decentralized management and resourcing would be more complex, more challenging to navigate and likely more expensive for users accessing Milwaukee County services. These efforts help advance equity and health for the Community.

Efforts are also made to enhance sustainability in alignment with the recently approved Climate Action 2050 plan, and subsequent Sustainability Design Standards; Small Business Support program and other specialized activities within the Department.

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

- a. Benefits: This budget formalizes the combination of Facility Planning and Sustainability. Combining sustainability and facilities planning strengthens Milwaukee County's ability to make long-term facility decisions that are strategic, fiscally responsible, and aligned with the County's equity and climate goals. By bringing these functions together, the County can evaluate facility needs by building conditions, energy use, operating cost, climate resilience, service delivery, lifecycle impact, and long-term public value. This integrated approach helps move decision-making upstream, allowing the County to better prioritize capital investments, reduce avoidable operating costs, improve building performance, and plan for a transition toward net-zero operational emissions by 2050. It also improves coordination across departments by connecting capital planning, sustainability objectives, and operational realities before projects move into design and construction. Ultimately, this structure helps ensure County facilities remain safe, reliable, efficient,

resilient, and aligned with the services residents need.

- b. Unintended consequences: FMD's 2027 budget includes the reduction of three positions. One of these is the newly created Apprenticeship Coordinator position, which was intended to help develop local talent pipelines for FMD fields, including skilled trades, architecture, engineering, sustainability, planning, and security. The position would have supported recruitment and retention in hard-to-fill roles while also promoting skill development and career pathways within Milwaukee County, including for residents from disadvantaged communities.

The other two reductions are facilities operations and maintenance positions. These positions support the infrastructure needed to deliver Milwaukee County services. Reducing this capacity may make it more difficult to respond to facility needs, complete preventive maintenance, and maintain reliable building operations. Over time, this could increase the risk of service disruptions in County facilities.

- c. What analysis did you do to determine the expected benefits and potential unintended consequences?
- d. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?

Cutting apprenticeship coordinator: Because we have yet to fill this newly created position, abolishing it maintains status quo. We will consider adding this role to the budget in future years.

Cutting FMD O&M positions: We will prioritize service delivery to ensure critical services are minimally impacted. We will also leverage contractors more to support operations.

- e. 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?

- a. FMD would strengthen Facility Planning team. Leveraging our new strategy to lead planning with sustainability, we would look to expanding our planning services to better support Milwaukee County's vision through smarter investments in our facility infrastructure.

This team could support long-term decisions about where to invest, which buildings are most critical to service delivery, where deferred maintenance creates the greatest risk, where energy and climate investments can reduce long-term costs, and where facility conditions may create barriers for residents. This would help Milwaukee County move from reactive building decisions to upstream investment decisions that improve service access, reduce long-term costs, and support the County's equity goals.

FMD could also seek to reinstate the Apprentice Coordinator position that is proposed to be cut in the 2027 budget. The position was intended to help bridge employee development gaps, helping grow facilities grounds workers into skilled trade positions. Many barriers exist that the Apprentice Coordinator

was to help navigate.

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?

IMSD continues its partnership with i.c. stars to create career paths in technology career fields. IMSD also began execution on its refreshed IT Strategy to address Milwaukee County needs and create a path for Milwaukee County to achieve its mission and vision. IMSD has deployed technology tools to assist departments in removing barriers and to help meet the needs of the County. This includes delivering language translation services (e.g., County Board room meeting translation capabilities), working with the Office of Equity on translation capabilities, assisting in the education and training of County employees on how to use existing translation capabilities, and working with the Office of Strategy, Budget, and Performance on compliance with web site accessibility standards.

ED is continuing supporting the County/City Task Force addressing food apartheid
Creating first time homeowners and owner-occupants through our housing sales
Managing small business projects that result in new jobs, new businesses and improved business sustainability
Fueling access to cultural amenities through our County cultural and CAMPAC administration while reducing County liability
Driving job creation, local hiring and apprenticeship through County land sales
The Procurement Division is committed to removing barriers and improving equitable access to Milwaukee County contracting opportunities. Because procurement can be challenging—especially for small and historically underrepresented businesses—we’re focused on making our processes more accessible, transparent, and inclusive. Our efforts include:

- Streamlining documents and procedures and using plain language.
 - Improving digital access through the Source-to-Pay (S2P) modernization initiative.
 - Expanding outreach at community events, vendor fairs, and workshops.
 - Providing technical assistance on registration, certification, and solicitations.
 - Offering multilingual materials when needed.
 - Communicating through virtual meetings, webinars, and email.
 - Partnering with the Office of Economic Inclusion to monitor Targeted Business Enterprise participation.
 - Gathering feedback during S2P implementation to guide improvements.
- These actions support a more transparent, accessible, and equitable procurement process and help ensure businesses of all sizes and backgrounds can compete for County contracts.



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.*

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.

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.

Commented [SC2]: Update with 2027 Budget Due Date

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](#)

APPENDIX D

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.

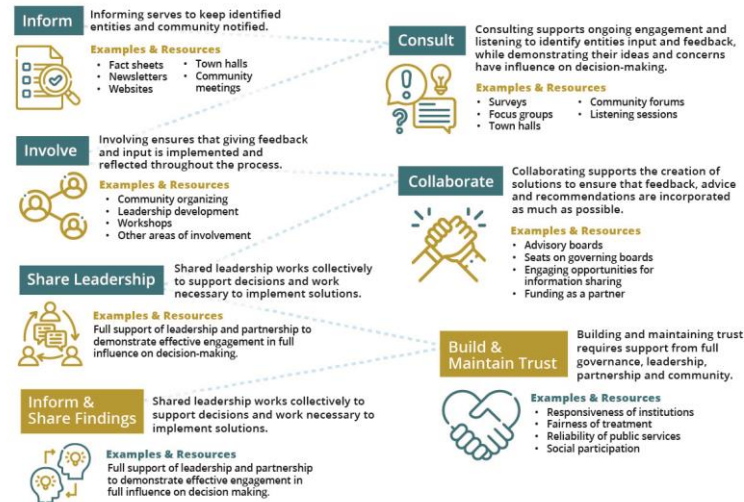
Summary of the Community Engagement Frameworks

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.



MILWAUKEE COUNTY
HEALTH & RACIAL EQUITY

ONE COUNTY ONE VISION

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

County.milwaukee.gov/vision

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