



CITY OF MADISON

2023/2024 Equity Action Plan Template

Mayor Satya Rhodes-Conway
Department of Civil Rights - Norman Davis, Director

INTRODUCTION

The purpose of this 2023/2024 Equity Action Plan is to inform and share the City's approach for capturing and documenting the reinforcement of the City's Mission, Vision, Values, and Service Promise.

The City of Madison is an employer committed to ensuring affirmative action, equal opportunity, and nondiscrimination in compliance with Madison General Ordinance Chapter 39, and federal and state laws. This means that affirmative action, equal opportunity, and social justice principles are applied to all employment policies, procedures and programs. This is consistent with the City of Madison's leadership and progress in achieving and ensuring diversity in the workplace. The newly named Equity Action Plan (*formerly known as the Equitable Workforce Plan*) is reflective of the principles adopted through resolution by the Common Council. Through the work of several interagency teams it was established that a plan inclusive of equity principles, and targeted toward the needs of individual departments was necessary in order to progress towards rebalancing equity within City practices.

The Citywide Equity Action Plan includes the individual agency plans, which are submitted to the Mayor and Common Council for approval. Once adopted the plan shall be distributed to all agency heads that shall adhere to the goals, timetables and procedures.

Individual agency Equity Action Plans will provide guidance for advancing equity in all areas of the agency. It's a process and strategic plan, guided by the Citywide Equity Action Plan, to enact institutional and structural change to achieve equity. The plan will consist of four key components: the outcome of an inequity inventory, compliance with the prohibited harassment and discrimination policy (APM 3-5) training requirements, ensure all staff have knowledge and understanding of language access services, and documentation of the needs and opportunities for equity training within an agency. Equity Action Plans will include indicators to measure current conditions, impact, and outcomes resulting from changes made within policies, procedures, and programs.

MAYOR'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The city of Madison welcomes the excitement of changing demographics. As public employees, we must reconfirm our commitment to the principles of equity, affirmative action and equal opportunity.

The city is intent on creating a workplace free from harassment and discrimination; an environment where all employees feel valued, respected, and proud. This requires of Madison a more aggressive implementation of actions that reflect our commitment to principles of equity and social justice.

This plan is a part of the City's overall commitment to a workforce that encourages diversity and inclusion. This is our legacy to future generations of residents.

DEPARTMENT OF CIVIL RIGHTS

The Department of Civil Rights provides leadership and expertise in attracting, developing and sustaining a diverse workforce. The focus of our programs are to remove barriers by creating inclusion and meaningful access to resources, uncover and eliminate discriminatory behaviors against women, Black and Indigenous People of Color (BIPOC), and people with disabilities. As well as, share prosperity by leveraging resources

equitably. We offer these actions and assist City agencies through our Affirmative Action Division, Equity and Social Justice Division, and our Equal Opportunity Division. The Department of Civil Rights are, “Strong and Compassionate Leaders of Justice.”

DEPARTMENT AND DIVISION HEADS

Department and Division Heads are responsible for overseeing the creation and implementation of each agency’s Equity Action Plan and the respective components. Department and Division Heads have the responsibility to implement affirmative action programs throughout their agency. They are to collaborate with the Department of Civil Rights and the agency’s Department Equity Team in identifying problem areas, including applying in-depth analysis of the complete employment process to determine if and where barriers to equal employment opportunities exist. Department and Division Heads are also responsible for ensuring all staff are aware of and know how to utilize the City’s Language Access resources. Department and Division Heads must respond to requests to review agency’s Equity Action Plan, annually assist with preparing reports regarding individual agency affirmative action initiatives and coordinate with their DET to determine their agency’s training needs regarding the civil rights related initiatives.

DEPARTMENT EQUITY TEAMS

Department Equity Teams (DETs) assist City agencies, departments, and divisions with equity work. Specifically, DETs will use the data from the 2022 DET End of Year report and their department’s Inequity Inventory to create 2023/2024 Equity Action Goals. The Department of Civil Rights will provide strategic guidance.

The End of Year report captured the compliance activity of the departments with regards to Prohibited Harassment and Discrimination Policy (APM 3-5) tri-annual trainings. DETs will work with Department Heads and/or their designee to ensure staff participates in scheduled trainings.

Through the Inequity Inventory process, DETs will identify inequitable policies, procedures, and programs within their department, and work with Department and Division Heads and their designees, to prioritize their discoveries, and develop actionable solutions, by using equity tools and analysis.

Language Access is available to all City staff, visitors, and clients. DETs will ensure department staff is aware of how to access and use language access services. Each department should provide meaningful access to City programs, services, and information for everyone, inclusive of people whose preferred language is one other than English and people with disabilities.

Lastly, DETs will work closely with their departments to identify equity training opportunities and learning needs. These may include, but are not limited to: race, disability, income, environment, language, gender, sexual orientation, and immigration. The Equitable Hiring Tool, Equity in the Budget, and an Equity Analysis are available to all departments and the DET can assist their department with usage and analysis of the tools.

Agencies, Divisions, and Departments Providing Equity Action Plans:

Assessor's Office

Clerk's Office

Common Council

Department of Civil Rights

Department of Planning, Community, and Economic Development

Engineering Division

Finance Department

Madison Fire Department

Fleet Service Division

Human Resources Department

Information Technology

Madison Police Department

Madison Public Library

Mayor's Office

Metro Transit

Monona Terrace Community and Convention Center

Municipal Court

Office of City Attorney

Parking Utility Division

Parks Division

Streets and Urban Forestry Division

Traffic Engineering Division

Treasurer's Office

Water Utility

2023-2024 EQUITY ACTION PLAN *TEMPLATE*

The City of Madison's Equity Action Plan will include departmental goals that measure current conditions, impact, and outcomes resulting from changes made within inequitable policy, procedures, or programs. Performance measures will evaluate efficacy, which demonstrates how a City of Madison agency, department, or division will address the identified inequities.

Engineering Department Equity Team, February 15, 2024

| Co-Leads | Team Members |
|---|---|
| Danielle Dixon, HR Coordinator, DDixon@cityofmadison.com | Taylor Lemon, SSMO2, TLemon@cityofmadison.com |
| Stephen King, Facilities Services Coordinator, SRKing@cityofmadison.com | Hattie Russell, Maint Mech 1, HRussell@cityofmadison.com |
| | Brian Brannon, Construction Inspector 1, BBrannon@cityofmadison.com |
| | Qiao Tian, GIS Specialist 1, QTian2@cityofmadison.com |
| | Lesley Parker, GIS Specialist Trainee, LMParker@cityofmadison.com |
| | Amy Scanlon, Architect 4, AScanlon@cityofmadison.com |
| | Kongmeng Vang, Accountant Trainee, KJVang@cityofmadison.com |
| | Aaron Canton, Engineer 3, ACanton@cityofmadison.com |
| | Heidi Fleegel, Program Assistant 1, HFleegel@cityofmadison.com |

Equity Action Plan Template Key:

Actions: Specific acts to accomplish and achieve departmental goals.

Resources Committed: What is needed to perform actions; financial, human, and/or material.

Indicators: Quantifiable measure of an action's success; how much, how well, or is anyone better off?

Timeline: Dates indicating the start and end of the action.

Implementation: Detailed plan on how the action will be accomplished; month, quarter, and /or year.

Status: The action's current status, updated [ongoing, in-progress, completed, not started].

Lead: Staff, committee, or those responsible for the action and/or accountable for its completion.

Equity Action Plan Components:

1. Identify and take action on inequitable policy, procedures, and programs
2. Ensure compliance of Prohibited Harassment and/or Discrimination Policy (APM 3-5) Training
3. Ensure Language Access
4. Support Equity Training and Learning

1. Identify and take action on inequitable policy, procedures, and programs

DETs are to perform an inequity inventory, evaluating ways in which to improve your agency's policy, procedures, and programs. Prioritize your inventory and develop actionable solutions, by gathering the right people and using equity tools and analysis.

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| Actions | Form a group that will create a use policy and standards of behavior for the upcoming gender-neutral locker room at Emil Street that will start construction this Fall. |
| Resources Committed | A team consisting of DET members, field supervisors, and field staff that will be using the locker room once finished. |
| Indicators | <p>Survey user employees after March presentation, after training/education and policy intro, after new locker room goes into service, and at 3 and 6 months after to determine level of concern.</p> <p># of complaints</p> <p># of policy violations</p> |
| Timeline | July 2024 –May 2025 |
| Implementation | <p>March 2024 – Completed schematic design to be presented to all users and provide the opportunity to ask questions.</p> <p>April – July 2024 – Smaller team led by Eng Equity Team will research gender neutral locker room use policies and develop draft locker room use policy for review by Engineering leadership.</p> <p>Aug – Policy finalized.</p> <p>Sept-Oct 2024 – Policy team will research and identify training/educational options to assist in change management when rolling out policy. Provide recommendations including cost estimates to Engineering leadership.</p> <p>Nov 2024 – Training/education plan approved.</p> <p>Dec 2024 – Jan 2025 – Initial training/education sessions with policy introduction.</p> <p>Feb – March 2025 – Policy team available for questions from staff.</p> <p>April/May 2025 – Construction complete; grand opening of new locker room!</p> |

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| Status | Some things have been completed already - Staff team representing users has been involved in schematic design process. Staff are aware new locker room will be gender neutral. An equity impact analysis was also conducted. |
| Lead | Co-Leads: Hattie Russell (DET Rep) and Ryan Schmidt |

2. Identify and take action on inequitable policy, procedures, and programs

DETs are to perform an inequity inventory, evaluating ways in which to improve your agency's policy, procedures, and programs. Prioritize your inventory and develop actionable solutions, by gathering the right people and using equity tools and analysis.

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| Actions | Create an Engineering-specific outreach plan that targets potential applicants from underrepresented communities in Madison. |
| Resources Committed | DET team leads as well as Engineering leadership will work together to create an outreach plan. |
| Indicators | Engineering does not represent what the full city of Madison looks like. Increased diversity in hiring for all positions would be an indicator of success. Looking for increased absolute numbers, as well as increased representation within these pools. |
| Timeline | March 2024 – April 2024 |
| Implementation | DET co-leads and engineering leadership will meet to create a written outreach plan that will create connections and relationships with community programs and organizations that target potential applicants from diverse backgrounds. Once outreach goals are written out and a plan is finalized, Engineering HR Coordinator will implement plan with the help of the Equity team. |
| Status | Not Started |
| Lead | Danielle Dixon |

3. Identify and take action on inequitable policy, procedures, and programs

DETs are to perform an inequity inventory, evaluating ways in which to improve your agency's policy, procedures, and programs. Prioritize your inventory and develop actionable solutions, by gathering the right people and using equity tools and analysis.

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| Actions | Develop standardized training curriculum for each position in Operations, including identifying career pathways to provide for career advancement. |
| Resources Committed | A team consisting of DET members, Deputy Division Manager, and Engineering Forepersons meeting bi-weekly to create or expand upon the formalized process for training employees to ensure they are successful in their current position and have the opportunity to advance. |
| Indicators | <p>Number of employees by classification that have completed designated training in specified time period.</p> <p>Number of promotional opportunities filled internally vs externally. Percentage of trainings completed on schedule.</p> |
| Timeline | <p>March to July 2024 - Meet with employees in specific classification to review existing training requirements and opportunities, and identify additional topics required/desired; discuss time frame for initial training; determine if periodic retraining required/desired by topic.</p> <ul style="list-style-type: none"> • Engineering Field Aide – March • SSM1/SSMO1 - March 2024 • SSMO2 - April 2024 • SSMO3 - April 2024 • Leadworker 1 - May 2024 • Leadworker 2 - May 2024 • Leadworker 3 – June 2024 • SDMT 1 – June 2024 • SDMT 2 – July 2024 • Maintenance Mechanic 1 – July 2024 • Maintenance Mechanic 2 – August 2024 <p>Aug to Oct 2024</p> <ul style="list-style-type: none"> • Finalize recommended curriculum by classification • Identify training provider • Develop cost estimates • Determine what can be provided under existing budgeted resources; include proposal for remainder in next year's operating budget proposal. |

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| Implementation | <p>Scheduled meetings with DDM, supervisors, and employees by classification to review existing training and identify additional topics required/desired; discuss time frame for initial training; determine if periodic retraining required/desired by topic.</p> <p>Finalize recommended curriculum by classification, identify training providers and develop cost estimates. Determine what can be provided under existing budgeted resources; include proposal for remainder in next year's operating budget proposal.</p> |
| Status | Not Started |
| Lead | Taylor Lemon (ET) and Kathy Cryan |

4. Identify and take action on inequitable policy, procedures, and programs

DETs are to perform an inequity inventory, evaluating ways in which to improve your agency's policy, procedures, and programs. Prioritize your inventory and develop actionable solutions, by gathering the right people and using equity tools and analysis.

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| Actions | <p>Make the process by which registrants may sign up to speak for Board of Public Works meetings more equitable by:</p> <ol style="list-style-type: none"> 1. Providing a message on the registration web form in Hmong and Spanish with instructions on how to request interpretation/translation/accommodations. 2. Providing a space on the registration web form to allow registrants to select their preferred pronouns to be used during the meeting. 3. Providing a webform on the BPW page to sign up for notifications when agendas are public and the webform for public comment goes live. Currently a person would have to be very involved to keep up on this. |
| Resources Committed | <p>One Department Equity Team Project Team's time for one quarter. Engineering Team would consist of DET team leader, as well as an engineering Designee that is knowledgeable about the BPW and notice process. This effort will also require resources from City IT Web and/or Media Teams. Exact scope of those resources are unclear at this time, but can be readily established if tasked with completing this project.</p> |
| Indicators | <p>How often the newly provided resources are utilized.</p> |
| Timeline | <p>We estimate that this would be a two month process from the start of work on it. Time of year is flexible.</p> |
| Implementation | <p>Team lead would start by sending an email to City IT in an effort to identify the necessary resources and participants from their side. Then set a meeting to scope out the work and develop exact language that needs submission to DCR for translation. Regular effort during this time from the team to keep the process moving. A close-out meeting at the end to review the work that was completed and make sure it meets all goals.</p> |
| Status | <p>Not started. Waiting on departmental guidance.</p> |

Lead

Lesley Parker.

5. Identify and take action on inequitable policy, procedures, and programs

DETs are to perform an inequity inventory, evaluating ways in which to improve your agency’s policy, procedures, and programs. Prioritize your inventory and develop actionable solutions, by gathering the right people and using equity tools and analysis.

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| Actions | Perform a Comprehensive Equity Analysis on the Engineering Department Sidewalk Repair Program, with a particular focus on how sidewalk repairs outside of the regular 10-year maintenance schedule are brought to our attention and placed in the queue for repair. Create and carry out an action plan for any recommendations brought forward in that analysis. There is a concern that we are over-prioritizing requests from the “squeaky wheels” in our Community, at the expense of less-vocal parts of our community. |
| Resources Committed | One Department Equity Team Project Group for a two-month period. In addition, we would need the involvement of the City Engineering Sidewalk Program Manager and MITE Program Foreperson in the equity analysis. |
| Indicators | Analyze sidewalks replaced under this program using EJ data. |
| Timeline | Best to work on this in the winter, off-season for construction. November/December 2024 recommendation. End of season, keeps us away from holidays, keeps us in 2024 action year, and allows enough time for recommendations to be implemented for 2025 construction season. |
| Implementation | One three-hour meeting to conduct the Equity Analysis. A second meeting to present the findings to leadership and action-plan recommendations from that analysis. |
| Status | Not started. Waiting on departmental guidance. |
| Lead | Brian Brannon or Taylor Lemon (DET), Andy Zweig, and William McGlynn |

6. Identify and take action on inequitable policy, procedures, and programs

DETs are to perform an inequity inventory, evaluating ways in which to improve your agency's policy, procedures, and programs. Prioritize your inventory and develop actionable solutions, by gathering the right people and using equity tools and analysis.

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| Actions | Expand the use of language access resources throughout the department with a focus on Public Information Meetings (PIM's) and related documentation. This would be an effort to expand above and beyond the basics that we've covered in our Language Access Plan requirements. |
| Resources Committed | A team of DET members that will meet to strategize what items should be focused on. Team should include Hannah, Engineering's PIO. |
| Indicators | Number of non-native English speakers in Madison that cannot easily and clearly access information about Engineering projects due to language and barriers. |
| Timeline | April 2024 – December 2024. |
| Implementation | Team would meet and determine what most impactful next steps could be. Likely to include PIM's and mailings. |
| Status | Not Started |
| Lead | Aaron Canton |

2. Ensure compliance of Prohibited Harassment and/or Discrimination Policy (APM 3-5) Training

Department/Division Heads along with DET Co-Leads are to ensure agency staff receive APM 3-5 training tri-annually. Permanent newly hired employees must attend APM 3-5 Training within 45 days of hire, and mandatory reporters (lead workers, supervisors, managers, department/division heads) must attend Mandatory Reporter Training within 45 days of hire or promotion.

1. Who in the agency tracks APM 3-5 training?

Danielle Dixon, Engineering Human Resources Coordinator. On hire, new employees are signed up for the training and have their completion tracked by Danielle. For existing staff, they are signed up for and tracked on schedule by Danielle. Engineering utilizes a scheduled recurring inspection in the Cityworks Computer software which automatically generates reminders for trainings due based on the actual completion date of the previous training. In this manner, all staff complete the training and we have timely reminders for when these trainings are next due. Centralizing the sign-up and tracking process ensures a uniform result across Engineering. This has been very successful for us.

2. Identify the number of staff required to attend APM 3-5 training, (i.e. new hires and/or newly promoted staff) this year.

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3. Identify your agency's next assigned year for APM 3-5 training.

2025

3. Ensure Language Access

All staff, especially public-facing staff who work with community members, should know how to use language access services. People whose preferred language is one other than English and people with disabilities are provided meaningful access to City programs through inclusive design. Language Access services include: translation (especially of vital documents) spoken and sign language interpretation, captioning, video relay services, plain language, community engagement language access plans, and community connectors. [Learn more about the City of Madison’s Language Access Program.](#)

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| <p>Actions</p> | <p>Two steps for 2024:</p> <ul style="list-style-type: none"> ☐ Create and provide an Engineering specific training/practice session on the Language Access resources available. Required attendees for this training would be: managers and supervisors, frontline customer service positions, Emil St. forepersons, Operations Tech 1’s/2’s, Leadworkers, and Construction Inspectors. This training would be open (but not required) for all other Engineering Staff. ☐ Create and implement use of standard form language in Hmong and Spanish to go into all public correspondence (project fact sheets, right of way permits, public notices, etc). Something to the effect of: “This document relates to a City of Madison Public Works project in your area. It may have an impact on you or your property. The document can be made available to you in your language at no cost to you. Please reach out to XYZ for more information.” |
| <p>Resources Committed</p> | <p>DET co-leads will lead this effort for 2024. Initial plans will be created by the two of us, and then we will discuss and execute implementation with the following staff.</p> <p>For the training/practice session, staff required would be Danielle, Hannah, Ryan Schmidt (or designee), and Stephen.</p> <p>For the form language, we would need the involvement of other Engineering staff with particular process expertise as well. These likely include, but are not limited to: Hannah, Johanna, Ryan Schmidt (or designee).</p> |
| <p>Indicators</p> | <ol style="list-style-type: none"> 1. Number of staff trained in the use of the Language Access resources. Track this each year. 2. Number of different types of correspondence that we make this language standard on. |
| <p>Timeline</p> | <p>Effort to start with a monthly meeting in March of 2024. Goal would be to provide training to staff by the summer of 2024, and to have the language standardized/translated and widely in use for Engineering documents by Fall.</p> |
| <p>Implementation</p> | <p>Specifics to be worked out in first project meeting, March of 2024.</p> |
| <p>Status</p> | <p>Not yet started. Waiting on departmental guidance.</p> |

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| Lead | Stephen King, Danielle Dixon. |
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4. Support Equity Training and Learning

Identify the need for equity training and learning needs within your department, and share opportunities available throughout your department/division and beyond. Equity training and learning needs can cover racial justice, disability justice, language justice, environmental justice, economic justice, and more.

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| Actions | The Engineering Equity team will be required to complete RESJI Fundamentals (Part 1). Once that is completed, the team will evaluate making the same training mandatory for all Engineering staff. |
| Resources Committed | Full Equity Team |
| Indicators | The number of Engineering employees that have not taken a RESJI training in their time with the city. |
| Timeline | DET will attend training February 22. Meeting in March to debrief and decide. |
| Implementation | The Engineering Equity team will be required to complete RESJI Fundamentals. From there, the team will decide if the training, or another training should be mandatory for all engineering staff during March team meeting. |
| Status | In Progress. |
| Lead | Danielle Dixon and Stephen King |



Jim Wolfe, City Engineer
Department/Division Head Signature

Date 3-1-2024