



2018



Dane County Sheriff's Office Equity Work Plan

Sheriff David J. Mahoney

A summary of the Dane County Sheriff's Office commitment and plan to improve all forms of equity and inclusiveness internally and within the Sheriff's Office sphere of influence in our community.

Sheriff Mahoney's Vision Statement for the Dane County Sheriff's Office:

Create a Dane County community where citizens feel safe, served by a Sheriff's Office reflective of community diversity and guided by our fundamental values

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Background

Dane County developed a plan to increase equity in each department and elected office of Dane County government. The County-wide Equity Plan was presented to the Dane County Board in 2015 after a comprehensive analysis. Critical guidance and feedback was provided by the Dane County Racial Equity and Social Justice Team, which the County created in 2014.

Dane County Executive Joe Parisi has taken a leadership role in a community conversation to ensure all of the county's residents have the same opportunities to succeed. Areas of opportunity for improvement include poverty and unemployment.

- 41% of African Americans and 9.5% of Caucasians in Dane County live in poverty.
- Dane County has a wide disparity in poverty between African American and Caucasian children: 57.3% versus 5.6%.
- Dane County's African American unemployment rate is 24.1% versus 5.0% for Caucasians.
- "The County Executive recognizes that the quickest and most reliable vehicle out of poverty and toward upward mobility is having and maintaining a family sustaining job" https://opportunity.countyofdane.com/Shared_Challenges
- "When we ensure that barriers to employment are broken down for *everyone*, we automatically impact racial disparities. Sadly, the highest rates of poverty in the county are experienced by those who represent racial minorities." -- *Dane County Executive Joe Parisi*

Why focus on institutional racism?

All historically disadvantaged groups experience systemic inequality. To eliminate inequality, we must focus on the root causes and make an effort to change the underlying system that creates and preserves inequalities rather than treat the symptoms. Change can be a slow process. Equity is not the job of one specialized office, but the responsibility of all county departments and employees. Local governments may consider themselves fair and just; however, people of color fare worse than their white counterparts in every area: housing, employment, education, justice, and health.

The April 2014 Strategic Vision for the Future: City of Madison Racial Equity and Social Justice Initiative report suggests "local government has not only the ability but responsibility to proactively seek ways to amend systems that have perpetuated racialized inequities and created barriers to prosperity and well-being for people of color." If we as public servants and policymakers want to see more equitable outcomes and a more sustainable economic future, we must find new and better ways to operate. The same report indicates people of color are predicted to represent 50-75% of Dane County's population growth. The Madison Metropolitan School District enrollment already consists of a majority of students of color, making a focus on equity and inclusion an important part of a sustainable future. As the population of Madison and Dane County changes to include a greater percentage of people of color, the composition of its labor force must also change to reflect the community and to achieve employment and income equity.

Equity Action Plan Framework

The equity action plan focuses on five strategies (in consort with recommendations) to advance racial equity: organizational commitment; leadership development; program innovation; collaboration; resource mobilization; and brand and visibility.

These concept-categories describe areas of opportunity for working toward a more inclusive and equitable approach for the Dane County Sheriff's Office (DCSO). The DCSO needs to approach racial equity from both an internal and external lens. The DCSO needs to work on Racial Equity within the organization and within the spheres of influence the DCSO has in the community. This plan is a framework for all employees of the DCSO to use to diversify the work force, address conscious and unconscious bias and put conversations about equity to the forefront of our actions.

Equity plans can put a theory of change into action to achieve a collective vision of equity. Plans can drive institutional and structural change and require resources to implement including time, money, skills, and effort. Staff need to normalize conversations about bias, making sure they have a shared understanding of commonly held definitions of implicit bias and institutional and structural racism. Normalizing and prioritizing our efforts allows change to take place more expeditiously. We need to implement new tools for decision-making, measurement, and accountability. We need to organize within the DCSO and with our partners to effect change together. We need to build staff and organizational capacity through training for new skills and competencies while also building internal infrastructure to advance equity.

An effective equity plan is both a process and a product. A successful process will build staff capacity which can be used during implementation. This process is an effective tool to familiarize staff with the agency's equity vision and theory for change.

Tiers

Under each of these Organizing Concepts the progress is categorized into the following tiers:

- Tier 1: Beginning: A practice or policy that is starting or new.
- Tier 2: Emerging: A more developed practice or policy.
- Tier 3: Advancing: To move forward, make progress, or lead a practice or policy.

What is Equity?

Racial Equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved. (The Racial Equity Alliance) We must investigate, honestly, how our longstanding systems, policies, and practices, unintentionally or not, have created and continue to maintain racial inequity, and we must change them.

Dane County Demographics and Facts

The United States Census Bureau estimates Dane County's population as of July 2016 at 531,273 people.

The demographics of Dane County's population consist of:

- 85.5% White
 - 5.3% Black or African American
 - 0.5% American Indian or Alaska Native
 - 6.1 % Asian
 - 0.1 % Native Hawaiian and other Pacific Islander
 - 2.6% Two or more Races
 - 6.3% Hispanic or Latino
- The median age in Dane County is 34.8 years.
 - Median household income is \$65,202.
 - 11.4% of the population lives below the poverty line, less than the statewide average for Wisconsin of 12.1% and 14.7% nationally.
 - There are approximately 216,000 households and the median value of owner-occupied housing \$240,800.
 - Dane County has a well educated population with 95.1% of the population high school graduates or higher, 48.5% have a bachelor's degree or higher compared to 91.4% and 28.4% respectively in Wisconsin.

The Dane County Sheriff's Office Plan

The Dane County Sheriff's Office (DCSO) has been involved in this planning as a part of the County Racial Equity and Social Justice team. The DCSO equity plan will focus on the following recommendations:

- Ensure all neighborhoods and people are safe and racial disproportionalities in the criminal justice system are eliminated.
- Examine both internal and external plans considering all equity, not just race based.
- Sections of the DCSO equity plan will follow the County model and include:
 - Organizational Commitment
 - Program Innovation
 - Collaboration
 - Resource Mobilization
 - Brand and Visibility

See Plan Summary Chart on Next Page.

AREA OF OPPORTUNITY	TIER 1 (BEGINNING)	TIER 2 (EMERGING)	TIER 3 (ADVANCING)
Organizational Commitment			
Create a Vision and Mission Statement			- Completed in 2012 under Sheriff Mahoney - Improvements to hiring procedures
Focus on developing a plan to increase and retain a diverse work force	Develop a Retention Workgroup to discuss ideas and initiate change	- Exit interviews - LPO - Cultural Committee - Expansion of DCSO internship program	- Minority Recruiter Position - Dane County ordinance 18.11 - continue to seek feedback from minority employees
Conduct racial equity training and participation in (RESJ) for all DCSO employees	Integrate racial equity in the organization	Ongoing. Chief deputy Hook is member of Leadership Team	RESJ Team formed in 2014
Build a Racial Equity Framework	Educate employees on the GARE Racial Equity Tool and how to implement it into: 1) decision making 2) reviewing all policies & procedures 3) committees & workgroups 4) review of recruiting, testing, backgrounds & interview process	- Cultural Awareness committee - Micro aggression training - Implicit bias training	
Monitoring Racial Equity	Routinely monitor personnel decisions made about employees from minority groups	Exit interviews	Obtain feedback from minority employees on ways to improve
Ensure Dane County neighborhoods are safe and Racial Disproportionalities in the Criminal Justice System are eliminated	Create running and historical document that notes all community recommendations related to public safety and equity and its corresponding disposition.		- Continue to build trust in the communities - Maintain active and positive law enforcement presence - DCSO recruits at job fairs
Increase new recruitment and marketing strategies that focus on non-traditional areas and educational institutions	- DCSO could develop a recruitment model where recruiter proctors exams - DCSO recruitment video		An engaged employee is the best recruiter
The DCSO will work with other members of the criminal justice system to incorporate equity and social justice into the system		Security Services Captain serves on the Advisory Board of Drug & OWI Courts.	Dane County will create a Drug Treatment & OWI Court.

Leadership Development			
Adoption of LPO Philosophy		LPO provided to all new supervisors and line staff that are involved in various workgroup and committees	Command Staff attended LPO Training
Expand the Mentorship Program	<ul style="list-style-type: none"> - Develop formal mentorship program that matches historically disadvantaged employees in higher level leadership positions with historically disadvantaged employees who are aspiring career development - Utilize supervisors for Mentorship 	Cultural committee established mentorship program which pairs up employees of the same rank	
Task Leaders with creating solutions	- Engage leaders and line staff at all levels of the DCSO to develop solutions to recruitment, retention, and promotion to achieve racial equality.		
Identify awareness within organization of implicit and/or unconscious bias	<ul style="list-style-type: none"> -Provide online implicit bias tests -Provide training regarding information captured via the testing. 	Newly promoted supervisors, JTO's, FTO's to receive Fair and Impartial Policing Training.	Micro-aggression and Implicit Bias Training
Utilize Supervisors to Increase Community Involvement	Introduce supervisors at community events and to assist in building community relationships	Online Leadership Academy	
Develop Long Term Succession Planning	Coach, mentor, and identify staff who have an interest in leadership via constant engagement and annual evaluations		
Create a diverse command staff that reflects community diversity	Informational sessions for line staff about life as a supervisor in the DCSO. Goal is to increase interest in promotion.		

Program Innovation			
Employer-Based 720 Law Enforcement Academy and Jail Academy	<ul style="list-style-type: none"> - For those struggling with the LE Academy, instructors to identify additional resources to ensure employees are retained whenever possible - Specific training for equity to fit vision of DCSO 		Started employer – based 720 Law Enforcement Academy in 2018.
Social Media Strategy	Utilize Snapchat and Twitter to reach the diverse community	Social Media Strategy Growth and Expansion	
Implement Procedure to Document Traffic Stops to Ensure Fair and Impartial Enforcement		Monthly traffic stop data reports completed by DCSO Crime Analyst	All traffic stops conclude with either a citation or warning through TRACS to record driver information
Connecting with Communities	<ul style="list-style-type: none"> - Provide more opportunities for community members to see day to day operations of DCSO - Ride-a-long or “shadow” opportunities 		Increasing numbers for Citizen’s Academy
Ensure Communities of Color Share in Dane County’s economic prosperity	<ul style="list-style-type: none"> Explore innovative test and promotion methods: - Alternative modes of testing such as video based measure - Reduce subjectivity from selection process - Coach test takers prior to participation in selection process and don’t rely on cognitive ability tests alone 		
Create a culture of transparency and accountability to build public trust and legitimacy	<ul style="list-style-type: none"> - Make DCSO policies available for public view - increase communication timelines to citizens for significant incidents 		
Equity Planning and Execution	Establish an equity task force to identify equity problems; create solutions and be accountable.		

Equity in Design	Recognizing that architecture design can have an impact on access to opportunities; steps will be taken to insure the design allows for fair and just access to these opportunities.		
Collaboration			
Develop and expand community engagement and external focus by reaching out to leaders in the minority community for assistance in cultivating positive relationships with leaders law enforcement	-Expanded new deputy shadowing in the community -Look into having a third party facilitate community discussions (RAND project)	Sheriff Connections with many community groups expanding across all levels of organization	Fall 2014 "Law Enforcement and Leaders of Color Collaboration" formed.
Create trust and legitimacy by forming partnerships with community groups that include all races, religions, sexual orientations, genders and ethnicities	Continue "You've Been Served" Program. Expand program to a "Town Hall" forum. Consider expanding the Citizen Academy to A Citizen Corps Council Volunteers in Police Service Program.	Community volunteer activities by Employees	-The DCSO started a Citizen Academy in 2005
Partnerships with others in Criminal Justice system		Criminal Justice System Efficiencies	New jail facility planning
Dane county is an Inclusive Government that engages Community and is responsive to its need	Provide outreach and public engagement training to employees who have routine contact with the public	- DCSO is a member of RESJ - DCSO is a member of GARE - Cultural Committee - Engaged in community outreach programs	Community and Problem Oriented Policing and building community relationships
Ensure Communities of Color Share in Dane County's Economic Prosperity	- Work in partnership with schools to recruit students for public service in DCSO. Use specific recruitment tools targeted to meet the needs and wants of the individuals along with the tools to reach them - In partnership with organizations representing communities of color, identify diverse candidates		

	who are interested and qualify for DCSO		
Involve the Community in the Process of Developing and Evaluating Policies and Procedures	Create a community oversight committee comprised of DCSO and community stakeholders to have policy input.		
Resource Mobilization			
Internal and external focus	Use of Racial Equity Lens	Commitment to Equity Training	Equitable hiring practices and promotions
Build a Racial Equity Framework	<ul style="list-style-type: none"> - Review all grants and deployments using a Racial Equity Tool (RESJ, 21) - Actively and consistently seek grants that support racial equity - Review all purchasing decisions using the Racial Equity Tool - Budget request to fund racial equity programs that accomplish tasks 		
Brand and Visibility			
Expand Social media and website presence	Data collection and coordination as related to equity goals Timeline to success	<ul style="list-style-type: none"> -Participation in community meetings - Utilize social media outlets to increase community contact 	
Establish Equity Reputation	Establish a reputation for commitment to equity by receiving acknowledgements for racial equity efforts		
Equity in Recruitment Efforts	Explicit communication about racial equity recruitment efforts by hosting meetings to explain the purpose of equity and the efforts to achieve it		
Equity in Advertising	Project diversity to the public by portraying diverse individuals in marketing materials		

Encourage Staff to Participate in Events that Highlight DCSO commitment to the Community		DCSO members participate in the “Polar Plunge”, Torch Run, “Walk a Mile in their Shoes”; Juneteenth; Amigos En Azul; etc.	
Visibility of Sheriff		-Sheriff and Chief Deputy attend monthly meetings of the Dane County Law Enforcement Leadership of Color Group. -Continue to be leader in transparency with community.	

Measurement and Data

How do we determine progress towards our goals? The DCSO must improve coordination of data as it works towards transparency and accountability. In order to have the most meaningful impact on racial equity and social justice the DCSO needs to improve coordination of data development associated with equity to guide policies and programs. There is a need for a comprehensive system to collect, consolidate, monitor, analyze, and communicate about data.

- Accountability, transparency, and regular reporting are necessary to demonstrate progress towards goals and results.
- With improved data coordination and management the DCSO will be able to better understand and report on inequities and measure our progress towards addressing them.

Develop Clear Goals And Measurable Outcomes Vision and Timeline

This timeline represents what success will look like:

One year from Implementation:

- Benchmarks established by employees to hold themselves accountable to groups most likely affected by their actions
- Data collected and used to set equity goals

- Participants in equity discussions experience individual benefits, form new or stronger multi-racial relationships, and feel they can help promote change
- Large numbers of people participate in dialogues from racially and ethnically diverse groups

Two years from Implementation:

- Strategies are implemented at high quality and having intended effects
- New strategies are identified as needed and added to address unforeseen challenges
- People from every sector of the community talk and are working together to address equity issues
- Plans reflect an understanding of structural and institutional racism and how to address them
- There is an increase in DCSO leaders that can bridge racial, ethnic, language, and other traditional divides

Five years from Implementation:

- Those most affected by racial inequity agree that progress is being made
- Additional equity goals are being identified and addressed
- There are cumulative and positive effects of the strategies that are reaching their intended beneficiaries

Reporting:

- Establish a communication strategy and regular reporting process to communicate the changes in various measures of racial equity and social justice.
- Designate a person or persons in the DCSO as the responsible person for accountability of the progress of initiative.
- Create a data driven culture as a key foundation of DCSO's policies, practice, and operations.
- Establish quarterly checks to evaluate progress towards goals and adjust plan with a focus on root causes of inequities as opposed to individual factors.

Conclusion

The DCSO has an opportunity to be a leader, locally and nationally, in putting equity at the center of its operations, policies, and partnerships. Everyone across the agency needs to make equity a priority. The DCSO can effectively complete this process by reflecting on the type of organization they are today, and truly decide to be a growing and inclusive place where opportunities are accessible to all. This will take time, with intentional, and specific steps towards a larger shared vision. This process will require input and collaboration across the agency and with partners in the community to implement incremental and impactful change that can be sustained over time.

Glossary of Terms:

- **Bias:** The evaluation of one group and its members relative to another
- **Explicit Bias:** Biases that people are aware of and that operate consciously. They are expressed directly.
- **GARE:** Government Alliance on Race and Equity
- **Implicit Bias:** Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.
- **Individual Racism:** Pre-judgement, bias, or discriminations based on race by an individual.
- **Institutional Racism:** Policies, practices and procedures that work better for white people than for people of color, often unintentional.
- **RESJ:** Racial Equity and Social Justice.
- **Structural Racism:** A history and current reality of institutional racism across all institutional, combining to create a system that negatively impacts communities of color intentionally or inadvertently.
- **Racial Equity:** Race can no longer be used to predict life outcomes and outcomes for all groups are improved.
- **Racial Inequity:** Race can be used to predict life outcomes, e.g., disproportionately in education (high school graduation rates), etc.
- **RAND Corporation:** The RAND Corporation is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier and more prosperous.
- **Workforce Equity:** The workforce of Dane County government reflects the diversity of Dane County residents, including across the breadth (functions and departments) and depth (hierarchy) of Dane County government.