



City of Madison Equity Initiatives

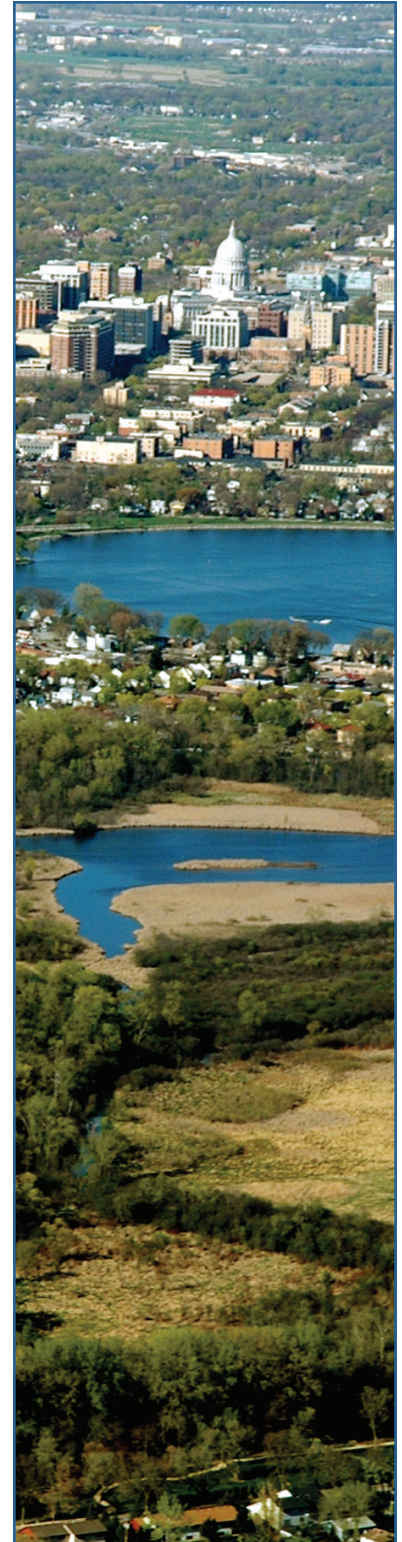


City of Madison Equity Initiatives

The City of Madison is establishing its Racial Equity and Social Justice Initiative as a core principle in all decisions, policies, and functions. Launched in the fall of 2013, the initiative focuses on eliminating racial and social inequities in municipal government by implementing strategies in three main areas: Equity in City policies and budgets; Equity in City operations; and Equity in the community.

Commitment to the Racial Equity and Social Justice Initiative means that equity considerations will be integral to major decisions in an effort to achieve equitable allocation of resources.

The City of Madison has always made an effort to provide services on an equitable basis, though not as comprehensively and thoroughly as is now planned. Prior to and since launching the Racial Equity and Social Justice Initiative, the City developed a number of efforts, some of which are outlined below, to promote equity through its employment practices and policy initiatives.



City Employment Initiatives

Employee Engagement and Equity

Employee Engagement and Equity is aimed at creating an environment where staff are well equipped, developed, and connected to the City's purpose to make Madison a place where all community members have the opportunity to participate, prosper, and reach their full potential. The process allows us to identify and address the barriers to engagement and equity, and is guided by a cross-section of City staff, which forms our Culture and Engagement Team.

The initiative is designed to build trust individually and organizationally; manage employee performance and ensure that employees have the right tools and training in place to do their work well; develop employee skills and capacity; and connect to organizational purpose through aligning structures, processes, and individual roles, with our overall values. Engagement is a critical link to increasing equity and eliminating harassment in the workplace through focus of the role of each individual on the overall accomplishment of our goal to make Madison a better community. It also helps the City identify and address issues of bias or discrimination that can impede employees and community members from feeling like they have a valuable voice in shaping our community.

This development initiative will provide a superior workplace environment and send a message that the City of Madison is committed to achieving a diverse and dedicated workforce.



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Minimum Qualifications & Applicant Screening

In 2013, the City began reviewing the minimum qualifications and screening tools used to evaluate candidates for employment. Viewed through an equity lens, we found that some of the required minimum qualifications and screening tools were unnecessary and were creating barriers to City employment for some groups of otherwise qualified applicants. By removing these barriers to entry, we can diversify the talented pools of candidates that apply for vacant positions. As an example, for many years the City required all applicants for laborer positions to have at least six months of work experience performing manual labor. This requirement could result in the elimination of many qualified applicants who may not have such job experience as a result of past discrimination, occupational norms, or other reasons. By eliminating barriers to entry, we are hoping to increase the diversity of the City's employees, make the employment process more equitable, and produce an even stronger City workforce.

Ban the Box

The proposed Ban the Box initiative is focused on both the City of Madison and its contracting business partners. It helps ensure that hiring decisions are based on relevant work qualifications without improperly considering a person's criminal record. Ban the Box changes the introduction of the applicant's criminal record in the hiring process. In the past convictions were revealed at the beginning of the hiring process when the applicant checked the 'box.' Now the applicant's conviction record will enter the process at the end.

This change will have three impacts on the hiring process. First many potential hires will not self-select out assuming they have no chance for a job. Secondly, the hiring authority will see the positive credentials of the applicant before addressing the arrest and conviction – that should lead to the third impact. The conviction(s) will be considered, only if they relate to the position sought. The City, as one of the area's largest employers, is proud to be leading the way with this initiative and to serve as an example for the rest of the community. This effort will help achieve our goal of a more diverse workforce and increased opportunities for unemployed members of our community. It will also reduce recidivism, as employment is a direct deterrent to repeated incarceration.

It is our hope that Madison area private sector employers will follow our example and adopt this program.

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Oral Panels

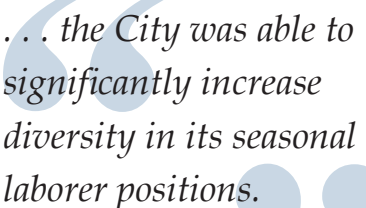
Oral panels are used as part of the hiring practice to interview top candidates for City positions. Oral panels are selected by the hiring manager in consultation with Human Resources. Successful oral panels are diverse in gender, race and ethnicity, ensuring that multiple viewpoints are considered when evaluating candidates. A diverse panel helps put all candidates at ease, not just those candidates who are represented on the panel. Finally, an inclusive panel sends a beneficial message that Madison is committed to increasing diversity. The City now ensures diversity on all its oral panels.

Seasonal Employees

This past year the City embarked on a new initiative aimed at increasing the diversity of our applicant pool for seasonal positions. Working in cooperation with the Urban League, this initiative included an Urban League sponsored job fair, where interested applicants could meet with City leaders to learn more about employment with the City and the jobs available. City of Madison Human Resources staff was onsite to help interested candidates submit an on-line job application. All applicants who attended the job fair and filled out an application were guaranteed an interview for one of the seasonal positions available. As a result, the City was able to significantly increase diversity in its seasonal laborer positions.

Diversity in seasonal employment is critical to achieving higher diversity among permanent employees, since the City frequently uses its pool of seasonal laborers to fill many of its permanent jobs within the Streets Division, Parks Division and other agencies within Public Works. These are positions that start at \$40,000 annually with full benefits, including health insurance and retirement contributions.

Having a more diverse group of seasonal workers directly translates to greater diversity in applicants for permanent positions due to normal resignation and retirements. In addition, this year the City is facing new challenges presented by the Emerald Ash Borer (EAB) and, consequently, needs to hire more laborer positions to meet these challenges. These new positions present more opportunity to further improve diversity amongst our applicants for permanent employment with the City.



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Manager Contracts

Department and division heads are not in civil service positions; instead these executives have contracts with the City. For a period of time the City was using five-year contracts with a two-year probation period. In order to attract the best talent for these critical positions, it is important to show that the City is committed to the person who is hired. A candidate is less likely to consider changing jobs, especially in an uncertain economy, when the City's commitment is so tenuous as to include a lengthy probation period.

The City now uses five-year contracts with a six-month probation period, showing candidates that they will be supported in their position and can commit to the long-term. In a competitive job market, this is critical to maintaining a talented, diverse workforce.

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Youth Internships

Mayor Soglin's Employment Plan identified youth internships as a key strategy to address income and employment disparities that exist between people of color and Whites. In 2014, the City's Community Resources Program allocated \$280,000 to fund agencies operating youth employment programs. In addition, Madison launched the Wanda Fullmore Youth Employment Initiative. This initiative will provide 21 high school age youth an internship in one of 16 City offices during the summer of 2014. The City hired the Boys and Girls Club of Dane County and Youth Services of Southern Wisconsin to recruit, train and support the interns. These eight-week summer internships will provide these youths on-the-job experience, exposure to professional work, and career awareness. Wanda Fullmore, for whom the initiative is named, recently retired after 39 years of dedicated service in the Mayor's Office, in which she served five different mayors during seven administrations. She got her start as a teenager nearly 40 years ago through a youth employment program called YouthCorps.

Affirmative Action Student Professionals In Residence (AASPIRE) Internships

The City of Madison's AASPIRE Program sponsors internships to attract members of affirmative action target groups who are engaged in college level studies to introduce students to working in the public sector. The goals of this program are to:

1. Provide affirmative action target group individuals with a meaningful experience related to public administration careers.
2. Provide a beneficial mentoring experience to managers and AASPIRE interns.
3. Provide the City with a future professional applicant pool of highly qualified affirmative action target group members.

The 2014 AASPIRE interns will be sponsored by seven agencies including: Civil Rights, Clerk's Office, Engineering, Information Technology, Planning (Neighborhood), Planning (Transportation), and the Madison Senior Center.

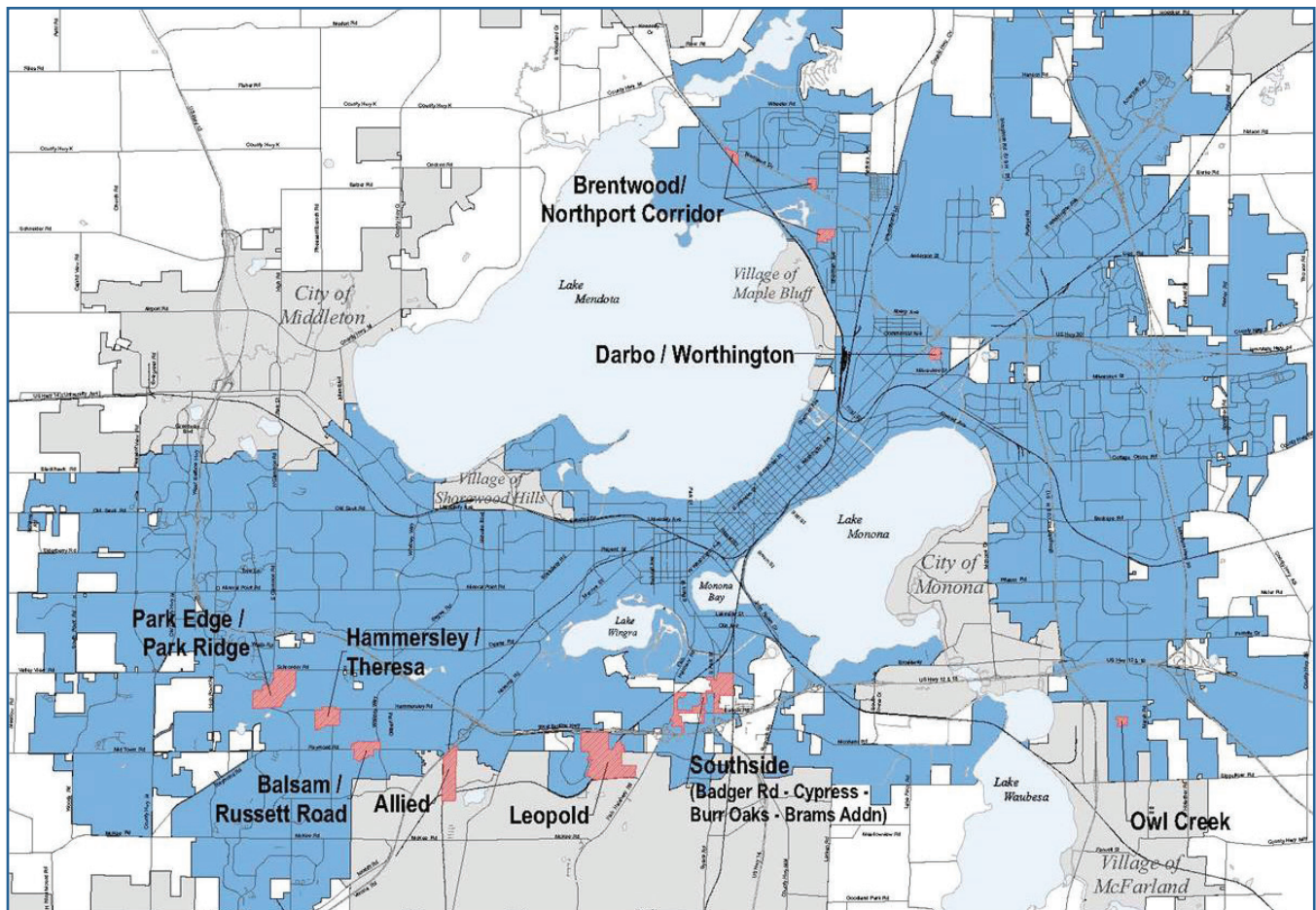
In 2013, nine City agencies hired eleven AASPIRE interns. Two of those agencies (Engineering and Civil Rights) went on to place interns in full-time and/or extended roles with their department. The Senior Center hopes to have their 2013 intern compete for a position in the 2014 program.

In the 2012 AASPIRE program, eight City agencies hired nine interns, including Madison Metro, which went on to hire its intern full-time.

City Initiatives in the Community

Neighborhood Resource Teams (NRTs)

In 1992, Mayor Soglin created NRTs to better address the needs of struggling neighborhoods in Madison. Each team is composed of staff from various City agencies that focus on specific neighborhoods with populations of roughly 500 – 2,000. All NRT City staff have regular departmental responsibilities, as well as their NRT obligations. The NRTs engage residents, other government agencies, and non-profits in an effort to ensure that services are delivered in a comprehensive manner that covers transportation, health, housing, quality childcare, and education and job training. In addition, NRTs focus on an agenda created by the community which can range from better lighting and housing to youth recreation and transportation improvements. Since 2011, Mayor Soglin has made an effort to revitalize NRTs and sharpen their focus on coordinating local government services, promoting equity, and improving the quality of life in neighborhoods.



NRT Community Engagement Activities

In the spring of 2014, NRTs conducted a variety of community listening sessions, community suppers, focus groups, and surveys to connect with neighborhood residents and better understand neighborhood challenges and aspirations. Community engagement activities were held with residents from the following neighborhoods: Park Edge/Park Ridge, Hammersley/Theresa, Balsam/Russett, South Madison, Leopold, Darbo/Worthington, the Northport Corridor, and Owl Creek. NRTs engaged approximately 150 residents and will be using their findings to inform the City budget and workplans.

Community informed input from the NRTs has led to funding of several initiatives to promote equity and improve services to neighborhoods. Some of these include:

- Development of a neighborhood center on Theresa Terrace.
- Improvements to Worthington, Aldo Leopold, and Lucy Lincoln Heistad Park.
- Creation of a youth outreach worker in the Brentwood neighborhood (described further below).
- Traffic calming efforts in several neighborhoods.
- Creation of Madison Metro Route 31 to serve the Owl Creek neighborhood (described further below).

Input from NRTs was also one of the factors in creating the Emerging Opportunities Program, funded at \$200,000 annually, to support projects in response to emerging needs; establishing a joint position with the Madison Metropolitan School District to coordinate the Madison Out-of-School Time Initiative; and expanding outreach by the Madison Public Library.



Emerging Opportunities Fund

In 2013, the Madison Common Council created the Emerging Opportunities Program, funded at \$200,000 annually, to support projects in response to emerging needs. The Emerging Opportunities Program (EOP) was established to support projects and activities that address emerging needs or unanticipated opportunities that arise outside of the Community Development Division's (CDD) more formal Purchase of Service processes. The EOP was created to allow the City to respond in a timelier manner and seize opportunities as they are presented and most viable. The EOP is also intended for new and nascent organizations to receive City financial support, provided they demonstrate broad engagement in the development of the project or activity the organization proposes.

The City of Madison will seek proposals that address issues of poverty and inequality in the city of Madison. Strong proposals will:

1. Focus on emerging needs or unanticipated opportunities in the city that warrant resources and attention at this time; and
2. Present opportunities to try new or innovative approaches to resolving issues or problems that adversely affect the city's quality of life; and
3. Demonstrate resident and community interest and engagement in the development of the proposed project.

The program's intent is to address issues that impact such things as access to affordable housing; services for children, youth, and families; employment and training programs, and other activities that help improve the quality of life in Madison's neighborhoods.

Owl Creek Bus

In 2013, NRTs played a key role in bringing public transit to Owl Creek, a neighborhood on the edge of Madison that has no shopping district, no neighborhood school, very little employment, and no community facilities. In 2012, a group of middle and high school students organized around the lack of bus service. They attended Madison Common Council meetings and advocated for improvements in service. The Owl Creek NRT was able to elevate the issue and recommend it as a budget initiative. This helped result in a new route at an annual cost of \$190,000. Originally, ridership was expected to rise to approximately 35 riders per day after a year of service. Ridership, however, exceeded that threshold in the first six months of operation, averaging 74 riders by March of 2014.

The route has played a key role in connecting people to employment and youth in the LaFollette High School attendance area to expanded extracurricular activities.



Brentwood Neighborhood Outreach

Lack of opportunities for high-quality, easily accessible out-of-school time activities is an equity concern in the city of Madison. Low-income families living in neighborhoods without a community center often lack ready access to out-of-school time opportunities for their children. In 2013, as a prelude to future efforts to develop a city-wide out-of-school time system, the City took a first step, through a pilot project, to address the needs in the Brentwood neighborhood.

The City created a half-time position to assess youth opportunities in the Brentwood neighborhood as a first step towards identifying the elements needed in a city-wide out-of-school time system. The person hired in this position served as youth outreach worker in the Brentwood pilot for the spring, summer and fall of 2013. She engaged directly with families and youth in the neighborhood through door-to-door contact and in-person interviews. She used the information gleaned from these contacts, along with data from MMSD and other neighborhood stakeholders, to develop a youth-oriented out-of-school time needs assessment for the neighborhood. She then organized a summer and a fall youth out-of-school time activities fair which was held at the neighborhood park. More than 10 organizations were represented at the fairs and offered direct registration for programs. Over 200 individuals from the Brentwood neighborhood attended the fairs and more than 50 youth/children were enrolled in out-of-school programming as a result of this effort. The experience gained from this pilot is informing the initial stages of the Madison Out-Of-School-Time Initiative and, in partnership with MMSD, the half-time employee's job has been expanded to full-time and she is currently playing a lead role in the MOST Initiative.

Madison Out-of-School Time (MOST) Initiative

Why should Madison align the out-of-school time programs in Madison? Research shows that children and youth gain learning and developmental benefits from frequent participation in high-quality programs and the best route to providing high-quality services to more children is to adopt a city-wide, coordinated approach.

Over 40 community-based youth-serving organizations, along with the City of Madison, the Madison Metropolitan School District and Dane County, have formed the Coalition and several workgroups to design MOST.

MOST's mission is to ensure all of Madison's children and youth have access to comprehensive, high quality programs that support positive youth development, educational achievement, and/or community and career readiness. MOST's long-term goals are to increase coordination of out-of-school time (OST) stakeholders, increase and optimize public and private resources to enhance the OST infrastructure; develop tools to share and coordinate data amongst stakeholders, and increase OST opportunities that support positive youth development, educational achievement, and/or community and career readiness.



The creation of the MOST backbone entity and coordinator position represents an unprecedented City of Madison-MMSD collaboration supporting a joint position and leadership.

MOST is in the planning phase of developing the city-wide OST system. The MOST Coalition has approved the mission and concept design and is in the process of developing the framework.

MOST is in the process of completing an asset map of the out-of-school time programs within Madison, which will serve as baseline data, that will help determine where the critical gaps in services are and be used to develop an online program locator. MOST also completed an inventory of all the parent and youth advocacy groups within Madison and is in the process of planning focus groups to engage family and youth in the design of MOST and to learn ways to help families build and exercise power.

In March 2014, MOST was selected by the Department of Education and National League of Cities to host a town hall meeting on family engagement. The meeting will bring local and national experts and families together to discuss the most effective ways that Madison can help families build and exercise power so they can partner with MOST providers, schools, and local government for the well being of our children and youth. It is an honor for Madison to have been selected to join the national conversation on family engagement with OST programs.

Madison Disparity Study

The City of Madison Public Works Contracting Disparity Study is an analysis of whether there is a level playing field for minority- and women-owned firms when competing for City public works contracts and, if not, what might be done to create further opportunities.

A study team will examine whether or not there is a disparity between the actual utilization of minority- and women-owned firms for City public works contracts and the expected utilization based on those firms' availability for that work. The study will also examine any other evidence of race or gender discrimination affecting minority- and women-owned firms in the local marketplace that might limit their opportunity to compete for public contracts. If so, the study explores appropriate remedies.

The Public Works Contracting Disparity Study will provide information to help determine if the City's Targeted Business Enterprise Program is effective and whether additional or different measures are needed. The study will provide a review of City practices and other policies, as well as those of prime contractors, financial institutions, bonding companies and other institutions. It will examine quantitative and qualitative information about the Madison construction contract marketing, including any barriers for minorities and women to become employed in the industry and to their success in the local marketplace.

There will be extensive opportunity for community input as part of the study.

- The study team will conduct 40 interviews with owners and managers of minority-, female- and white male-owned businesses, as well as local trade associations and other groups.
- The study team will conduct hundreds of telephone interviews with area businesses to determine their availability for specific types and sizes of City public works contracts and talk with them about local marketplace conditions.
- The team will also examine any informal or formal complaints that the City has received concerning discrimination or contracting practices, and review results of past public hearings and other studies.
- A website, dedicated email address, and telephone hotline provides other avenues for community input.
- Before the study is final, the public will have an opportunity to review and comment on draft results. The City will hold public forums after release of the draft report as one way to receive these comments.

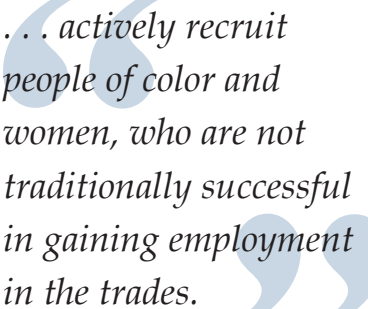
The study launched in April and will be completed by May 2015. Keen Independent Research is directing this study with assistance from a team of local and national experts. It is one of the leading disparity study research firms in the country.

Construction Employment Initiative

The goal of the Construction Employment Initiative is to help prepare low-income and targeted groups for employment in the construction industry and the trades, and then link them to available jobs in Madison and Dane County. These good paying jobs have a shortage of skilled workers to fill them.

The Construction Employment Initiative addresses equity issues at multiple levels. First, it seeks to actively recruit people of color and women, who are not traditionally successful in gaining employment in the trades. Second, it focuses on helping these participants overcome some of the common obstacles that have prevented their participation, e.g., acquiring a GED or developing basic math and reading skills, recovering drivers' licenses, securing needed childcare or reliable transportation, etc. Third, it targets the high failure rates that women and people of color experience in apprenticeship programs. Currently, it is reported that 50% of participants in apprenticeship programs drop out within a year, and 75% of those dropouts are women or people of color.

Through an RFP process, the City has assembled a network of local service providers to collaborate with one another to help recruit, train and secure successful employment in the trades for people who need and want to work. Led by Construction Training, Inc., the group includes the Urban League of Greater Madison, the Latino Academy for Workforce Development, Operation Fresh Start, the YWCA and the Workforce Development Board of South Central Wisconsin.



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Digital Divide

It is estimated that up to 30% of U.S. households do not have internet access. This digital divide furthers economic and academic inequality. The City of Madison is working on two projects designed to provide greater equity when it comes to accessing the World Wide Web.

First, the City is talking to internet providers in Madison to see if we can arrange for a low cost 'life-line' internet service at a base price of \$10 a month. Such a program exists in other service areas, and while the City has not regulatory authority, it is hoping that providers will assist in meeting this goal.

Secondly the City of Madison is working on a proposal to transfer a preliminary estimate of \$7 million of City funds to the Madison Municipal School District (MMSD) to ensure there is sufficient technology to take the school district into the 21st century. When the Madison Common Council and the MMSD Board of Education come to agreement this summer, the funds will be solely in the hands of educators to ensure that every student has access to their own computer. It should be noted that this will benefit an estimated 24,000 city of Madison students and another 3,500 students who are not residents of the city of Madison.



MadMarket Double Dollars Program

The City of Madison *MadMarket Double Dollars Program*, piloted in 2013, offers a dollar-for-dollar match for all Supplemental Nutritional Assistance Program (SNAP) transactions at four participating farmers' markets. The initiative is spearheaded by the City of Madison in designing the program and raising funds for the matching dollars.

In 2013, the initiative was funded by the community's four main health care providers: Group Health Cooperative, Meriter, UW-Health, and St. Mary's. The administration of the program was provided in-kind by the Community Action Coalition of South Central Wisconsin. The program reached over 500 individuals and issued over \$9,000 in incentives, providing a total of \$18,000 new dollars for fresh nutritious food for eligible local consumers and vendors.

SNAP incentive programs at farmers' markets, such as the MadMarket program, have proven to be effective tools in providing the financial capacity to low-income individuals to purchase healthy, local items at their neighborhood farmers' markets, especially at a time when federal food assistance benefits are reduced.

