



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/2/20

Department: Office of Emergency Management

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?

OEM is working closely with our HR partner to broaden our scope of recruitment in diverse environments, to include local community websites and reaching out to local partners as well. Recently, in June 2020, OEM hired a first-ever OEM Deputy Director which rounds out our leadership team to a team of six, 33% identifying as Black and 66% as White.

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?

Professional development includes a very in-depth use of the HR LMS system for our OEM staff. This includes education pieces on COVID efforts that touch our most vulnerable communities and those neighborhoods that carry the greatest burden of the disease.

Advancement opportunities are evident as we are continually assessing our staffing structure to include creating two new Supervisor positions in 2020/2021. Unfortunately, these were both unfunded due to COVID-19 revenue losses, however, they will remain on our docket for future funding.

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)?

OEM 911 has brought in YWCA for ~\$5,500 dollars to train our telecommunicators in unconscious bias by taking random and pre-determined recordings of our 911 call answering and dispatch recordings. We are very excited about the development we predict in our communications workforce; this will stand as a statewide model for Wisconsin.

This example is cited because our dollars are very tight and we engaged our most diverse division on the decision to hire the YWCA.

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

We have 911 callers whose first language is English, Spanish, Hmong, and Burmese. OEM has a long history of using a vendor for our language line and in 2020 we researched higher quality commercial vendors with the Medical College of Wisconsin.

Additionally, we are a beta-testing site for Motorola in the use of transcription for our 911 callers. Callers are translated automatically through text; again, we are demonstrating our progressive use of technology and stand as the only user of transcription in Wisconsin.

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?

The 2021 OEM budget changes are a direct result of four areas: 1) loss of Fiserv Forum revenue, 2) overestimate in 2019 of Fiserv Forum revenue, 3) overestimate in 2019 of TRIP revenue and 4) new IMSD Xcharge. The solution was to increase V&T, and unfund four positions.

Our staff are engaged in more localized decisions, such as the example above. Each Division actively engages their workforce for budgetary needs and our quarterly rocks are focused on the County's five 3-year objectives.

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.)

OEM is constantly assessing the allocation of resources, as evident in our COVID-19 GIS mapping tool which has national recognition and is on the County homepage. This map has been modified over 100 times to provide better data to our public health officials and also to the 5 health systems (hospitals) in our County.

Our most recent example is the "SAFER" model created by OEM which highlights neighborhood COVID testing in four categories from over-resourced to high concern of under-resourced and high burdened areas. We then reallocate our resources based on these sources of data.

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.

Negative implications include the loss of four positions which we had to unfund. Additionally, by having these vacancies (3 are in 911), we risk call answering time and quality.

Positive implications simply include OEM's commitment to the County's vision. An example includes our work with the 12 municipal Fire Departments to ensure race is an identifier tracked in our EMS calls to allow analysis of unconscious bias in patient care.

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?

Our analysis consisted of deep dives within each department to cut expenditures in order to prevent unfunding positions. However, we were only able to cut \$99,000 as any further cuts would affect service contracts directly impacting our 911 call answering/dispatching service, our 800MHz first responder radio system or the patient care records of thousands of patients annually.

Additionally, we chose to increase our V&T to \$250,000 which is a risk for us, as we have been successful in retaining employees. A bit of irony in our battle to stay out of deficit.

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

OEM has stringent performance metrics and also a scorecard that we report on weekly. These stats help us to immediately identify if we are jeopardizing any of our services.

For example, we monitor push-to-talks on our first responder 800MHz radio system which is over 400,000 calls per week. Any disruption in this service directly affects our neighborhoods most burdened by crime. Additionally, we do not defer maintenance at these sites and ensure we are actively engaged with Motorola, our vendor.