



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: July 15, 2026

Department: District Attorney - 450

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?

Our managers interview and extend offers to interested and qualified job candidates. This selection process has resulted in a diverse workforce. We accomplish this by working with our business partners at the Department of Human Resources. The Human Resources Department posts job openings on several online platforms, which allows for a broad recruitment of employees. All associated expenditures are charged to the Human Resources department.

Additionally, internally, we strive to promote from within and attempt to maintain a culturally competent approach to the wellness of all employees. Our department's workforce is reflective of the diversity of Milwaukee County.

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?

With about 160 FTE county employees and only 9 officials/administrators (as defined by the EEO), advancement opportunities within the District Attorney's Office are limited. That said, 51% of our official/administrator and professional positions are held by individuals who identify as non-white; 91% of our officials/administrators and professionals identify as female. We do not employ any special resources to support opportunities for diverse advancement in our office, but, when possible, it is our preference to promote from within our agency, given that our diverse workforce has promoted equity

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?

Throughout the year, we engage in substantial outreach with supervisors, encouraging them to submit the needs of their staff. Our financial manager, Anna Thomas, also directly contacts front-line staff to address their needs and the specific needs of each department. In the months leading up to the submission of the 2026 budget, Ms. Thomas reviewed budget items line by line with supervisors and employees. Additionally, the supervisors have reached out to each of their employees asking for improvements and needs of the office. Each employee has a voice, and each employee is empowered to voice their ideas for improvement.

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

We do not track contracts with minority and women-owned businesses. Our department's contracts typically involve professional service agreements for forensic evaluations and expert testimony. These contracts are routinely granted waivers by the Office of Economic Inclusion and Disadvantaged Business Enterprise due to the specialized nature of the services. Other agreements with private companies in our offices are, by and large, with

vendors already doing business with Milwaukee County, such as Language Line Services, Inc., Cellebrite, and Axon, among others. Our other contracts are to receive revenue from government entities, including the Office on Violence Against Women, the United States Department of Justice, the Wisconsin Department of Justice, and their subsidiaries.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP

5. How and when have service users, in diverse and inclusive communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in your requested budget (who was involved, what was the forum, what were the results)?

As the prosecuting agency for Milwaukee County, our service users include victims, witnesses, and criminal defendants in criminal cases. The overwhelming majority of these individuals are non-white. Our Director of Victim-Witness Services, Victim-Witness Supervisors, and Victim-Witness Advocates regularly engage with victims and witnesses, gaining a hands-on understanding of their needs. The needs, as related to the criminal justice system, are often basic, including decent waiting areas for witnesses, nourishment, transportation, and emergency relocation. A limited amount of these basic items is funded with tax levy dollars through our budget. Instead, we apply for grants to cover these types of expenses, and when awarded, we administer the grant funds to benefit the victims and witnesses. Additionally, when our office cannot address a need, we connect victims with community resources, including culturally and ethnically specific organizations that are available to assist them. This leads to more community involvement and more awareness of the benefits of the organizations to all parties.

As a county-wide agency focused on public safety, the services the office provides have indirect benefits to the entire county. Our community prosecutors (Assistant District Attorneys who work off-site, in either police districts or community-based settings) attend monthly crime and safety meetings throughout the city, engaging with neighborhood residents regarding issues in their communities. In addition, the District Attorney and his senior staff regularly meet with system and community partners (law enforcement partners, criminal justice partners, and community groups and leaders) at public and community meetings (including the Community Justice Council [CJC] and Violence Response Public Health and Safety [VR—PHAST]) to discuss issues related to public safety, community engagement, and specific priorities of the office.

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?

By statute and constitutional mandate, our county-funded public-facing services (primarily victim services) must be provided throughout the jurisdiction without regard to racial or economic considerations. Where discretion exists in the type of cases prosecuted (and the associated distribution of attorney resources), our office prioritizes violent offenses and offenders, providing county-funded victim services accordingly, without regard to racial or economic considerations. Where discretionary (grant) funding is available, our office provides additional resources (such as the Community Victim Witness Specialists) to areas particularly affected by violent crime, as reflected in incident, arrest, and referral data. Historically, the people who tend to be most affected by violent crime in Milwaukee County tend to be persons of color, and the neighborhoods most impacted tend to be economically depressed. In developing charging and case resolution practices, our office is mindful of the historic racial and economic disparities in enforcement and criminal justice activities, and we attempt to design practices regarding nonviolent offenses and offenders to address some of these historic imbalances. The Community Partnership Unit, for example, assigns attorneys to police districts to address crime and nuisance issues at the neighborhood level, thereby reducing the number of referrals for criminal prosecution and improving residents' quality of life. System partners in the Early Intervention (EI) program analyze data—including racial demographic data—every quarter to ensure the most equitable and balanced criteria for admission into those resource-driven programs.

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?

The services provided by the District Attorney's Office are separate and distinct from those offered by any other County agency; often, there must be intentional silos due to the nature of the service we provide to the community. An exception exists with our victim advocate staff, particularly our Community Victim Witness Advocates, who

coordinate services with the Department of Housing and the Division of Youth and Family Services to leverage the most efficient and appropriate services for victims. Those services are designed to address not only direct victim needs but also the social determinants of victims' health.

However, the District Attorney's Office is a unique hybrid: County staff and operations are funded through County funds; the attorneys, by the state. Our Assistant District Attorneys (ADAs), particularly those in the Community Partnership Unit and the Early Intervention Unit, help to coordinate services to criminal suspects and defendants and work with various county agencies and county-funded programs, including the Behavioral Health Division, the Benedict Center, and Wisconsin Community Services. The ADAs' activities are designed to address the forces underlying criminal activity, focusing on criminogenic individuals' needs to prevent future criminal activity.

Their efforts occur both in advance of--and in lieu of--bringing a suspect into the criminal justice system and after charges have been filed. Many of the suspects in these programs are non-white and--based on zip code --are from traditionally economically depressed parts of the county. These alternatives to incarceration activities, integral to the notion of procedural justice, would not be possible without the support of county-funded staff.

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?

One of our requests is for an upgraded digital discovery platform, that program is named Axon or evidence.com. This request is so that we can seamlessly have investigating agencies provide us with what is necessary to prosecute cases. This platform also allows us to share information quickly and efficiently with defendants and defense attorneys. As more agencies receive an increasing amount of digital data, it is necessary to have a software platform that can accommodate the retention and distribution of this information. The platform also allows our department to be CJIS compliant, keep victim information confidential, and allows cases to move through the criminal justice system more swiftly, all of which is a benefit to the entire community. We do not anticipate any negative consequences.

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

We intend to avoid any unintended consequences, and will take all steps to mitigate the consequences if they occur. As always, we continue to review case referral and outcome data for any potential issues.

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

Fines and fees are, at times, assessed as part of a criminal resolution; however, the specific amounts are set by other governing bodies. As stated above, we make efforts both in advance of--and in lieu of--bringing a suspect into the criminal justice system to seek alternatives to incarceration activities, or alternatives to financial penalties if appropriate.

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?

If we were to receive additional funding earmarked to address racial equity, above and beyond any current budget requests, we would:

(1) Establish a new Victim Witness Advocate position to concentrate on elder abuse, elderly victims, and victims with disabilities. We know, currently, that this is an underserved population, and that barriers exist to getting and keeping such victims engaged in the criminal justice process. Elderly and disabled victims frequently lack transportation services: a best practice would be for an advocate to be able to meet them off-site; they frequently need resources not offered within the criminal justice context (housing, counseling, economic resources); and often their abuser/offender is a family member or caregiver, which means they lack the basic support network to request assistance or avail themselves of services. The new VW position would involve more outreach off-site, coordinating and leveraging outreach and services with other County and community-based agencies, as well as engaging in community outreach.

We project that the cost of the new position would be approximately \$75,000.

(2) Seek to develop professional training opportunities for our staff, many of whom are single women of color, to encourage professional development, expand the potential for advancement and promotion, and improve retention. The program would be phased in gradually and would grow over time. We project the cost to begin such a program would be approximately \$10,000.

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?

We recognize that the District Attorney's Office and the criminal justice complex are formidable and intimidating places for many individuals, particularly those with language barriers and physical restrictions and who come from disadvantaged communities.

In hiring applicants for both county and state-funded positions, the office seeks multilingual and diverse candidates, as well as those with diverse competencies, to better connect with the population we serve and promote greater participation in the criminal justice process, which will inevitably result in better outcomes for the community. Since mid-2022, we have had a practice of hiring bilingual candidates at an advanced rate. In 2023 and 2024, we proposed, received, and implemented pay increases for current bilingual staff who had not yet received an advancement in range for their language skills. We have adopted a Limited English Proficiency (LEP) policy and have expanded the number of our documents and forms that are available in Spanish. We have also made translation services, such as Language Line, available to our staff to better connect with the populations we serve.

In addition, our staff (particularly victim advocates, community prosecutors, and Early Intervention attorneys) work with agencies that have an understanding of the cultural competency of the people we serve. This helps to improve participation in the criminal justice process, reduce recidivism, and prevent future criminal activity.

We have a limited ability to support victims and witnesses who do not have transportation to the courthouse complex; however, through funding, we can provide bus passes and taxi fares in some situations. Our ability to assist people with severe physical limitations who cannot readily access the buildings is limited. Through the federal Project Safe Neighborhoods (PSN) grant, we established a Community Victim-Witness program for victims of firearm violence. The positions have had a greater ability to work with victims off-site and engage in community outreach.



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](#)

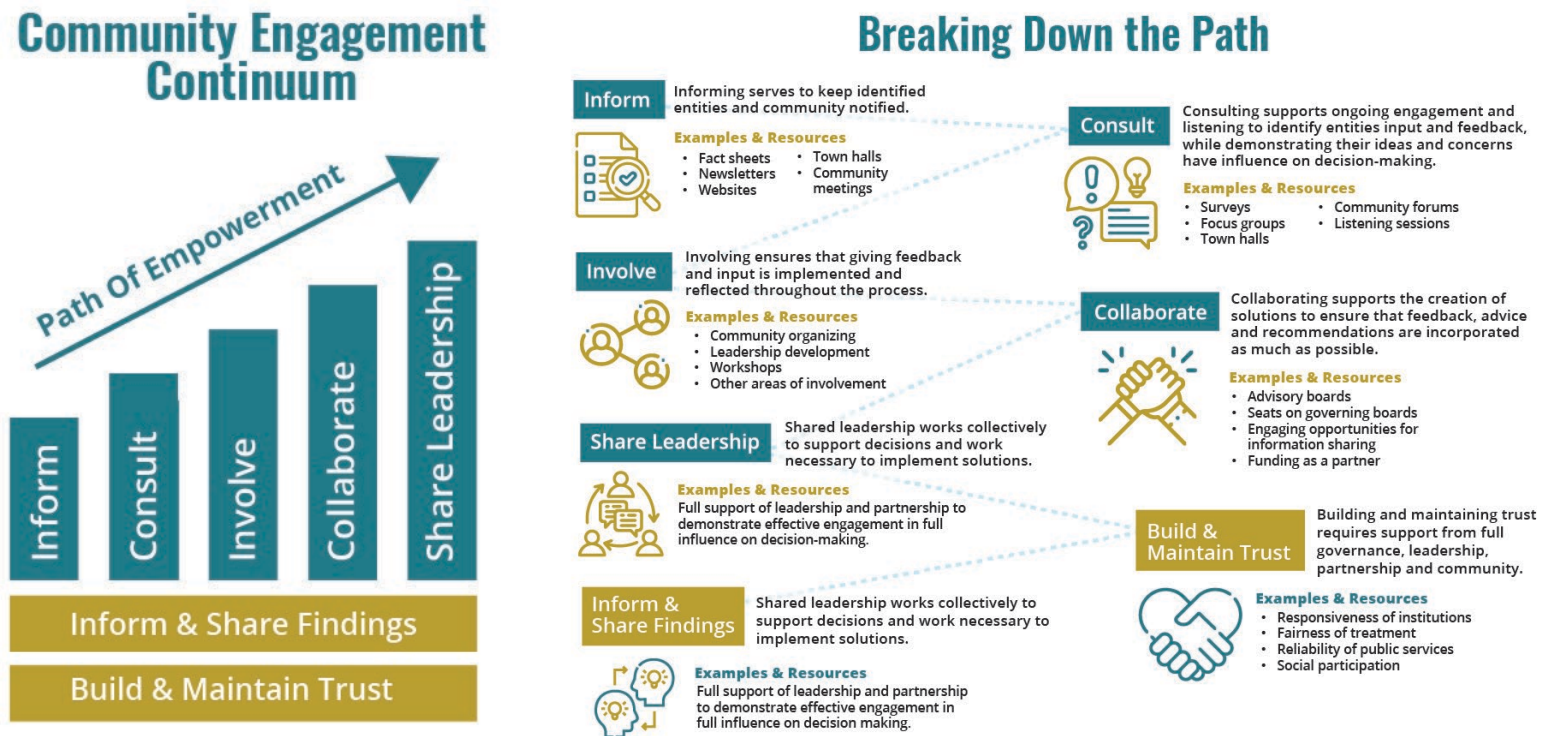
Community Engagement Frameworks & Guidance

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.

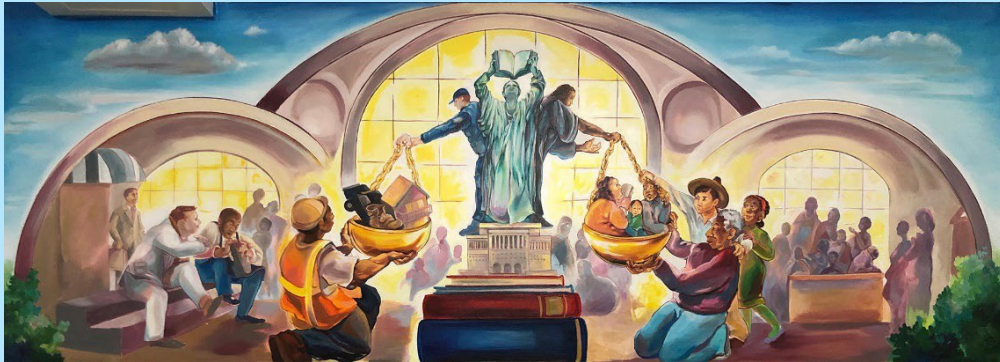
Summary of the Community Engagement Frameworks

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.



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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