



## RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: 2900 Pretrial Services

*Please note: each response field below has a 2,500 character limit.*

### STRATEGIC OBJECTIVE CATEGORY 1: DIVERSE & INCLUSIVE WORKFORCE

**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?**

JusticePoint's (JPS) total workforce is made up of 50% minority, which is up from 37% two years ago. 29% of the first and mid-level management is minority, which is up from 5% two years ago. Internal advancement and hiring remain a priority goal. It has expanded recruitment efforts to include local, minority publications and resources along with Wisconsin Jobs Center, Jobs that Help and Indeed. JPS has worked more diligently with UWM's and Marquette's CJ and SW departments for recruitment. The costs associated are minimal for advertising. JPS' application does not ask about prior criminal record and is supportive of recruiting and hiring individuals who have been previously justice involved. There is on-going education and professional development of staff. An "Employee Engagement Appreciation Survey" is sent to gather information and data on how JusticePoint can improve staff retention. Several committees (Employee Appreciation, Wellness, & Diversity) have been created. The goal of all of the committees and initiatives is to ensure the workforce feels welcomed, valued, appreciated, and needed for JPS to carry out its mission.

Wisconsin Community Services (WCS), promotes a diverse and inclusive workforce by being: welcoming, trauma-informed, strength-based, respectful of choices, and validating of all individuals and cultural groups (ethnicity, religion, age, physical ability, gender, sexual orientation, educational level, veteran status, socioeconomic status, or geographic location). WCS has had an AA officer since 1987. It's intentional about recruiting employees and board members who reflect the demographic composition of the communities served. Job advertisements are placed on local radio, area colleges, and job sites (JobsThatHelp.com and Milwaukee Jobs.com). WCS shares job openings with community-based organizations, which has been an effective way to attract a qualified and diverse pool of applicants. HR staff attend community events to recruit diverse candidates. WCS has a Black Male Advisory Council (BMAC) in 2014 to provide an opportunity for WCS Black male staff to voice any concerns and engage in efforts to improve the organization's capacity to serve boys and men of color. Maintaining diverse staff requires additional funds and extra recruitment efforts. WCS believes it is more likely to implement programming and policies that produce positive outcomes for participants and the community as a whole if staff and board diversity are a priority.



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

One of the county employees is a member of the Milwaukee County Community Justice Council's Race Equity and Procedural Justice Committee. Another staff is a member on the Wisconsin Assoc. of Treatment Court Professionals Equity and Inclusion committee.

JusticePoint's AA plan is to ensure that all employees are given the opportunity for promotion. There is a lot of internal promotions which offers the best opportunity to advance equity in the workforce. Strategies to achieve this goal have been the requirement that all internal promotions are advertised internally prior to external recruitment, offering counseling and training to employees to enhance opportunities for promotion and evaluating job requirements for promotion. They invest in leadership training both from internal and external sources. Staff are required to take mandatory trainings upon hire (ex: Motivational Interviewing, Racial Bias, and Ethics). They also use the training platform "Relias". Staff attend trainings, conferences, and workshops. The NAPSA conference is a desirable training and staff must submit a statement on how attendance will enhance their work in order to provide equitable opportunities. Formal and informal coaching opportunities to support professional development are also provided.

WCS is committed to the ongoing professional development of all staff and promotes from within whenever possible. Every new employment opportunity is emailed to staff and they are strongly encouraged to apply for any positions in which they are interested. The job openings are also posted on the WCS Intranet and are also advertised in the agency newsletter. The agency has an extensive Learning Management System (LMS), cooperative relationships with a diverse pool of professional trainers in the Milwaukee area, and a Training Project Team led by the Associate Executive Director. The Training Project Team meets regularly to develop and manage the annual agency calendar and LMS, ensure compliance by all staff with training and licensing requirements, and report training outcomes. WCS uses a variety of training formats to ensure that all employees have the tools they need to develop professionally and provide high quality, evidence-based services. Training formats include in-person, online, and blended trainings, conferences, and seminars.



**STRATEGIC OBJECTIVE CATEGORY 2: PEOPLE-FOCUSED DESIGN**

**How and when have service users, particularly users of color, and other key stakeholders been engaged to inform decisions about your requested budget (Who was involved, what was the forum, what were the results)?**

In 2019, the pretrial programs went out for a competitive RFP process. Input on what is needed was collected from the current providers and stakeholders involved in the programs at that time as to what additional needs/services would benefit the population. Milwaukee County has not forwarded any program costs to participants. The pretrial field does not encourage fees for the various court ordered supervision elements, as it is viewed as punishment and a person is innocent until proven guilty. There are some program fees for the Early Intervention programs; however, if a participant cannot pay he/she is still able to participate in the program and is not penalized in any fashion. The limited program fees go towards purchasing program incentives such as gift cards.

JusticePoint management offer an "Ask Me Anything" meeting with staff each year. During this meeting questions pertaining to budget are presented for discussion.

Both JusticePoint and WCS collect surveys from participants served which is shared with management, administration, and workgroups. The feedback is used to inform future decisions on service needs and delivery. When there are opportunities to attend Public Hearings for testimony as to the services JusticePoint and WCS provide, they encourage participants to provide testimony as to the impact of the program on their success or struggles.



**What are the multi-lingual needs of your department's service users? How do you use your budget to meet these language needs?**

The primary language needs of the department are English and Spanish. JusticePoint does serve a number of ESL clients in the Milwaukee community. Most prevalent are Spanish speakers, but there are also several other languages spoken by the participants. JusticePoint recruits and compensates staff, monetarily, who are bilingual. It also utilizes a language line to ensure communication is clear with participants, family, or community members who speak languages other than those in which their bilingual staff are able to converse.

### STRATEGIC OBJECTIVE CATEGORY 3: EMPLOYEE PERSPECTIVE

**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?**

There are no proposed budget changes from 2020 to 2021. The department maintains an open door policy for all staff and contracted providers. Employees and providers have strong communication and are kept apprised on any and all budget implications. The information is then provided down to the frontline workers as appropriate. Frontline workers are also empowered to provide feedback up to management regarding ideas and changes to improve the quality and array of services provided to meet the changing needs of the population served. An example of this would be the need to test the Drug Treatment Court population for fentanyl. The needs of the Drug Treatment Court population has changed over the years and the case managers, team members, and Judge developed a growing concern for the safety of the participants. This led to limited testing of fentanyl.

### STRATEGIC OBJECTIVE CATEGORY 4: IMPROVED PERFORMANCE & EQUITABLE PRACTICE

**Describe ways in which racial and economic data was 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.)**

Individuals who are served by all of the programs (Universal Screening, Release Planning, Pretrial and Drug Treatment Court Supervision, Repeat Intoxicated Driver Supervision, GPS Supervision, Drug Testing, Secure Continuous Remote Alcohol Monitoring, Cognitive Behavioral Programming, Trauma Informed Care, and Court Reminders) are all court ordered to the various programs. JusticePoint and WCS do not have any discretion as to who they can and cannot serve in the programs. Depending on the point of entry into a program determines how the racial and economic data is captured by the department. The racial information for individuals who go through Universal Screening and are placed in Supervision is provided through an interface with ProPhoenix (2019: 67% African American and 30% White). The racial and economic information for individuals who do not go through the jail is collected via self reporting. The make up for the specific programs and services can be seen in the Pretrial 2900 Budget Narrative. +

**What are the positive or negative racial equity implications of your proposed budget changes? For reference departments may refer to the "Form 1 – Major Changes" tab of your Supplemental Forms 2021 spreadsheet. Any change with identified impacts should be described.**

There are no proposed budget changes for 2021. The budget is a cost to continue services. The services provided align with research and best practices and recommend services and supervision to align with an individual's risk(s) and need(s). The recommendations provided by the services are to be the least restrictive during the pretrial phase of a criminal case. A reduction in the budget would limit the services and supervision capacity available and likely result in fewer individuals being released from the jail pretrial. This could in turn result in worse outcomes both in the resolution of their criminal case, as well as in other life areas, such as: loss of employment, loss of housing stability, destabilized relationships, declines in mental and physical health, and loss of child custody.

As minorities are over-represented in the justice system, one of the possible positive racial equity implications of the budget +

**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?**

There is no change to the proposed budget from 2020 to 2021. The cognitive programming offered has provided different time slots to accommodate various work/education/child care schedules. This allows the individuals to seek the pro-social and stabilizing factors one needs while addressing and following the court order pending the outcome of the criminal case.

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

There are no additional unintended consequences from the proposed budget. The department remains flexible, while following court orders, regarding supervision appointments. It is recognized that individuals struggle with transportation/child care/job responsibilities/etc. on top of the court ordered supervision appointments. Case managers work through various scenarios with the individuals to try and address time management, budgets, and responsibilities to mitigate consequences from being involved in the criminal justice system.