

Note: Throughout this report, terms referring to the Trans* community are used as general or umbrella terms. The term “Trans” often also includes non-binary, genderqueer, gender non-conforming, and gender fluid people. When we use the term Trans to reflect an entire community, we are including all the above identities and more. Because Trans identities are unique and varied, it is important to recognize that an individual’s identity may reflect the general understanding of a term and may also be *uniquely defined* by the individual in ways that differ from the generally accepted definition. All participants in this project self-identified as Trans people. Because gender is vast and not binary we use Trans as an umbrella term to encompass gender variants that are not cisgender* and recognize there are also gender variant people who don't fit within Transgender identifiers or language.

For data collection purposes, forms for the listening sessions and survey collected sex assignment at birth and current gender identity from all participants. We offered a wide array of gender identity options on the forms and provided space for individuals who preferred to self-describe.

Words with asterisks (*) are included in the glossary of terms at the end of this report.

Needs Assessment Development & History

In a brief literature review conducted in preparation for the initial proposal, it was found that needs assessments conducted with the Trans community have focused on healthcare *access* or the leadership identity of LGBTQ+ *students* in which Trans students are a subset of the whole. The initial weeks of the planning phase were spent conducting a more thorough review of the existing literature to identify qualitative aspects that would inform our methodology and survey implementation. Though no major study was found to inform our process, it was confirmed that using a theoretical foundation of social determinants of health and minority stress theory would serve to inform the creation of the initial listening session prompts. By asking “what do we already know?” about leadership in the Trans community, we were able to identify categories for discussion prompts that assisted us in identifying specific barriers to the well-being of Trans people. These social determinant categories contribute to leadership development or lack of development, as well as *beliefs* about leadership within the Trans community.

Diverse & Resilient was able to utilize both internal and external partnerships to recruit members of the community to participate in the listening sessions. Community members from Project Q, Milwaukee LGBT Community Center (adult participants), FORGE, and SHEBA were core participants with other community member connections made through word of mouth by participants and program staff from each of the above-mentioned groups. In total, 47 members of the Trans community in Milwaukee participated in the listening sessions and directly informed the development of the capacity building needs assessment survey. The themes that informed the development of the survey are carried through the survey questions, format, and final focus groups.

By March of 2020, COVID restrictions began to directly impact the rollout of the survey. The team had to regroup and determine alternate means for distribution given our original plan to conduct “survey sessions” on site with groups had to be retooled. Social media served as the initial method for getting the word out, though we quickly realized that the offer of \$50 gift cards for each completed survey was a potential opportunity for cis people hit hard by the pandemic to take advantage of the survey. We quickly regrouped and created unique survey links that were sent to community partners to be sent to members of the Trans community known by the agencies. We were also able to do survey distribution via Trans community member

recruitment. Our partnerships with The Milwaukee LGBT Community Center, FORGE, Pathfinders and the Butterfly Collective, in addition to internal staff and program participants helped us easily reach and exceed our goal of 100 survey participants in Milwaukee County.

Once the survey period was completed, Yante Turner, Inclusion & Equity Coordinator, Osha Towers, Community Services Manager and Katie Hamm, Consultant, conducted analysis of the survey data and extracted themes. Themes were further analyzed through virtual focus groups with an additional 53 Trans community members. We used a grounded theory approach to our analysis, systematically analyzing the data for thematic patterns. Our research design allowed for (1) the exploration and discovery of concepts and themes about the capacity building needs of the Trans community in Milwaukee via the listening sessions and literature review, (2) added context and depth to the understanding of the qualitative data via focus groups, (3) provided an interpretation of the data from the point of view of the Trans community, and (4) used lived experiences of Trans people in Milwaukee to make recommendations for leadership development in the field of HIV prevention.

From our listening sessions, and years of lived experiences with the Trans community, both as members and allied partners, we understand that leadership takes many forms. In listening sessions, discussion about leadership was robust and underscored what we already know. In order to lead, Trans people need support in all areas of their lives, and *visibility*. Trans people are not frequently in traditionally recognized positions of leadership but are doing “acts” of leadership, often unobserved by people in positions of power. There was a sense of exhaustion stemming from only seeing white cis het* men in positions of power.

One participant stated, “Leadership needs to be decolonized. The idea of leadership dominating doesn’t come from us. We didn’t create this idea that you have to be on top of something to be a leader. Leadership was always bringing people along, guiding people some where. So, when you lead there are no people behind.”

Trans people often step up to lead (as an advocate for themselves or others) when no one else will. Thus, paving the way for Trans people who come behind to have a better experience than they did. This is especially true of young people in school settings who advocate for pronouns and name changes on school IDs, bathroom and sports policies. In order to change the community narrative about their ability to lead, Trans leadership needs to be elevated so it is visible not only to Trans people but to cis people who can then develop an idea of “leader” that includes people of Trans experience.

Trans people need space and peace of mind to be able to fully develop their leadership out from under the weight of their oppression. This means paid opportunities to develop those skills. When employment is scarce, and housing is unstable, Trans people don’t have the same opportunity to develop and grow because their internal resources are used for survival.

The survey results shared below and throughout the report will illustrate specific areas of opportunity for providing tangible support to the Trans community in order to have a pool of individuals who are ready to lead in all areas of their lives, both within and beyond the field of HIV prevention.

The listening sessions allowed us a deep dive into the barriers faced by Trans people along a full spectrum of identities in all major areas of their lives, following a social determinant framework. The capacity building needs assessment survey took the themes learned from the listening sessions and provided an opportunity to ask questions that assess how a capacity building program or project could interrupt the stressor and improve

the lives of Trans people in specific areas. Minority stress theory* tells us that a program focusing on improving coping skills can successfully mitigate stress in the environment, particularly when working simultaneously on creating a non-stigmatizing work or learning environment and a supportive peer cohort. The listening sessions identified clear problem areas; the needs assessment and focus groups identified supports.

In this report we have concentrated on identifying program level supports. Not every area of the participants' lives can be influenced by even the most impactful program. The community level education that is required along with policies and laws that affirm the identity of the Trans community while protecting them from harm can only be achieved through government and high-level community partnerships.

The supports discussed in the report were specifically identified in the listening sessions, survey responses and focus groups. It should be noted that not all Trans people want additional support or to be treated differently from cis people. They are not asking for anyone to be a superhero or to be "saved". However, due to the diversity of the Trans experience, the options described throughout were identified by members of the Trans community for whom this assistance would be welcome and affirming of their value.

Results & Recommendations

The survey had 103 respondents, all members of the Trans community in Milwaukee County. Throughout the narrative the Trans community will be referred to as "Trans" (people, community, etc). Subgroup responses on the survey and specific recommendations will use subgroup specific terms.

Participants ranged in age from 16-56, with an average age of 27.5. Demographics of survey participants are included below.

Race		Ethnicity	
Black/ African American	61%	Hispanic or Latinx	10%
White	22%	Not Hispanic or Latinx	75%
Native American / Alaska Native	5%	Don't know	6%
East Asian/South Asian	5%	Decline to answer	9%
Indicated more than one race	11%		
Decline to answer	1%		

Sex at Birth		Gender Identity (participants could check all that applied)	
Male	51%	Male*	20%
Female	45%	Female*	18%
Checked Male & Female	2%	Transgender – Unspecified *	41%
Decline to answer	2%	Non-binary *	19%
		Gender Non-Conforming *	6%

	Gender Fluid*	7%
	Agender *	1%
	Another Gender*	1%
	Discovering *	1%
	Prefer to self-describe: Bigender, Two Spirit, Genderqueer Trans Person, Trans masculine/Masc-dominant, Demigender	6%

Throughout this report, survey responses are displayed as “All” participants, then by Current Gender Identity as follows: Female, Male, Gender Non-Conforming, Gender Fluid & Non-Binary (includes all participants identifying as Agender, Another Gender, and self-described), and Transgender-Unspecified.

Subgroup breakdowns by current gender identity were as follows:

Female: 19 participants

Male: 21 participants

Gender Non-Conforming, Gender Fluid, Non-binary and self-described: 21 participants

Transgender-Unspecified: 42 participants

Highest level of education completed or attained					
Level	All	Female	Male	GNC, GF, NB	Trans-Unsp
Some high school	8%	1%	1%	4%	3%
High School Diploma or GED	50%	5%	9%	4%	30%
Some college	25%	9%	5%	8%	4%
College degree (undergraduate)	13%	4%	4%	4%	1%
Master’s degree (graduate)	4%	0	1%	1%	2%

To understand the education levels of participants compared to the average level of educational attainment for Milwaukee County residents we used data from the U.S. Census Bureau's *American Community Survey (ACS)* 5-year estimates. The population considered in the ACS report only includes people age 25 and over, therefore, to make an accurate comparison, participants under age 25 were excluded. The table *above* reflects all survey participants. The chart *below* reflects average educational attainment via ACS data and survey participants 25 and over by subgroup.

Highest level of education completed or attained of participants age 25 and over.

Percentages reflect individual group attainment.					
Level	ACS data	Female	Male	GNC, GF, NB	Trans-Unsp
Some high school	8.1%	5.2%	0	0	5.2%
High School Diploma or GED	28.2%	21%	33%	5.2%	55%
Some college	21.4%	37%	24%	14%	2%
College degree (undergraduate)	19.3%	21%	14%	14%	5%
Master’s degree (graduate)	10.8%	0	5%	5%	5%

With 78% of survey participants representing Black, Indigenous and other People of Color (BIPOC) communities, the data above is reflective of issues of systemic oppression and the impact on individuals who occupy more than one systemically oppressed identity. For example, the participants identifying as Transgender-Unspecified, the largest subset of the survey (42 of 103 participants) when compared as a group to the general population’s educational attainment, show the greatest disparity. However, this group of participants is also 95% BIPOC. The educational disparity is driven by local issues that extend beyond Transphobia and gender oppression and include a history of racial discrimination and its historical impact on the community.

Employment

Our listening sessions informed us that there is stress associated with pre-Transition*, Transition*, and post Transition* for many Trans people. There is a constant pressure to decide how to “show up” from the interview continuing throughout the employment experience. Managing communication around documents is stressful when ID’s don’t match current name or gender identity and Trans people often have to make decisions about coming out before they know whether or not it is safe to do so.

Other employment related issues that emerged during the listening sessions and that were further explored through the survey and focus groups included:

- Harassment* is widely experienced in the workplace and is often invisible to others, making it hard to report or for there to be consequences for perpetrators of the harassment.
- Navigating bathrooms in workplaces can be extremely challenging particularly with workplace policies that do not allow for use of the bathroom that affirms an individual’s identity.
- Transportation is an important barrier. Many Trans people must assess their safety in getting to and from work depending on location and public transportation.

For the following questions harassment is defined as bullying, misgendering, intentionally using wrong pronouns, asking invasive questions, etc. Term is also included in the glossary.

How often have the following issues caused you stress or anxiety in an employment-based experience? (job seeking, interview, workplace)	
Harassment based on gender identity	Fear of harassment based on gender identity

	All	Female	Male	GNC,GF, NB	Trans- Unsp		All	Female	Male	GNC,GF, NB	Trans- Unsp
Rarely or never	24%	7%	5%	5%	8%	Rarely or Never	22%	7%	3%	5%	8%
Occasionally	34%	6%	7%	4%	17%	Occasionally	23%	5%	4%	4%	11%
Frequently	26%	4%	6%	6%	11%	Frequently	30%	3%	11%	3%	14%
Quite Often	13%	1%	3%	6%	3%	Quite Often	13%	2%	2%	4%	5%
Always	3%	1%	0	0	2%	Always	12%	2%	1%	5%	4%
Being assigned degrading or punitive tasks that your coworkers are not equally assigned						IDs that don't match current name or gender identity					
	All	Female	Male	GNC,GF, NB	Trans- Unsp		All	Female	Male	GNC,GF, NB	Trans- Unsp
Rarely or never	33%	13%	8%	5%	8%	Rarely or Never	33%	9%	12%	7%	6%
Occasionally	30%	2%	8%	8%	13%	Occasionally	14%	2%	2%	3%	7%
Frequently	23%	3%	3%	4%	14%	Frequently	27%	2%	5%	3%	17%
Quite Often	12%	1%	2%	4%	6%	Quite Often	12%	2%	1%	3%	6%
Always	1%	0	0	0	1%	Always	15%	4%	1%	5%	5%
Prior convictions or criminal records						Lack of safe bathroom accommodations					
	All	Female	Male	GNC,GF, NB	Trans- Unsp		All	Female	Male	GNC,GF, NB	Trans- Unsp
Rarely or Never	63%	17%	17%	18%	12%	Rarely or Never	26%	10%	4%	6%	7%
Occasionally	16%	1%	2%	1%	12%	Occasionally	30%	2%	8%	9%	12%
Frequently	15%	1%	2%	0	14%	Frequently	26%	4%	6%	1%	16%
Quite Often	5%	0	0	1%	4%	Quite Often	12%	2%	1%	4%	5%
Always	0%	0	0	0	0	Always	6%	1%	2%	1%	2%
Stress regarding how to present your gender (this can be pre-Transition, during Transition, or post- Transition) for an interview or work											
	All			Female		Male		GNC,GF,NB		Trans-Unspecif.	
Rarely or Never	13%			5%		4%		3%		1%	
Occasionally	26%			4%		5%		2%		16%	
Frequently	22%			3%		5%		3%		12%	
Quite Often	22%			5%		3%		7%		7%	
Always	17%			2%		4%		6%		6%	

When looking at between subgroup differences, consistently across questions, individuals identifying as Transgender have the greatest disparity as it relates to harassment and the fear of harassment, being assigned punitive or degrading tasks and fear of safety in workplace bathrooms. These issues are indicative of deep Transphobia in the workplace, as is illustrated by the issues highlighted below.

Trans people experience stress and anxiety related to harassment in the workplace at incredibly high rates. The following rates represent subgroup level responses ranging from occasionally experiencing the issue to always. Across categories, individuals experiencing harassment who identify as female fared best, though rates of harassment for this group are still extremely high. Individuals identifying as Transgender-Unspecified have the most alarming rates of harassment of all the subgroups.

63% of female identified participants experience this occasionally to always, with male and gender non-conforming, gender fluid, non-binary and self-described participants at 76%, and Transgender-Unspecified participants experiencing harassment based on gender identity at 79% in employment experiences.

The fear of employment harassment is higher for some, except female and GNC, GF, NB+ participants who experience harassment and fear of harassment at the same rate of the experiences themselves, at 63% and 76% respectively (occasionally to always). For male and Transgender identified participants the fear of harassment and the associated stress and anxiety was higher. Males expressed a rate of 86%, the highest of all subgroups, with Transgender identified participants experiencing stress from fear of harassment at a rate of 81%.

76% of gender non-conforming, gender fluid, non-binary and self-described participants are assigned degrading or punitive tasks that their coworkers are not equally assigned with 81% of Transgender-Unspecified participants experiencing the same.

Stress and anxiety due to a lack of safe bathroom accommodations in work-based spaces is highest for male identified participants and Transgender-Unspecified participants. 81% of males and 83% of Trans-Unspecified participants experience this stress occasionally to always in the workplace.

How much has Transphobia or harassment about your gender identity impacted your ability to obtain or retain a job?						How confident do you feel that you can identify harassment when it has happened in the workplace?					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Rarely or Never	20%	8%	2%	7%	4%	Not confident	12%	4%	2%	1%	5%
Occasionally	32%	2%	8%	6%	16.5%	Moderately Confident	15%	2%	2%	1%	10%
Frequently	28%	6%	9%	2%	12%	Somewhat Strongly Confident	33%	1%	8%	9%	16%
Quite Often	13%	1%	0	5%	7%	Quite Confident	24%	4%	7%	7%	7%
Always	7%	2%	2%	1%	2%	Extremely Confident	17%	8%	2%	3%	4%

Have you ever stayed in a place of employment longer than you wanted to because you didn't want to start over in a new position for fear of harassment in a new workplace?					
	All	Female	Male	GNC,GF,NB	Transgender

Rarely or Never	18%	8%	4%	4%	4%
Occasionally	30%	5%	3%	5%	17%
Frequently	25%	1%	8%	6%	11%
Quite Often	17%	4%	2%	6%	5%
Always	9%	1%	4%	0	4%

The question in the chart above indicates that the Trans community stays in unhealthy, stressful work environments out of fear that it may be *worse* in a new workplace.

Female identified participants have the “lowest” rates with 56% identifying that they have stayed longer than they wanted to. Gender non-conforming, gender fluid, non-binary, self-described and male identified participants experience this at 81% with Transgender-Unspecified participants staying longer than they want to at 88%.

How much of an issue is transportation when seeking or retaining employment?					
	All	Female	Male	GNC,GF,NB	Transgender
Rarely or Never	24%	7%	7%	4%	7%
Occasionally	22%	6%	2%	2%	13%
Frequently	20%	1%	5%	5%	10%
Quite Often	17%	2%	4%	4%	8%
Always	15.5%	3%	3%	6%	4%

How often do you use the following to get to work?											
Ride Apps						My Own Car					
	All	Female	Male	GNC,GF,NB	Trans		All	Female	Male	GNC,GF,NB	Trans
Rarely or Never	34%	10%	8%	7%	10%	Rarely or Never	36%	8%	9%	12%	8%
Occasionally	35%	6%	9%	6%	15%	Occasionally	19%	3%	3%	2%	12%
Frequently	22%	2%	3%	5%	13%	Frequently	17%	1%	2%	1%	14%
Quite Often	7%	1%	1%	3%	2%	Quite Often	15.5	3%	5%	4%	4%
Always	2%	0	0	0	2%	Always	12%	4%	2%	2%	4%
Public Transportation						A friend or family member drives me					
	All	Female	Male	GNC,GF,NB	Trans		All	Female	Male	GNC,GF,NB	Trans
Rarely or Never	18%	7%	4%	3%	5%	Rarely or Never	34%	8%	9%	10%	8%
Occasionally	34%	8%	7%	4%	16%	Occasionally	25%	3%	7%	5%	11%
Frequently	21%	2%	3%	5%	12%	Frequently	25%	3%	3%	5%	15%
Quite Often	15%	0	5%	4%	6%	Quite Often	10%	4%	1%	1%	4%
Always	12%	2%	2%	5%	3%	Always	6%	1%	1%	0	4%

52.5% of respondents responded that transportation is a barrier to seeking or retaining employment frequently, quite often or always. Most frequently used transportation was public transportation (82%, occasionally to always use it) followed by ride apps or a friend/family member (66%) and 64% using their own car, though only 12% who use their own car always use it. Though 82% of respondents take the bus to work only 23% of respondents say they feel very safe or always safe doing so.

Which of the following would provide you with the greatest support in getting to work (and back) safely? Participants could choose three (3) options.					
	All	Female	Male	GNC,GF,NB	Trans
A trusted person to help problem solve and plan my route	24%	5%	6%	3%	8%
Preferences by subgroup		26%	29%	14%	19%
Employment close to my home	60%	10%	10%	15%	19%
Preferences by subgroup		53%	48%	71%	45%
Someone I trust to accompany me on my route the first few times	34%	5%	5%	2%	20%
Preferences by subgroup		26%	24%	9.5%	48%
Coaching on how to respond to harassment that keeps me safe but communicates I'm not a victim	29%	6%	2%	10%	9%
Preferences by subgroup		32%	9.5%	47%	21%
The ability to work from home sometimes	40%	10%	7%	11%	9%
Preferences by subgroup		53%	33%	52%	21%
Sharing a ride with coworkers, riding together	19.5%	2%	6%	7%	3%
Preferences by subgroup		11%	29%	33%	7%

Agencies that offer direct employment opportunities or the necessary supports that increase the coping skills and social supports for Trans people need to consider the items below in developing their policies and programs.

Employers need to be understanding that in general, public transportation is unreliable (for any employee who relies upon it) but it can be particularly difficult for Trans, non-binary and gender non-conforming people. Employers should expect and understand that employees will be late for reasons beyond their control, policies that are punitive for being late, etc should reflect that understanding.

- Statements such as “You should plan better” should be eliminated in response to issues that reflect a flaw in the system and not an individual failure.

- Safety issues that impact an employee’s ability to be punctual are reflective of systemic oppression . Public transportation is not safe all of the time, bus stops or neighborhoods where bus stops are located are not always safe for Trans people.
- Lack of reliable, safe public transportation is a social determinant of health over which the individual has little to no control.
- Identity and societal level issues related to Transphobia and gender oppression should be considered before issuing warnings or disciplinary action against a Trans person for being late to work.

Employment opportunities are not always located in places that are easy to get to, are outside of regular bus routes or times, are in places that are not safe for Trans people to get to and from. Specific supports that can be organized by the employer or program are as follows:

- Vouchers for Uber or Lyft
- Organized company rideshares, carpools or buddy systems
- Company purchased bus cards
- Company purchased gas cards, particularly to support rideshare opportunities or folks who commute farther than 10 miles to work
- A company/agency van that has a route based on where individuals live and work and can pick them up and drop them off at the end of their shift

Many participants indicated that having someone provide the bus route or assist them in mapping it out would be helpful. The map should include *safe places* along the route. This could include Trans inclusive businesses, etc, or places that would be safe to wait if there are issues with the bus, etc. Participants noted that a bus environment might provide some semblance of safety some of the time, but locations along the route or the route itself are often not safe for Trans people. The route should include the locations of gender-neutral bathrooms along the way.

Programs that support people getting to work consistently and safely should be extended to everyone or should be offered confidentially for those who are eligible

Impact of COVID

Though, situations have no doubt changed for many participants, we wanted to provide an opportunity for participants to share the impact of the pandemic on their employment at the time of taking the survey.

Have you lost income due to COVID?					
	All	Female	Male	GNC,GF,NB	Transgender
Yes	69%	10%	11%	15%	33%
No	31%	9%	10%	6%	8%
Individual Subgroup Impact Yes responses		53%	52%	71%	79%
Once the Safer at Home order began in late March, were you still going to work or considered an "essential worker"?					

	All	Female	Male	GNC,GF,NB	Transgender
Yes	39%	4%	11%	7%	17.5%
No	61%	15%	10%	14%	23%
Individual Subgroup Impact Yes responses		21%	52%	33%	42%

Sex Work

We recognize that everyone should have the choice over what they do with their own body, how they make their money, and how their needs are met. This next section includes sex work as a form of employment whether participants kept all or a portion of the funds in the form of money or other item of value *such as favors or other resources*.

Have you ever used sex work for money or other item of value?					
	All	Female	Male	GNC,GF,NB	Transgender
Yes	64%	6%	13%	10%	35%
No	26%	8%	6%	8%	4%
Did not respond	10%	3%	2%	3%	2%
Subgroup Impact Yes responses		32%	62%	48%	83%
Of those who responded yes to the question above, percentage who have been taken to another state for sex work related activities.					
	All	Female	Male	GNC,GF,NB	Transgender
Yes	26%	2%	4%	2%	17%
Subgroup Impact		33%	31%	20%	50%
Of those who responded yes to exchanging sex in the first question, percentage who were forced, deceived, or coerced to participate.					
	All	Female	Male	GNC,GF,NB	Transgender
Yes	13%	1%	2%	0	10%
Subgroup Impact		17%	33%	0	29%

Of those who had used sex work for money or other item of value:

- 42% exchanged sex for shelter, food, rides, or other basic needs

- 41% exchanged sex for money
- 41% performing on camera for money or other item of value
- 32% received money or other item of value through sugaring
- 23% danced for money or other item of value
- 24% stripped for money or other item of value
- 21% escorted for money or other item of value
- 56% of respondents have used two or more of the above activities in exchange for money or other item of value

Housing

In our listening sessions, participants told us for many Trans people in Milwaukee, especially BIPOC Trans people, housing instability has been a constant since they were children. One participant stated, “I never stayed in a house longer than a year, and it has affected my well-being.” Oftentimes, Trans people stay in situations that are less than ideal out of fear that the next accommodation could be worse.

There are barriers to housing programs, even those that profess to be housing first. Trans people face disproportionate barriers therefore opportunities for safe housing, affirming landlords, and Trans-centered homeownership programs are needed. As one participant said, “There should be a program that helps us specifically. We might have had more issues at school because of bullying, we might have a record (from fighting for our lives), then we can’t get employed, then we can’t get housing. We don’t have all the qualities that you’re supposed to have because of the struggle of growing up Trans.”

Safety in housing is not only about the basic need of shelter; a truly safe home is also free from conflict. Many Trans people have never experienced “home” without conflict and don’t know how to create it or sustain it due to the Transphobia they may have experienced with their family of origin.

Housing is a critical social determinant of health. Without consistent safety and stability in their housing, it is impossible to assume that members of the Trans community can live to their fullest potential and contribute to the community with the full breadth of their creativity and ability.

- 45% of respondents report paying rent for their place, though only 39% report having a lease (or ability to stay as long as they need to at their place), and only 33% can pay their rent regularly.
- 33% of respondents reported couch hopping or staying with friends/family at the time of the survey.
- Based on questions regarding the stability of their housing, Trans people in Milwaukee are experiencing an extremely high level of housing instability, with only 37% of respondents meeting the criteria for moderately stable housing (details in chart below).
- Based on survey responses, 70% of respondents’ homes are not in good condition, 60% indicated that their home did not meet the criteria for “mostly” clean (normal clutter, no bugs or mold), and 59% reported that they do not have what they need to cook and store food.
- 61% reported having no tub or shower in the bathroom, 62% do not have hot water, and 64% do not have heat in winter.

How would you describe your current housing?	All	Female	Male	GNC,GF,NB	Trans
I own my own home	6%	2%	1%	2%	1%
I pay rent for my place	45%	8%	10%	9%	19%
I live in government subsidized housing (Section 8, My Home, or other program)	12%	3%	2%	2%	5%
I live with friends or family and do not pay rent	19%	5%	3%	6%	6%
I am couch hopping right now	14%	1%	4%	2%	7%
I am in a shelter or on the street	5%	0	1%	0	4%

How would you describe the stability of your housing? (Were able to check all that apply)	
<i>Indicator Rule (6 out of 11 = Moderately Stable)</i>	
I am able to pay my rent regularly (either on my own or with assistance)	33%
I am welcome in my home (either because I live alone or my friends and family are accepting of me)	47%
I have my own room for sleeping	50%
I have a lease or I am able to stay in my current place as long as I need to	39%
I have what I need to cook and store food	41%
My home is mostly clean (other than normal clutter) with no bugs or mold	40%
My home is mostly in good condition (no peeling paint or loose plaster)	30%
To my knowledge, my home meets all building codes and is safe for me to live in	35%
My home has a bathroom with a tub or shower	39%
My home has hot and cold water	38%
My home has heat in winter	36%
37% of respondents' housing is moderately safe (37% of respondents met indicator rule of having at least 6 of the 11 items above)	
All	Female
37%	7%
Male	GNC, GF, NB
8%	16%
Transgender	Subgroup Impact
6%	37%
14%	38%
76%	76%

Gender non-conforming, gender fluid, non-binary and self-described participants experienced the highest housing stability at 76%, with Transgender-Unspecified participants having the most unstable housing with only 14% of this subgroup meeting the indicator for moderate housing stability.

Based on questions regarding the safety of their housing, 36% of all respondents met the criteria for being moderately safe in their housing (details in chart below).

How would you describe the safety of your housing? (Were able to check all that apply)				
<i>Indicator Rule (5 of 8 = Moderately Safe)</i>				
I am able to walk around freely in my home				59%
I am able to have friends over				55%
I am treated with respect by other tenants or neighbors				41%
I don't have to worry about being harmed by people I live with or who live near me				54%
I am able to be myself in my home				48%
I am not asked to do things I don't want to do in return for living there				47%
When I'm home, I can let my guard down				38%
When I'm home I feel relaxed				38%
36% of respondents are moderately safe in their home (36% of respondents met indicator rule of having <i>at least 5</i> or more of the 8 items above)				
All	Female	Male	GNC, GF, NB	Transgender - Unsp
36%	11%	6%	12%	7%
Subgroup Impact	56%	29%	57%	17%

Gender non-conforming, gender fluid, non-binary and self-described participants along with female identified participants experienced the highest levels safety in their housing at 57% and 56% respectively, with Transgender-Unspecified participants having the most unsafe housing with only 17% of this subgroup meeting the indicator for moderate levels of safety.

How often have you felt uncomfortable or threatened by any of the following people?											
Roommates						Family Members who live with you					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Rarely or Never	60.5 %	16.5%	16%	14%	14%	Rarely or Never	46%	15%	12%	9%	11%
Occasionally	18%	1%	3%	4%	11%	Occasionally	25.5 %	2%	3%	4%	16.5%
Frequently	19%	1%	2%	2%	14%	Frequently	18%	2%	6%	3%	8%
Quite Often	2%	0	0	1%	1%	Quite Often	8%	0	0	4%	4%
Always	2%	0	0	0	2%	Always	3%	0	0	1%	2%
Landlord/homeowner						Maintenance person					

Have you ever stayed in a place longer than you wanted to because you feared the next accommodation could be worse?											
	All		Female		Male		GNC,GF,NB		Transgender		
Rarely or Never	27%		8%		7%		5%		8%		
Occasionally	26%		5%		4%		6%		12%		
Frequently	17%		1%		2%		3%		12%		
Quite Often	23%		4%		7%		6%		7%		
Always	6%		1%		1%		1%		3%		
	All	Female	Male	GNC,GF,NB	Trans		All	Female	Male	GNC,GF,NB	Trans
Rarely or Never	52%	14%	14%	11%	15%	Rarely or Never	52%	15%	15%	12%	13%
Occasionally	26%	3%	3%	8%	13%	Occasionally	19%	2%	3%	4%	11%
Frequently	8%	2%	4%	1%	12%	Frequently	20%	2%	3%	3%	13%
Quite Often	2%	0	0	1%	1%	Quite Often	6%	0	0	1%	4%
Always	1%	0	0	0	1%	Always	2%	0	0	1%	1%
Other tenants						People in the neighborhood					
	All	Female	Male	GNC,GF,NB	Trans		All	Female	Male	GNC,GF,NB	Trans
Rarely or Never	43%	12%	13%	10%	9%	Rarely or Never	33%	10%	9%	7%	8%
Occasionally	26%	5%	2%	8%	12%	Occasionally	28%	5%	5%	8%	11%
Frequently	18%	1%	3%	3%	12%	Frequently	26%	3%	5%	4%	15%
Quite Often	9%	1%	2%	0	6%	Quite Often	7%	0	1%	2%	4%
Always	4%	0	1%	0	3%	Always	6%	1%	1%	0	4%

- Respondents report feeling safest at home with their roommates (60% rarely or never feel uncomfortable or threatened by them).
- Respondents feel least safe around people in their neighborhood and other tenants.
- Our respondents felt occasionally threatened or uncomfortable by each of the following groups: Roommates 18%, Family members 25%, Landlord/homeowner 26%, Maintenance person 19%

- Respondents overwhelmingly want assistance in identifying Trans positive landlords at 70%, the highest response for any of the options by far.
- 54% of Trans people told us that having a list of questions to ask potential landlords and things to look for in an apartment would be supportive.

Respondents selected the items that would give them the greatest support in identifying safe affordable housing.	
A program that pre-screens landlords for past disputes or grievances	39%
Assistance in identifying Trans positive landlords or realtors	70%

A list of questions to ask potential landlords and things to look for in an apartment	54%
A program that provides assistance in purchasing a home, including a list of all steps involved and what to expect	0%
People I trust who have knowledge in this area who can provide me with support when I need it	46%
Having someone I trust to walk through potential places with me	37%

All of the items in the previous chart were identified as potential program level resources for Trans people in order to increase the stability of their housing and their safety at home. The exception of assistance toward home ownership simply shows the impact of a system that leads members of the Trans community to believe that this is not possible for them, or not something they can think about while trying to survive in their current situation. Perhaps, “safe affordable housing” resonates more with a temporary housing arrangement and the ideal of safety as variable and everchanging. Thus, the thought of home ownership is more static and fixed, requiring long-term investment to a community when the community is not conducive to an individual’s feelings of safety and support.

Focus group discussion generated a general agreement that positive relationships with landlords were rare. However, with specific trainings for landlords and all other housing related staff, there was consensus that it is *possible* to get to a more respectful place and the Trans community would benefit. Programs that can provide direct supports to the Trans community or who can develop and implement trainings for landlords will have the greatest and most immediate impact.

First and foremost, Trans people would like landlords that are members of the Trans community themselves, that understand the issues Trans people experience. Programs that support Trans home ownership are sorely needed. This falls into the category of systemic issues that may fall outside of a program or agency’s scope, however, the goal is to ultimately have Trans people represented in all areas of our lives. In the meantime, focus groups identified the following critical areas that should be covered by a landlord training program. This list is by no means exclusive and does not cover the basics of gender identity which such a training program should also include.

- Understanding that due to discrimination there may be lapses in employment for people of Trans experience.
 - A willingness to work with a Trans tenant who is out of work is necessary
 - These lapses in employment may show up on applications and should not be used to exclude or disqualify a Trans applicant.
 - Lapses in employment are not necessarily indicative of a lack of reliability but rather are symptomatic of the frequent employment instability for Trans people.
- Understanding that applications for housing may also include housing instability that are evidence of issues related to Transphobia and should not be an indicator of a lack of stability of the individual.
- A landlord should be willing to offer resources for first-time renters in their city and state that outline renter rights

- Safety is paramount for Trans people disproportionately, therefore buildings must have working security cameras that *record and can be reviewed*. A lack of accountability in public areas leads to a lack of safety for Trans people and an inability to seek justice when an incident occurs.
- Affirming policies for lease renewals when tenants Transition and have a different name from the original lease
- How to develop explicit language on applications and lease agreements about being Trans inclusive
- How to develop explicit policies about other tenant behavior on the property as it relates to Transphobia and harassment with real consequences up to and including eviction for tenants who harass Trans people on the property
- How to address the tenant with the proper pronouns and name always
 - Names are not always reflected by IDs that don't affirm the tenant's gender identity
 - Keeping notes on names and pronouns and making sure everyone from the grounds crew to the maintenance staff understands what name and pronouns to use
 - Applications for apartments or housing should have a place for pronouns
 - Allowing the tenant to have the name they choose (or no name) on their mailbox
 - How to demonstrate an air of friendliness and non-judgment when you are interacting with someone who does not meet your socially conditioned ideologies

Focus groups identified specific supports that could be provided by programs including the training above.

- Providing trainings or workshops through the City for landlords or property management groups that are LGBTQ and Trans specific.
 - These trainings would include a certificate or recognized accreditation that would serve as a filter for Trans people when searching for housing
 - The trainings could provide an emblem (think of BBB certifications) such as a rainbow, etc that can be displayed in advertisements for apartments and on Trans inclusive properties
- Have funds for rental support when Trans people are experiencing employment insecurity and risk eviction
- Do advocacy work to change eviction laws that impact people across intersections of multiple systemically oppressed identities
- Partner with the Trans person, accompany them on walk throughs, etc, be an emergency contact, so the landlord knows the Trans person isn't alone because *you are watching*. This will lessen the opportunity for abuse or exploitation of the Trans tenant.
- Offer anti-violence training programs not only for landlords but for anyone who works on the properties including grounds crews and maintenance/repair staff
- Offer workshops or classes for individuals who either still live with parents, friends, or family (or who are couch hopping) and need resources before being able to live independently
 - In the focus group there was wide agreement that there are needs for Trans young people whose parents aren't supportive and able to teach them the necessary life skills for seeking, obtaining and maintaining a home
 - A Trans person may often be a first-time renter and may need coaching on the process
- Provide trainings for staff of any government subsidized housing programs at the City and County.

- Case managers and those who certify or inspect apartments hold great power over the individuals who live in the subsidized homes. Biases can do great harm in these programs.

Other potential resources that could be developed and maintained at the agency/program level identified by the focus groups include:

- Creating/maintaining a Trans community housing website
 - Information about Trans inclusive landlords could be posted
 - Information about bad landlords could be shared (like the Milwaukee Bad Date Sheet)
 - The community could openly post and search for roommates/housing safely
- Temporary housing particularly for Trans youth 18 and over who need a safe space to save money to become independent but need to move away from Transphobic parents and families

Violence

Our listening sessions informed us that many Trans people live in a constant state of fear. Experiences of physical and sexual violence are common, often with no safe place to report the violence or seek treatment resulting in no consequence for the perpetrator. The fear of violence in public spaces leads to isolation for many Trans people and can impact all areas of their lives, including employment, socioemotional well-being, mental and physical health. Bathrooms were named as unsafe spaces in every group, across age, race and gender identity.

Because of a culture of violence against Trans people, particularly BIPOC in Milwaukee, there is often an acceptance of violence as the norm and can result in more acts of violence within the community with Trans people harming other Trans people. Because some Trans people are living in a state of survival, with Trans bodies waiting for violence to happen at any moment, it puts a strain on their relationship with the world which can show up specifically with other Trans people. However, the caution is to not take this out of context. We cannot blame Trans people for Trans-on-Trans violence. It is a symptom of the systemic oppression faced by the community daily, and reflective of community-level exhaustion. One participant stated, “Violence in Milwaukee began before my Trans journey. It’s always been violent.”

Because the fear of violence is constant and pervasive, there is a lack of safety even in “benign” situations. A lack of violence is often experienced as the “quiet when they are just avoiding my Transness”.

How safe do you feel in the following spaces?											
Public Bathrooms						My job/workplace					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Not safe at all	18%	3%	7%	4%	5%	Not safe at all	10%	1%	2%	0	7%
Moderately safe	40%	9%	7%	8%	17%	Moderately safe	24%	2%	6%	8%	9%
Safe most of the time	21%	4%	3%	4%	11%	Safe most of the time	36%	3%	6%	9%	19%

Very safe	15%	1%	4%	2%	8%	Very safe	21%	7%	5%	3%	7%
Always Safe	6%	2%	0	3%	1%	Always Safe	9%	6%	2%	1%	0
My home						When traveling on public transportation					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Not safe at all	9%	0	3%	1%	5%	Not safe at all	15%	4%	3%	2%	6%
Moderately safe	9%	1%	3%	1%	4%	Moderately safe	3%	7%	9%	8%	11%
Safe most of the time	21%	2%	2%	7%	11%	Safe most of the time	30%	4%	5%	7%	14%
Very safe	27%	2%	5%	6%	15%	Very safe	14%	2%	3%	4%	5%
Always Safe	34%	14%	8%	6%	7%	Always Safe	9%	2%	1%	0	6%
At the doctor's office or healthcare setting (including waiting areas)						My neighborhood					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Not safe at all	9%	0	2%	2%	5%	Not safe at all	15%	0	4%	0	11%
Moderately safe	30%	3%	10%	8%	9%	Moderately safe	29%	4%	4%	11%	11%
Safe most of the time	30%	8%	3%	6%	13%	Safe most of the time	27%	8%	4%	6%	10%
Very safe	19%	1%	6%	3%	10%	Very safe	18%	4%	5%	4%	6%
Always Safe	14%	7%	0	2%	5%	Always Safe	11%	3%	4%	0	4%

I am confident that if I report an act of violence against me, something will be done about it.						I am confident that if I report an act of violence against me, there will be no negative actions against me (no shaming, backlash or mistreatment of any kind).					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Not confident	44%	9%	12%	11%	13%	Not confident	42%	10%	11%	13%	9%
Moderately confident	22%	2%	4%	7%	10%	Moderately confident	26%	1%	7%	6%	13%
Somewhat strongly confident	21%	3%	5%	3%	11%	Somewhat strongly confident	22%	4%	2%	0	17%
Quite confident	6%	0	0	0	6%	Quite confident	6%	1%	1%	1%	3%

Extremely confident	7%	5%	0	0	2%	Extremely confident	4%	3%	0	1%	
How often do you navigate the world assessing for harm? (Looking over your shoulder, expecting harmful words to be said to you, managing your safety, etc)											
	All	Female		Male		GNC,GF,NB		Transgender			
Rarely or Never	14%	3%		4%		1%		6%			
Occasionally	24%	3%		4%		6%		12%			
Frequently	16.5%	4%		3%		2%		8%			
Quite Often	24%	1%		4%		7%		13%			
Always	21%	8%		6%		5%		3%			
Subgroup Impact Occasionally to Always assessing for harm		84%		81%		95%		86%			

Only 14% of Trans participants navigate the world feeling safe from harm. 86% of Trans participants navigate the world assessing for harm occasionally to always. The strain of hypervigilance is seen in negative health and mental health outcomes. General stress theory in addition to minority stress theory demonstrate that toxic levels of stress (when the stress is chronic and exceeds an individual's coping capacity) leads to higher levels of physical illness, depression and anxiety, and suicidal ideation. Actual violence against Trans people and the constant threat of violence is debilitating and directly impedes Trans individuals from showing up in their homes, in schools and workplaces and in the community as their whole complete selves.

In addition, as noted in the chart above, many Trans people do not report harassment for fear that nothing will happen or that they will experience more harm from speaking up. In the listening sessions, Trans people discussed the reality of getting harmed and either no consequence for the perpetrator, so the harm continues, or the Trans person is punished instead of the perpetrator.

While there are few program level responses to this deeper systemic issue, programs and agencies can create workplaces that are safe and affirming and provide respite for Trans employees. This includes developing HR policies that explicitly name Trans specific forms of harassment as against agency policy with specific, clear procedures for identifying and reporting harm, and explicit disciplinary protocols for addressing harassment up to and including termination of the perpetrator.

The value of the section on violence is to inform agencies of the experiences that Trans people have in *all* spaces that impact *how they show up*, or whether *they are able to show up*. Punitive employment and education or training policies that don't take into consideration the lived experiences of the Trans community cannot fully serve the community in the way they deserve.

Healthcare Experiences

In the listening sessions, Trans people told us they are constantly put in the position of educating care providers about what it means to be Trans and often field invasive questions that have little to do with the presenting medical issue or concern. Changing doctors means having to begin this process all over again and can be exhausting, ultimately preventing people from seeking care.

Many Trans people express regret that even people specializing in the care of LGBTQ people, are seldom members of the LGBTQ community themselves. Some Trans people have had good experiences with cis het providers who have intentionally educated themselves about Trans and LGBTQ issues and surround themselves with LGBTQ people. Survey respondents told us that having a medical provider who is also a member of the Trans community would increase their ability to seek care when they need it by 90%

There is a tangible medical distrust from BIPOC Trans people due to historical medical trauma, particularly among Black Trans people, that often results in an avoidance of medical systems. HIV services seem to be more open and inclusive, with most Trans people admitting those are the safest spaces to receive services, but only focus on one aspect of their care. And even in the safest spaces, there can be harmful instances of assuming a Trans woman is engaging in sex work or other high-risk behaviors, simply based on identity; a stark reminder that there is no space that is always free from harm.

For the purpose of the following questions, harm could be any form of Transphobia/harassment such as misgendering, outing in public spaces such as reception areas, using wrong pronouns, etc.

How often do you find yourself having to explain what it means to be Trans to a healthcare provider?						Has this ever prevented you from seeking health care services when you needed them?					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Rarely or Never	21%	3%	5%	5%	9%	Rarely or Never	22%	7%	4%	6%	6%
Occasionally	29%	4%	5%	4%	17%	Occasionally	27%	5%	3%	9%	11%
Frequently	18%	2%	5%	7%	5%	Frequently	18%	3%	5%	1%	10%
Quite Often	22%	6%	5%	3%	9%	Quite Often	19%	1%	6%	2%	11%
Always	9%	4%	1%	2%	2%	Always	13%	3%	3%	3%	4%

How often have you experienced harm from someone other than your doctor in a medical setting?						Has this ever prevented you from seeking health care services when you needed them?					
	All	Female	Male	GNC,GF, NB	Trans		All	Female	Male	GNC,GF, NB	Trans
Rarely or Never	41%	12%	7%	9%	14%	Rarely or Never	35%	13%	7%	7%	9%
Occasionally	29%	4%	5%	7%	14%	Occasionally	29%	5%	5%	7%	13%
Frequently	19%	3%	7%	2%	8%	Frequently	23%	0	7%	3%	14%
Quite Often	9%	0	2%	3%	4%	Quite Often	9%	1%	2%	3%	3%
Always	2%	0	0	0	2%	Always	4%	0	0	1%	3%

Would having a medical provider who is also a member of the Trans community increase your ability to seek care when you need it?					
	All	Female	Male	GNC,GF,NB	Transgender
Minimally or not at all	10%	2%	3%	0	5%

Moderately increase	16.5%	0	3%	1%	13%
Somewhat strongly increase	14.5%	4%	1%	3%	7%
Quite strongly increase	26%	3%	6%	8%	10%
Very strongly increase	33%	10%	8%	9%	7%

Self-Care and Stress Management (Coping)

The impact of stress on people of Trans experience cannot be understood without looking at a system of oppression that impacts the physical and mental well-being of Trans people and contributes to stress across all categories of life from family, school, peers, employment, housing, physical health, mental health, and life span. The process of understanding the depth and breadth of one's Trans identity can be intensely stressful when there are little to no supports for this internal work.

Public transportation is not a welcoming and safe space to be Trans, yet it is a constant factor in the lives of many Trans people who rely on public transportation to get to work or school.

The lack of safe employment opportunities leads to financial stressors and contributes to housing instability and other issues. In listening sessions and focus groups Trans people told us they feel safer in spaces that are dedicated to the LGBTQ community. However, many Trans people also stated that being listened to, not being judged, and recognition for being people "like anyone else" helps them feel safe regardless of the space they are in.

Programs and agencies serving the Trans community can do much to assist the development of affirming coping skills for Trans people. We asked participants about their use of coping strategies and identified areas where they would like support to improve or have improved experiences while participating in the activities.

- 53% of respondents use alcohol or other substances to cope with stress or feelings of anxiety.
- 72% listen to or make music as a coping tool frequently, quite often or always.
- Respondents were least likely to regularly meditate, journal, write/read or cook/bake for themselves or friends but were interested in being supported in exercising (70%), meditation (47%) and journaling or writing/reading (46%)

Which of the following coping strategies would you be interested in trying with the right support?	
Mediation or Mindfulness	47%
Exercise (walking, running, dancing to music, cardio)	70%
Journaling, writing, or reading	46%
Making or listening to music	39%
Cooking or baking for myself or friends	29%

Based on survey responses, the focus group questions centered on how the Trans community would like to be supported in increasing their use of exercise, meditation, and journaling as coping strategies. The development of coping strategies that are restorative can mitigate the impact of minority stress. When the activities are done in community with other Trans people and led by Trans people, the sense of belonging and membership has its own positive impact and can function as a protective factor. Programs can play a critical role in advocating for and creating Trans only spaces for restorative work. Specific recommendations from the focus groups are as follows:

Broadly, exercise, yoga and other body work including meditation are activities that were identified in the surveys as areas that interest the Trans community. However, these activities are usually held in spaces that are frequented and led by cis people and are often oppressive to people of Trans experience. Ways that these spaces could become more inclusive were identified and are shared below. Programs can advocate for these changes directly and also create these spaces themselves.

- Representation matters in all spaces. Have Trans people lead the activity.
- Facilities should have inclusive locker rooms and gender-neutral restroom spaces.
- Members of the Trans community need spaces that are shared with other Trans people to reap the full benefit of any group activity.
- Gym trainers should be knowledgeable about Trans bodies to be able to help set appropriate body related work out goals.
- Activities should be focused on the experiences of Trans people
 - Days or hours when a gym or space is dedicated specifically to Trans people with Trans specific resources available
 - Trans only swim times (any suit, any *body* is accepted and affirmed)
 - Walking groups create safety are social and create supportive, group belonging and membership
 - Self-defense classes for Trans folx would accomplish many goals
 - Yoga for people who bind* their chests
 - Gender affirming yoga led by a Trans person
 - Breathwork for people who bind their chests
 - Breathing can be so constricted, restorative work is needed
 - Meditation for body dysphoria* relief or relief from the stress of being Trans in a Transphobic world
 - Prompts would be specific for alleviating depression/anxiety that is related to navigating the world with a Trans identity
- Offer both in-person live or recorded sessions that people can access at times and in places that work for them
- Other activities that the Trans community would enjoy that could be facilitated by programs included:
 - Making art together
 - Nature walks
 - Biking
 - Skating

- Education about food and healthy meals

Leadership

All areas of support listed are needed, according to respondents. As noted throughout the survey responses, Trans people are experiencing harm in employment, healthcare, and housing, in addition to their disproportionate experiences of explicit violence and rarely feeling completely safe from harm. To support their leadership development in the field of HIV or any field, the community needs focused effort in the critical social determinants discussed throughout this report.

What would be the most supportive of your leadership development?	
Housing stability, a safe and supportive home	47%
An employment opportunity that pays me to develop my skills	60%
Support in other areas of my life so I can focus on myself	55%
Someone who looks like me to coach or mentor me	48%
Visibility, I am already leading in my own ways	24%
Other Trans people working together and supporting each other	46%

Focus group questions centered on what people of Trans experience need in order to lead and be recognized for their leadership. Solutions include:

- Safety. When Trans people don't feel safe, they can't speak up and lead.
- Housing support
- Recognition that Trans people should not have to "pass" to be accepted or taken seriously
- Have more visible leadership by Trans people, so that the Trans community (and even cis-people) can *see Trans people leading*
- The opportunity to lead, simply being invited.
- Mentorship within the Trans community that includes mentors and coaches who are people of Trans experience themselves.
- Recognition that Trans people can lead on issues that are not "Trans" issues
- Growth is top-down. Directives and leadership need to take ownership for creating inclusive environments; issues of inclusion should not be employee led but board of directors and executive leader driven
- Leadership trainings specifically for Trans people led by Trans facilitators that are part of paid employment
- Scholarships for any level of education
- Education specific to available opportunities to participate in local government and policy development
 - What a budget meeting looks like, when budget meetings are held, how you can attend
 - What does a steering committee, or a legislative meeting look like?

- What do alderpeople do?
- The political process and your role within it
- Appropriate mental health support that is affordable and accessible
- Paid internships and paid training as part of regular employment
- Affirming, positive messages about Trans people and the Trans community that are visible
 - Messages should include different forms of leadership. A leader is not always the person in front. There are many ways to lead.
- A shift from binary, cis het forms of leadership that stress competition and do not recognize the strength of community and collaboration
- Create collaborative skill share spaces for Trans people of color
- Trans people need access *and multiple opportunities* in order to have the same experience that cis het people have in the workplace, including more opportunities to mess up! Supervisors invest in white cis het people's growth by offering opportunities to try and try again. Trans people, particularly BIPOC Trans people need this same grace.
- Recognition that Trans people are tired of fighting every day. True opportunity for leadership won't come until Trans people have the necessary life supports in housing, education and employment free from discrimination.

While not all the recommendations determined by this process can be implemented by any one program, there is insight into what the community needs, from community members themselves, in ways that only the Trans community could possibly identify. The need for Trans leadership is clear, and we have been humbled throughout the project by the honesty, trust, and readiness to lead that is apparent within the Trans community in Milwaukee. We look forward to ways our agency can continue to support Trans people by adopting specific supports identified by the community throughout each stage of this project.