



RACIAL EQUITY BUDGET TOOL

Date Submitted: 07/08/2026

Department: Pretrial Services

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

STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

1. What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?

The Pretrial Department partners with two contracted service providers—JusticePoint and Wisconsin Community Services (WCS)—both of which maintain intentional, equity-driven strategies to attract, develop, and retain a diverse workforce that reflects the communities served.

JusticePoint continues to strengthen recruitment, outreach, and internal culture to support diversity and inclusion. As of June 2026, 43.82% of JusticePoint employees in Milwaukee County identify as minority, with managerial roles evenly split at 50% each. Recruitment occurs across diverse platforms, including minority-owned publications, the Wisconsin Job Center, Jobs That Help, Indeed, and partnerships with local higher education institutions. Staff referrals remain a strong source of mission-aligned candidates.

Retention efforts include an active DEI Core Committee, Employee Resource Group activities, and structured leadership engagement initiatives. JusticePoint contracts with Anesis Therapy to support leadership development and sustain an inclusive internal culture. Competitive compensation and a comprehensive benefits package are essential to workforce stability.

WCS invests heavily in recruiting staff who reflect the demographics and lived experiences of the people served. Recruitment strategies include advertising through local radio, universities, Indeed, Facebook, LinkedIn, the WCS website, and JobsThatHelp.com. WCS expands candidate access by posting internship opportunities on Handshake, reaching over 10,000 universities nationwide. Partnerships with community-based employment organizations ensure outreach to diverse populations. WCS also utilizes CIRCA job boards to proactively reach veterans, individuals with disabilities, people of color, and other historically underrepresented groups. Local job fairs—most recently in June 2026—further support recruitment of diverse staff. The Black Male Advisory Council (BMAC), established in 2013, reinforces culturally responsive practices and community connections. WCS invests approximately \$10,000 per month in recruitment activities.

Together, these strategies ensure that staff composition is representative, recruitment pipelines remain diverse, and retention efforts reflect ongoing commitments to inclusion, belonging, and professional development.

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

JusticePoint integrates professional development into recruitment, retention, and advancement pathways to promote equity across the organization. Its Affirmative Action Plan guides equitable promotion practices, and internal mobility remains a key strategy. Staff at multiple levels—first-line, mid-level, and program leadership—have historically advanced from within, supporting a more representative leadership pipeline. All staff receive core training in Motivational Interviewing, Ethics and Boundaries, and Diversity, Equity, and Inclusion. JusticePoint uses Schoox to assign, deliver, and track all professional development activities. A formal mentoring program connects staff across roles to foster leadership readiness, career growth, and stronger organizational culture.

Equity-focused development is further supported by a quarterly DEI training series in partnership with UW-Milwaukee.

WCS provides a comprehensive professional development structure designed to promote equitable advancement opportunities. All staff complete required trainings within the first six months, including Culture of Belonging, Person-Centered Care, Motivational Interviewing, Trauma Awareness and Wellness, Cultural Awareness and Wellness, and Ethics and Boundaries. WCS invests in external training partners who bring subject-matter expertise and ensures supervisors receive annual advanced leadership training through two separate cohort-based models established in 2024. The Human Resources Department hosts bi-monthly Leadership Lunch and Learn sessions, and the agency invests approximately \$300 per employee each year in training.

Advancement opportunities are widely communicated, with qualified internal candidates receiving preference. The Culture of Belonging journey—launched in 2021—continues to shape organizational culture, influence leadership expectations, and ensure alignment with core values of respect, integrity, and excellence across all levels of management.

3. Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?

JusticePoint maintains a participatory approach that incorporates regular input from frontline employees and contracted service providers. Feedback is collected through supervision, team meetings, cross-departmental workgroups, and open-door communication with leadership. In 2026, frontline discussions included training compliance needs, staffing pressures, workflow issues, PSA and NCIC training gaps, and Schoox module development. This input shaped internal planning, clarified resource needs, and helped refine staff development strategies.

WCS ensures frontline voices are incorporated through monthly team meetings and routine communication channels. Staff from diverse backgrounds and cultures provide feedback on workload needs, program operations, and budget implications. This input informs decision-making, resource allocation, and operational planning. Departments collaborate to ensure consistent coverage and minimize workflow disruptions, ensuring that program delivery continues without interruption.

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

JusticePoint tracks internal spending with minority- and women-owned businesses and reports this information as required by partner agencies, including Milwaukee County. JusticePoint maintains a goal of directing at least 17% of subcontracting to minority- and women-owned businesses. While some services have been brought in-house—reducing subcontracting volume—supplier diversity remains a priority for consulting, facilities, and procurement needs.

WCS uses minority- and women-owned businesses whenever possible for subcontracting and purchasing needs. WCS completes all required TBE reports annually for applicable funding sources across its programs.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP

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

Both JusticePoint and Wisconsin Community Services (WCS) incorporate structured, ongoing engagement of participants, staff, community partners, and system stakeholders to ensure funding decisions reflect program needs, equity considerations, and participant experience.

JusticePoint uses multiple feedback mechanisms, including participant surveys, program evaluations, and communication through supervision, team meetings, and administrative channels. Engagement also occurs through collaboration with courts, county partners, and community-based organizations. Input from participants and stakeholders is used to identify service gaps, operational challenges, and areas where resources are needed, particularly regarding training, staff capacity, and participant support needs. These insights inform internal planning and guide budget priorities to sustain equitable, accessible service delivery.

WCS gathers input through participant surveys and an agency-wide Empathy Interview process—an approach

grounded in Trauma-Informed Care principles. Senior leaders and program staff conduct structured interviews with both employees and people served to capture authentic, qualitative feedback about service experience, cultural responsiveness, and emerging needs. WCS also consults with community-based organizations engaged in justice-involved populations. Data from surveys and Empathy Interviews guide resource allocation, identify areas where changes in funding could enhance service quality, and ensure program decisions reflect the voices of diverse communities. These engagements consistently reinforce the importance of equitable access, culturally responsive services, and maintaining sufficient staffing to meet demand.

6. Describe ways in which demographic and economic data were used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)

JusticePoint reviews both demographic information obtained through the justice system (e.g., CMS interfaces) and economic data collected at intake or through participant self-report. This analysis helps identify groups facing barriers such as housing instability, transportation limitations, or inconsistent access to communication. When data indicated greater disengagement among individuals experiencing socioeconomic challenges, JusticePoint adjusted practices to provide more equity-informed case planning, reinforce follow-up protocols, and target staff support toward individuals with documented barriers. These data-driven adjustments help ensure resources are distributed equitably and that individuals with the greatest needs receive appropriate support.

WCS conducts ongoing demographic and outcome monitoring across its Pretrial, Drug Testing, and SCRAM CAM programs. Among 1,220 individuals served across these services, 68% identified as African American, 27% as Caucasian, and 5% as Asian. Outcome data showed strong performance across demographics, including a 65% zero-positive rate for Drug Testing participants and an 81% zero-violation rate among SCRAM CAM participants.

a. Please provide specific examples of data and how that influenced decision making.

When data indicated greater disengagement among individuals experiencing socioeconomic challenges, JusticePoint adjusted practices to provide more equity-informed case planning, reinforce follow-up protocols, and target staff support toward individuals with documented barriers. These data-driven adjustments help ensure resources are distributed equitably and that individuals with the greatest needs receive appropriate support.

WCS uses data to verify equitable performance across populations and ensure resource distribution aligns with service needs. Weekly quality assurance and supervisory reviews examine whether demographic groups experience different outcomes and adjust service delivery accordingly. This approach ensures that decisions about staffing, training, and participant support remain grounded in data and equity considerations.

b. Are there gaps in the data that need to be addressed to better understand disparities in equity?

JusticePoint notes several limitations in the completeness and consistency of data. Economic information is often self-reported and varies depending on how individuals enter the system. Demographic data received directly from CMS is reliable, but supplemental socioeconomic data is not always gathered uniformly across all entry points. Additionally, existing data systems do not consistently support real-time demographic analysis, delaying identification of emerging disparities. Strengthening data systems to capture income, housing stability, employment status, and social needs more consistently would improve the ability to detect disparities and target resources effectively.

WCS is actively working to deepen demographic analysis by linking outcomes more systematically to participant characteristics. Additional development within the Performance Quality Improvement Department is focused on enhancing the agency's capacity to examine outcome differences across demographic groups, which will enable more targeted and equitable resource distribution.

7. a. How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered?

JusticePoint participates in cross-departmental initiatives such as Community Justice Council subcommittees and other system-wide collaborative groups. These forums strengthen communication between courts, justice partners, and community organizations, enabling smoother coordination and better alignment of services. Staff time is intentionally allotted for these efforts, recognizing collaboration as essential to maximizing access, reducing duplication, and enhancing the quality and equity of services.

WCS builds cross-departmental collaboration into its operational structure. Staff from Drug Testing and CAM services work together to ensure uninterrupted service delivery, including cross-training and shared coverage during staff

absences. Monthly EM/Drug Testing department meetings reinforce shared practices and ensure alignment across services. Agency-wide town halls support transparency, promote belonging, and provide opportunities for staff input. These collaborative practices help reduce service fragmentation and support more equitable access to resources for participants.

b. How does this help us achieve the vision of achieving equity and health?

These collaborative practices ensure that participants experience a coordinated system rather than disconnected services. Working across departments improves the timeliness and accessibility of services, particularly for individuals disproportionately impacted by systemic barriers. Sharing information across programs allows providers to anticipate challenges, respond more effectively to participant needs, and reduce the administrative and logistical burdens that can limit access. This cross-functional approach promotes more consistent service experiences and directly supports the County's vision of advancing equity and health.

8. What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?

a. What analysis did you do to determine the expected benefits and potential unintended consequences?

JusticePoint reviewed service demand, staffing capacity, participant needs, and demographic data when assessing potential budget impacts. Adequate funding is expected to sustain service quality, maintain capacity, and support staffing levels essential to equitable access. Benefits include continued availability of community-based alternatives, timely communication, equitable staff engagement, and continued momentum in DEI and training initiatives.

Potential unintended consequences particularly if funding decreases or remains insufficient—include longer wait times, reduced flexibility, or staff strain, which could disproportionately affect individuals with higher needs or limited resources. Ongoing analysis of participant data and operational pressures helps anticipate and mitigate these risks.

WCS continues to request resources that align with the actual cost of service delivery, particularly staffing and benefits. Rising operational expenses exacerbated by post-pandemic pressures and service volume—require budget alignment to avoid reduced service capacity. WCS evaluates volumes, costs, and outcome data to assess the likely impacts of funding decisions. Adequate funding is expected to maintain stable service volumes, prevent disruptions, and support equitable service experiences.

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

JusticePoint will monitor service delivery and staffing impacts throughout implementation. If concerns arise, leadership will adjust workflows, reallocate resources where possible, and work with system partners to protect access for participants with the greatest needs. Emphasis will remain on continuity of service, equitable engagement, and responsiveness to emerging challenges.

WCS will continue negotiating costs with long-standing vendors, managing benefit expenses, and investing in workforce satisfaction to sustain retention. Routine employee engagement surveys and Empathy Interviews provide actionable feedback for leadership decisions. These strategies help maintain staff stability and service accessibility without relying solely on compensation increases.

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

JusticePoint does not assess fines or fees as part of its service delivery. However, the organization acknowledges that financial burdens associated with broader system involvement may disproportionately affect low-income individuals and communities of color. JusticePoint mitigates these burdens through supportive approaches focused on communication, engagement, and flexible service access.

WCS programs do not impose demographic disparities in fees. Milwaukee County covers costs for Pretrial, Drug Treatment Court, and Veterans Treatment Court participants. For individuals who choose to continue with SCRAM CAM services through private pay, WCS offers a tiered fee structure and payment plans including options for individuals with limited income ensuring equitable access to monitoring services.

STRATEGIC FOCUS AREA 3: INVEST IN EQUITY

9. If your department were to receive some additional funding for addressing equity, what specific strategic plan priority would you address, what would be the project/activity and intended outcome, and how much would it cost?

If additional equity-focused funding were made available, the department would prioritize expanding language access, strengthening staff competencies, and increasing participant supports that address known barriers faced by historically marginalized communities.

Key activities would include enhancing bilingual staffing capacity, expanding interpretation and translation services, and strengthening equity-centered professional development. These investments would broaden access for individuals with limited English proficiency and support more culturally responsive service delivery. Additional resources would also be dedicated to addressing practical barrier such as communication challenges, transportation limitations, and navigation of justice-system processes that disproportionately affect participants with lower incomes or limited local support.

The intended outcome of these investments is improved accessibility, higher engagement rates, and more equitable outcomes for all participants, particularly those who face linguistic, cultural, or economic disadvantages. While specific cost projections would depend on scope, anticipated expenditures would include staffing, technology, contracted interpreter services, and expanded training infrastructure.

10. What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs, accessibility barriers, food apartheid, financial empowerment or other factors that impact the stability and wellbeing of people in Milwaukee County?

JusticePoint and WCS both integrate intentional, equity-driven practices to dismantle barriers that impact access, engagement, and participant stability.

JusticePoint serves individuals from diverse linguistic and cultural backgrounds and incorporates language access into standard service delivery. JusticePoint employs bilingual staff and recruits' individuals whose language abilities reflect the communities served. The agency uses Boostlingo to provide real-time interpretation in more than 700 languages and utilizes written translation services when participant materials must be made available in other languages. JusticePoint also works to expand Spanish-language programming when feasible. Staff assess a broad range of communication-related needs—including hearing, mobility, visual, cognitive, and language considerations—and provide accommodations, interpretation, translation, and modified communication pathways as appropriate. Additionally, staff help participants navigate systemic and practical barriers such as transportation, service access, and justice-system navigation.

WCS prioritizes barrier reduction through its Culture of Belonging initiative and ongoing Trauma-Informed Care practices, including agency-wide Empathy Interviews to gather authentic input from people served. The agency partners with the Professional Interpreting Enterprise (PIE) and Language Line for interpreter services and employs bilingual staff who support programs with interpretation needs. WCS also ensures accessibility for individuals with communication disabilities and uses technology to generate program materials in any language needed to ensure equitable access to information. The agency's focus on cultural responsiveness, community partnerships, and internal learning aligns with efforts to dismantle systemic barriers and support the wellbeing of all individuals serve

