



RACIAL EQUITY BUDGET TOOL

Date Submitted: 8/12/20

Department: Milwaukee County Board of Supervisors

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?

The Milwaukee County Board is a diverse body with 18 Supervisors elected from across the County with each district comprising about 53,000 residents. The Board has been the starting point for many in their public service careers within County government. A shining example of this public service trajectory, the current County Executive served as a Legislative Assistant on the Board. Other former Board staff also now work in leadership positions within other County offices and serve within other governments. To build a diverse workforce, the Chair, as departmental leader, engages Supervisors and staff with an ask that they circulate posts for job announcements for Board positions to their wide networks with intentionality towards diversity. This recruitment step is taken to expand beyond the base level of support provided by Human Resources that posts announcements to limited sites. Minimum requirements for educational attainment and drivers' license are evaluated in JEQ development.

To retain a diverse workforce, the department has initiated weekly staff meetings with district offices. While Supervisors independently manage their offices, these departmental coordinated meetings with district offices build community within the diverse body. The meetings have proven to be a good place for information sharing and to increase engagement between district office staff. These efforts to attract and retain diverse talent and build an inclusive workforce require additional staff time within the department without a financial cost for the activities.

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?

The Board Chair has made it a priority to find means to provide advancement and equity opportunities amongst the department's workforce. By designing professional development opportunities and goal setting for staff via virtual trainings, we seek to expand understanding of County function, improve skill sets, and cultivate a work environment that encourages its staff to explore avenues not immediately within their core position function.

The department has increased utilization of existing technology to create new searchable resources (internal and constituent based) for district offices to share knowledge equally and allow all to build skill sets on County processes and operations.

Currently, the unique restrictions on our budget do not allow additional resources to expand these opportunities. The statutory cap that uniquely applies to the Board's budget limits opportunities to create a career ladder within the department and reduces abilities for professional development. Using current staff, time and technology has been our vehicle; however, limited capacity does not allow this model to sustain these efforts.

Despite budget restrictions and inability to hire more staff, we have sought opportunities to advance equity by exploring a partnership with the University of Wisconsin-Milwaukee Department of Africology to place interns within our Department. Given this collaboration would be a new partnership within the university, we hope to attract other departments in the future.

The Board's internship program recruits from multiple post-secondary institutions and has provided learning opportunities for students who attend MATC, UW-Milwaukee, Marquette, UW-Madison, UW-Parkside, Carthage College, and Alverno College, among others. We coordinate with these institutions and their own resources, such as the Kleczka program, to select participants who bring different backgrounds into the County. Participants in the internship program have been hired to the Board to support departmental and district operations, creating a pipeline from internship to employment.

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)?

The Board Chair is responsible for leading the planning for the Board's public hearing on the annual budget. We have been focused on determining a model that will allow for diverse public participation, while taking into consideration the current global pandemic and need to protect public health. We are looking at leading multiple virtual forums centered around the budget, while seeking to implement a hybrid version of our annual hearing. We hope to work with community centered County partners for venue, technology, and staff support with these hearings.

In addition to virtual forums and our annual hearing, we are looking at other methods of receiving public input (i.e. surveys, social media polls, email forms, e-comments, district newsletters). In the past, the Milwaukee County Board has used the annual hearing, district town halls, community task forces, and "Chats with the Chair" events in locations throughout the county to hear from constituents of color and key stakeholders on what matters most to them. These public inputs then help fuel district office decisions during committee and Board meetings.

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

Each district office serves a large, diverse community comprised of people from all walks of life. Therefore, district offices—as well as the front office— can and often do encounter constituents whom require assistance in another language. When our office operated in person prior to the pandemic, these encounters were handled more with visual communication.

With cooperation from the Office of the County Clerk, the Board has engaged sign language interpreter services at our public hearing on the annual budget. Similarly, translation services have been engaged to meet the linguistic needs of residents. Budget posters written in Spanish have also been used in the past to help inform a wider group of residents in the community.

Moving forward, as we continue to work remotely, we hope to continue using these tools when possible and are looking to create a virtual front desk that mirrors the program utilized by the Register of Deeds office. We will also explore hiring individuals with diverse linguistic backgrounds and provide major departmental updates in multiple languages (via social media, newsletters, etc.).

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?

A Supervisor can approach the budget individually and through the lens of how to best represent the specific needs of their constituents. This approach can be done through collaborative budget documents and surveys. District and departmental staff are engaged in the development of fiscal priorities, amendments, and communications as part of the budget adoption process.

On a broader departmental budget scope, the Chairwoman welcomes ideas and suggestions from staff within the department. One avenue for leadership engagement is participation in the weekly staff meetings.

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.)

As we approach the recommended budget, we will look to using quantitative and qualitative data made available across departments and within community organizations to help guide our budget decisions and resources. By creating the Audit committee, the Board Chair sought to provide a mechanism to receive audit reports and requested communications to help inform how we approach our upcoming budget through a racial equity lens. In doing so, our department has requested and received a report from the Milwaukee County Sheriff's Office, Milwaukee County Courts, Milwaukee County Transportation System, and other scheduled audits that outlines each respective department's practices towards achieving racial equity and provides more transparency to all Milwaukee County residents through a public forum.

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.

Unfortunately, the potentially negative racial equity implications of our proposed budget exists not in the decisions we have made, but in the decisions we are unable to make. Unlike other County departments, the Board is uniquely subject to a State imposed expenditure cap of no more than 0.4 percent of the total tax levy. With no new positions, no salary increases, and no additional resources to support day to day operations, we are still starting out \$14,000 behind. This means a reduction in staff capacity to support operational needs, a reduction in constituent services for our most vulnerable residents, a shortage in resources for community engagement and constituent contact, and higher staff turnover with few advancement opportunities for hardworking staff members.



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?

With moving toward a virtual environment, we are learning that we can reach more of our residents within disadvantaged communities. Prior to the pandemic, the County Board focused on in person, and morning only meetings to allow for public testimony. Through this we have noticed that for in-person opportunities (e.g. town halls, public hearings, and committee meetings) our disadvantaged residents are often times unable to join due to being unable to get off work, having unreliable transportation, or a variety of other barriers including physical ability, that prevent full engagement. Since teleworking and providing communities with a digital platform to engage (e.g. e-comments system for committee meetings, virtual forums, meetings and signings) we are seeing that more individuals can participate and feel connected to our legislative process.

The department is covering the personnel costs of providing this year's COLA (cost-of-living-adjustment) to employees and the automatic salary increases for supervisors effective with the 2020-2022 term. The approximate \$14,000 reduction in operations costs reflected in the requested budget correspond to these personnel adjustments. The July 15 submission of the department budget request is the first step in the 2021 budget process. The Board Chair continues to conduct discussions with partners about capacity for County services, including constituent communications/casework and public consideration of legislation. Alternate options are being evaluated.

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

The Board Chair manages the department with an eye to the values adopted in the County's racial equity ordinance:

- Respect: We work with and for others;
- Integrity: We do the right thing; and
- Excellence: We never stop improving.

Keeping these values in mind, the position of Board Chair also offers an opportunity to collaborate with Supervisors to determine if there is potential to reach an accord among district offices about what activities can be tracked together to rectify unintended consequences. A recent example of this strategy would be the Fair Deal town hall series, which allowed district residents throughout the County to provide their input on balancing the budget and possible options and alternatives. In conjunction with these town halls, a county web page was also created to aid in mapping out all of the information. As we move forward as a body, the Board Chair is committed to driving a strategic direction to impact culture, drive decision making, and align goals as a Board to achieve a shared vision of making Milwaukee County the healthiest county in the state of Wisconsin. Additionally, we can better align our values as a County by collaborating with and across departments and supporting County wide initiatives to achieve racial equity. An immediate action to ensure this is done will be to reinstate a Racial Ambassador for our department.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 8/14/20

Department: Office of the Milwaukee County Executive

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?

The Office of the County Executive (CEX Office) is distinct from the County's departments in several ways. First, the CEX Office is an oversight body rather than a department. Second, and as a consequence of the first point, it does not manage programs or offer direct services to the public. Third, its budget is comprised almost entirely of the salaries of its staff. Forth, unlike the departments, CEX Office staff are selected by and serve at the pleasure of the County Executive.

As a result of these unique characteristics, not all questions are applicable to this office. Despite this, the CEX Office has sought to provide answers wherever possible in order to demonstrate the Office's alignment to and support for the advancement of the County's vision. +

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?

This process is handled at the departmental level.

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 CEX Office used the participatory budgeting tool "Balancing Act" to gather input from County residents about how the County should allocate its budget and generate new revenue. Based on a review of the demographics from participants in 2019, which skewed toward residents college and advanced degrees, the CEX Office changed the tool for 2020 to make it more accessible to all County residents.

The 2019 use of the Balancing Act tool showed a strong interest among residents in allowing the County to raise revenue through an increase in the sales tax in order to continue providing high-quality services to residents. As a result, the CEX Office advocated for this approach in subsequent communication with various external stakeholders.

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

According to the US census, 83.2% of Milwaukee County residents speak English as their primary language. The majority of residents who speak another language as their primary language speak Spanish. As a result, whenever possible, the CEX Office translates materials into Spanish in order to maximize accessibility of information. Given budgetary limitations, the CEX Office generally is not able to translate materials into Hmong, Chinese, and other languages spoken by some Milwaukee County residents. That said, the CEX Office has collaborated with other departments to ensure that emergency messages and other critical communications are accessible in languages other than English and Spanish.

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?

This process is handled at the departmental level.

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.)

The County Executive's Office oversees the allocation of the budget as a whole. As a result, the CEX Office facilitated the development the Racial Equity Budget Tool in order to ensure this question is being explored by departments across the County.

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 significant budget changes for the Office of the County Executive.

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?

N/A

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

N/A



RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department: Government Affairs

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?

The Office of Government Affairs consists of 2 staff. The Government Affairs Director is hired by the County Executive, while the Government Affairs Liaison is hired by the County Board. Therefore, the Government Affairs Director does not have an ability to attract, retain, hire staff.

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?

Government Affairs maintains a small department of 2 employees. The department is encouraged to pursue any training or development opportunities that enhance their effectiveness in their role, or serve the county's mission and values.

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)?

The Government Affairs budget does not have any external users. The Government Affairs budget includes funding for personnel, and a small portion for materials and contracted service.

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

There are currently not multi-lingual needs of Government Affairs, as we do not have any service users.

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?

Annual variations in Government Affairs budget typically reflects changes in personnel costs.

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.)

Resource distribution for Government Affairs is determined on personnel costs and annual costs for membership fees and supplies. There is little variation on an annual basis.

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.

It is anticipated there will be a neutral impact on racial equity.

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?

The budget changes do not result in any service or policy changes, therefore it is expected that there will not be any impact relative to racial equity.

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

Government Affairs will continue to pursue the mission, vision, values as set forth by Milwaukee County, ensuring that racial equity is at the forefront of our strategic decisions.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/14/20

Department: Veterans 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?

We have not had any specific activities around trying to attract a diverse and inclusive workforce. We only have a staff of three and do not have any position opening. There are no costs.

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 is used to enhance overall performance and to provide opportunities for growth. One staff member was recently able to advance into a higher position by getting reclassified. Staff are informed and encouraged to take full advantage of various professional development opportunities.

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)?

There has not been any intentional engagement with service users about budget requests. We have engaged key stakeholders on specific areas of the budget that have direct impact on on clients such as the Needy Veterans Fund. Stakeholders provided valuable input about the need to continue to be resource for our Veteran population. The fund as the title indicates assists Veterans who are experiencing hardships.

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

The minimal multi-lingual needs of service users can be met with department staff.

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?

Frontline staff was engaged in the entire budget process and provided input and ideas all along the way. Since we had only a staff of two during the budget process, it was fairly seamless to keep "everyone" engaged in the process. The result was a consensus budget request.

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.)

Using demographic data provided by the State and Federal Veterans Administration we are able to develop and provide service in areas and populations that are most in need. Some of the data indicated that there is an aging population that has accessed services that they are entitled to. Therefore, our service reached out to senior centers in various communities to connect clients to benefits.

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 only minor changes to the budget and the impact on racial equity will be minimal if any. The impact of any changes will be felt across the board and will not impact any specific group.

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?

The benefits to disadvantaged communities is that we will continue to penetrate areas that have difficulty assessing our services in office and that are unaware of services that are available to them. Those areas include shelters, senior centers, and outreach at various ethnic events.

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

We will continue work collaboratively with other community agencies and resources to coordinate services that our client population would benefit from. By maintaining connections and communication with community partner we will be able to readily connect our clients to services and resources that our department is unable to provide.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/1/20

Department: Office on African American Affairs

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?

The Office on African American Affairs (OAAA) was created with the explicit intention of continually recruiting and retaining a diverse, inclusive and talented workforce. The office recruits widely when positions are open and provides ongoing professional development to retain and promote growth within the office. The office was created with the expressed intention to be a diverse, inclusive and equitable team. Over 70% of OAAA's staff positions explicitly have the word equity in the title (i.e. Equity Analyst, Equity Research and Program Manager). Finally, our office is focused on and invests in the community through proactively recruiting interns of color and providing space for interns to do meaningful work in our office.

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?

Staff are continually provided with local and national professional development training opportunities. The office maximizes these opportunities by encouraging all staff, across the breadth and depth of the department, to attend both on-line and in-person professional development opportunities. For example, all staff were included in and fully participated in the 2019 Racial Equity Ambassador program to ensure continued professional development. The office participated in several local and national Government Alliance on Race and Equity (GARE) trainings, including the Wisconsin Learning Community and on-line training and professional development opportunities on best practice that were facilitated by professionals both at GARE and at municipalities across the country.

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 2021, the Office on African American Affairs will incur a 2.6% budget cut due to the COVID-19 pandemic, which will limit the ability of the office to support internal and external stakeholders, including a large percentage of users of color. These cuts have been carefully vetted to ensure OAAA will be able to connect with and support the community, as the office has seen an unprecedented increase in requests for collaboration. OAAA staff are engaged in the community and share community feedback, which directs budget dollars to effective and efficient racial equity programs.

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

To date, our office has never had a multilingual request. OAAA currently has relationships with community partners who can support with translation if needed, and there is room in the budget to support paying for this need.

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?

In April 2020, the Milwaukee County Board of Supervisors unanimously passed an ordinance creating Chapter 108 “Achieving Racial Equity and Health” of the Milwaukee County Code of General Ordinances which resolved that by achieving racial equity, the County will eliminate health and opportunity gaps along racial lines and will increase the success of all groups by distributing resources justly across all communities. The adoption of the ordinance commits Milwaukee County to support the Office on African American Affairs (OAAA) by ensuring it is strategically positioned within County government to assist with the development and institutionalization of racial equity tools and to collaborate with departments to assess and transform policies, procedures, practices and power structures to help the County become a place where all citizens can thrive. Specifically, in 2019, OAAA launched the RE Ambassador program which met monthly with staff from across all departments and divisions of the county to provide training and reflect on County policies and practices.

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.)

To ensure that Racial Equity is at the forefront of Milwaukee County government, the Office on African American Affairs will continue its collective impact approach. This approach entails offering guidance to County Departments and coordinating with community stakeholders to support the vision and strategic planning priorities to develop a common agenda, shared measurement systems, mutually reinforcing activities, and continuous engagement and enhanced communication. Additionally, the office created an info-graphic to align with our pillars and the social determinants of health, which will be updated annually. And, our research and data team continually review census data, articles and research for the most up-to-date 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.

In 2021, the Office on African American Affairs will incur a 2.6% budget cut due to the COVID-19 pandemic, which will limit the ability of the office to support all departments and divisions. Due to the ongoing nature of the pandemic, subsequent national unrest and the likelihood that these will remain in 2021, cuts have been made with the intention of causing minimal disruption to essential responsibilities. OAAA's essential responsibilities remain providing guidance, education, research and technical assistance. OAAA supports the County vision and strategic planning priorities through training, community engagement and evaluating the impacts on Black and Brown communities. Most importantly these cuts have been carefully vetted to ensure OAAA will be able to connect with and support the community as the office has seen an unprecedented increase in requests for collaboration.

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?

OAAA performed a review of training feedback and surveys, utilizing the information to determine strategic allocation of resources to ensure expected benefits. An additional benefit of the office being fully staffed is that the office will for the first time have seven full-time staff, which will enable more robust community engagement. Potential unintended consequences include the inability of a small staff to accurately know and reflect the breadth and depth of all facets of the county.

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

The Office will continue to engage in meaningful conversations that explicitly discuss racial equity across the county and community. These conversations will enable the facilitation of additional introductions, so OAAA employees and various departments can continue to build relationships with communities of color. Additionally, the office will continue to provide training opportunities on a variety of topics related to racial equity that are based on the the results of the county employee RE survey and training feedback and surveys. Finally, OAAA will continue to provide ongoing working sessions with RE Ambassadors from departments and divisions across the county.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Personnel Review Board / Ethics Board / Civil Service Commission

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?

Our office staff consists of two individuals, one of which is a person of color. We have no intention of hiring at this time. Board membership is determined through a nomination process by the County Executive followed by a vote of confirmation from the County Board. The County Executive and County Board have always worked to make sure these boards are made up of citizens from diverse backgrounds.

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?

Any desire to seek professional development and advancement opportunities by an individual in our department have been and will continue to be met with the utmost support and flexibility on the part of the Administrator. Beyond LMS, our department also has access to legal learning resources such as training modules from the Wisconsin State Bar.

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)?

Our department's key interactions are internal with the Department of Human Resources and the Office of Corporation Counsel. The only individuals we could consider "service users" would be employees facing discipline or making advisory requests of the Ethics Board and any citizen that may file an open record request with our office. Such individuals are not engaged with regarding the department's budget. Three quarters of our department's budget is used on personnel costs, and the final quarter on operational costs primarily related to conducting hearings and file retention.

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

Up to this date, no service users have requested/required languages other than English be used during a hearing. If an employee ever made a language request prior to their hearing, our office would coordinate with Human Resources and Corporation Counsel to make sure such a need could be met during said hearing.

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?

Our entire office staff is involved in the discussion regarding every line item in our limited budget. The results of such open communication is a fundamental understanding of how personnel and operational costs are apportioned over the year by the whole office. Should a member of the office staff foresee any potential complications, it would become a discussion of the full office staff and/or necessary boards to resolve together.

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.)

Our department works with a limited budget used for personnel and operational costs specifically. As such, racial and economic data has little, if any, impact. Simply put, our office's goal is efficiency and to minimize our costs in the hope of making as small of an economic impact on the County's budget as possible.

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.

Our department sees no racial equity implications in our proposed budget changes.

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 proposed budget changes are strictly related to our legal fee budget, which is utilized when a decision by a board is appealed in circuit court or to affirm that any board decisions are made within their jurisdiction. Our department at large has minimal community impact.

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

Our department foresees no likely unintended consequence or effect on disadvantaged communities.



RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department: Office of Corporation Counsel (OCC)

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?

OCC sees the hiring of diverse talent as an extension of who we are. We strive to create a workplace that reflects the community of which we are part of and serve. We are looking beyond just advertising in minority professional publications, we are looking to increase our outreach through partnerships with affinity organizations like the Minority Corporate Counsel Association (MCCA), National Bar Association (NBA), Hispanic National Bar Association (HNBA), Wisconsin African American Bar and Wisconsin Hispanic Bar. We are also working with National Association of Minority and Woman-Owned Law Firms (NAMWOLF) to help us attract talent that may not know of the opportunities within Milwaukee County. Our team is becoming more involved in community activities to enhance recognition of OCC, including working with local law schools to gain insights into local diverse talent coming through the legal pipeline. +

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?

In lieu of providing market rate salaries, we offer the best training and skill enhancement in areas of practice requiring advanced training thereby allowing for position advancements. Our team is participating in Manager Training and Leadership Development opportunities. We are also continuing to develop our communication skills through the use of DiSC profiles and sessions with leadership development coaches. We have implemented department-wide mentoring and have encouraged senior team members to work with junior team members by providing feedback, their assessment of work product, and the delegation of challenging work. We are introducing 1:1 meetings for all staff to encourage progress on our departmental and individual SMART Goals.

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)?

The OCC lenses all decision-making through the eye of equity and inclusion. We are heavily engaged with leadership throughout the County on issues of equity and inclusion. Our office also has four (4) racial ambassadors and several others wanting to participate in future programs.

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

We currently have two (2) fluent Spanish speakers in our office without an additional cost to our budget. We encourage and support our team to obtain language capabilities if they are so inclined.

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?

OCC as a team is engaged weekly in matters concerning the overall health of our office, which includes the continued work being done on racial equity and navigating through the financial crisis in our County. We have shared with our team the restrictions that have been placed upon our operations for the foreseeable future and what that might look like in terms of being able to provide salary increases or bonuses. We have also explained that our search to fill a long vacant position, and much needed role will remain open in 2020 due to these restrictions. The fact that we had interviews with several diverse candidates prior to our hiring freeze makes it all the more vital that our position be funded in the next year.

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.)

Our efforts to manage our expenditures relate to identifying and executing operational efficiencies. We are a high functioning, low-staffed, low budget law department (currently, twenty-two (22) total FTE, with a diversity rating of 23%, with one (1) open attorney position, which represents the County and all its agencies and departments on a myriad of complex subjects. We are in the midst of launching a legal practice management system that accurately track team's work hours to produce metrics that will drive resource allocation, and assist with managing budget targets; that aids the department in providing clients with the highest level of service by using self-service tools along with service level agreements (SLAs) and analytics to demonstrate efficiency of OCC's work.

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.

Because are not able to fund our open position, we have had to shift responsibilities among our team members, all while the intake of matters has increased from wage claims to mental health matters to Section 1983 case to department contracts requiring attention. This, in additional the economic impact of Covid-19 and the need to furlough several hours a week, has had substantial impacts upon our team members relating to work-load, work-life balance, and has taken an emotional toll on morale. Our inability to provide our team with the additional resources needed to make their lives more balanced is particularly impactful on our single-parent team members, our members who are primary caregivers for others, and our team members who themselves are managing health issues.

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?

The continuous reductions to our budget make it extraordinarily challenging for us to provide the best-in-class service we strive to give our clients and members of the public who rely upon us as their resource and gateway to mental health services. Our reduced hours and limited staffing, which feeds into our inability to take on additional work, create a vacuum for the very community whose inequity we are trying to address.

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

Frankly, we will work harder with less. We will once again evaluate our priorities. This will come at a higher toll in morale, turnover and service to our clients. There is no mitigation when we quite simply cannot meet the demands placed upon our office to serve those who need our services the most.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Department of Human Resources (DHR)

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?

HR has included the Racial Equity (RE) Ambassadors in its internal interview process. In addition, HR worked with departments to further encourage the use of RE Ambassadors on their interview panels. HR provided one on one interviewing training to RE Ambassadors who have assisted in their department's interviews. All HR managers have also completed Racial Equity Training. HR provides support to departments posting job openings. HR utilizes a group marking approach. The Talent Acquisition team engages specific affinity groups to promote and network Milwaukee County careers, particularly High Skilled roles and Management opportunities. Some examples include: National Association of African Americans in Human Resources (NAAHR), Hispanic Professionals of Great Milwaukee (HPGM), Military Officers Association of America (MOAA), County Executive Abele's Latinx Roundtable, Office of Veteran Employment Services (OVES).

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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?

HR offers a variety of professional development services employees can participate in to advance equity and promotional opportunity within Milwaukee County. HR has implemented an "internal only" lead posting period for all promotional roles in order to ensure mobility opportunities are shared with the internal team first. For programs that serve the entire enterprise, the Learning and Development team offers Leadership Excellence (LEX) and the Management Development Program (MDP) to prepare aspiring leaders for promotional opportunities within Milwaukee County. Total # = 361
Male 46% - Female 54%
White 67% - Non-white 33%

The Director of HR Operations, Talent and Learning and Development has met with, presented and secured buy-in with DAS Director to use these program's alumni list as the sourcing basis for promotional opportunities. HR will be recommending this process for full County adoption.

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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)?

HR has HR Business Partners, HR Recruitment Analyst and a Diversity and Inclusion Program Manager with regular contact and interactions with employees within Milwaukee County. The decisions made to the HR budget take into account the networking and interactions these groups have had with employees to ensure a continuation of the same level of service delivery to the clients.

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

Milwaukee County does have a contract with Certified Languages International, LLC. This firm provides over-the-phone interpreting services and/or video remote interpreting services and/or document translation services. HR has access to this firm for customers or employees in need of lingual services. HR also employs several bi-lingual employees to translate for visitors, customers and employees.

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?

This year, HR did not have a lot of discretionary budget available for discussion. Larger cuts were directly tied to unfunding positions and postponing a maintenance remodel. In the past, HR has solicited input from employees. HR has a past practice of gathering information from our team, most recently using feedback from the Engagement Survey, to determine what items to focus on during the year and where to allocate resources. HR created workgroups and frontline employees took the lead to create and recommend programs leadership would consider and implement.

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.)

HR does collect and report on workforce data. HR shares workforce data with departments, especially those who are under-represented in race or gender. As a department, HR employs a diverse workforce and exceeds representation within the ranks of leadership.

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.

N?A

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?

The biggest unintended consequence will be the lack of a dedicated resource to address specific needs related to building better race relationships within Milwaukee County. HR had to unfund the Employee Engagement Program Manager position to meet the budgetary requirement. This role of the Employee Engagement Program Manager is to design and implement programs that promote engagement and inclusive people practices. Since HR will no longer have this position, it will take longer to incorporate programs and services critical to advancing a workplace culture of inclusivity.

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

HR does have a structure in place to assist the client groups. HR will continue to utilize our HR Business Partners and our Diversity and Inclusion Program Manager to provide support to leaders and employees. Albeit not the ideal situation, especially considering the absence of a specific skills set, HR will do its best to help Milwaukee County implement programs and services aimed at building better working relationships.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Administrative 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?

Reviewed job descriptions prior to posting to ensure qualifications truly matched positions and didn't artificially inflate requirements or disenfranchise under-represented candidates. Removed any prohibitive language, as well as, applied appropriate experience and education requirements for the positions. Budget-neutral job reclassifications to establish or enhance career ladder opportunities; WorkForce Planning; DAS D&I Committee; working with HR to develop 'active recruiting' for open positions (none carry budget funds). Ensured hiring panels included diverse representation. IMSD is working with I.C.STARS to support their future IT projects and be a sponsor for them. I.C.Stars provides a rigorous technology-based workforce development and leadership training program for under-served adults, connecting them with career opportunities through our social enterprise and partner organizations. Participants learn by doing; they build web based applications to solve client challenges – with coding, business, and leadership instruction provided along the way. They also gain the professional network needed to jump-start their careers.

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?

Education budget in FMD is only /EE, but we will in addition to standard annual recertification, direct these funds towards equitable professional development and career ladder training. IMSD has been providing professional development and advancement opportunities based on the needs of the particular roles and the qualified candidate pool for these positions. We use local and national training partners for these development needs. All employees are encouraged to make use of available resources and trainings offered via HR. The training and development budget is appropriately used to support professional certifications and associated continuing education, when applicable.

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)?

Our department's services support mainly internal customer departments, however the one service that touches users of color is deciding insurance requirements for contractors. DAS is working with the CBDP director to initiate the development of an insurance program to support DBE contractors. Often DBE contractors are small business and cannot afford the limits of liability necessary to do business with the County. However, the cost of the insurance program is not yet included in this year's requested budget.

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

From time-to-time, we may enlist the use of an interpreter to help with language barriers, but there is not currently an active budget line for this service. Recently, we have taken advantage of the use of fellow County employees that can provide interpreter services.

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?

A diverse group of approx 30 DAS employees were consulted late 2019 to help develop strategic workforce priorities for FMD in 2020 and beyond. This resulted in several strategic objectives which helped inform the need to establish additional education, training and career ladder opportunities to promote workforce diversity, and the 2021 budget reflects these goals.

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.)

In 2019 FMD worked with HR to develop a workforce profile baseline so we can identify diversity gaps, and have developed a Diversity and Inclusion Framework intended to address this. A DAS D&I Committee will be established in 2020 and will be an on-going allocation of resources to progress racial equity in FMD and DAS overall. FMD A&E works with CBDP on an on-going basis to include targeted businesses (TBE) in the allocation of funds for County major maintenance and capital programs.

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.

Support for FMD major repair and maintenance and Pro Services budget lines provides support to core County operations, including jail, State Circuit Courts, and all elected offices. Holding the line on deferred maintenance will result in an management, but not improvement, in emergency situations, potential facility outages, and casualty losses. The County's core facilities, Senior Centers and cultural facilities (museum, War Memorial, Hist Soc, etc.) serve the public at large, and a disproportionate number of disadvantaged and racially diverse individuals. Significant increases in facilities repair, maintenance and services will be required to have long-term impacts that avoid potentially difficult decisions to close facilities or significantly reduce operations and services.



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?

Increases to the education & training budget means Workforce Planning initiatives can be advanced - these initiatives carried the goal of developing a more diverse workforce, career ladders, and professional development.

Ability to perform analysis is limited, but changes to 2021 budget will result in ability for greater contracting with historically disadvantage communities, as identified in Chapter 42. The ability has been limited, as to efforts to guide, monitor and perform initial contracting with these entities based upon manpower needed to perform many of the tasks required of such contracting. 2021 budget would now allow for development of Key Performance Indicators related to



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

Lack of significant increases in major facility maintenance funding will continue to increase deferred maintenance, emergency situations, potential facility outages, and casualty losses. Significant increases in facilities repair, maintenance and services will be required to have long-term impacts that avoid potentially difficult decisions to close facilities or significantly reduce operations and services.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/8/20

Department: Milwaukee County Historical Society

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?

The Society is a very small organization with just five full-time employees and four part-time year-round employees. Due to this, and the specialized area of our work, there is very little turnover and thus very little need for recruitment of new staff. When it comes to recruitment, often the jobs are posted in places that are pertinent to the talent we are trying to attract. We have a no discrimination policy and consider all applications. As far as retaining talent, all are welcome to seek out professional development opportunities or ways to get involved and engage in the Milwaukee community. As part of sharing Milwaukee's history with a broad audience, it is important to find other organizations/avenues for connecting our shared past with the present.

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 opportunities are encouraged and are part of the annual budget. Employees are encouraged to identify these opportunities both for personal and professional interests. Staff are engaged in the community, professional groups, and special interest projects throughout Milwaukee and the region. From serving on non-profit boards, to leading curriculum development that promotes diversity, to participating in panel discussions, these are just some of the ways that our staff is involved in furthering their understanding of many facets of Milwaukee County, including equality and inclusion.

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)?

The Society is not a department and, instead, a non-profit organization that carries out a state statute for Milwaukee County. The Society is governed by a Board of Directors currently consisting of 15 members and two County appointees that inform decisions about our budget request, including approving the final request. A goal of our organization's strategic plan is to ensure that the board represents a diverse group of Milwaukeeans. At this time, 24% of our board are members of color. The board meets on a regular basis to review the Society's activities, including its educational and outreach programs, to assess if we are reaching the broadest audience possible and how to improve our services to the community.

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

Most often, the users that need to be served through communication in another language are students attending our field trips. In this case, we have the support of our relationships with the local school districts to provide communication services, as needed.

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?

At this time, the Society does not have any budget changes. However, all of our employees are engaged in contributing experiences and insights based on visitor interactions to advise how we can most effectively reach a broad audience and serve all of Milwaukee County in the best possible ways.

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.)

One of the pillars of the Society's work is our educational outreach. It is very important to our mission of engaging a broad audience that we share Milwaukee's history with people of all ages, but especially students. In recent years, we have made significant strides in reaching a broad and diverse range of students from throughout Milwaukee County. We ensure that all classrooms that would like history education are able to receive it, regardless of their ability to pay. It is important that students that need our services the most receive them. To that end, we rely on school demographics to ensure we are reaching as many schools as possible whose students have the greatest need for these educational opportunities. Last year, 54% of students who participated in our educational programs received free or reduced lunch, an indication of need.

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.

No budget changes have been indicated.

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?

While we are not requesting a budget change, if our budget was reduced in the coming year, we know that we would not be able to reach the same number of students or provide as many free programs for the community. This would be an immediate impact. Our staffing levels would also be negatively impacted. This would hurt our ability to be engaged in the community and connect Milwaukee's shared history with the work of other community programs and organizations.

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

At this time, no budget changes have been indicated. Due to the Society's very small staff size and a very tight budget, there would be immediate consequences to staffing levels, outreach, and educational programs should the budget be decreased. We would have to reduce the resources spent on outreach and educational programs, and instead shift those resources to ensure we could continue to meet our requirements under state statute to retain and make available historical documents for the County and its residents. Additionally, our ability to be open to the public for research at the same level would be adversely affected. This is critically important as the Society holds vital County records, some of which allow people to prove citizenship, next of kin, etc.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/10/20

Department: War Memorial Center

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?

Managers are educated on the benefits of diversity in the workplace. Job postings are sent to a range of sources. Employees are given floating holidays to take off work for religious holidays that may not be officially observed by the company. We provide flexible work hours when able. Costs associated with these activities are considered normal business expenses.

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?

We provide learning and development opportunities, such as company paid memberships to professional associations and company paid training to seminars and other classes, to all staff.

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)?

The budget is approved by a diverse 15-member board.

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

None.

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 Vice President of Finance solicits budget input from one front line worker from each department. The Vice President of Finance shares that information with the President & CEO who then makes informed decisions on how best to allocate resources.

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.)

Our mission is to provide a solemn setting where the community can pause to reflect on the sacrifices made by the men and women of our armed forces; military, civic, and social events and ceremonies are conducted; and the patriotism of our youth is nurtured. These programs and services are offered to the entire community.

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 changes to our budget that have an impact on racial equity.

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 are no changes to our budget that impact disadvantaged communities.

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

Non-applicable.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/14/2020

Department: Milwaukee Art Museum

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?

We are an equal opportunity employer with established non-discriminatory policies and procedures outlined in our personnel policy manual. As an arts organization we primarily advertise open positions with Milwaukee based art schools and universities. Management positions may be posted more widely to job boards within the museum field. We have retained employees by promoting from within and have an open door policy for employees to share their questions, comments and concerns.

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?

Each year the museums budget for professional development of management staff. Attendance at regional and national museum conferences address topics related to equity such as interpretation of collections and advancing marginalized voices in the community, among other topics.



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)?

Museum programs engage a wide variety of organizations and service users including diverse communities of artists, educators, students and the public. Each exhibition and program, from inception through completion staff engage with service users regarding content, resources, and results. Our collaboration with educators from Rufus King's International Baccalaureate Art Program is in its third year. Through our engagement we have invested more in connecting students to artists the museum works with, providing more direct experience with artists, as a result of feedback received from the school. We have also strengthened our annual Art in the Garden program with MPS schools. Through feedback we learned a lack of transportation was the number one reason for low attendance at our exhibition opening of student artwork. The museums now provide transportation to all participants to attend our closing celebration resulting in increased attendance. Our process with exhibitions is similar, collaborating with guest curators and artists. For example, we are currently working with a curator on an exhibition that highlights the marginalized voices of women artists today titled the Milwaukee Women's' Art Library (an ode to the Charles Allis Art Museums' history as the city's arts and children's library). At the direction of the curator, women of color, LGBTQ and non-binary artists were the first to be engaged and are a focal point of the show. Collaborations in the last five years brought voices from outside the museum for exhibitions around topics of poverty, genocide, journalism, human rights, and the environment. Our biannual exhibition of Wisconsin Artists continues to attract a diverse range of artists and art. It is one of the few juried exhibitions of Wisconsin art whose only criteria for submission is being a resident of the state. It supports artists by giving out significant monetary awards. These investments are made for the value of the work being presented first and foremost.



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

Currently the multi-lingual needs are small. Engaging multi-lingual users is an area of growth for the museums.

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 museums have a small staff and we meet regularly. Feedback is continuously sought and given regarding improvements to operations as well as programming and exhibition ideas.

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.)

Racial and economic data have not been used specifically to prioritize the resources invested in our people-focused design of programs and exhibitions.

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.

With increased budgets we would invest more in expanding our community collaborations, expanding programming to reach a larger audience. A decrease will limit this engagement.

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 budget allows us to continue outreach to underserved communities by providing a forum for their voices. The outreach to these communities would also be reduced making our efforts to diversify our audience more difficult with decreases.

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

A plan for mitigating the loss of programming has not been developed.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Marcus Center for the Performing Arts, Inc.

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?

The Center's leadership and Human Resources and Compensation Committee, a committee of the Board of Directors, has focused on widening and deepening the recruiting pipeline to ensure the Center's hiring is a reflection of the community it serves. Additional recruiting connections built over the past few years to reach a greater diverse candidate pool includes the Hispanic Professionals of Greater Milwaukee, Urban League, LGBT Chamber, Veterans Chamber, and Hmong Chamber. The Center also provides annual, all-staff training focused on supporting a diverse and inclusive workforce. Budget ranges from \$5,000-\$20,000.

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?

Each year the Center hold mandatory all staff training to ensure we are developing a team focused on delivering the Center's mission to be a gathering place for all in our community. The Center provided all-staff trainings on The Respectful Workplace, and Implicit Bias, facilitated by Alonzo Kelly of the Kelly Leadership Group. A strategic goal for the Center in this fiscal year and beyond is to develop more programming to advance racial equity through the performing arts. The leadership team has plans to attend the YWCA's renowned anti-racism training this fall, which will help the team to gain knowledge and understanding to implement racial equity initiatives throughout all of our business centers.

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)?

The Center's Community Engagement and Inclusion Committee, a committee of the Board of Directors, has worked with our team to direct and advise staff about key needs and opportunities for supporting and engaging the community through the arts. Our Directory of Community Engagement and Inclusion currently sits on the boards of Hmong American Friendship Association, MATC Foundation, Bronzeville Advisory and Milwaukee Public Schools Foundation. Additionally the Marcus Center is a member of the Hispanic Chamber, LGBTQ Chamber and Veterans Chamber. P3 Development was contracted by Marcus Center for the Performing Arts to develop a diversity and engagement strategy to support Marcus Center in achieving their mission of becoming a bridge between cultures and an energizing force for effective collaboration and advocacy in the community. The information from this study was integrated into both the Campus Master Plan and ongoing programming efforts.

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

A number of key staff members are fluent in other languages and are called upon to assist patrons when the need arises. This need is typically quite small and usually involves our front of house staff including ushers and box office. When hosting a group that has multi-lingual needs we make every effort to ensure appropriate staff is assigned to them.

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?

A cross section of the entire team (department, age, skills, ethnicity) is involved in annual strategic planning and development of annual tactics, including budget needs.

Through our relationship with Imagine MKE, the Center along with arts and culture colleagues in MKE, have plans to develop affinity networks for staff of color across all the participating arts and culture organizations in Milwaukee. Through these affinity groups, we'd enable opportunities for staff of color across our city's arts and culture sector to share ideas, network, and create an organic communication pipeline to arts and culture leadership on topics of racial equity, diversity and inclusion.

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.)

Our Community Engagement efforts include MLK Jr. Birthday Celebration, Cesar Chavez Celebration, KidZ Days, KidZ Days in the City, Arts Connect, Family Nights, Flag Day, Cantos de Las Americas, Opening Our Doors, and Live at Peck. These events are free. Some programs are open to the public, while others are specifically designed to serve a particular organization or group. We focus programming on under served communities, families and students primarily in the City of Milwaukee. The free community programming budget is currently allocated to serve our various key constituencies in the following way: MLK Celebration & Contests - 27%, Kids (ages 0-17 MPS/City of Milwaukee) - 23%, Multi-audience Community Events - 24%, Cesar Chavez Celebration & Contests - 15%, Veterans & other adult programs - 11%. +

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.

We continue to look for ways to deliver the Center's mission by growing engagement and participation in the arts both inside our building and out in the neighborhoods for under served or disadvantaged community members, but as County funding decreases, limited resources will constrain our ability to reach more people as quickly as we would like or expand the reach of our programs.

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?

As we look to deepen the engagement opportunities within our existing programs, decreased funding may hinder the Center from continuing or growing our impact with the groups we currently serve, and will limit our ability to implement any new initiatives that could meet growing needs within the community.

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

We are seeking additional sources of funds from foundations, companies and individuals that will allow us to continue current program and potentially grow our efforts. The challenge of competing for these limited resources will be ongoing as the County's financial support declines and the community continues to face other significant funding needs, many which are considered of higher priority than arts engagement and participation.



RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department: Milwaukee County Federated Library System

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?

BACKGROUND

The Milwaukee County Federated Library System (MCFLS) is run by a seven member board of trustees whose membership is approved by the County Executive's office and County Board of Supervisors. The makeup and authority of the MCFLS Board is set in state statute, with one representative from the resource library board (Milwaukee), two from other public library boards in the system, one County Supervisor and three citizen representatives. The power to attract and retain a diverse and inclusive workforce within the system is in the hands of the MCFLS Board with assistance from the system director, and by extension the County Executive's office and Board of Supervisors who approve MCFLS trustees.

RECRUITMENT

The system staff itself is small, with 4.63 FTE, and all staff members have been employed at MCFLS for at least 10 years and many for much longer. MCFLS is an equal opportunity employer and states that prominently on all position announcements. When positions at MCFLS have become open, the director advertises the opening on the system website and usually state and national library organization job recruitment sites like the American Library Association (ALA) JobList or Wisconsin Library Association job announcement boards. The system has also posted positions on Wisconsin.gov since MCFLS is a quasi-state agency and the UW-Milwaukee iSchool when appropriate to the position. These particular job sites may be appropriate to cast a wide net to ensure enough good candidates apply. In the future the system will need to consider posting open positions to other sites that can attract candidates to ensure a diverse and inclusive workforce that represents the libraries and communities we serve.

RETAINMENT

MCFLS offers many incentives to retain a diverse and inclusive workforce. The system pays employees a very competitive rate of pay and has been able to retain staff for many years as a result. In addition, all system staff become part of the Wisconsin Retirement System (WRS) shortly after employment and are eligible to take part in a tax deferred compensation program to help save for retirement. MCFLS also gives the option for staff to participate in the state healthcare plan, generally recognized to be one of the best available locally. To retain employees the total cost of salaries is roughly \$380,000 and fringe benefits around \$150,000 after staff copays are taken out.

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?

Our system staff is small but all of them have access to a variety of professional development opportunities that MCFLS offers to our member libraries. MCFLS, along with other systems in Southeast Wisconsin, contracts with the Bridges Library System to offer access to high quality continuing education opportunities in the form of in-person events or online sessions and webinars. The group is named SEWI Libraries Continuing Education and has a website with registration and links to sessions throughout the year: <https://sewilibraries.org/>. The sessions are organized by a Bridges staff member with many years of experience and in recent years many sessions have focused on equity and inclusivity in the workplace and libraries. A few examples include:

- Improving Your Library's Accessibility
- Planting Seeds and Anticipating Blossoms: A Community Engagement Model
- Let's Talk About Race (Youth Services)
- Positive Interactions: Making the Library a Welcoming & Empowering Place for People with Disabilities
- Wakanheza Project Training Workshop

System subcommittees have also discussed race and equity over the past few years. A representative from the Milwaukee Public Library has shared her experience in developing a cultural awareness program with other reference librarians. This same librarian participated in Milwaukee County Government Alliance on Race and Equity (GARE) sessions and shared information with the MCFLS system staff and directors at a meeting held last year.

In addition to local professional development opportunities, the Wisconsin Department of Instruction, Division for Libraries and Technology (DPI-DLT) employs an experienced staff member with responsibilities that include collaboration and information sharing for inclusive services for libraries at the state level. The DLT has made it a point of emphasis in recent years to make sure all library systems in the state are kept informed and collaborate on issues affecting equity and inclusivity.

MCFLS budgets \$9,000 for continuing education and participation in the SEWI group of libraries. Many other webinars and sessions come at no additional cost to the system.



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)?

The Milwaukee County Federated Library System (MCFLS) operates as a member organization designed to facilitate collaboration and cooperation among all public libraries in Milwaukee County. The MCFLS Board and system have always considered our primary audience or service users to be our member libraries. System staff do communicate directly with the community in a general support role, assisting residents with questions related to use of the catalog and electronic resources like Libby, but the primary responsibility of MCFLS is to our member libraries who in turn support their residents.

Currently the key stakeholders we work with when determining the budget include the MCFLS Board, member library directors and system staff. The Department of Public Instruction (DPI) approves the system plan for services that does include the system budget each year. Member library directors are important to our budget process and are given the chance to offer input each year. The impact of the pandemic on our system budget is an unknown and may impact system services so feedback from member libraries will be even more important this year. System staff are also important in the budget process. We hold several meetings with staff throughout the spring and summer to determine priorities within our budget in conjunction with our strategic plan.

The MCFLS Board has determined that marketing system and member library services is a high priority for the next five years through our strategic plan. The initial steps require the system to collect and analyze data from several sources. Although we have not determined the scope of this data collection yet, surveying community residents about services offered by the system is a logical step in this process. We can use the feedback from this data collection to inform our budgets and allow our system to be more responsive to our communities, particularly people of color.



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

The multi-lingual needs of our member libraries and residents are generally focused on removing barriers to information that should be available to all our communities regardless of race or language.

- Since MCFLS is responsible for the automated library system and there is a significant Spanish-speaking population in Milwaukee County, we've worked with our member libraries and vendors to provide a Spanish language interface to the library catalog.
- In past years MCFLS used grant funding to provide the first significant Spanish language collection within the state OverDrive collection of ebooks and audiobooks. Maintaining and improving this collection has now been standardized as part of the statewide collection development policy governing the purchase of all materials. More materials in different languages have been added since this initial collection.
- In May 2020, MCFLS negotiated with our vendor to provide 3,200 electronic magazines to community residents through member libraries. These titles are offered in 18 different languages through an easy to use interface and app.

We support multi-lingual needs through a number of budget lines totaling around \$5000, including support for multilingual forms. Member libraries pay the costs of the electronic magazines, which for 2020/21 is around \$37,000. This does not include the thousands of multi-language materials owned by member libraries and made accessible through the online catalog and mobile app.

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 MCFLS system staff comprises five people: four full time staff and one part-time employee. The small size of our staff means each member has an opportunity and responsibility to influence our budget and share their views regarding possible changes.

The system director regularly polls system staff to identify changes for inclusion in the system budget throughout the year. The director, for example, will challenge the network administrator to engage in generative thinking to anticipate long term technology needs for the system. As a result the network administrator identified network routers at each member library that needed to be replaced over the next five years. We have now a plan and budget in place to address that need. This is but one example in an iterative process involving all system staff members.

Many elements of our budget are dictated by the 2020-2024 MCFLS Strategic Plan. System staff had a heavy influence on the makeup of that plan and are responsible for implementing activities related to the objectives within it. Some of these activities involved funding through the budget. In effect, system staff not only have a great influence on the strategic plan and the budget, but also in determining specifically ways in which that money is being spent.



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.)

Racial and economic data has not been used to prioritize resource distribution in our budget process. The primary stakeholders that MCFLS serves are the public libraries of Milwaukee County. The system has always viewed the libraries as our constituents and connection to the communities they serve. The system board and staff rely heavily on constant communication with directors and library boards to determine the best way to serve their communities. This is borne out during negotiations with the libraries with regard to system agreements every 4-5 years, all of which result in direct payment to libraries for services they provide the system and other members. The data used to determine the agreements are internal reports that focus primarily on circulation statistics to determine use and ultimately compensation.

Discretionary resource distribution within our budget is further limited because of the amount of system operating expenses tied to these agreements. Over 50% of the MCFLS budget is tied to system agreements that run through 2024: 38% to reciprocal borrowing among member libraries, 9.5% for cataloging services from the Milwaukee Public Library and 7% is also earmarked to the Milwaukee Public Library to serve as the MCFLS resource library.

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.

POSITIVE RACIAL EQUITY IMPLICATIONS

Since MCFLS does not directly serve county residents it is difficult to answer this question, but the 2020-2024 Strategic Plan does include objectives that may be viewed as having positive racial equity implications.

- Marketing. The system has done some limited marketing of system resources and services on behalf of member libraries recently, but nothing on the scale planned for 2021 and following. Those in disadvantaged communities and people of color can expect to gain more information on what is available to them through the library system and all the resources available to them with their library card. Much of this marketing will be created using positive and representative images to reinforce the library as a cornerstone institution within the communities they serve.

- Better User Experience. One of the priorities established through the strategic plan was a better user experience for library patrons, including the purchase of a new mobile app. How do we determine what a better user experience looks like? By asking our users through surveys, focus groups and other methods. Our budget will allow people of color and disadvantaged communities to have a significant role in determining what that user experience looks like.

NEGATIVE RACIAL EQUITY IMPLICATIONS

Some negative racial equity implications that we've been able to identify:

- This has yet to play out but the pandemic may cause our budget to be slashed anywhere from 5 – 10% depending on which scenario plays out. Since 97% of our funding comes from one source—the state—our ability to provide valuable services to people of color are at the whim of the legislature and governor. The introduction of a budget repair bill is almost a foregone conclusion. Any reduction in our system budget has negative racial equity implications because MCFLS operates on the margins and cannot accommodate reductions as easily as other organizations.

- MCFLS has traditionally focused on delivery and automation services to member libraries as our primary role, but the system also plays a role in coordinating inclusive and youth services for member libraries. Our experiences during the pandemic and completing this survey of our offerings has lead us to believe that the lack of focus on youth and inclusive service coordination is something has negative racial equity implications and will need to be addressed by system staff and the board.

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?

We did not have the chance to perform an analysis this year, but would welcome the opportunity to do so in the future, particularly if the county would help with training on how to analyze our budget with an eye to better serving disadvantaged communities.

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

MCFLS will work closely with the system board and libraries to determine relevant needs as they come up. For example, the system and member libraries deciding to open up more access to our communities by expanding max checkouts on our hoopla streaming service as a result of the pandemic. The additional expense that resulted will be split evenly between the system and member libraries.

The system also has an established practice in place to make changes through a mid-year budget revision process. This process generally takes place in July or August after the system audit has taken place and is approved by the MCFLS Board.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Combined Court Related Operations

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?

Combined Court Operations has a diverse workforce and management team. When recruiting court commissioners, in addition to recruiting in legal venues, we do a targeted recruitment to The Association of Women Lawyers, the Wisconsin Hispanic Lawyers Association, LGBT Bar Association of Wisconsin, Wisconsin Association of African American Lawyers, and Wisconsin Asian American Bar Association.

There are no additional costs associated with this activity.

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?

We participate in the training offered by the County. Courts readily uses any and all training resources that Milwaukee County offers and encourages all employees to utilize those resources.

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)?

Due to the nature of our services, our budget requirements are dictated by State Statute. Each year, our requested budget is compiled based on the Statutes.

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

While the primary language needs of the department are English and Spanish, we regularly service individuals that require the use of an interpreter. Courts employs individuals that are bilingual - we have a full-time Spanish interpreter on staff. We also have interpreters that are on-call dependent on need.

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?

For the 2021 fiscal year, there are no major budget changes. There was a slight increase in services contract for Legal Aid Society. This increase was a result of a group of employees that worked to review and renew the 3-year contract for LAS. Those employees saw a need and realized the disproportionate pay between the attorneys employed with LAS and those who receive private pay. The department maintains an open door policy for all staff and encourage any suggestions throughout the year, not only at budget time.

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.)

Courts does not determine who receives service and who does not. Our department is governed by State Statute which ensures that all individuals are served by all of the programs that the Court offers, equally, as deem appropriate by the nature of the given circumstances. The racial and economic make-up of any individual does not determine their ability, or inability, to be treated fairly by the court system.

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.

The department is not submitting a budget with any proposed budget changes. This year's submission, as always, is a cost to continue budget. The department does not foresee any racial equity implications with the submitted request.

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?

Since the department is not submitting a budget with any proposed budget changes, we do not anticipate there to be any unintended consequences to disadvantaged communities.

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

The department will handle all unintended consequences in the only appropriate manner which is by referring and adhering to the State Statutes as they pertain to the services of the Combined Court Related Operations. The year-end outcome of the court system is never known while the budget is being compiled. These activities are determined by members of the general public. It is our responsibility to give all clients their due diligence within the scope of the law.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/14/20

Department: Child Support Services (CSS)

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?

The CSS staff as of January 2020 self-identified as 52% African American, 6% Hispanic, 3% Asian American, .5% Native American, .5% two or more races, and 39% white.

To attract a diverse field of applicants, we have focused on reaching out to our contacts and organizations throughout the city (e.g. the Wisconsin Black Lawyers Association and the Hispanic Lawyers Association) to let them know when there is an opening. We have also reviewed our job requirements to make sure we are not unnecessarily limiting certain applicants from getting through the HR process to the interview (e.g. eliminating the requirement to have a driver's license when possible). This JEQ review will continue for each opening as it arises.

Retention can be difficult because of the pay scale, particularly with Attorneys. The Family Court Commissioner's Office has hired CSS Attorneys for 5 out of 7 of their most recent openings. Additionally, the Clerk of Court frequently hires CSS paralegals for their Clerk positions. However, we view this as a win because it populates the Court system with Commissioners and Clerks who understand CSS.

Our retention efforts have been focused on involving CSS employees in the success of the department and creating an environment where they are engaged. This involves our "Celebrate the Week" emails, our monthly department newsletter and our weekly leadership and unit meetings. This has been particularly important during the health crisis with 80% of our employees telecommuting, all our court hearings being held by phone/ZOOM and the resulting changes to all our work processes. Communicating about and involving employees in all these changes has been essential.

Additionally, the CSS "Unity Committee" works to involve our office in a variety of activities from Black History month celebrations to fundraising for the Hunger Task Force and Toys for Tots.

The associated cost of all these activities is management time and employee time.



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?

In addition to the county provided training through LMS, we have sent several of our leaders to the Management Development program and Leadership Excellence Academy offered by the County.

As members of Wisconsin Child Support Enforcement Association (WCSEA) and the National Association, we send employees to State and National training and leadership programs and get involved in leadership roles in these organizations.

The Department of Children and Families also provides multiple in person and distance learning opportunities for staff.

In 2019, we formalized our Org chart and sent it to all staff so they could get an understanding of all the different areas in CSS and opportunities that may exist. We also hold bimonthly in person trainings for our staff so that they can better understand other areas of CSS and possible areas of interest.

Part of our annual review process with all staff involves a discussion of interest, goals and training opportunities.



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)?

We receive a lot of direct feedback from child support participants (through walk ins, our call center, emails, court hearings, and outreach events). We also work closely with the Milwaukee Justice Center and the Clerk of Court. We also tried to gather feedback via a focus group opportunity for participants in 2020 but it did not go through for a variety of reasons. We intend to try again in 2021.

The Wisconsin Department of Children and Families estimates Milwaukee County's caseload population to be 2/3 or more African American and Hispanic. CSS has an interesting role because we represent the State in Family court cases and cannot provide legal advice to either participant. However, it is also essential that we help participants understand the processes and procedures and comply with any court orders.

The feedback we have received from participants tells us that they need help understanding and navigating the system. This is essentially a Procedural Justice issue. For this reason we spend a great deal of time on the following projects:

1. Outreach programs (Child Support in Your Neighborhood)
2. Investigating and Applying for Grants for Fatherhood/Parenting/Job Search programs. (The target population for our Pathways Grant is low income African American fathers)
3. Mediation and other outreach programs through the Milwaukee Justice Center and the Marquette Volunteer Legal Clinics.
4. Working with the Court and the Milwaukee Justice Center to streamline processes for self represented litigants.

When making budget decisions this year, we had to choose whether to defund internal positions or defund our DA Investigator program. The DA Investigator program helps with investigations into high profile cases where significant funds may be involved. Our internal positions are more front line roles. These employees work at the front desk, answer questions by phone and email and work on cases. Since we currently have over 800 cases per CSS employee, we decided that internal positions were more important to the majority of participants. These front line workers help participants get their questions answered.



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

We use LanguageLine solutions to communicate with participants. This allows us to communicate with participants speaking 14 different languages. Because it is a phone service, it is very efficient. We also have several bi-lingual CSS staff that interpret when necessary.



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?

In addition to looking at feedback from county surveys, we do internal surveys on issues that affect our employees. For example, when the DNC Convention was going to make working out of the Courthouse difficult, we surveyed all our employees regarding their transportation options and concerns to determine whether we could temporarily locate elsewhere. We also use our annual goal setting process to discuss possible changes.

The last four months has been a period of great change in our internal processes and procedures. We have used our weekly teams and leadership meetings to get directly engage our employees on what is working, what is not and any new processes that should be tried.

We have also specifically engaged our Racial Equity Ambassadors in discussions about our department culture and any changes.



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.)

CSS uses Census data, Wisconsin Department of Children and Families data and OCSE data to determine who and where our participants are located and how to best serve them.

This has led us to create the Child Support in Your Neighborhood outreach program, the Parenting Conference program with the MJC and various educational materials to help parents understand the process. It has also led us to apply for the Federal FIRE grant to provide services to primarily low-income and non-custodial fathers in Milwaukee.



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.

Because of the disadvantaged communities we serve, any cuts in services have negative racial equity implications. As discussed below, we made our decisions based on which cuts would have the least overall effect and maximize available staff and services to the families we serve.

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?

We focused on cutting the services that would have the least overall effect. For example, cutting our DA Investigators will make it more difficult to prosecute felony non-support cases and to work on the high profile cases involving individuals hiding income. We chose to do this instead of cutting additional front line positions that serve the majority of child support participants. We also eliminated our SCIP incentive program. Although this program was a benefit to our employees, we prioritized keeping other positions that could maximize service to participants.

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

We have taken the opportunity of remote work to streamline our operations and use all of our electronic resources. Once we have adjusted to these new processes, it should free up labor time (e.g. scanning documents) and reallocate more time to service our cases and answer participants questions.

Additionally, our loss of DA Investigators will put our Attorneys in the position of doing more financial investigations.



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.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/17/20

Department: Office of the County Treasurer

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?

When filling an open position we always look for diverse candidates.
We try to post job announcements in places where they will be seen by diverse candidates.

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?

Within our department we have used a temporary agency to find diverse, qualified candidates because Human Resources has struggled to find us such candidates. One temporary hire has since been hired and promoted within our department.

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)?

If you define users as delinquent taxpayers, they are the vast majority of our service users. Most of our contact is in writing or on the phone and we are always willing to listen to feedback about how we perform our duties.

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

As stated above, the vast majority of service users contact us by telephone or in writing. In these communications the language issue has been resolved before contact with our office.

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?

Front line employees are asked about how to improve day-to -day operations of our office. We incorporate these ideas in our budget.

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.)

This is an important issue in Milwaukee County, but because the functions we perform are state mandated, this question is not as applicable to our department as it may be to others.

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.

Our cost to continue budget has no major changes.

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?

Because our budget is a cost to continue budget, there are no major changes that are applicable to this question.

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

I would answer this question the same way I would answer question (a).



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/6/20

Department: Milwaukee County Clerk's Office and Election Commission

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?

The Milwaukee County Clerk's Office, which includes the Election Commission, is one of the most diverse departments in Milwaukee County. This was achieved through the meticulous dedication to diversity from former and current County Clerk as well as Elections Director. Diversity was and remains at the forefront of hiring in the County Clerk's Office and we are pleased that it is being further codified through the Milwaukee County's mission of Racial Equity. We have created an environment that attracts diverse pool of candidates for new openings. There are no extra costs to this process as each time a job was posted in the Clerk's Office a diverse group of candidates applies.

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?

All employees at the Milwaukee County Clerk's Office are encouraged to utilize Milwaukee County's Learning and Development tool. We also budget annually for employee development and encourage employees to take advantage of development opportunities outside of those provided by Milwaukee County government.

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)?

The user base of services County Clerk's Office provides is very diverse and each one of those users has the opportunity to provide feedback through the Customer Satisfaction Survey. Valuable feedback is used to guide budgetary decisions.

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

Our department has great demand when it comes to multi-lingual services as English is not the primary language for many of our customers. The greatest demand by far is for Spanish and our office employes a full time Spanish bi-lingual staff person to work with those who only speak Spanish. In addition to that, our office utilizes an over-the-phone language interpreting service.

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?

All employees of the Milwaukee County Clerk's Office are encouraged to provide and are often directly asked for feedback on how to improve day-to-day operations and long term goals. Their input and suggestions are considered and incorporated in developing the department's budget. Input is solicited in groups and collected either verbally or requested in writing. Front line employees have first hand experience and know best what works and what doesn't. Their respective input is very valuable and utilized in decision making.

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.)

Most of the services that the County Clerk's Office provides are State and County mandated services. This leaves little room for discretionary prioritization of one area over the other. One exception to that is advertising funds that promote voter awareness and participation. Using voter and demographic data, we identified areas where voter participation is the lowest and impediment to voting is the greatest. We concentrated funds to those areas to increase voter participation and inform future voters of all the necessary steps to register and ultimately vote (e.g. what kind of ID is necessary to cast the ballot on election day).

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.

The Clerk's Office's budget is a cost to continue budget and therefore there were no major changes involved that can be addressed in this aspect.

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?

The Clerk's Office's budget is a cost to continue budget and therefore there were no major changes involved that can be addressed in this aspect.

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

The Clerk's Office's budget is a cost to continue budget and therefore there were no major changes involved that can be addressed in this aspect.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 5/15/20

Department: Register of Deeds

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?

In addition to monitoring and mandating employee participation and completion of the county-wide equity training sessions sponsored by OAAA, the ROD Office also undertook specific training in "Excellence in Customer Service" on _____ and "Protected Class Service Training" on _____. These sessions were in conjunction with the Human Resource Division.

Both of the ROD training sessions were focused on enhancing customer service for all county residents, but also to develop a specific understanding and appreciation for traditionally underrepresented and disfranchised populations in Milwaukee County such as the African American community.

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?

Leadership staff in the ROD Office not only attended the above training, but also had ongoing supervisory training relating to counseling and documentation of performance targets and performance issues as well as training in how to fairly and accurately undertake performance reviews. The information in these sessions enhances the overall goal of equity mandates.

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)?

The ROD Office developed customer satisfaction surveys which are available in our office, on-line and via smart phone so that our service users can identify problem areas in their customer service experience. This is particularly important for racial equity as the surveys specifically inquire about the user's racial background. The hope is to identify any negative service trends in our staff relating to specific groups which our office services. Thus far, no negative trends have been identified.

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

The ROD office services a number of multilingual users seeking real estate, recording and most frequently vital record services. While we have three staff members that speak Spanish, they may not always be available to interpret for our users. After identifying this problem, a Language Line was installed which provides interpretation services in over 200 languages. This is an important step in making sure that all county residents are appropriately serviced regardless of their ability to speak English. The cost of this service has been incorporated into our general expenditure budget.

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?

At our leadership level, the ROD Office has a Latina and an African-American supervisor who have input into decisions impacting on equity issues. We consult all staff on general procedures to obtain their input on any disparities which may impact on our practices and services. Input is solicited through meetings and suggestion box recommendations. I have also received input from staff in emails when concerns have been raised regarding racial equity issues. Those concerns have been immediately addressed by me and my leadership team.

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.)

State Court interpreter and language data was used in the determination of installing a language line in the ROD office.

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.

On the positive side, I believe that staff are more aware of implicit biases and practices that may have disenfranchised specific racial/cultural groups, in particular the African-American Community.

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?

The expected benefits is that every user of ROD services feels that they are welcomed, embraced and treated fairly in our Office. This has not always been the case given that there was no focus on equity issues before I became of ROD in May 2019.

The ROD Office will continue to focus on racial equity issues and address these issues in our budget going forward.

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

NA



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Office of the Comptroller

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?

The Comptroller's Office consistently receives the highest satisfaction rates in employee surveys, likely due to the open lines of communication between staff and leaders. The Comptroller consistently holds all-staff meetings and luncheons, and shares countywide updates via email regularly. The Comptroller is also committed to working with all employees who are in need of flexible scheduling and other accommodations and encourages different behavioral and work styles amongst employees. The Comptroller participates in the YES program supporting strong connections to work-based learning opportunities in our community (at a cost of \$1,000 per intern). The Comptroller has low turnover, but relies heavily on HR to post/recruit using job announcements and postings in areas that will produce a diverse pool of candidates whether it be through job fairs sponsored by minority organizations or through advertisements targeted in communities of color. The Comptroller continues his commitment to offer fair and equitable opportunities for advancement (specifically managerial positions) as they become available.

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?

The Comptroller eagerly promotes employee engagement in County training programs, participation in high-visibility programs and networking opportunities offered. For 2021, the Comptroller will appoint a Racial Equity Team to lead racial equity initiatives in the department. This team can engage managers in meaningful opportunities to understand and learn about inclusive leadership and provide opportunities for managers and team leads to explore best practices for creating an inclusive workplace culture. The Comptroller will hold managers accountable for the retention and advancement of BIPOC, as well as for designing articulated plans and development opportunities including high-visibility assignments.

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)?

The 2021 budget as submitted will put a financial strain on the Comptroller's Office in 2021. While staying within budget in 2021 will be difficult, the Comptroller is committed to advancing many of workforce equity tools described in the REBT within its expenditure authority. Also, the Comptroller continues to support and grow minority and disadvantaged business enterprises in its budget that are often difficult to find such as bond counsel, financial advisory services, and financial auditing. The Comptroller will continue to work with individuals in these services to promote the advancement of racial equity.

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

The Comptroller's Office produces several documents that are available to the general public such as the Annual County Executive Budget Overview, the Comprehensive Annual Financial Report (CAFR), and the Five-Year Forecast. The documents are fully accessible on the Comptroller's website, and while some of these documents are written to appeal to a variety of people, the Comptroller will continue to assess ways to make the CAFR information more understandable. While no funding currently exists to translate these documents into other languages, the Comptroller will continue to work with administration to fund translation services and develop effective methods to provide these documents to our non-English speaking communities. The Comptroller interacts with a variety of individuals when payment issues arise relating to jury services, rent assistance, our Audit Hotline, and others. While Comptroller staff currently rely on Spanish-speaking individuals within the department, the Comptroller will consider language line services and other tools that can make our department more accessible and transparent while providing inclusive culturally-responsive communication.

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?

One of the Comptroller's 2021 priorities will be developing a Racial Equity Team that can lead the office in applying racial equity lenses to all of our daily activities. It is this team that management will look to in understanding power and privilege in our workplace and to develop inter cultural partner-building skills across the workplace. The Racial Equity Team will also help inform future budget strategies through thoughtfully designed interactions with front line employees in future budget submissions.

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.)

Resources used to accomplish the mandated services of the Comptroller's Office are largely staffing resources, with over 75 percent of the budget dedicated to personnel costs. With departmental resources so heavily invested in staffing, the Comptroller must be creative in identifying strategies that promote racial equity through furthering the diversity of the applicant field, and actively seeking candidates of BIPOC. The Comptroller's Racial Equity Team will be responsible for reviewing existing policies for hiring in the department and provide clear recommendations to improve that process. This team will also be responsible for helping identify ways in which the RFP process could be modified to promote smaller minority-owned and disadvantaged business enterprises into lead advisory roles for various services.

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.

Although there are no major financial changes recommended in the Comptroller's budget, the Comptroller is committed to establishing a Racial Equity Team made up of current staff. The establishment of the Racial Equity Team will bring major positive implications for racial equity in our department. The Racial Equity Team will take active leadership in ensuring that the racial equity plan is created, regularly reviewed and acted upon by management and other staff.

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?

As a status quo budget, the 2021 Budget would not have any new unintended consequences. The expected benefits of the Racial Equity Team will hopefully allow us to identify racial inequities within our organization as well as the stakeholders we serve and to develop ways to rectify those inequities.

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

The incorporation of the Racial Equity Team and incorporation of staff & stakeholder input throughout 2021 will provide an important tool in assessing the Comptroller's Office in 2021. Also, increased awareness of individual and organizational roles in achieving racial equity will help inform our department's future budget proposals through a racial equity lens.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Sheriff's Office

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?

The activities to retain a diverse and inclusive workforce are to first re-evaluate the JEQ for all positions within each division to eliminate any outdated bias. Revising recruitment policies and procedures by using "preferred" not "required" in the JEQ, will open the recruiting process to a wider pool of candidates. When making hiring decisions, a panel of three employees with diverse backgrounds would be used to conduct interviews. Also have a Racial Equity Ambassador present when interviewing. More outreach to communities that may not have exposure to our office and jobs that we have available. For example, participating in job fairs that are targeted to reach under-represented immigrants, people of color and refugee communities. The cost associated with these activities is \$100-\$200 per booth. Job fairs would be attended according to the needs of the department. In 2019, MCSO participated in 41 Correctional Officer and 43 Deputy Sheriff recruitment career fairs, recruitment specific events and community resources fairs to recruit new staff. The Correctional Officer position is one that is on continuous recruitment in the Learning Management System.

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?

MCSO has a Training Academy that provides training opportunities for our sworn and non-sworn staff. To advance equity within the department training in racial equity, social justice, community policing, crisis response intervention and use of deadly force is offered. Included in new Deputy Sheriff's recruit classes is a course on Cultural Competence. In this course recruits learn the communities they serve and the various populations within those communities. Recruits are trained to recognize cultural differences and to be respectful and responsive to the beliefs, practices and cultural needs of different people with diverse backgrounds. Opportunities for advancement are incorporated in the career ladders in MCSO. Employees with diverse knowledge and experience can be promoted and mentored to various ranks within the agency. A possible career ladder could be to move from a Public Safety Officer to a Correctional Officer to a Correctional Lieutenant to a Correctional Captain. Another could be a Correctional Officer to Deputy Sheriff I to Deputy Sheriff Sergeant to Deputy Sheriff Lieutenant to Deputy Sheriff Captain. Use of the Learning Management System (LMS) for additional training to better develop an employee in an area where they wish advance. Management should be encouraging, motivating, empowering and enabling employees to be better leaders and create equity in the workforce. The Explorers unit is a community-based group that introduces participants to law enforcement as a career and teaches them about the law enforcement environment and builds good relationships with members of the community at a very young age. In 2019, we have 20 Explorer members that participated in 69 youth engagement activities.

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)?

Public budget hearings before the budget is adopted, focus groups and community forums. A suggestion/Comment box could be used to collect input to improve operations. Complaint forms on the MCSO website and phone calls and e-mails to the Sheriff's phone number and county e-mail address are also ways the community can leave MCSO input on operations and areas that need improvement. Community policing functions that engage members of the community and give feedback on services. MCSO Safety App is a mobile application that was introduced by MCSO to empower residents to help keep our parks safe. Residents can submit anonymous tips, report criminal activity, reckless driving and receive alerts through the app. It can also be used by pedestrians and drivers alike to report reckless driving.

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

MCSO had forms in multiple languages but could expand its use. For example, forms printed in Spanish, Mandarin, Hmong, Hindi or other needed languages or to have the forms formatted to be available for print in more uncommon languages. We need to take an inventory of the processes and forms used and determine if multiple language forms are available or could be created. For example, bail forms or citations. MCSO uses an interpreter service that can interpret any language. This service costs \$.90 per minute for any language to be interpreted. In some cases, a member of the MCSO staff is able to communicate if a non-English language is needed. There are three Bilingual-Spanish Deputy Sheriff I positions adopted in the 2020 budget. The kiosks for bails in the lobby of CJF have a multi-language feature which includes Spanish and Creole. Spanish is the only option that is currently in use. The website for Touch Pay is in English and the IVR/Customer service is in English and Spanish. For those of whom English is a second language, they normally have the language set to Spanish in the software so they can navigate the internet. The online payment system, AllPaid is also be able to be read in Spanish if the customer sets their software to navigate the internet in Spanish. Aramark, our inmate canteen vendor, does offer products for some ethnic groups and can cater to dietary needs. In the 2020 RFP for inmate communications, an inquiry in to tablets for inmates is requested that could be another source for multiple language communications for education and entertainment.

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?

Captains and front-line supervisors assist with developing the budget needs within their divisions, using front-line staff's knowledge to help with the development of new systems and projects. For example, the development of the website for the Sheriff Sales, the implementation of CORE (inmate accounting system) and the changeover of the POS (point of sale). Front-line staff were utilized for input on the day to day operations changes, how to best implement these changes and training. MCSO has an open-door policy. If you have a suggestion, you can propose it to your supervisor, management or Administration.

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.)

For 2021 capital projects, we use the area that services are provided or ZIP (Zone Information Post) code where the project is located, or the overall client population served. Projects are approved based on the community we serve and where they are located. LEAD (Law Enforcement Analytics Division) gathers statistical data to improve operational needs within the department. Data collection also assists with grant applications.

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.

No changes in the 2021 proposed budget will negatively impact racial equity. All significant changes to the proposed 2021 budget affirm the Sheriff's Office commitment to equitable public service to all citizens of Milwaukee County.

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?

MCSO has an Office of Public Affairs and Community Engagement division that works on developing relationships throughout Milwaukee County and beyond our county borders. The agency will focus on improving our partnerships with CBDP (Community Business Development Partners) and the Office on African American Affairs. MCSO will engage the public for input and modify our services delivery mode to align with their expectations. In 2019, the Public Affairs and Community Engagement division had 223 Community Engagements events including Back to school events, community meetings, National night out, Parades, Missing Child safety events and 146 public safety and community education presentations including car seat installations, dangers of social media and personal safety tip presentation. Community relations partnerships and public safety events completed in 2019 include the following:

- Public Safety Meeting with Sheriff Lucas @ Dineen Park. 30 Community based organizations and businesses attended the event.
- Parks and Safety days held on Saturday; July 20th, 2019 at Washington Park bikes and helmets, 25 car seats, toys, fire trucks and refreshments were served.
- Coffee or Tea with A Deputy – Deputies had a face to face conversation with members of the public on public safety concerns and careers with the MCSO at Troop Café, Sherman Parks and McDonalds on Pierce.
- Thanksgiving Dinner Baskets – Sheriff Earnell Lucas and deputies delivered thanksgiving dinners to area homes by partnering with area business and organizations. 55 families served and 220 Individuals Impacted.
- Shop With A Cop - Served 80 Children, 320 Family Members Impacted, Served 1000th Child & Their Family in 2019.
- Milwaukee Brewers Ice Cream Truck toured 24 area parks, providing free ice cream as part of a partnership with MCSO and our Park Safety Outreach.



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

To mitigate unintended consequences, we will monitor and make changes to improve the delivery of our services.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 6/30/20

Department: House of Correction

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?

The House of Correction has taken several steps to attract and retain a diverse workforce such as re-evaluating our Backgrounds and Recruitment department. We placed two new investigators and recruiters in the Backgrounds department who are minority (African American) that new recruits of a diverse background may feel more comfortable with, and less intimidated. We also placed a minority Captain (African American) to supervise the area. The perspective and voice of the new members have immediately been noticed in our recruitment diversity. We eliminated the unnecessary requirement and barrier from our JEQ that Driver's Licenses are required to apply for the position of Correctional Officer. We realized that requiring a Driver's License has a dis-proportionally adverse impact on minority applicants and discourages otherwise qualified applicants from applying. We also lessened our approach and restriction that those in arrears of child support may not be eligible for employment; being in arrears regarding child support, ultimately has no bearing whether perspective hires would or would not be a good officer, and subsequently that restriction also had a negative impact on otherwise qualified minority applicants. We consulted with the State DOJ (who lists this restriction for the position) and they agreed that they would not decertify an officer due to failure to pay child support. The State is now looking at changing the administrative code to reflect this. In other words, Milwaukee County (HOC) would be leading the way to allow more diverse candidates throughout the State to seek and obtain employment and be able to provide for their children and families.

The HOC placed a focus on advertising in locations they are easily accessible and viewable to minorities. To attract and inform more Hispanics, we advertised in the Spanish Journal in April, May, and June. We purposely designed a new HOC feature photo to have a diverse group of officers, including black, Hispanic, and Hmong, that's being advertised on the Milwaukee County and Racine bus lines that are primarily used by minorities. Our recruitment team, participated in the Goodwill Workforce Center Job Fair in February of 2020, and in 2019 on Juneteenth Day, spent all day enlightening and recruiting potential applicants at the festival. Total advertising budget is \$34,000 a year or less.

We eliminated the necessity that individuals carry car insurance at the time of application if they owned a vehicle

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?

Until recently, promotions were based on a one-time in person interview. The candidates were interviewed by one or two supervisors, graded and then the Superintendent selected who he thought was the best candidate with the interview score the greatest influence.

Recently, the somewhat "dictator-style" selection process has been revised. For Sergeants, as an example, all 33 supervisors above that rank are asked for input regarding their top 5 selections. This is an important factoring method, as our 33 supervisors represent a diverse grading element. See accompanying chart. With that, an applicant's disciplinary record is included as a variable as is a required essay with a specific grading rubric. That rubric is graded by a group representing diverse backgrounds. The final grade is tabulated. This ensures a more cooperative and racially diverse approach in creating future leaders at the HOC.

When Leadership training is announced each year, the HOC ensures minorities are included in the recommendations. Recently, an Accounting Supervisor of color was promoted into a supervisory role and attended training. This will help ensure more diverse leadership in the County going forward.

HOC leadership encourages professional development and funds are set aside in the budget each year.

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)?

The HOC is using our Racial Equity Ambassadors to help make informed decisions about budget initiatives. For example, last year, the Ambassadors approved of a recommendation to increase the use of Electronic Monitoring of our Huber inmates due to transportation issues faced by employed inmates at HOC. Most of the HOC's inmates are minority. Many have limited access to personal transportation, and there are no readily available bus lines to HOC to get back and forth from work easily each day. This affects their ability to get to work, look for employment, as well as get to treatments or medical appointments.

The HOC also sends several leaders to the town halls about the budget that have been held each year by County administration at various locations around the County. This provides HOC management with some opinions and things to consider on budget initiatives.

The HOC envisions further work being done in the future to engage employees in budget development and decisions before they are made. Some assistance with best practices to handle their involvement -- given budget targets / necessary potential cuts can create sensitive issues -- would be beneficial. +

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

The HOC has not yet fully identified the multi-lingual needs of all of our service users. However, the HOC has been able to develop an ad-hoc system to help users through the HOC's own diverse workforce; a good percentage of HOC staff has the ability to communicate in more than one language. In our recruitment process, we seek out multilingual candidates. When necessary, we have used a translation system through an interpreter services contract. The HOC also provides bi-lingual church services that are free as they are conducted by volunteers from the community. The budget provides funding for the interpreter services contract, as well as Graphics orders, such as HOC signage, in multiple languages.

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?

We have regular meeting with the Employee Engagement Committee. The committee is comprised of a diverse set of Officers. Items discussed with the committee in previous meetings have included the issues of employee retention, turnover and pay. The committee was very much involved in retrieving information about employee dissatisfaction about low pay and its correlation to a high turnover rate. They were in communication with the previous Chairperson of the County Board and had demonstrable input on the raises given to officers this past fiscal year.

They have had discussions with our recruitment team on how to best spend our funds to attract a diverse and talented group of officers. This includes the Spanish Journal, social media ads etc.

Our Racial Equity ambassadors, in an interview in December of last year, approved of a recommendation of increased use of Electronic Monitoring with our Huber inmates due to transportation issues faced by employed inmates at HOC. Our inmates are mostly minority, have limited access to personal transportation and there are no bus lines to HOC. This affects their ability to get to work, look for employment, get to treatments or medical appointments. +

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.)

The HOC has collected racial and economic data on inmates participating in various programs. It has mainly been used to support programming, such as electronic monitoring, Day Reporting Center, and female reentry programming. Thus far, it has not been used in any systematic way to prioritize resource distribution. In the future, the HOC could use some assistance developing tools or processes that would assure resources are distributed based on the RE 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.

The HOC is not recommending that programming be cut in order to make tax levy. In the past, the Day Reporting Center and Benedict Center programs were potential cuts. In fact, the HOC is in the process of expanding the use of the Day Reporting Center (DRC). Currently, the DRC use is African American 54.5%, Caucasian 31.5%, Hispanic 12.8%, Native American 1%, and Asian 0%. The DOC inmates that the program is being expanded are mostly minorities that will really benefit from being in Milwaukee County and getting services from the DRC to help prepare them for when they can be released back into the community.

The HOC also plans to keep the Huber dorms closed and continue to instead put eligible inmates on Electronic Monitoring. This helps them find and keep jobs since they can stay in the community and do not have the transportation issue of getting to work from the House of Correction; there is very limited bus service into the city of Milwaukee from the HOC's rural Franklin, WI location.

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?

Benefits are discussed above. No unintended consequences are known.

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

The HOC understands that conducting surveys in the future could help us identify unknown consequences that may actually exist but are unknown to us at this time.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/24/20

Department: 450 - District Attorney

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?

Our managers interview and extend offers to interested and qualified job candidates. This selection process has resulted in a diverse workforce. As of the last Equal Employment Opportunity submitted to the federal government in November 2018, 41.25% of the DA county work force was non-white. At 29.38%, African-Americans made up the largest non-white racial group. This favorably compares with a US census estimate for Milwaukee County's population as 64.2% White and 27.2% African-American.

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?

With about 160 FTE county employees and 9 officials/administrators (as defined by the EEO), advancement opportunities within the District Attorney's Office are limited. That said, 33% of this class of employees is non-white. We are always mindful of considerations of diversity when promoting our staff.

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)?

As the District Attorney's Office for Milwaukee County, our service users are comprised of victims, witnesses and criminal defendants in criminal cases. Our Director of Victim Witness Services, and her supervisors, regularly engage with victims and witnesses and they form a "hands-on" understanding of victim and witness needs. As they relate to the criminal justice system, these needs are often basic, including such things as decent witness waiting areas, nourishment, transportation and sometimes relocation needs. Virtually none of these basic items are funded with tax levy dollars through our budget. Rather, we apply for grants to cover these types of expenses and, if awarded, we administer such grant funds for the benefit of the victims and witnesses.

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

We serve a multi-lingual victim and witness base. We have one bi-lingual Victim Witness position authorized in our budget for a Spanish speaker, but we give preference to multi-lingual job applicants who can assist in the office's translation needs. We have a small sum allocated in our budget for Language Line which offers telephone-based translation services through a contract with Milwaukee County.

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?

Our Financial Manager, Anna Thomas, who was first hire in 2019, engaged in substantial outreach with supervisors, encouraging them to submit to her the needs of our employees. In many instances in 2019, Ms. Thomas engaged with all levels of employees concerning their needs, taking such needs into account - within the limits imposed by a shrinking budget - while assembling the budget. Candidly, in 2020, these types of efforts did not take place in as much as the attention of the office has been directed to the pandemic.

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.)

As the District Attorney's Office for Milwaukee County, we are reactive, so to speak, and not proactive as it relates to the people we serve. We overwhelmingly serve underprivileged people of color in Milwaukee County who are victims and witnesses to crime. For example, measured as a function of the defendant's zip code, the top ten 2019 zip codes for all victims served, white and non-white, were: 53204; 53208; 53209; 53210; 53212; 53215; 53216; 53218; 53223 and 53225. For that same group in those ten zip codes, 76.1% were non-white and 23.9% were white. This compares with an overall percentage of 65.1% for non-white victims in all incidents in all zip codes and 34.9% for white victims. Resource distribution in our office is more likely to be based upon trends in crime rather than racial or economic data. Viewed as a whole, however, those benefiting from the resources administered by the office are far more likely than not to be economically disadvantaged persons of color.

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.

1. Marsy's Law changes. In April 2020, as a result of a ballot referendum, Marsy's law was enacted as a modification to the Wisconsin Constitution. This constitutional law greatly increases the responsibilities of the District Attorney's Office to victims of crime, adding new requirements such as those requiring victim interaction even before charges are filed and requiring notice of all hearings, regardless of type. Consequently, we foresee an additional three new Victim Witness positions and one Secretarial Assistant position will be needed to address these new demands. We view this change as neutral from the impact of racial equity in as much as we hope to simply keep pace with the demands placed upon us by this new constitutional requirement.
2. Loss of anticipated victim witness funding related to the VOCA grant. As a result of unanticipated funding under the Victims Of Crime Act grant. our 2021 budget is substantially higher as compared to our 2020 adopted budget. Not having received certain funding we had good reason to believe would be awarded, the end result was that Milwaukee County was required to shoulder a higher percentage of the compensation package for Victim Witness Advocates employed by Milwaukee County. If Milwaukee County were to ignore the constitutional mandate of Marsy's Law and not fund these Victim Witness Advocates at the higher percentage, it would have an adverse racial and economic impact in that services to our poor and underprivileged victim and witness base would certainly suffer.
3. Loss of Victim Witness Reimbursement under ch. 950. By statute, the State is authorized to subsidize up to 90% of certain victim witness expenses, mostly the compensation packages for Victim Witness Advocates (not funded by VOCA) and victim support staff. Recently, funding has been at the level of about 47%+. This dropped dramatically in 2020 to 42.5% Once again, if Milwaukee County chose not to fund this loss of revenue, there would be a serious racial equity impact for the same reasons as stated in relation to the VOCA grant.
4. Loss of Funding for Child Support Investigations. The Child Support Office ended funding for two Investigators and a prosecutor position. Funds were administered by that office under the IV-D program of the Federal Social Security Act. Again, because of the demographics of the victims we serve in this office, underprivileged persons of color will be most directly and adversely affected.

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?

With respect to all major proposed budget changes, we strive to maintain the level of service required by the Wisconsin Constitution. Any change in funding in these areas, however, will result in reduced quality of service and this reduced quality of service will disproportionately affect the poor and persons of color in Milwaukee County.

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

We presently have no plan if we are not provided with sufficient funds to meet our statutory and constitutional mandates. We trust that this will not happen.



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.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Medical Examiner

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?

Prior to each job posting, the Job Evaluation Questionnaire (JEQ) is reviewed to eliminate outdated bias and remove unnecessary requirements that are not related to the job.

Additionally, the Medical Examiner's Office gives presentations to many school groups from the entire community including MATC, UW-Milwaukee and various high schools. The presentations include information on statutory duties of the Medical Examiner Office, and is focused on careers in the forensic sciences.

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?

Various training is offered by Human Resources, and employees are encouraged to utilize this resource. The Medical Examiner's office also hosts a two-day Forensic Science seminar annually that all employees are allowed to attend while working at no cost.

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)?

The Medical Examiner's Office routinely engages the community through its Twitter and Facebook accounts. In March of this year, the Medical Examiner's Office deployed a user-friendly search-able "public access" feed on its website that displays all death investigations in real time.

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

The Medical Examiner's Office relies on law enforcement to provide interpreter services at death scenes, as well as a very low number of bi-lingual staff to meet many of our non-English language needs.

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 Medical Examiner's Office is a very small department, and all employees work closely with each other. Employees are encouraged to engage with management and all ideas are welcomed and acted on if appropriate.

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.)

Approximately 75 percent of the Medical Examiner's Office budget is personnel costs. Therefore, the majority of our resource distribution is prioritized to calls for service (deaths at homes, public places, etc.) Our service area remains unchanged.

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.

The Medical Examiner's Office has proposed a cost to continue budget with no major changes or impacts on the service it provides.

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?

The Medical Examiner's Office has proposed a cost to continue budget with no major changes or impacts on the service it provides.

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

The Medical Examiner's Office has proposed a cost to continue budget with no major changes or impacts on the service it provides.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Transportation - Airport Division

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?

The airport seeks to attract and retain a diverse and inclusive workforce with the help of the Human Resources Department when seeking qualified candidates for open positions. We have worked with Human Resources on reviewing job announcements to remove unintended biases that would keep potential candidates from seeking positions at the airport. We also look for training and development opportunities when and where possible to help individuals succeed at their jobs. Training has been provided for safe vehicle operation, work area safety and risk prevention for airport maintenance workers, specific training the trades for things like airfield lighting, and training in specific areas such as operations, security, and fire.



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?

Different professional development opportunities are provided to staff dependent on their assignment areas. In some cases, specific industry opportunities exist, in other cases programs offered by the County or other training providers are sought for professional development. Advancement opportunities have been an open process allowing for any candidate to apply. Our hiring panels have included racial equity ambassadors as evaluators and to assist in monitoring the hiring process through a racial equity lens. Resources include budgeting for outside training opportunities when available, and the use of internal racial ambassador staff time.

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)?

As this is the first year for using the Racial Equity Budget Tool, we have yet to develop a process for service user and stakeholder inclusion. This has been compounded by the fact that the Racial Equity Budget Tool was rolled out during the COVID 19 pandemic with Safer at Home order restrictions in place making it difficult to program an open forum. MKE does participate in the Airports Council International – North America Airport Service Quality survey. This survey asks standard questions about services and amenities that has helped provide customer input and guidance for airport projects.

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

The airport welcomes travelers from all over the globe. Like many other airports around the world, the airport uses international airport symbology as a universal communication tool for travelers. When signs need to be installed or replaced, such as the baggage claim building and adjoining roadway in 2015, international symbols to identify things such as ground transportation, baggage claim, arrivals, and restrooms, among others, were incorporated into the project. Future projects to improve wayfinding inclusive of these symbols are anticipated.

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?

2020 has been a challenging year given restrictions around gatherings and meetings. Most of the airport's workforce does not have access to a computer as their work does not require it. In order for them to join a virtual meeting they would either have to gather as a large group or access a computer on their own time. Some limited discussions have occurred with staff groups and with managers to determine appropriate budget levels given the current state of the pandemic and its likely continuation into 2021. For that reason, the airport has taken steps to reduce its budget as much as possible knowing that air service levels will decline in 2021. These measures are unfortunately necessary based on significant reduced revenues. In the staff discussions that we have had, while staff understands the current situation, they remain focused on long term compensation strategies that recognize their work and their pay relative to the marketplace and other opportunities. Managers remain concerned about the ability to retain staff particularly in highly competitive work functions.

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.)

The airport is unique to other county services in that it is located in a single location and does not deploy services into the community, rather the airport exists as part of a transactional conduit for travelers who have booked travel on an air carrier. The airport does, however, welcome everyone from the community as they embark on, or complete their travel.

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.

The airport is neutral in terms of racial equity implications of its budget and does not foresee positive or negative impacts.

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?

The airport is neutral in terms expected benefits or unintended consequences to disadvantaged communities based on its proposed budget.

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

See a. above.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 6/24/20

Department: MCDOT- Transportation Services Division

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?

Transportation Services continues to maintain a workforce that is racially balanced with diverse cultural identities, supporting the importance of racial equity in Milwaukee County. Moreover, one of our staff is a Milwaukee County Racial Equity Ambassador. Transportation Services has implemented an Engineering Internship Program to attract a diverse group of individuals to potentially join our workforce. This program offers individuals studying Civil Engineering the opportunity to get paid hands-on training by working side by side with engineers performing tasks that support the mission of the Department. The purpose of this program is to afford underrepresented groups an opportunity to become part of a diverse workforce within Milwaukee County. In the search for interested Engineering Internship candidates, Transportation Services staff participate in multiple Milwaukee area college career fairs and collaborate with colleges as well. The associated costs are minimal since Engineering Intern Students work on Federal and/or State funded projects. +

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?

There is opportunity for professional development and advancement opportunities within Transportation Services. Many of our diverse staff have advanced their careers within the Division by internal promotions. To professional develop within the Division and provide an opportunity to internally promote has been highly demonstrated. Professional development and continuing education are important and always available to Transportation Services staff. There are a number of resources both internally and externally utilized for professional development and advancement.

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)?

Public involvement meetings are conducted to allow service users and other key stakeholders the opportunity to voice their opinions and concerns regarding improvement projects within their communities. MCDOT-Transportation Services Division's diverse staff is involved in these meetings and relay the information being discussed in the meetings to the stakeholders involved during the requested budget process. This helps to give insight of the service users concerns which keeps all stakeholders engaged and informed about which projects would provide the most benefits to all involved.

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

Many of MCDOT-Transportation Services Division improvement projects intercept through neighborhoods where people that speak different languages reside. Every effort is made to include improvement projects in the budget that service multi-lingual users so that all Milwaukee County neighborhoods are positively impacted by the improvements implemented by MCDOT-Transportation Services Division staff.

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?

Yes, the MCDOT-Transportation Services Division staff is comprised of a diverse group of individuals from all races, genders, and backgrounds. Having such a diverse team is beneficial as it allows for knowledge and insight of the public needs and concerns not only from work related interactions, but from their own community involvement as well. MCDOT-Transportation Services Division staff frequently discusses concerns regarding different improvement project issues and how it has impacted the public and their communities. These discussions help to determine which improvement projects are more critical to complete and have the most safety concerns.

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.)

The 2021 Capital Budget request includes a tool that tracks how many current year projects serve areas consisting of minority populations. Racial Equity is one of the criteria in determining which improvement projects will be completed. The racial and economic data helps to get a better idea of how MCDOT-Transportation Services Division is doing with providing services to underprivileged areas. With this information it can be determined if we need to include more improvement projects in our requested budget so that we are making more efforts to service these areas.

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.

The positive racial equity implications of MCDOT-Transportation Services Division proposed budget changes include focusing more on selecting projects in areas in supporting racial equity.

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?

The expected benefits include more Milwaukee County residents in disadvantage communities having the opportunity to have improvements done in their neighborhoods. This will help in support of racial equity along with achieving the appreciation of these residents that Milwaukee County desires.

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

MCDOT-Transportation Services Division staff will continue to work diligently to include disadvantaged communities' concerns when determining what areas are of greater need for improvement projects. MCDOT-Transportation Services Division will continue to provide public forums to allow service users and stakeholders in all communities to have a voice in how the County dollars are used so that all communities are positively impacted by the services provided. And continuing and establishing new collaborative efforts with other communities, municipalities and organizations in support of racial equity.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 6/24/20

Department: MCDOT- Highway Maintenance Division

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?

MCDOT-Highway Division continues to support the importance of a diverse and inclusive work force by continuing to make changes to our hiring practices and implementing new procedures for recruitment and interviewing. Changes in our hiring practices include, advertising and recruiting for candidates in communities of need by partnering with CDL training schools, which are located in diverse and underserved neighborhoods. Changes to our interview process include, not only having a racially and culturally equitable interview panel, but also including panel members from different Departments and/or Divisions of Milwaukee County, this experience not only benefits the Division/Department hosting the interviews but also enhances the panel member's exposure and brings about new ideas. +

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?

MCDOT - Highway Division with the help of our Fleet Management Division has been able to successfully provide consistent training throughout the year on all of our equipment and their respective operation consistently across all of our shops. In addition, our demographic data clearly portrays how important racial equity is to our Division and how it plays a part on our promoting practices and diversity within our ranks. Currently 100% of our MCDOT- Highway Maintenance Division Supervisors, Managers & Director began their career in maintenance at Milwaukee County (from various departments), this has put us in a position where we have different experiences, backgrounds, ideas, and expertise providing a better product day in and day out. +

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)?

Public involvement meetings are conducted to allow service users and other key stakeholders the opportunity to voice their opinions and concerns regarding improvement projects within their communities. MCDOT-Transportation Services Division's diverse staff is involved in these meetings and relay the information being discussed in the meetings to the stakeholders involved during the requested budget process. This helps to give insight of the service users concerns which keeps all stakeholders engaged and informed about which projects would provide the most benefits to all involved.

In addition service users have a direct line to our management staff via our website. Our management staff visits 100% of all sites/places, where residents/users have maintenance concerns and most of the time if the residents/user are +

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

MCDOT - Highway Maintenance Division utilizes it's staff to overcome any multi-lingual need we have come across, we have even successfully utilized our Director to translate and communicate with services users of Spanish language. We are confident that we will do whatever it takes to communicate with multi-lingual service users when and if the need arises, we understand the importance of being able to communicate projects to all residents, and we would gladly utilize our budget if needed to use a translator to communicate/solve any service concerns as they may arise.

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?

Yes, MCDOT- Highway Maintenance Division is comprised of a diverse group of employees from all races and backgrounds. This diversity allows us to get perspectives from many different viewpoints. Each year we meet with staff to get ideas on any equipment purchases we are considering for the coming budget year. We also ask for input on areas of maintenance in disadvantaged areas that we should be focusing on in the coming year.

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.)

Our MCDOT - Highway Maintenance Division GIS team uses current census data for racial and economic information to map out areas that we service. This ensures that the MCDOT - Highway Maintenance Division can focus its resources to those disadvantaged areas that have been historically neglected. This data was used in the previous budget year for sign replacement and pavement marking in those areas.

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.

The positive racial equity implications of MCDOT-Highway Maintenance Division proposed budget changes include focusing more on selecting maintenance projects in areas that have been mapped by our GIS team in supporting racial equity.

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?

The expected benefits include more Milwaukee County residents in disadvantaged communities will have the opportunity to have maintenance projects completed in their areas. These projects will help to beautify these communities. This emphasis will add to Milwaukee County's efforts in achieving racial equity along with garnering the appreciation of the residents in these communities.

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

MCDOT- Highway Maintenance Division staff will continue to work diligently to include disadvantaged communities' concerns when determining needs of our maintenance efforts. MCDOT- Highway Maintenance Division will continue to respond diligently to public inquiries or concerns in disadvantaged areas. Data will be collected and analyzed by our GIS team to make the Division more proficient in our response times for all areas of the County. Resources will be allocated appropriately from a racial equity lens.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: DOT - Fleet 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?

Fleet assisted in the development of a departmental personal branding training program for airport maintenance, highway maintenance and fleet mechanics. The curriculum includes resume writing and interviewing skill building provided by HR. The classes were to begin in April 2020 but were not scheduled to the COVID-19 outbreak. We will begin planning for higher level supervisory training after launching the personal branding training for maintenance worker positions occupied in greater numbers by people of color. Additionally, Fleet Supervisors are working with individual employees to determine available, industry-specific training needed to improve existing skills and develop new ones. Finally, Fleet will continue to purchase more expensive tools that otherwise mechanics purchase with their own money and kept with their toolboxes. Tools can be very expensive and requires some mechanics to lease tools or borrow money for them. This makes it difficult for many minorities to afford and, therefore, perform their jobs properly and efficiently.

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?

Please see the answer to the previous question. We look for as many no cost or low cost opportunities to provide professional development opportunities and advancement opportunities. Because, mechanics in other municipalities are paid more than Milwaukee County's mechanics, it can be difficult to retain more experienced mechanics who would be likely candidates for advancement.

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)?

Fleet Management is an internal service provider and works closely with its customers to make the best decisions on equipment and fleet purchases for their external and internal customers. The ultimate goal is to purchase equipment that provides maximum value at a reasonable price, thereby saving tax payer dollars. Fleet supervisors and staff provide their day-to-day maintenance experiences and recommendations that are incorporated into future purchases.

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

There are no multi-lingual needs. Should such needs be identified, we will work with the customer department on finding funds for this purpose.

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 were no discretionary changes to this budget as a result of a flat budget request for 2021. The only budget changes are a result of an increased cross charge and increased service demand at the Airport.

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.)

It is incumbent upon Fleet Management's customers, who request specific equipment from Fleet, to perform their own internal racial and economic data analysis, as it applies to their operations.

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 were no major changes to the Fleet Management budget; therefore, should be no or minimal racial equity implications (positive or negative).

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?

These questions are best answered by Fleet Management's customer departments who use the vehicles in the course of their jobs.

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

We will work in partnership with County departments to assist them in mitigating unintended consequences.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Milwaukee County Department of Transportation -- TRANSIT DIVISION

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?

MCTS works to attract a diverse pool of qualified applicants for each job and to remove barriers that reflect inherent racial bias. Prior to posting a job, HR and the EEO Officer at MCTS review the job description to assure the requirements and standards for the position do not unfairly eliminate potential candidates from consideration. When posting for jobs, MCTS uses the outreach network at MilwaukeeJobs.com to distribute job postings to dozens of community based organizations. In 2019 MCTS purchased radio advertising to specifically connect with communities of color.

MCTS HR screens interview questions for racial bias and oversees the interview process. HR and the EEO Officer, per the established policy, review each hiring decision to assure fair hiring procedures were followed. Additionally, MCTS has 'banned the box' and conducts required criminal background checks only at the offer stage to allow hiring managers to assess a candidate's fitness for employment rather than prejudice the candidate based on prior justice system involvement. No candidates are asked about prior pay history.

Retention at MCTS would benefit from more employee engagement. The addition of Ceridian DayForce in 2021 at MCTS is anticipated to include a DayForce Hub feature which promises enhanced communication capabilities. There remains an ongoing need for supervisory/manager training on employee engagement. Aside from new Bus Operator training, MCTS has limited training capabilities. In 2021, training will have to be conducted by limited MCTS HR staff as outside assistance was not budgeted for.

Additionally, specific MCTS departments engage in further activities to help attract and retain a diverse and inclusive workforce. For example, the MCTS Marketing Department offers 1:1 professional development meetings with leadership and participation in cross-functional workgroups. The MCTS Schedule & Planning has a diverse workforce, in part due to developed relationships with local universities that has helped attract diverse candidates. Once hired, these employees work closely with their direct reports or as members of workgroups, giving them a voice and career advancement opportunities.

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?

MCTS offers tuition reimbursement, a program that is being expanded to support reimbursement for non-degree professional development such as credential/certification programs. Additionally, MCTS is piloting a mentoring program to provide MCTS employees with opportunities to enhance their growth potential within the organization, particularly within the areas of management and leadership. The program participant gains access to a mentor, has access to an expanded tuition reimbursement program, and spends a year or more of work part-time in immersive learning experiences in the company, completing projects outside of his department and gaining valuable experience, new skills, and enhanced knowledge of how the company operates.



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)?

MCTS regularly engages the community to discuss service changes. For example, for the 2020 budget, the Marketing and Planning departments collaborated to develop rider surveys to obtain specific feedback about how the budget would impact bus routes. These surveys were fielded on the bus, and via online channels thereby reaching a broad, racially diverse audience. That feedback, including verbatim responses to open-ended questions, provided valuable insight that was shared in a report to the County. Other marketing efforts to communicate the serious implications of a budget crisis were used on the MCTS website, in flyers handed out to the public at Transportation Committee meetings, in our Rider Insider customer e-newsletter, and on social media. +

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

MCTS analyzed customer contacts covering multiple departments, e.g., Customer Service, Reception, Para-transit, and Dispatch. All areas reported Spanish as the primary language that was used by Limited English Proficiency customers. MCTS produces several Spanish-language items and has also created Spanish versions of Public Service Announcements on buses. MCTS has also equipped RideMCTS.com with a Google widget that can translate all text on the website into any language offered by Google Translate. We are making that feature more prominent in a future website update.

MCTS translates some of its materials into Spanish, but would need to dedicate more budget to increase that reach. Recently, for a COVID-19 ad campaign, it was decided that it was important to translate our bus shelter ads, radio ads and a special issue of our on-bus printed newsletter "Bus Lines" into Spanish. In addition, MCTS is planning on creating a Spanish version of its new "Rules For Riders" on board each bus. +

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?

Most MCTS employees are represented by a union. Amalgamated Transit Union (ATU) Local 998 represents primarily Bus Operators and Mechanics. OPEIU Local 9 represents Administrative Support Workers. MCTS' Labor Department is in regular communication with these unions over both overarching and day-to-day work issues. The unions provide input on most aspects of the organization on a regular basis, and that input is always vetted and considered. Union input has resulted in many improvements to operations.

In addition, MCTS created three work-groups of diverse (largely non-represented) employees to study and make recommendations on core aspects of transit service: Safety, Reliability, and Customers. These employees have diverse and varied backgrounds and come from different parts of the organization. The results are a more inclusive and engaged workforce, improved morale, and an improved understanding of what we do for each other and for our customers.

Additionally, the aforementioned Racial Equity Workgroup will be another avenue for ongoing employee input on larger organizational matters, including our yearly budget. Lastly, individual departments generally survey employees on budget needs when creating their individual initial budgets. The Marketing Department, for example, has each employee create their own SWOT analysis to show areas of greatest need. These ideas are formulated into the department plan and budget.

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.)

Per FTA requirements, MCTS regularly engages in an impact analysis of proposed route changes to test whether those changes will disproportionately impact communities of color and disadvantaged communities. Geographic census data is used for this process. MCTS is also looking to improve on how it collects demographic data on riders. Demographic data on riders is currently collected through annual customer phone survey, and when paper surveys are distributed to riders on board buses. It is also our intent to collect data on attendees at public meetings.

MCTS also considers socioeconomic data to determine how it communicates to the public. MCTS uses a wide mix of media to reach people, some are traditional media resources and others are digital. The HR Department also tracks sourcing data and works to cross reference that with self-reported racial data as well as retention 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.

MCTS is currently budgeting for no service reductions in 2021, so the racial equity implications of proposed budget changes should be minimal.

The Coronavirus Aid, Relief, and Economic Security Act (CARES) Act of 2020 provided \$25 billion for transit nationally. If not for these funds locally, MCTS would have faced a budget gap of over \$10 million for 2021. CARES Act funds remaining at the end of 2020 will be used by MCTS to develop a budget with no changes to paratransit service or to the fixed route transit service programs for 2021.

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?

Again, because MCTS is currently budgeting for no service reductions in 2021, we do not expect there to be benefits or unintended consequences to disadvantaged communities as a result of proposed budget changes.

In communications, the Marketing Department expects there to be benefits gained with Spanish speaking customers through an expanded communications reach, increasing awareness of our services amongst Spanish speaking communities. A SWOT analysis found that Spanish translation and investing in sponsorships that target communities of color rose to the top of the list of things we needed to improve.

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

MCTS does not anticipate unintended consequences to emerge from the 2021 budget because it does not include service changes.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Transportation

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?

Milwaukee County Department of Transportation is one of the largest operating budgets in the County. We have a wide range of activities specific to the unique responsibilities of each division to meet the strategic objectives of a diverse and inclusive workforce. The Directors' Office has led the Department in setting the standard and procedures for conducting Interviews for senior management positions throughout the agency. Each division is required to have a diverse interview panel either through use of our Department's Racial Equity Ambassadors or a Manager of color from a Department representing the County. Their task is to evaluate candidates during the hiring process and provide guidance and input on potential hires into the County. Each Division Director has a racial equity goal set for their 2021 Performance Evaluation reflective of their unique divisional responsibility. Finally, each Division is required to complete a REBT for each budget area – Operating or Capital.

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?

MCDOT has worked with Human Resources to develop training and development opportunities for front-line team leaders and supervisors. Training activities focus on coaching and mentoring staff on tasks, responsibilities and ultimately professional development. Different professional development opportunities are provided to staff dependent on their assignment areas. In some cases, specific industry level opportunities exist, in other cases County LMS training is available for professional development.

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)?

As this is the first year for using the Racial Equity Budget Tool, we have yet to develop a process for service user and stakeholder inclusion. We have a diverse workforce of which MCDOT would like to fully use our RE Ambassadors and Managers of color to help guide discussions for the Transportation Program through a racial equity lens and viewpoint.

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 a very diverse workforce and many of our employees are multi-lingual. The majority of our service users outside of the Transit system and Milwaukee Airport have not required multi-lingual assistance, but to be honest we have not asked the question to our customer and stakeholders. For fiscal year 2022, I would like to further explore this area with a cross-functional multi-racial advisory team to help guide me in the best approach for addressing this issue via our budgetary process.

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?

Employee Involvement in proposed budget. – We were unable to make this happen this year. It is a priority for the Director's office to develop a process for development, evaluation and implementation as part of the REBT next year.

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.)

MCDOT actively utilizes demographic data from SEWRPC and US Census tract data in reviewing the impacts and benefits to low-income and minority populations within the County. We have begun to use demographic analysis at the Project Implementation level to determine the effectiveness and level of service available. Example the 2020 Transit budget.

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.

No major changes this budget cycle. No cuts anticipated to service levels. Exception could be in the receipt of federal funds for Bus Rapid Transit (BRT) implementation and Airport Runway Improvement promised but not realized via USDOT.

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?

As stated in Section 7, Unrealized multimillion-dollar federal fund awards will be discussed further when awards are completed. Analysis of benefits and unintended consequences as well as political implications will be raised during that time.

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

See a. above.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/2020

Department: Behavioral Health Division

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?

Over 50% of the DHHS and BHD budgets comprise outside contracts. In 2021, DHHS/BHD is investing a combined \$50,000 (\$25,000 shared by BHD) for external evaluation of contracting practices, workgroup facilitation, diversity in DHHS contracting and the department's overall economic impact on communities of color. This is expected to create a more diverse provider network as we continue to expand services. BHD has a clinical internship program marketed towards multicultural communities. This project includes an executive assistant with extensive diversity and inclusion background to help facilitate the internship program and inclusive training documents. BHD also has an ad campaign and sign-on bonuses targeting RN's. These ad campaigns prominently show real BHD RNs, including women of color. The sign on bonus is paid after 6 months employment. We also do outreach to area universities with social work programs and participate in their career fairs.

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?

All professional development/training budgets are budgeted separately in each program area. For 2021, we had hoped to centralize and expand professional development budgets, but were unable to do so within our 2021 tax levy target. We are currently undertaking a process to review all org charts with the intention to ensure that each position has a clear promotional track up through the organization. We are working with managers on proactively communicating what necessary steps staff members can take to get the skills necessary for career advancement.

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)?

For the 2021 budget, BHD undertook a more participatory approach to community involvement in budgeting. In June 2020, all Milwaukee County residents were invited to submit an amendment to BHD's proposed budget to be voted on by the MCMHB Finance Committee. Unfortunately, BHD did not receive any amendment requests from the community. We feel that incorporating feedback from earlier community listening sessions reduced the need for many amendments. However, it is also possible that the virtual setting (due to COVID-19 concerns) may have been a barrier to some participants. We are looking forward to a more structured approach to public feedback and participatory budgeting for 2022. More targeted community engagement sessions are scheduled to take place to gather public and participant input on the psychiatric crisis redesign and new psych ER.

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

We currently struggle to adequately fund all non-English speaking service needs. BHD has all documents and pamphlets available in several languages. BHD has an interpreter service available over telephone for many programs, but it is not fully funded in all levels of care. Many of our grant and Medicaid-funded services do not separately fund translation services. We rely on a very low number of bi-lingual clinicians to meet many of our non-English language needs. We have reached out to DHS on how we might be able to fund translation services in the programs where need is highest. We anticipate needing an additional \$100,000-\$300,000 in local funding to meet this need.

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?

DHHS & BHD managers and other staff are included in all levels of strategic planning. This costs a large amount of staff time, but helps align the department around a singular vision and creates a feeling of ownership among staff. Staff feedback is gathered in monthly townhall meetings and staff are brief on major budget initiatives as soon as final decisions are made.

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.)

Overall, DHHS participants include approximately 75 percent people of color. After receiving the \$2.5m tax levy targets, our top priority was in maintaining all current services. A second goal was to continue to develop the diversity and cultural competency of staff so that we can provide the highest quality service to our participants. While we were not able to make as many investments in this area we would like, we were able to fund external evaluation of contracting practices, workgroup facilitation, and DHHS's overall impact on communities of color. This will put us in a better position to purchase services that our participants need.

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.

1. CCS Expansion - CCS currently serves 57% POC, this is expected to remain the same as we continue to expand.
2. AOT CSP Grant - CSP currently serves 60% POC, the new ACT team should have similar demographics.
5. CBRF - Increased to fund existing placements; network is currently serving 38% POC.
11. Contract evaluation and RFP reform - is expected to remove barriers and make DHHS more accessible to smaller and minority-owned provider groups
12. Merit Awards - removal of merit award funds will make it difficult to retain skilled staff.

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?

BHD collects demographic data across all levels of care and has used that to inform decisions. Additionally, public feedback is collected in relation to the budget and on specific topics (such as crisis redesign) during various times of year. This is helpful in identifying blind spots of gaps in care that we may not be aware of. Most feedback spoke to shifting treatment options to be more accessible (currently addressing this through FQHC partnerships and other targeted expansions) and need for a more culturally competent workforce and translation services.

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

As stated in question 4, we know that we serve a substantially higher percentage of people of color in Milwaukee County than the population as a whole. Our top priority in this budget was in maintaining all current services as any service cut may have unintended consequences on racial equity in Milwaukee County. The largest unintended consequence in this budget request is the reduction of \$2.5m in local funding to support behavioral health services in Milwaukee County. With additional funding, we could make greater strides in our goal to make Milwaukee County the healthiest county in Wisconsin by putting a greater emphasis on preventative care, reducing inpatient admissions, and creating a more diverse and culturally competent workforce.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/9/20

Department: Department on Aging

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?

The Department on Aging works with Human Resources to design strategies to attract the best talent for its vacant positions. Based upon HR's recommendations, positions are posted on various career websites. The Department works with HR staff to post positions outside of our typical posting channels to reach a diverse pool of applicants. Applicants are screened by HR and then by hiring managers and staff. Applicants are invited for in-person interview(s) based on review of application and/ or a telephone screening. These interviews are conducted by a panel of experts using a set of preplanned interview questions to mitigate bias. The Department has also worked with HR to add interview questions that specifically ask about the County's strategic plan and commitment to racial equity. The scores of each panelist are compiled and the highest scoring candidate is offered a position. Current all staff composition is: 51% minority, 49% non-minority; Minority Managers 23%, non-minority managers 77%. The associated cost of using this process is that it takes a very long time to fill positions. This places an undue burden on existing staff. The Department continues to make effort to find qualified diverse applicants for management positions to improve representation of minorities in higher level jobs. In terms of staff retention efforts and inclusivity, the Department has: participates in the racial equity ambassador project (2 employees are racial equity ambassadors); strongly and consistently offer external and internal training and professional development to improve skill sets; consistently highlights the achievements of staff through a quarterly newsletter as well as at public meetings such as the Commission on Aging; organizes potlucks and all-staff meetings to update staff on current initiatives and activities as well as to highlight staff achievements; and consistently has interviewed front-line staff when vacancies open up for management or higher-level positions. Additionally, managers are encouraged to review the job evaluation questionnaires (JEQ) to keep these current and reflective of needs of the job.

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?

The Department encourages staff to update skills by offering both external and internal professional development and training opportunities. In 2019, the Department spent approximately \$45,000 on professional development. Some examples of all staff trainings include Microsoft Excel, employee well-being and change management, and racial equity. Two staff were selected to be racial equity ambassadors and have contributed to shaping the dialogue on this issue within the County and in Aging. Additionally, line staff were encouraged to participate in Dementia care, Elder Abuse, Alzheimer's related conferences and trainings. Staff are recommended to and selected for the Leadership Excellence (LEX) Program. Two minority managers have participated in this program. In 2019, two staff were selected for the LEX program and 1 staff was promoted to a managerial position. Staff also continue to be recommended to the Managerial Development program. In addition, all Department managers are consistently encouraged to work with their staff to seek external trainings aimed at improving employee skill sets.

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)?

The Department on Aging uses a robust network of community participants, stakeholders, and public input to guide its work both fiscal and operational. Aging's work is guided by the Commission on Aging (COA) which meets almost every month. Virtually all of its members are 60 years or older. The racial composition of this body is 64% African American (AA) and 36% Caucasian. Both the existing Chair and most recent Chair of the Commission are African American, and three of the Commission's four standing committees are chaired by African American women. Up until a few weeks ago, the Commission also had one Asian-American member and one Latino/Hispanic member, but both of those individuals recently resigned. The Commission's Service Delivery Committee (50% minority), Advocacy Committee (17% minority), Wellness Committee (18% minority), Advisory Council (40% minority), and Aging and Disability Resource Center Governing Board (20% minority) are all official platforms for review and advocacy of senior issues and work done by the Department. All meetings are open to the public, vendors, State staff, and broader public. These meetings are advertised on Milwaukee County CLIC and community participation is actively promoted. Also, every two years, the Department prepares an Area Agency on Aging (Area Plan) plan that sets the path for all actions. This plan is prepared using public input from multiple open public forms; in fact, in constructing the Department's current Area Plan, over 500 seniors were contacted through surveys and public forums. In the Budget Development process, all inputs received from various platforms are considered and incorporated based on fiscal realities. Finally, the Department has regularly shared budget updates with its Commission on Aging and the Commission's Advocacy Committee and Advisory Council. Each October, the Service Delivery Committee reviews and recommends purchase-of-service contracts, and these recommendations are sent to the full Commission each November. The Commission's recommendations (where appropriate) are sent to the County Board of Supervisors.

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

The Department serves all older adults within Milwaukee County. Its Aging Resource Center (ARC) employs 4 bilingual (Spanish) staff who assist Latina community members who contact the ARC about service options, including help applying for Medicaid and dementia care support. In addition, the ARC also uses the interpreter services of vendors such as the Language Line (\$3,455 in 2019) and International Institute of Wisconsin (\$10,171 in 2019) to meet the service needs of other minorities such as Hmong, Arabic, Iranian, Punjabi, Vietnamese, etc., whose primary language is not English. Besides this, the Department also contracts with a diverse group of minority service vendors such as the United Community Center (Latina, \$393,189), Asian American Community Center (Chinese, \$37,500), Hmong American Friendship Association (\$36,185), Jewish Family Services (all languages, \$30,000), Milwaukee Christian Center (South Asian/Hmong/Latino, \$353,550), and Muslim Community Health Center (various ethnicities and languages - \$10,000) to provide a wide variety of socialization opportunities, meals, and outreach services centered around the specific ethnic needs of these populations. The Department uses Telecommunications Relay Service for consumers calling who are deaf or speech impaired. We have Hearing Loop technology for in-person office visits for consumers who use hearing aids. The Department also provides sign language interpreter(s) at various Commission on Aging meetings and braille documents to seniors who may require such services. These services are garnered through volunteers.

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 budget development process is a robust and inclusive process that seeks input from the lowest responsibility center. Each responsibility center budget considers the needs of its staff and services rendered. This responsibility center budget is rolled up into a functional area, and its consolidation results in the Department budget. Each supervisor gathers input from staff, historical experiences, and anticipated future needs. Staff input is gathered throughout the year through monthly team and one-on-one meetings, as well as quarterly all-staff meetings. Apart from the adopted budget process, the fiscal team works with managers to proactively manage budget to actual variance and submit budget amendments to meet "new" or revised needs of the area. The budget highlights are shared through all staff meetings. This budget development methodology results in an inclusive environment and represents the needs of each service area. This budget development model was a consequence of the 2016 Employee engagement survey which showcased a need to make this process more inclusive. Based on the feedback of this survey, funding was earmarked for services to improve employee engagement and advance professional development. Also, as a result of input from line staff, a safety committee was established to mitigate risks encountered by staff in their day-to-day work. Similar initiatives are planned in 2021.

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.)

Every two years, the Department prepares a state-mandated biennial Area Plan which lays out the blueprint of services rendered by the Department. This plan is prepared through robust inputs from the public, Commission on Aging members, State Department of Health Services staff, and MCDA staff. Contracts within each service area in the Area Plan are created and performance outcomes are specified. Each month, every vendor submits demographic data of older adults served and outcomes achieved. An analysis of service area spend is conducted as part of the Comptroller's monthly variance reporting to identify shortfall and overages. As part of each Area Plan, focus areas for service enhancements are identified. One such focus area was to increase service reach within heavily minority zip codes in Milwaukee County. In 2019, the Department contracted to fund senior center management and meals within 53206; 100% of older adults served in 2019 were African American. Also, in 2019, the Department contracted with Able Access, a transportation vendor which is 100% minority owned and services 47.5% minority seniors. In addition, vendors are required to input demographic data per older adult served for each registered service such as meals, national family caregiver program, and case management within the WellSky system. Upon additional allocation of grant funds, the contracts are adjusted based on service needs, priorities identified, outcomes achieved, and cost to continue considerations. In the 2019 Federal Fiscal year, 41.6% of all registered service users were minorities. In 2019 the following are the percentage of minorities served per contract under the non-registered services: 5-County owned senior centers (44% minority), transportation services 47.5%, Outreach to LGBT community 30%, employment services 86.7%, legal services 53.0%, telephone reassurance 28%, late life counseling 16%, family support services for disabled seniors 27%, and neighborhood outreach services 10%. The 2021 Budget increases the following contracts based on reach to minority impact: Able Access transportation (\$48,000), Goodwill (\$80,000), and Alzheimer's Association (\$ 18,074). To meet the tax levy target, the County Owned Senior center programming contract decreases by \$170,000. To mitigate the impact of this reduction, virtual programming services like those offered in 2020 will be used for the first quarter of 2021.

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.

Positive impacts include contracting with the following vendors (service, minority population served, and proposed contract increase for 2021): Able Access - transportation services (80% minority; \$50,000), Alzheimer's Association - national family caregiver services (47.4%, \$18,000), Goodwill - home delivery of meals (33.8%, \$80,000), Milwaukee LGBT - outreach and advocacy services to LGBT seniors (30%, \$10,000), Life Navigators - services to disabled seniors and families (27.3%, \$15,075), and Eras - neighborhood outreach volunteer transportation as well as grocery delivery (9.9%, \$10,000). Transportation services were rated as a high need area by community and the Area Plan. The increase in funding is for transportation services will allow more older adults to be transported to medical appointments, grocery stores, and meal sites. The County contracted with St. Charles Youth and Family Services to hire a federal grant-funded Project Coordinator who will coordinate multidisciplinary services to victims of elder abuse and exploitation. Additionally, a new Elder Benefits Specialists position is created which assists seniors with a wide range of questions around Medicare and related public benefits. A specific focus area of this position is low-income seniors. In combination with one-time funding to pilot these services in-house along with federal match, the County for the first time can get additional resources to provide additional services for older adults through the Aging Resource Center. These service enhancements are more aligned with the County's "No Wrong Door" approach and improved customer service quality. This service increment will be available to all Milwaukee County older adults who call the Aging Resource Center for services. The Department also plans to add additional weekend meals to seniors so that seniors can stay safely at home. In 2019, the home delivered meal program served 34% minority seniors.

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?

Given the large tax levy cut, the 5-county owned senior center programming contract decreases by \$170,000. This is our only contract funded exclusively by tax levy. While all other services funded by grants see services increase, this contract sees a decrease to achieve the tax levy cut assigned to the Department. Given the COVID pandemic, this contract has moved to an almost all virtual format in 2020, reducing staffing and maintenance needs at the centers. The Department is also exploring to what extent to use existing staff and volunteers to supplement services. While it is not known if services will resume in an in-person format, it is anticipated that centers will continue using a virtual format for a portion of time in 2021 (probably through March 2021). These services will remain available from Monday to Friday for any seniors. Moving to a virtual format is helpful as it provides a more cost-effective and safer method to render services given the County's pressure on tax levy funding on a year-over-year basis.

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

The Department continues to work with Serving Older Adults (SOA), its contracted vendor that coordinates social programming at the five county-owned centers, to come up with a robust plan to minimize any service disruptions. SOA will be challenged to continue providing virtual programming through at least the first quarter of 2021, with some very limited outdoor programming also taking place. SOA will also be asked to continue their wellness check calls on a weekly basis to ensure that isolated seniors are having their needs met. Senior programming will continue to be provided five days a week.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Department of Health and Human Services (DHHS)

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?

The Department of Health & Human Services employees account for 19 percent (approximately 800) of all county employees. And a larger percentage of Blacks and African Americans are employed within DHHS than the percentage overall in Milwaukee County. Likewise, there is also a larger percentage of Hispanic/Latinx employees within DHHS than the percentage in Milwaukee County. And even though DHHS is undertaking a number of initiatives to cultivate a diverse and inclusive workforce and increase our percentage of employees of color, there is still much work to be done. Based on a recent survey of 2019 Milwaukee County payroll data, the Comptroller's Audit Services Division identified the racial composition for DHHS/BHD's workforce (See charts at end of document)

According to the chart, though minorities account for about 55 percent of the overall workforce, this doesn't translate to management and leadership positions in DHHS. Workforce demographics analyzed by DHHS in 2018 found that while minorities comprised the majority of the workforce, they only reflected 19 percent of total managerial and 33 percent of leadership positions. The department has pursued several opportunities to improve the diversity of its workforce and leadership. DHHS continues to make efforts to increase diversity (i.e. racial, gender, etc.) of our employees. For example, a few of our divisions have hired young people of color with Public Allies which provides leadership opportunities to individuals for the development of their careers. Each Ally costs about \$3,000 per three months. DHHS has also established activities to enhance the culture of DHHS. Through a contract with Dr. Ramel Smith, DHHS has facilitated sessions with staff to address their concerns around racial and social justice. The Division of Youth & Family Services is currently establishing a contract with an organization that will train staff in Dialectical Behavior Therapy (DBT) as well as assist the division in recruiting people of color who are seeking master's degrees in counseling or are already working in the community to train them in DBT.

Efforts around staff retention include establishing workgroups such as Do the Right Thing, DSD's Employee Engagement Group - Love, Peace & Happiness and training and deployment of Racial Equity Ambassadors. We also strive to ensure diverse interview panels as well as include questions around racial equity.



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?

We are undertaking a process to review all org charts with the intention to ensure that each position has a clear promotional track up to the Director's Office. We are working with managers on messaging what necessary steps each staff member can take to get the skills necessary for career advancement. We are making every effort to be intentional when posting for positions to ensure opportunities for internal candidates available. The Disabilities Services Division has experienced success in this area and recently promoted seven individuals of color to supervisory positions. In addition, several DHHS employees participated in the Leadership Excellence Program in 2020. Further, staff is encouraged to take additional trainings through LMS or outside training that promotes professional development. Some divisions have also encouraged cross trainings to help staff learn other job skills in order to advance to other positions within the department.



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)?

Recently, DHHS established Civic Response Teams to ensure that people who are most impacted by COVID-19 have resources to meet their needs. Non-profits, governmental entities and DHHS have actively participated in these discussions. In addition, the Aging & Disability Resource Center (reflects 20% African American members) and the Combined Community Services Board (CCSB) host listening sessions and DHHS staff regularly report to these boards with updates on programs and services.

For 2020, engagement sessions were planned but due to COVID-19, these were canceled. By late 2020, however, we hope to host a participatory decision-making process around the spending plan for the \$1 million being earmarked in 2021 to support community-based initiatives to reduce youth incarceration. A panel of system-involved families, staff, judges and other stakeholders will identify a specific problem affecting the youth justice in Milwaukee County. DHHS will then solicit RFP responses intending to solve the identified problem. The panel will reconvene to review RFP responses and determine which project(s) for which to move forward.



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

DHHS utilizes both inhouse and contracted providers to support the multi-lingual service needs of the department. We have about 13 bilingual FTEs providing direct services to our customers. DHHS has an interpreter service provider which costs about \$10,000 annually. This primarily supports the Disability Resource Center and other programs within DSD. We also contract with minority service vendors such as Alianza Latina Aplicando Soluciones (Latina, \$30,000) and Hmong American Friendship Association (\$25,000) to support the DRC's outreach and marketing efforts and provide access to long-term care services for individuals with disabilities in the various ethnic communities. However, we often struggle to adequately fund all non-English speaking service needs. We have all documents, pamphlets and signage available in several languages. Many of our grant and Medicaid-funded services do not separately fund translation services. We rely on a very low number of bilingual clinicians to meet many of our non-English language needs. Finally, DHHS uses Telecommunications Relay Service for consumers calling who are deaf or speech impaired. We have Hearing Loop technology for in-person office visits for consumers who use hearing aids.

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?

Staff at all levels are included in strategic planning to guide long-term departmental goals and direction. In early 2020, DHHS also conducted a racial equity readiness assessment and held listening sessions for staff. This provided a unique opportunity to expand engagement efforts with our employees.

In terms of the budget process itself, DHHS is working toward implementing a participatory budgeting process to include staff input as well as community input. DHHS has invested a significant amount of time and resources to engage its workforce and solicit feedback on a number of issues. We need to devote more time to soliciting employee feedback around the budget.



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.)

Overall, DHHS participants include approximately 75 percent people of color. This is disproportionately higher than the Milwaukee County as a whole. For this reason, DHHS prioritized changes that would not impact services in arriving at the \$1.3 million tax levy cut. The \$1 million community investment in DYFS is expected to serve 90 to 95 percent people of color while minimizing youth incarceration. If we had additional local funding, we would put more resources into workforce development (with a focus on diversity), translation services, and primary prevention services. In 2018, DHHS served 84,778 individuals throughout its divisions and energy assistance. The breakdown for participants is as follows:

- DYFS: 1,452 (2%)
- BHD (excluding Wraparound Milwaukee): 13,017 (15%)
- DSD: 5,843 (7%)
- Housing Division: 2,385 (3%)
- Wraparound: 1,306 (2%)
- Energy Assistance: 60,775 (72%)

Data Snapshot:

Males received the majority of services provided by BHD (61 percent) and Wraparound (65 percent) while DYFS' participant population was 79 percent male. Housing and DSD each served over 50% females in their programs with Housing being slightly over 66 percent.

The racial breakdown for participants is as follows with all other groups being at less than 1%:



Division	African American	White	Latino
DYFS 2018	77%	13%	9%
DSD 2018	68%	28%	0%
Housing 2019	69%	30%	0%
BHD 2018 (ex. Wrap)	49%	33%	7%
Wraparound 2018	64%	14%	14%

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.

Due to its 2021 tax levy target, DHHS is unable to reinvest all of the \$2.9 million in tax levy savings from Lincoln Hills into diversion/community services due to its budget target:

Only \$1 million of \$2.9 million in savings preserved

Funds will be used for Credible Messengers, an Achievement Center, and other programs aimed at reducing recidivism, competency building, youth engagement, and community capacity building.

Impact: This reduction according to the target will have a long-standing impact on our capacity to disinvest from incarceration and reinvest in effective community-based services. This, in turn, may result in diminished opportunities to reduce racial disparities within the youth justice system, especially related to incarceration. Youth Aids reinvestment is the only available resource for this reinvestment, and if it is used to offset operational costs historically covered by tax levy the county will forego significant opportunities for justice system reform.

Other impacts include an additional \$900,000 redirected into contract expansion. This reflects funding of about \$200,000 for emergency placements and Support Home Care and about \$700,000 for out-of-home care for DYFS youth. For 2021, an increase of \$187,000 is included for adults-at-risk in need of emergency placement and for Supportive Home Care which assists people with disabilities with their daily living needs affording them the independence to remain in their own homes. This change will have a positive impact on racial equity as about 68 percent of DSD's customers are people of color. Over the past few years, out-of-home care costs for DYFS youth have been increasing, and the \$700,000 in funding will help address the budget gap for these services. While the ideal situation is for a youth to be placed at home, in their community, some of these out-of-home care services are court-ordered and this funding is needed to align the budget with actual costs. The \$700,000 increase for DYFS youth is offset by \$240,000 in decreased enrollments in Wrap.

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?

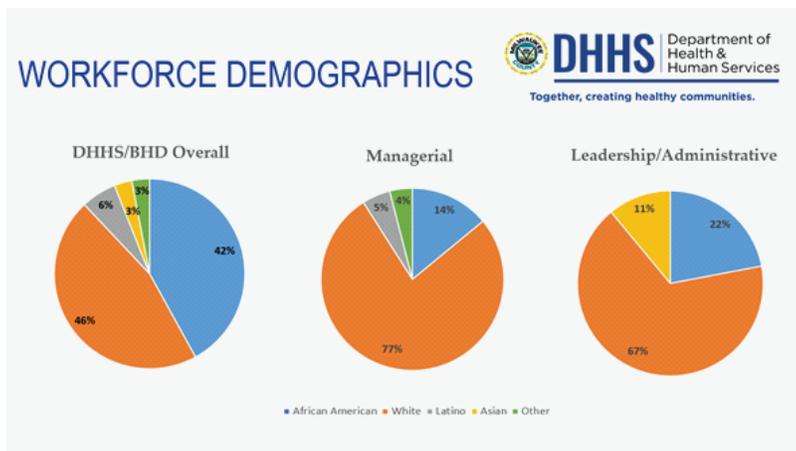
DHHS collects demographic data across all levels of care and has used that to inform decisions. Additionally, public feedback is collected in relation to the budget and on specific topics during various times of year. This is helpful in identifying blind spots of gaps in care that we may not be aware of.

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

As stated in question 4, we know that we serve a substantially higher percentage of people of color in Milwaukee County than the population as a whole. Our top priority in this budget was in maintaining all current services as any service cut may have unintended consequences on racial equity in Milwaukee County. The largest unintended consequence in this budget is the inability to fully reinvest the \$2.9 million in savings from the anticipated decline in the Average Daily Population (ADP) of youth at Lincoln Hills and Copper Lake Schools. By preserving these funds, we could make greater strides in our goal to make Milwaukee County the healthiest county in Wisconsin by putting an even greater emphasis on reducing recidivism, competency building, youth engagement, and community capacity building.



Responses	%
American Indian/Alaskan	1%
Asian	2%
Black	42%
Hispanic	8%
Two or More Races	2%
White	45%
	100%





RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: Parks

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?

Parks introduced a workforce development program, "UpLift", specifically for communities of color, which was approved within the 2020 budget, but delayed because of COVID-19 impacts. The UpLift budget in 2020 was \$40k, and Parks is again seeking \$40k to support UpLift in 2021. Parks is exploring opportunities to potentially leverage those funds through partnership with MMSD.

Parks is working to expand recruitment approaches for all open positions in the department, working toward the long-term goal of growing a diverse workforce that represents our county's racial and demographic composition. Parks recognizes the fact that the racial composition of the department is currently predominantly white and understands the need to foster a diverse and culturally relevant workforce. There may be minimal costs (under \$5k) associated with expanding recruitment approaches including where job opportunities are posted. Related, Parks is also diversifying interview panels for open positions to ensure that people of color participate and are equitably represented.

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?

Parks has worked to reduce career advancement barriers by offering more on-the-job training and educational opportunities within hiring probationary periods, allowing front line staff to expand their education and job skills to qualify for management roles.

Professional development includes keeping racial equity trainings for staff going. In 2019, the county comprehensively and robustly introduced the racial equity conversation to all staff. In 2020, those comprehensive efforts were suspended with COVID-19. There is much work to do in advancing this conversation and keeping RE training moving forward. Parks has not identified funding in the 2021 budget for racial equity training and plans to use free platforms (like online implicit bias testing) to keep the conversation and growth moving.

Parks leadership encourages and models participation in professional organizations within and outside of the Parks and Recreation industry. Parks recognizes that, historically, the field of P&R has been comprised of predominantly white males and is committed to advancing diversity and inclusion within the profession. This often happens by participating in professional organizations outside of P&R, or via P&R organizations more global in nature. Parks & Recreation memberships are typically organization-based (under \$2k) with costs covered from Parks' training budget. Costs of participation in non-P&R organizations are often covered by the employee.

Access to professional business training (ex. Coach Tom) has been very helpful for leadership growth, particularly when specific challenges arise, and equity is a part of these conversations.



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)?

Admittedly, outreach and engagement have been challenged in general in 2020. At the onset of the year, Parks embarked on three continuous improvement projects with the Office of Performance, Strategy, and Budget. Those three projects included overhauls of 1) Parks' fuel tracking, 2) Parks' project management process, and 3) Parks' outreach and engagement process. COVID response across the department and the county put these efforts on hold.

Parks is working to resume work to evolve our engagement processes in 2021, especially as we continue to navigate reduced social contact and an increased online presence. Parks needs to ensure that communities of color are at the table and participating in decision-making. The creation of the We Care Crew has given rise to increased collaboration with communities of color, with people of color as decision-makers at the table. Parks will continue to increase platforms for voices of color to be represented, while recognizing the work white people need to do to change their understanding and historic perception, to bring culture change in support of diversity and racial equity.

Additionally, Parks leadership has met with several County Supervisors, including the Chairwoman, over the course of the year to provide department status and budget updates. Leadership has also met with other key stakeholders, including the Milwaukee Parks Foundation, to provide budget updates and discuss the equity needs of the parks system. The Foundation Board holistically represents the diversity of the county and will be valuable partners in diversifying our audience and advancing racial equity. +

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

Various data sources show that English, Spanish, and Hmong are the top three most frequently spoken languages in the county. As a result, Parks attempts to incorporate all three where possible, but there are limitations (ex. website). During the COVID pandemic, Parks developed and posted trilingual safety signs on all "use at your own risk" amenity sites (ex. playgrounds, athletic courts, dog parks, etc.). This signage was funded through the Parks Marketing budget.

Additionally, Parks has bilingual English and Spanish speakers on its public services team available to support customers as they navigate the system. +

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?

In May, Parks leadership engaged managers in conversations around potential options to bring on seasonal support during the county-wide hiring freeze. Leadership held three meetings with all managers from each of Parks' three divisions to vote on the approach, and we were able to move ahead with one of their top 2 preferences. While this was related to the implementation of the 2020 budget, it was a valuable exercise, and one we will repeat in July.

Parks leadership was also planning to hold Lunch & Share sessions, open to all Parks full-time staff, to provide input on 2021 budget direction. Unfortunately, only one of session was held prior to the COVID lockdown, but this is a tool we would look to use again in the future – potentially online.

Parks has also maintained regular meetings with Parks' 11 Racial Equity Ambassadors and will continue these conversations with more focus in the second half of 2020 and into 2021.

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.)

In 2019 and 2020, Parks develop a Racial Equity Index as a factor using a racial equity lens to aid in prioritizing capital projects and resource distribution. The Index considers socio-economic and health factors beyond zip code to more accurately reflect need, particularly within our communities of color. It has been a valuable tool that was used to inform our 2021 budget and will continue evolving in the future. (Parks has infographic with more detail available.)

While Parks was unable to open deep-well pools in 2020, roughly half of our wading pools and splash pads were opened. Sites were chosen based on the equitable distribution of water resources across the county. A similar approach will be taken with both pools, splash pads, and wading pools again in 2021.

Once it became clear that the impacts of COVID-19 were hitting communities of color harder early in the pandemic, the We Care Crew was organized and mobilized as a partnership between government, law enforcement, and community organizations, and community members. The WCC was a grass roots response to the resourcing needs within our communities of color and while it does not have a budget per se, in 4 months the Crew has distributed upwards of \$40k in resources to the community, another \$5k in volunteer hours, and there is more to come.

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.

As mentioned earlier, Parks simultaneously holds the often-conflicting efforts of revenue generation and racial equity. These two efforts tend to clash, and the result is often a focus of energies on revenue generating services (ex. golf, beer gardens, marina) rather than services the community needs (ex. community centers, access to water resources, basic operations like mowing and trash collection). Parks recognizes that this model is not sustainable, nor equitable, and is working for longer-term solutions with racial equity and a focus on service needs at the core.

Various fee increases have the potential for negative racial equity implications as they may become a barrier for access to those amenities

The closure of wading pools and deep well pools has a negative racial equity implication by reducing access to water and heat relief across the county.



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?

Again, racial equity and revenue generation by nature clash, but Parks' budget structure, with a reliance on revenues and decreased reliance on tax levy, cast the structure in stone over a decade ago.

With all-time low staffing and service levels, a larger system footprint, and increased services, Parks is positioned to continue its focus on revenue generation, resulting in less capacity to support basic service needs.

The current funding model carries fundamental flaws and impedes long-term sustainability, not to mention the advancement of racial equity. Parks is evaluating options for long-term change, recognizing the system is broken.

We are constantly assessing the services we provide within the context of community need, this year within the context of the pandemics of COVID-19 and racism, and the demanded focus on revenue generation often compromises and challenges the delivery of the basic services that much of the community relies on.

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

This is a difficult question to answer because while a racial equity lens was utilized to build the 2021 budget – and is used with the department every day – the unintended consequences of the proposed budget are not yet known. However, this exercise helps open our eyes to be on the lookout for unintended consequences when they do arise, and be prepared to rectify them, with the advancement of racial equity at the forefront.



RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department: Zoological Department

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?

Our revenue partner, SSA, recruits staff from job fairs, including the Milwaukee Public Schools Job Fair. They also work with Employ Milwaukee on opportunities they have around the community for hiring and workforce resources. The Education Department, the Zoological Society of Milwaukee (ZSM) is looking into alternative ways to recruit summer educators including advertising in more diverse schools and adjusting some of the minimum requirements. The ZSM Animal Ambassador Programs not only teaches children about animals but also develops an understanding of careers available in environmental fields and encourages the interest of minority and low-income youth in the sciences both as an academic and career choice (2019 data - 2,865 students @ 26 metro-Milwaukee schools).



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?

The Zoo's revenue partners, SSA and the Zoological Society of Milwaukee, began a High School Education Assistant program this year which provides opportunities for SSA's diverse staff to gain experience. Due to COVID-19, our Education department is closed and this will resume when our in-person classes/camps come back. High school/college intern programs at the Zoo- Animal Dept, Evaluation and for 2021 Business analytics/accounting. KultureCity training to better assist guests with sensory challenges. Participation in the County's Racial Equity training

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)?

Evaluation to gauge effectiveness and impact of grant-funded programming (e.g. Animal Ambassador program survey results showed that the at-home, family activities were a burden on many due to language barriers and economic disadvantages. The program was adjusted based on this feedback.) Our exit survey is conducted annually to get guest feedback about their Zoo experience, and offers opportunities to suggest how we can improve. Around 350 guests took the survey in 2019. Demographic data is collected and the results are analyzed by subsamples, including Milwaukee County residents, to ensure their voices are heard. Zip code data from members and school groups is also assessed to know who is using our services and who we need to further assist.

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

Spanish language maps. Staff to serve as translators, informally. Future: Additional translations on exhibit interpretive graphics and map translations in other languages

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?

Our anonymous COVID-19 Employee Survey gauged how comfortable staff was with reopening the Zoo, how well we communicated changes in operations, and whether or not they had the resources they needed to get back to work safely. The results showed that some staff needed additional supplies and they were given direction on where to get them, concerns with returning to work for those teleworking and concerns surrounding the need for employees to wear masks including guests were addressed. The Zoo holds two annual Zoo-wide meetings and allows for staff Q&As and staff are encouraged to submit budget ideas and/or cost savings measures to the Administration/Finance and Operations Division. Future: engaging all front line staff in strategic planning set for 2021



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.)

Zoological Society of Milwaukee provides grant-funded educational programs to students, particularly in under-served areas, including MPS Nature Play, Kohl's Wild Theater, Animal Ambassador Programs, Animal Connections Continuum and the MPS Extended Learning Program. We used zip code data from our exit survey to target our marketing campaign to underrepresented Milwaukee County zip codes, including free family events information.

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.

As part of the Accounting section reorganization planned for 2021, a broader range of focus will be implemented to keep up with business trends and strategies. One of those strategies is dynamic pricing. Dynamic pricing allows for improvement in visitation from low-middle income households while maintaining admission revenue trends consistent with recent years. Another positive result from the Accounting section reorganization is the creation of a student intern program geared towards undeserved and/or economically challenged student populations living in metro-Milwaukee. This program will introduce students to the business analytical world and touch on accounting to encourage students to pursue careers in these fields.



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?

Dynamic pricing - Based on reach and experiences from other zoos and museums, dynamic pricing has had a positive result on revenues and also providing greater opportunities for visitation from low-middle income households. Intern programs will encourage careers in the animal fields and business. Expanding the funding to a more diverse audience will increase visitation from minority guests.

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

Dynamic pricing will help the Zoo remain affordable and more accessible to guests. Keeping admissions fees for school groups affordable may have a negative impact on revenue; however, dynamic pricing will incorporate this impact and will hopefully mitigate any negative impacts to revenues.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 6/18/20

Department: Milwaukee Public Museum

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?

MPM has added recruitment dollars in our budget for additional diversity recruitment sites. This year we have added money to support ads on blackjobs.com (to attract professional African American job seekers) and hispanicjobs.com (to attract Hispanic, Latino, and Latinx candidates). We make accommodations for job duties when possible to hire disabled persons as well.

To retain our diverse employees we have added funds to bring in an outside trainer to provide all MPM leaders with training on "Diversity in the Workplace" and to train all staff members on "Recognizing and Understanding Implicit Bias"

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?

MPM has a very small amount budgeted each year for the entire workforce for professional development ("PD"). Every department submits their requests for these PD dollars and our budgeting process includes a step to review how to best use these scarce dollars. We also encourage all employees to make use of free training opportunities available through professional organizations and the American Association for Museums (AAM). In fact, all active employees receive a free membership to AAM.

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)?

This is not applicable. The budget we receive from the County for operating dollars is based on our Lease and Management Agreement.

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

We receive a large number of Spanish and French speaking visitors, and we have employees that have French and Spanish speaking language skills.

Because Milwaukee has a large Hispanic population, when developing our job postings for front-line facing positions, MPM includes a statement that includes "Candidates with bilingual Spanish language skills are highly encouraged to apply."

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?

(Each department is invited to propose ideas along with an ROI for special projects each year. These projects are evaluated against our strategic initiatives and voted on by the Senior Leadership team for inclusion in the budget.

MPM has an active Accessibility Committee which is represented by a wide variety of race, ethnicity, male, female, and LGBTQ employees that arrange various training, development and visit to local agencies that serve the disabled communities. We share the information learned with our employees and development of new programs.

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.)

At this time, we do not have ways to gather racial, economic, or other data for those who visit the Musuem.

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.

At this time, there are no changes as all of the items above have already been implemented in our current and past internal budgets.

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?

See above.

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

See above.



RACIAL EQUITY BUDGET TOOL

Date Submitted: 7/15/20

Department: UW Extension 9910

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?

- The office has 29 full and part-time employees, one is county employed and 28 are state employed. Twenty 23 employees are women (79%) 6 employees are men (21%). 3 employees are African American (10%), 3 employees are Latinx (10%), 1 employee is Asian (3%) and 22 employees (77%) are white. Two of the seven (29) employees in the Professional Services contract are African American. Two of these positions are currently vacant due to state budget concerns due to COVID-19.
- We share job announcements with partners and organizations in the community that serve underrepresented audiences including the north and south sides of the City of Milwaukee and communicate job announcements with them. We have a list of these partners and organizations for record keeping and consistency in this effort.
- We review job descriptions and craft position responsibilities to align with local needs in Milwaukee County. We emphasize to UW-Madison, that although it is state position, the employee works in Milwaukee County.
- We utilize grant and contract projects that provide opportunities to retain interns with longer term employment possibilities and attract and retain community members. We have two external funding opportunities in 2021 that will help this move forward (Returning Citizens Program and USDA Children, Youth and Families at Risk (CYFAR).)
- We will explore options to compensate multilingual colleagues for interpretation and translation services. We will continue to utilize the translation and interpretation services of UW-Madison Extension Office of Access, Inclusion, and Compliance.
- Area Extension Director will work with UW Madison Extension Human Resources to identify specific minority job fairs to solicit qualified job applicants for urban Extension positions. The associated cost of these activities is measured by our intentional effort to build a culture of change in our department. These efforts will require time in creating new processes and implementing these processes to move forward.

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?

- In 2021, we plan to engage the entire team in professional development trainings that enhance knowledge and behaviors toward racial equity in hiring, advancement, and retention. We will also seek resources outside of UW Madison Extension for this training.
- We partner with the Southeast Wisconsin Master Gardeners Association who provides scholarships to enable diversity of participation in our volunteer training. In our 2021 County Budget, we project a total of 410 master gardener volunteers who reside in Milwaukee County.
- Extension programming in Milwaukee County is highly dependent on community partnerships and volunteer support. Volunteers are an important part of our teamwork. We need to explore opportunities to compensate people who may not have the ability to volunteer their time to help with outreach in the community.

Resources: Office of Violence Prevention, Community Advocates, UW Madison Extension, Office of Access, Inclusion, and Compliance

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)?

- Newly hired Professional Services staff are required to engage community stakeholders and residents in developing a local needs-assessment that will guide their programming. This was most recently done for the Positive Youth Development Program.
- The FoodWise program at the State level is planning to budget and invest in co-creation of curriculums and culturally-relevant curriculums in their next 3-year plan. We will continue to emphasize the urban needs of Milwaukee County when working with our state colleagues as these plans moves forward.
- The Community Urban Garden program projects it will serve 1,700 Milwaukee County residents in 2021, most of whom are ethnic minorities. After the growing season, we plan to hold a forum/focus group to gather input from our clients on the services we provide, and use this information to assess our current level of services. Additional efforts will be made to engage a group of Hmong micro-farmers with a possible partnership with the Wisconsin Hmong Chamber of Commerce.

Note: Educators on the Professional Services Contract are paid with a combination of county, state and grant funds. The FoodWise program is funded with federal dollars, and the Community Urban Garden program is funded with state dollars and garden rental fees.

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

- Our current department language needs are translation and interpretation services for Spanish, Hmong, and the Lao languages.
- The UW Madison Extension Office of Access, Inclusion and Compliance provides translation services to our department for a charge, and also provides our department with a language access phone line service. The cost is paid with state dollars or with program generated revenue.
- We will explore options to compensate the multilingual staff in our office for interpretation and translation services.
- The FoodWise program has budgeted \$2,000 in federal funding for 2021 for multilingual needs.
- Not having access to curricula that is culturally appropriate and available in multiple languages is currently a barrier in engaging with diverse populations who live in Milwaukee. We will continue to advocate for culturally-appropriate curricula, multilingual curricula, and assertively seek to hire linguistically and culturally-sensitive educators. We are working with the UW Madison Extension Office of Access, inclusion and Compliance for interpretive services and culturally responsible information.

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?

This year, the Area Extension Director met with educators on the Professional Services Contract (PSC) to discuss what is needed most to support their programming. Their input helped to retain two positions in the contract that will be community-focused. They also drew attention to the need for adequate professional development funds in support of community engagement and racial equity education. The educators on the Professional Services Contract are funded by county, state, and federal grant dollars.

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.)

Our department utilizes U.S. Census American Community Survey data to analyze county demographic trends. We are anxiously awaiting release of the 2020 US Census data in the spring of 2021.

As a result of COVID-19, we have embarked on a county mapping project that is providing detailed information at zip code and census tract levels across the county. We are specifically focusing on low-income areas with food deserts and people of color. This project is a joint effort by our Milwaukee County FoodWise staff, UW Madison Extension state specialists, and the UW Madison Applied Population Laboratory. +

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.

The 2021 Professional Services Contract (PSC) increased by 2 percent to cover increasing state costs. Despite our county budget remaining flat, we were able to absorb this increase and retain all seven positions in the contract. Two of these positions are held by African Americans, and efforts are being made to ensure a diverse applicant pool for three vacant positions.

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?

We plan to maintain our level of service to disadvantaged communities in 2021 using our county budget dollars and enhancing our educational outreach through two major sources of new funding (Returning Citizens Program (state funds) and Growing Connections (federal funds).)

The majority of our educational programming is driven by external funding that leverages county tax levy. We have to continue to nurture and grow relationships with funders to continue to maintain the level of educational outreach programming, and also focus on growth in needed areas. We also need to realize that while we are dedicated to get input from diverse identity groups on our budget and programming, we also know that those communities should not have to bear the burden of our learning and transformation towards anti-racism.

We analyzed all funding sources for our department. We also realized the need to continue this analysis and focus on the benefits and unintended consequences of individual programs within our department that are not funded by the county tax levy.

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

Our county budget tax levy is \$343,000. These funds mainly cover our overhead costs (office space, utilities, etc.) and one .75 FTE county employee. As stated above, we need to continue to nurture and grow relationships with funders, produce impactful educational outreach outcomes, and maintain and grow community partnerships. These funds are critical in reaching diverse audiences in Milwaukee County.