

Equity And Inclusion Work Plan

Created February 2018

Dane County Land & Water Resources Department believes that everyone deserves to live in a community with healthy land and water resources as well as with access to the parks, trails, and other natural resources in the county. To help achieve this vision, the Department is committed to:

- equity, diversity, and inclusion by ensuring all people are given the same opportunities for programs, services, and employment regardless of age, race, gender or gender identity, national origin, ethnicity, culture, religion, sexual orientation, political affiliation, place of residence, veteran status, physical ability, cognitive capacity, socioeconomic status, or family or marital status;
- developing and supporting a culture that values and advances equity, diversity and inclusion throughout its workforce and customers;
- learning from underserved or under-represented communities to identify and take appropriate steps towards fully realizing equity, diversity, and inclusion goals.

This following Equity and Inclusion Plan was developed to help put these commitments into action.

	Initiative Area	Chosen Target (Where do we want to be?)	Current Status (Where are we now?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How did we get there?)	Lead Staff Responsible (Who? By When?)	Resource Mobilization (what resources needed, e.g. staff time, budget, support from others)
1.	Organizational Commitment	LWRD commitment to equity and inclusion is clearly stated and well understood throughout the organization and by the public	LWRD has demonstrated commitment via several initiatives over past few years: LWRD participates in monthly county-wide RESJ meetings Equity presentation by OEI director at all staff meeting in January 2017 Some division work plans and other planning/policy documents include equity priorities	Develop commitment addendum to mission statement; define what we mean by equity and inclusion Performance measures for staff; equity action items in Division workplans or employee guidance/direction.	Clear statement of commitment visible to staff and public Performance measures developed and in use Division workplans include items that help accomplish LWRD equity goals Annual check in on how we're doing (managers, Equity Team). Refer to baseline survey (see Section 3, workplace culture) to measure progress each year	LWRD Equity Team during 2018	
		Establish LWRD Equity Team to meet regularly	Team formed to help develop Equity and Inclusion Work Plan				

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2.	Recruitment (Leadership Development)	LWRD staff reflect the diversity of the communities we serve	Little workplace racial diversity	Develop position descriptions to reflect LWRD's values of equity and inclusion (each position within LWRD should have an expectation of some time devoted to equity; recruitment notices should also communicate this expectation) Promote positions openings through list-servs, networks and media that serve diverse audiences Develop relationships with organizations that can help us promote LWRD job opportunities to members of groups that may have been historically unaware of these opportunities and career paths Gather diversity info about current staff if not readily available (some from survey?)	Low turnover; high satisfaction of women and minority staff (survey?)		

		Dane County youth in diverse communities have an increased awareness of natural resource and conservation careers options	<p>Parks has given presentations to OFS on developing resumes & competing for positions; also to Boys and Girls Clubs</p> <p>Articles by Simpson Street Free Press interns during 2017 and 2018 highlighted types of jobs in LWRD and associated educational and other job requirements</p> <p>Arborist Youth Apprenticeship & Career Pathways with OFS</p> <p>New Youth Leadership Program currently under development</p> <p>Free Native Plants program and Storm Drain Mural program participation my schools throughout the county.</p>	<p>Continue to expand hiring pipeline for other positions with shadow opportunities; use new volunteer certificate program in 2018 to expose youth to land and water conservation careers</p> <p>Continue and expand participation in forums to describe LWRD work and promote as a career option</p> <p>Use alternative hiring process where appropriate.</p> <p>Should parks intern program be reinstated, revamped, and expanded to whole Dept.? Merged with certificate program? Promote program(s) to diverse applicants.</p>			
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3.	Workplace Culture & Employee Retention <i>(Leadership Development)</i>	<p>LWRD has a comprehensive understanding of workplace attitudes, beliefs and commitments related to equity and inclusion.</p> <p>LWRD has a workplan to expand on strengths and offer opportunities for growth and understanding.</p>	<p>E&I group formed with staff representing all divisions.</p> <p>OEI county-wide survey to assess current knowledge and attitudes.</p> <p>All staff training and several other brown bag trainings planned for 2019.</p>	<p>Contract for internal survey of LWRD employees to determine strengths and opportunities related to equity. This will help LWRD refine its workplan for moving forward.</p> <p>Consider also updating the LWRD strategic plan and revising the mission statement to include equity and inclusion goals.</p>		<p>2018 survey</p> <p>2019 present results with action plan to make positive change</p> <p>(possibly compress this timeline)</p>	\$ for contract
		<p>Staff feel supported by the Department when confronted with harassment or discrimination by external or internal parties</p> <p>Staff understand how to support each other or external parties if harassment or discrimination occur</p>	<p>Some employees experiencing harassment have been backed up by co-workers. More work to do....</p>	<p>Training on diffusing situations; including (1) standing up for colleagues or people being harassed/dissmissed/discriminated against by external or internal parties (2) strategies and techniques to diffuse situations if staff are alone.</p>	<p>Survey mentioned above should include questions to help assess progress, for example: whether or not staff have encountered these situations and whether they feel they have the necessary skills to diffuse these situations.</p>		
		<p>Equity and inclusion is an essential job element and LWRD value</p>	<p>Conference and training currently prioritizes licenses and certifications required to perform select job functions; equity and inclusion not considered essential to job performance</p>	<p>Set aside conference and training funds for learning about bias and how to address it</p> <p>Performance measures for staff; equity action items in Division work plans or</p>	<p>Clear statement of commitment visible to staff and public</p> <p>Performance measures developed and in use</p>	LWRD Equity Team during 2018	

				employee guidance/direction.	Division work plans include items that help accomplish LWRD equity goals Annual check in on how we're doing (managers, Equity Team). Refer to baseline survey (see Section 3, workplace culture) to measure progress each year		
		Job postings clearly state the skills required vs recommended for the job		Think carefully about whether a specific degree or skill is really required before putting it in an announcement. If not required, list as "recommended" so as not to deter candidates who might be a good fit.	Posted positions reflect requirements of position.		
		LWRD's recruitment and employee development opportunities are understood throughout the organization and employees are aware of opportunities for advancement. .	Perceived inequities in hiring and promotion (including reclasses)				

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4.	Identifying and Removing Barriers (Program Innovation)	Identify Barriers: Gain a better understanding of what the existing barriers actually are. The barriers listed below are our best prediction..		UW or other external contract could help us gain a more comprehensive understanding of the barriers.			
		Language: LWRD programs, services, and properties are available to non-English speaking residents	Some information and surveys have been translated into Spanish and/or Hmong (POSP survey 2017; Simpson Street Free press – some articles in Spanish during 2017; watershed model at zoo – signage in English, Spanish, Hmong) Much of our current information and signage is only available in English. Websites and park signage/maps only available in English.	Translation of priority materials into predominant languages spoken in Dane County, possibly to include: -“When you need to get a permit” -beaches info -park system overview and permits etc. Include information about translation services (phone service like at health clinics) to include ASL	Track diversity of service recipients? observational reports Track website clicks on translated material		
		Transportation: LWRD events and meetings are accessible by using public and non-motorized transportation	LWRD meeting planners hold mtgs in different parts of county, on bus lines, etc (often)	address transportation barriers – to lands or meetings note bus lines bike routes on meeting notices; on parks brochures consider location when scheduling public meetings			

		<p>Financial: Dane County residents with financial limitations are able to access our parks, trails, and other services</p>	<p>Currently offer “free days” to allow people to try new recreational opportunities.</p> <p>Parks has a senior permit fee schedule</p> <p>Dane County has supported Yahara Watershed Academy scholarships for minority and low-income people</p> <p>Most outreach programming is free and open to public</p> <p>If farmers can document financial burden, they can receive 90% cost-sharing v. 70% (this is state program, mimicked by county)</p>	<p>Continue and expand number of free days??</p> <p>Fund for access for permits etc. Research what other munis have done to help finance access.</p> <p>Are there other groups (veterans, etc) to consider for scholarship or reduced cost/application for discount (need-based status – need to apply)?</p>			
		<p>Awareness: Dane County residents are aware of services, lands, and public input opportunities etc, and accessibility features of county properties</p>	<p>Park and Open Space Plan survey was translated into Spanish and promoted by Simpson Street Free Press article in Spanish</p> <p>Articles on parks were translated into Spanish (Simpson Street Free Press)</p>	<p>address awareness barriers (people don't know there are accessible piers, for example) (overlap with brand category?)</p> <p>articles/web/emails, etc promote and describe these features</p>			
		<p>ADA Access: Where feasible and appropriate, consider exceeding ADA requirements to provide a fully inclusive environment at LWRD buildings and properties</p>	<p>Parks already going above and beyond ADA requirements.</p>	<p>Commitment clearly stated on web</p> <p>Accessible areas show up in online searches</p> <p>Brochures or info developed that specifically promote accessible areas</p> <p>Clear statement of LWRD commitment to accessibility and better promotion of accessible areas to the public</p> <p>Website updated to promote accessibility. Keywords added so Dane County Parks show up in online searches for accessible areas.</p> <p>Make sure our accessible parks show up on informational websites such as this one.</p> <p>Advertise our accessible parks to local organizations, medical professionals, physical therapists, etc that might be looking for accessible activities</p>			

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5.	Brand & Visibility	LWRD commitment to equity is clearly visible to the public	Developing an E&I page for LWRD website.	Communicate commitment to staff and clients Commitment on web and in mission. Include topic in Dept. newsletters			
		LWRD communications consistently include images reflecting the diversity of Dane County residents	staff are aware of this issue and have taken some actions to address. Annual reports and other materials are including more diverse photos. Challenge is lack of high quality photos	Make sure we use diverse images on web and in publications to reflect all the people we serve (e.g. photos of minority, overweight, older/younger etc, differently abled) intentionally expand photo library for this purpose			
		LWRD social media is effective at engaging diverse audiences	Some translation of Facebook posts into Spanish	Review Pew Research Center Report on social media use by racial and ethnic groups. Expand social media as a way to reach minority audiences			

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6.	Collaboration	Commissions and Committees staffed by LWRD have adopted their own organizational commitment statements and plans; integrated with LWRD Equity Plan	June 2017 joint meeting of natural resources committees and commissions focused on equity plans of each organization Lakes and Watershed Commission has adopted statement and plan; Park Commission plans to begin drafting soon LWC hears monthly reports; encourages quarterly meeting equity agenda item	Recommend similar action to the Environment, Agriculture and Natural Resources Committee and Land Conservation Committee Joint training for Natural Resource committees and commissions	Diversity of committee/ commission representation Existence of plan Evidence of implementation		
		LWRD continues to learn what others in Dane County are doing and shares our own	LWRD learns by participating in RESJ meetings and meetings with equity leaders in other departments	Request training RESJ 1 training for managers and Equity Team (Public Health Madison Dane County is willing to provide this to LWRD) RESJ 2 also. Have RESJ certified trainers on staff to assist friends groups etc.			

		efforts	Staff attended Eco Equity group meetings organized by Sustain Dane				
		Support Friends groups/build capacity in partnering with LWRD on equity and inclusion	Watershed Network and joint water-related and parks friends training and programming is a good place to build on				
			Have promoted opportunities to partners, e.g. Forward Community Investment grants				

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7.	Purchasing/contracting <i>(Resource Mobilization)</i>	LWRD staff take advantage of increased opportunities to purchase services and products offered by diverse communities	contract services through county-wide bid process lower-cost purchases often default to known vendors	promote need for service to a broader group than we have especially lower dollar amounts where staff discretion is high make directory/guidance available to all staff Look at LCC contractor lists and WRE consultant lists – they self register – promote to diverse groups to register. Incorporate into a LWRD contractor list/services list Discuss lists with OEI so they can encourage participation in their networks.	beyond “what we’ve always done” compare past contract lists with current practice, and OEI list		