



DANE COUNTY WISCONSIN

Racial Equity Analysis
& Recommendations



Center for Social Inclusion catalyzes grassroots communities, government, and other institutions to dismantle structural racial inequity. We craft strategies and tools to transform our nation's policies and practices that harm communities of color, in order to create better outcomes for all.

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Like counties across the United States, Dane County experiences deep race-based disparities across all indicators of health and wellbeing, which impacts the quality of life for all residents. With the right strategy and clear focus, government can be a leader in advancing racial equity. Unlike many other counties, Dane has taken strides to better understand and address inequities.

Since the mid-2000s, Dane County leadership has taken steps to examine the causes of racial inequities and developed strategies to eliminate them. The county has defined equity as, *"fair and just inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion."*

Efforts to address equity culminated in the creation of a countywide Racial Equity and Social Justice Team in 2014. County Executive Parisi and Chair Corrigan invited each department across the county to be represented and departments have displayed both interest and commitment. Leadership has also presented an overall framework of inclusion, building off the definition above, where all county residents have equal chances to achieve their full potential. This framework continues to guide the county's efforts on racial equity.

The Racial Equity and Social Justice Team is foundational to the county's success on efforts to address inequity. The team is co-facilitated by the County Executive's Community Relations Director and the County Board's Equity and Criminal Justice Council Coordinator. The Team has a strategic leadership body made up of leaders from across operations and action teams focused on data; training; assessments and tools; and city, county, community communications. The team has committed to addressing equity issues and being a central point for providing recommendations moving forward. With the team and an expanded structure, Dane County will be positioned to accelerate its advancement toward racial equity goals.

In 2015, the county took an additional step of contracting with outside experts to examine government operations, policies and practices from a racial equity perspective. This resulting report, drafted by the Center for Social Inclusion (CSI) and the Government Alliance on Race and Equity (GARE), is based upon a review of national best practice and existing county documents and data, stakeholder interviews, and a countywide employee survey. The Racial Equity and Social Justice (RESJ) Strategic Leadership and Core Teams provided useful guidance and feedback throughout the process. These various data collection methods surfaced a number of key themes leading to the development of the recommendations listed below.

In addition to county-specific context, national best practice suggests government is most successful in addressing racial inequity when all employees and the institution **normalize** racial equity as a key value, **operationalize** racial equity via new policies and institutional practice, and **organize**, internally and in partnership with the community and other institutions. The CSI and GARE analysis enumerate the steps necessary for Dane County to truly transform into a racially equitable institution. The analysis outlines actions and strategies that, if implemented with urgency, will move the county toward eliminating racial inequities.

Recommendations are delineated into two phases. Each phase should be implemented over a two-year period, four years total. Recommendations in this report include community indicators, measures, and actions. For successful implementation, clear assignments and accountability for results will need to be incorporated, along with a timeline for implementation. As noted in the summary below and in more detail in the

SURVEY RESPONDENT...

"The process as it is outlined thus far seems logical; let's stay the course and make real improvements."

INTERVIEW RESPONDENT...

"We have the opportunity to demonstrate to counties across the country what the right role of government is. Let us not squander this opportunity."

report, implementation of some recommendations will flourish with the allocation of additional resources, including county staff capacity. Other recommendations can be implemented with existing resources or within the existing county structure. We also recognize that allocation of new resources may be a challenge given current budget limitations. However, we emphasize that while resources are critical, advancing racial equity is not primarily a resource issue. Thus, our emphasis is on operationalizing and organizing to advance racial equity across all functions and institutional hierarchy.

To that end, we recommend Dane County:

1. DEVELOP INFRASTRUCTURE AND TOOLS TO INCREASE DANE COUNTY EMPLOYEES' AND RESIDENTS' UNDERSTANDING OF AND ABILITY TO ADVANCE RACIAL EQUITY BY:

Phase I

- **Leadership** – Strengthening the current Racial Equity and Social Justice Team by expanding and strengthening the RESJ Strategic Leadership Team. The RESJ Strategic Leadership Team should be responsible for convening interdepartmental racial equity teams to address select topics.
- **Capacity Building Action Team** – Launching a Capacity Building Action Team for broader interdepartmental collaboration on and implementation of strategies.
- **Action plans** – Developing department specific racial equity action plans with timelines for implementation and designation of accountability for advancing racial equity within each department's lines of business.
- **Staff capacity and tools** – Designating departmental staff for development and implementation of racial equity action plans, including use of a Racial Equity Tool.
- **Training**
 - Providing training on the Racial Equity Tool to increase the capacity of management to effectively apply a racial equity analysis to new and existing policy and practice.
 - Building internal capacity to provide racial equity training to all county employees by selecting identified members of the RESJ team to participate in racial equity train-the-trainer equity 101. Conducting racial equity training for county employees at all levels so that employees have a shared understanding and increased skill to advance racial equity.
- **Assessing** – Establishing a biennial countywide employee survey to track attitudes toward and commitment to racial equity.

Phase II

- **Expanded infrastructure** – Expanding the work of the existing racial equity teams to focus on cross cutting policy issue areas as described in detail in the report.
- **Customization of a Racial Equity Tool** – Customizing the Racial Equity Tool, for specific policy and program areas as needed.

- **Training** – Creating additional racial equity training modules and activities to encourage continued learning and skill building among all Dane County employees.
- **Community conversations** – Hosting and facilitating a series of public racial equity workshops.
- **Community RESJ survey** – Establishing a community racial equity survey.
- **Racial Equity fund** – Establishing a racial equity fund.

2. IMPLEMENT STRATEGIES TO ENSURE DANE COUNTY IS AN EFFECTIVE AND INCLUSIVE GOVERNMENT THAT ENGAGES COMMUNITY AND IS RESPONSIVE TO ITS NEEDS BY:

Phase I

- **Inclusive Engagement Action Team** – Designating the existing Community Connections Team with responsibility for development and support of a countywide policy and strategic approach to community engagement, that provides employees with the tools needed to implement.
- **Training** – Providing Inclusive Outreach and Public Engagement Training to employees that routinely engage with the public.
- **Advisory groups** – Collecting baseline data of existing advisory groups, identifying gaps in participation and engagement and developing approaches to address gaps.
- **Inclusive outreach pilot project** – Identifying a cross-department pilot project to engage communities using the newly formed comprehensive approach.

Phase II

- **Assess current efforts** – Conduct an assessment of current engagement activities and their effectiveness, led by the Inclusive Engagement Action Team.

3. ENSURE DANE COUNTY'S COMMUNITIES OF COLOR SHARE IN THE COUNTY'S ECONOMIC PROSPERITY BY:

Phase I

- **Workforce Equity and Contracting Equity Action Teams** – Creating a RESJ Workforce Equity Action Team and Contracting Equity Action Team, including members of the existing RESJ Data Action Team to include broader representation of relevant parties.
- **Data collection** – Improving the Employee Relations data collection system to better identify specific positions that have the greatest disparities.
- **Targeted strategies for job classifications** – Requiring each department to identify a specific classification not reflective of county demographics and develop and implement strategies to eliminate the gaps.

- **Core competencies** – Expanding use of racial equity as a core competency/ expectation in select job descriptions.
- **Management** – Delineating clear racial equity expectations for managers regarding hiring, incentivizing use of best practices within hiring processes to minimize bias and incorporate equity throughout all phases of the process.
- **Online application system** – Addressing any perceived or existing barriers in the online application process for county positions.
- **Employee handbook** – Tasking the RESJ Workforce Equity Team to review the Employee Handbook to identify racial equity barriers to hiring, retention, and upward mobility and develop recommendations to present to executive team.
- **Contracting equity** – Tasking the RESJ Contracting Equity Team to develop a plan for collection and analysis of data to identify gaps in contracting and procurement and support departmental specific target and strategy setting to eliminate gaps, using national best practice.
- **Planning for retirements** – Conducting an analysis of county positions that have a large number of anticipated retirements in the coming five years and developing and implementing career pathways to ensure a diverse applicant pool is prepared to compete for those vacancies.
- **Bilingual staff** – Exploring opportunities to compensate bilingual staff with external responsibilities.
- **Contracting and procurement data** – Collecting and analyzing data to be able to identify gaps in contracting and procurement.
- **Contracting and procurement policies** – Eliminating barriers from contracting and procurement policies and procedures.

Phase II

- **Employment pipelines** – Partnering with the school district, community colleges, and business organizations to strengthen pipeline programs to ensure young People of Color are prepared for emerging jobs that pay a living wage.
- **Local hire** – Building on existing Local Hire Program to ensure that county contracts are benefiting the full diversity of the county employment pool.

4. ENSURE ALL DANE COUNTY NEIGHBORHOODS AND PEOPLE ARE SAFE AND RACIAL DISPROPORTIONALITIES IN THE CRIMINAL JUSTICE SYSTEM ARE ELIMINATED BY:

Phase I

- **Criminal Justice Council** – Ensuring existing Criminal Justice Council and the Racial Disparities Subcommittee develop an action plan to prioritize and operationalize recommendations from the 2009 Dane County Task Force on Racial Disparities in the Criminal Justice System.

- **Criminal justice data and tools** – Tasking the Criminal Justice Council with assessing the full continuum of criminal justice data and assessing the possibility of development of a more integrated and aligned data collection system and developing recommendations for appropriate policy and practice strategies using the Racial Equity Tool and criminal justice data.
- **Training** – Expanding racial equity training for employees in the criminal justice system focused on implicit bias, institutionalized racism, problem-solving strategies, conflict mediation techniques, de-escalation tactics, and understanding mental health considerations.
- **Criminal justice staff diversity** – Ensuring criminal justice personnel reflect the demographics of the community.

Phase II

- **Prosecutorial discretion** – Using the Racial Equity Tool to assess the role that race plays in prosecutorial decisions, and develop and implement recommendations to eliminate racial disparities

5. ENSURE THAT ALL RESIDENTS HAVE HEALTHY LIFE OUTCOMES BY:

Phase I

- **Health equity action team** – Launching a Health Equity Action Team for broader interdepartmental collaboration on and implementation of strategies.
- **Accessibility of healthy food** – Developing strategies to improve access to healthy food in neighborhoods that are currently underserved.
- **Tools** – Using the Racial Equity Tool to analyze and improve existing policies and practices and increasing the use of integrated data systems to surface opportunities for strategic intervention.
- **Training** – Training front line health staff on policy updates to nutrition standards.
- **Partnerships** – Strengthening partnerships between organizations within the food system, focusing on ways to boost equity through opportunity and access.
- **Community initiatives** – Supporting community-led initiatives that address healthy life outcomes and build community capacity, including efforts led by those most impacted by food insecurity.

Phase II

- **Health equity action team** – Expanding the Health Equity Action Team to focus on additional health indicators.

The recommendations, described in greater detail in the full report, provide community indicators, performance measures, and specific actions that Dane County leadership and employees can take to ensure that the organization’s values move from intent to outcome.

The analysis and recommendations provide concrete next steps that, if adopted, would establish Dane County as a national leader in government's role in addressing race and equity.

To ensure the the recommendations of the racial equity analysis are implemented, it is necessary for:

- The County Board to pass a resolution that adopts the recommendations of this analysis.
- The County Board, County Executive and Constitutional Officers to collaboratively convene an expanded Racial Equity Strategic Leadership Team.
- The County Board, County Executive, and departments to prioritize funding for implementation and expansion of infrastructure as outlined in the report.
- Departments and the Executive to develop the 2017 budget incorporating use of the Racial Equity Tool.

Government has often been a leader in addressing society's collective concern. From efforts to promote recycling to reducing smoking among teens, government has played a central role in shaping and incentivizing behavior that benefits the community as a whole. Racial equity is possible if the leadership, reach, and scope of government are leveraged toward that end. Dane County is taking the steps necessary to end racial inequity and is positioned to continue on this path to ensure all residents have the opportunity to live full, healthy lives.

I. BACKGROUND

Dane County has much to be proud of as a livable vibrant community; unfortunately, not all residents have felt the benefits in the same way. Despite the positive reputation, analyses of health and wellbeing show deep disparities between People of Color living in Dane County and their White counterparts. According to the “Race to Equity” report (2013), African Americans’ wellbeing is at risk across 40 indicators. From unemployment to poverty to criminal and juvenile justice, and education, Dane County is deeply divided.

The report indicates that African Americans in Dane County, for example, are 5.5 times more likely to be unemployed than their White neighbors. African American families are 6 times more likely to be poor with children 13 times more likely to live in poverty than their White classmates. The Wisconsin Council on Children and Families, which published the report, found this disparity in child poverty was the largest among any jurisdiction in the United States. In addition to being extremely economically vulnerable, African American children were 15 times more likely to be suspended from Dane County schools. And African American children were 6 times more likely to be arrested and 15 times more likely to be placed in residential or foster care than their White counterparts. Arrest rates for African American adults mirror those of young people: African American adults were 8 times more likely to be arrested than their White counterparts and while African American men are less than 5% of the population, they account for nearly half (43%) of all new adult prison placements.

While Whites in Dane County measure well above national White averages on indicators of wellbeing, the 32,000 African Americans living in the county are not afforded the same benefits. While the “Race to Equity Report” focused primarily on analysis between Black and White residents, Census data shows that the gap in equity is not solely between Black and White. For example, median household income is grossly higher for Whites compared to People of Color. Blacks earn on average of \$27,300, Asian Americans earn over \$46,000 and Latinos earn about \$37,800 compared to \$65,900 for Whites. And in educational attainment, another marker of opportunity and equity – the data is just as stark. Thirteen percent of Black residents, 12% of Asian American residents, and 23% of Latino residents lack a high school degree or equivalent, compared to just 3% of White residents.

While deeper data for Latino, Asian American and Native/Indigenous communities is lacking, the report suggests a deeper examination of policies and government practices is essential to ensuring better outcomes for the county as a whole. Recognizing deep disparities across race, Dane County is one of the only counties in the country to undertake a racial equity analysis across its government operation.

To better understand the county’s existing and potential roles in advancing racial equity, the Dane County Board of Supervisors commissioned a review of government operations, programs, and policies, all with a racial equity lens. The resulting report is designed both to assess the current status of racial equity across county department operations, policies, and practices, and to recommend racial equity indicators (3-5 informed by national research and county government context) and strategies and resources for advancing equity.

This analysis is a pivotal opportunity to guide county discussion on equity moving forward. Dane County has taken critical initial steps to use its role in government to advance racial equity, including a Racial Equity and Social Justice (RESJ) Team that has been in place since July of 2014. This team includes representatives from most

departments and is organized into the following action teams: as tools and models, data, training, and Community Connections Action Team.

The RESJ Core Team has grounded the work of a multi-disciplinary team in racial equity—focusing on implicit and explicit bias, historic impact of government policies and race, and individual, structural, and systemic racism. The Core Team has conducted hard conversations around race and the implications of decisions, increased normalization of conversations about race, and strengthened team relationships to move forward. The focus of the action teams has been to develop strategies and recommendations around workforce equity within Dane County government.

II. NATIONAL BEST PRACTICE

The Government Alliance on Race and Equity has been tracking national best practices that advance racial equity in government since 2014. The best practices were identified with the recognition that government has played a historical role of creating and maintaining racial inequity.

From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequity. A wide range of laws and policies were passed that were explicitly racist over the course of centuries. By the time of the Civil Rights Movement, laws and policies were passed that helped to create positive changes, including dealing with explicit acts of discrimination. However, despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health. Dane County, despite its excellent general reputation, has the same—and in some cases worse—racial inequities as the rest of the country.

Over the course of the last half a century, most racially explicit laws and policies to address inequities have been eliminated. Instead a “color-blind” approach has been the norm. Unfortunately, facially race neutral laws, policies, and practices have continued to perpetuate inequities.

Some jurisdictions have implemented useful policies within a specific subject area, conducted a series of trainings, or funded specific programs that relate to equity. While these isolated interventions are commendable, they do not produce the results of a comprehensive, holistic strategy with cumulative impacts.

When taking a programmatic approach, too often programs focus on “fixing” the symptom and not addressing the underlying cause. For example, to address health disparities, we have seen health departments add supplemental programs. While these programs are valuable for serving the needs of individual people, if underlying institutions remain the same, we will not see significant and sustainable changes. To advance racial equity, the approach must include not only programs, but also policy changes and institutional culture transformation. In the health example, in addition to programs that address the needs of individual people, we must look at the underlying policies that are creating the inequities. The “social determinants of health” approach taken by the Madison-Dane County Department of Public Health, “[Getting to Root Causes \(2014\)](#),” focuses on policy, systems and organizational changes. To advance equity, we must focus not only on individual programs, but also on policy and institutional strategies that are driving the production of inequities.

Historical legacies, systems, and institutions that repeat patterns of exclusion sustain many current inequities. To advance racial equity, government has to integrate racial equity as a norm that is operationalized, putting values into action. Government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Policies alone, however, are insufficient. Employees within the institution must **normalize** racial equity as a key value and have clear understanding and shared definitions. They must **operationalize** equity via new policies and by transforming the underlying culture of government. And finally they must **organize**, both internally and in partnership with other institutions and the community.

Across the country, best practices focus on these three goals: normalize, operationalize, and organize. The following six strategies have been found to be most critical (we have included examples of best practices under each):

NORMALIZE

1. Use a racial equity framework: Jurisdictions must use a racial equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional, and structural racism.

- Clear definitions of terminology are critical. Based on a review of multiple jurisdictions, we have included Attachment 1: Glossary. This glossary contains definitions of each of these terms.

2. Operate with urgency and accountability: While there is often a belief that change is hard and takes time, we have seen repeatedly that when change is a priority and urgency is felt, change is embraced and can take place quickly. Building in institutional accountability mechanisms via a clear plan of action will allow accountability. Collectively, we must create greater urgency and public will to achieve racial equity.

- The City of Seattle's [Race and Social Justice Initiative's Vision and Strategic Plan](#) is Seattle's second strategic plan. This three year plan builds on past lessons learned and was informed by a broad and inclusive engagement process. Three issue areas are prioritized: education, criminal justice, and equitable development. In addition, details of Seattle's departmental work plans are included on-line, [RSJI Outcomes, Strategies and Actions](#).
- The City of Portland's [Citywide Racial Equity Goals and Strategies](#) is a high level document outlining three goals and six strategies to achieve racial equity. Although actions are not included, these goals and strategies are a useful example of establishing racial equity as a clear priority. Goals are focused on internal city outcomes as well as supporting community partners' equity work with an emphasis on seven issue areas.

OPERATIONALIZE

3. Implement racial equity tools: Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear without effort. Tools must be used to change the policies, programs and practices that are perpetuating inequities. New policies and programs must also be developed with a racial equity tool.

- Multnomah County in Oregon has developed an [Equity and Empowerment Lens](#) that is a transformative quality improvement tool used to improve planning, decision making, and resource allocation leading to more racially equitable policies and programs.
- The City of Seattle [Racial Equity Tool](#) is another strong example of inserting racial equity into routine decision making. Seattle first used the tool during the annual budget process to ensure that racial equity was a key consideration, and then expanded the use of the tool to include policies and programs. The tool lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

4. Be data-driven: Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals and measure progress toward goals. Use of data in this manner is necessary for accountability.

- A number of jurisdictions have issued reports that document disparities, including Fairfax County, Virginia ([Equitable Growth Profile of Fairfax County](#), developed by PolicyLink) and Dubuque, Iowa ([Inclusive Dubuque Community Equity Profile](#)). The necessary next step for jurisdictions is the development of clear strategies to close the gaps and increase success for all, commitments to impacting results, and tracking mechanisms to monitor results and inform course corrections. GARE is piloting a Racial Equity Scorecard to assist with this priority (as a member of GARE's Leadership Cohort, Dane County has access to the Results Based Accountability system supporting the Scorecard).

ORGANIZE

5. Build organizational capacity: Jurisdictions need to be committed to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of elected and top officials is critical, changes take place on the ground, and infrastructure that creates racial equity experts and teams throughout government is necessary.

- Capacity building includes not only the training to further shared understanding of racial equity, but development of skills across functions in government. An introductory workshop for all employees lays the groundwork for success (GARE offers curriculum that can be locally customized, as has been done in the city of Saint Paul, Minnesota and Dubuque, Iowa). For an example of a comprehensive approach to racial equity training, see the [City of Seattle's RSJI Training and Education](#).

6. Partner with other institutions and communities: The work of local and regional government on racial equity is necessary, but it is not sufficient. To achieve racial equity in the community, local and regional government needs to work in partnership with communities, state and federal government, and other institutions to achieve meaningful results. This collaboration will have the biggest impact on overall racial equity when engaging communities of color, school districts, employers, etc.

- The City of Dubuque, Iowa, has played a key role establishing and expanding partnerships that include government, community based organizations, business and philanthropy via "[Inclusive Dubuque](#)."
- In Minneapolis, Minnesota, the city has recognized that boards and commissions are instrumental in shaping key policy decisions, as well as designing and providing input on administration of city services. A unique partnership between the City of Minneapolis and Nexus Community Partners works to improve racial equity in board and commission membership, which in turn influences major policy decisions toward more equitable outcomes. An article describing additional detail, "[Twin Cities Boards and Commissions Leadership Institute: Using Board and Commission Appointments to Advance Racial Equity](#)," is available on-line.
- Meaningfully addressing structural racism can be challenging. An innovative funding stream in Seattle called the Racial Equity Fund is working to do just that ([Seattle's Racial Equity Fund – Supporting community collaborations working to eliminate structural racism](#)). A very small investment of the city's general fund dollars (\$75,000) has helped to establish and/or expand collaborative institutional and community partnerships that are targeting structural racism.

While the types of projects funded vary, they must build on, align and further work to address structural racism, support systemic partnerships, strategically advance the elimination of inequities at the community level, engage community in both process and achieving the outcome, develop process and tools that are shared and sustainable.

These best practices are built into the recommendations contained in Section IV.

III. METHODOLOGY & TERMINOLOGY

A robust methodology was developed for this analysis to provide comprehensive understanding of the following questions:

- What is the current status of racial equity across Dane County’s departments, operations, policies, and programs?
- What are the key racial equity indicators that are most relevant for assessing racial equity across Dane County departments, operations, policies, and programs?
- What are the key areas where Dane County can improve racial equity (across departments, process, service delivery, policies, etc.)?
- What are next steps Dane County can take to make those improvements (immediate, high-impact changes, as well as longer term, possibly higher resource changes)?
- What will Dane County government need to make those improvements (e.g., data, additional funding and resources, additional research, etc.)?
- How can Dane County government measure its progress as it implements recommendations for achievement of racial equity in Dane County’s departments, operations, policies, and programs (e.g., benchmarks, goals, and available data-based measures that correspond to agreed-upon indicators)?

Through review of extensive source documents, interviews of key stakeholders, both individually and in groups, a countywide employee survey, and the engagement of the County Executive, County Board Supervisors, Dane County department heads and staff, and the RESJ Strategic Leadership and Core Teams, we examined Dane County government’s 19 departments and 6 constitutional offices responsible for county services, from A to Z – the Airport to the Zoo. The methodology included the following:

Process for Analysis and Development of Recommendations



The robustness of our analysis and recommendations should be attributed to the support and engagement of these hundreds of Dane County employees. Their continued engagement will be critical for successful implementation. We have integrated quotes from employees throughout the key findings and recommended actions sections to reflect their voices and perspectives. This analysis would not have been possible without their support.

The primary focus of this report is key findings and recommendations on community indicators, county performance measures, outcomes, and actions. Additional information is contained as attachments at the end of this report, including Attachment 1. Glossary of Racial Equity Terminology, Attachment 2. Documents Reviewed, Attachment 3. Key Stakeholder Interview List. A separate Addendum includes survey results (Section 1) and Action Plan templates (Section 2).

In each step of data collection, participants have been highly engaged, thoughtful, and appreciative. At the anecdotal level, the most common sentiments expressed were eagerness, hope, and appreciation. Skepticism that was expressed was less related to questioning the intention of the effort and more related to apprehension about the enormity of the work and questions about political will and commitment.

For the survey analysis, we conducted cross-tabulations based on managers and non-managers, race, and department. Because of the small number of people in some categories and to maintain confidentiality, we will not include racial groups that had fewer than ten responses (Native American and Middle Eastern) and will only highlight departmental differences for the largest four departments—Administration, Human Services, Public Health, and the Sheriff's Office. We will highlight examples of the differences in these categories where they are statistically significant and informative to findings. The survey also allowed employees to share their personal insights and feedback through open-ended questions. As mentioned, many of these comments are included in the body of this report. To protect confidentiality, a key principle during survey administration, we have not included all responses to the open-ended survey questions to ensure that feedback is not attributable to any individual employee. The complete survey results are available in Section 2 of the Addendum.

As requested by Dane County, we have delineated the proposed community indicators, County performance measures, and actions in two phases. We applaud Dane County for recognizing the necessity of a phased approach. The enormity of racial inequities can sometimes feel overwhelming. Having a thoughtful, realistic timeline that supports success will help to build long-term commitment and momentum.

The terminology for results is informed by our relationship with Results Based Accountability™. This approach to measurement clearly delineates between community conditions/population accountability and performance accountability, sharing a common systematic approach to measurement. This approach emphasizes the importance of beginning with a focus on the desired "end" condition. Ideally, the baseline includes both historic data, as well as a forecast for the future for a particular measure.

Results are at the community level, the conditions we are aiming to impact. Community indicators are the means by which we can measure the impact in the community. All community indicators should be disaggregated by race, if possible. Performance measures are at the county, department or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contribution to results. Performance measures respond to three different levels: 1) Quantity: how much did we do?,

**SURVEY
RESPONDENT...**
*"Most hopeful I have ever
felt about the process."*

**SURVEY
RESPONDENT...**
*"There must be willingness
at all levels of Dane County
government for this work
to be successful. It has
been discouraging and
disturbing to hear our
Department Director say
that racial equity work
is not a priority for our
Department."*

2) Quality: how well did we do it?, and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

We focus on the desired end conditions in the community, and we emphasize those areas where Dane County has direct influence. Thus, our recommendations section aligns community indicators and county performance measures. Community indicators should be disaggregated by race. To ultimately impact community conditions, Dane County will need to partner with other institutions and the community to maximize results. Again, however, the focus of these recommendations is on those areas Dane County directly influences.

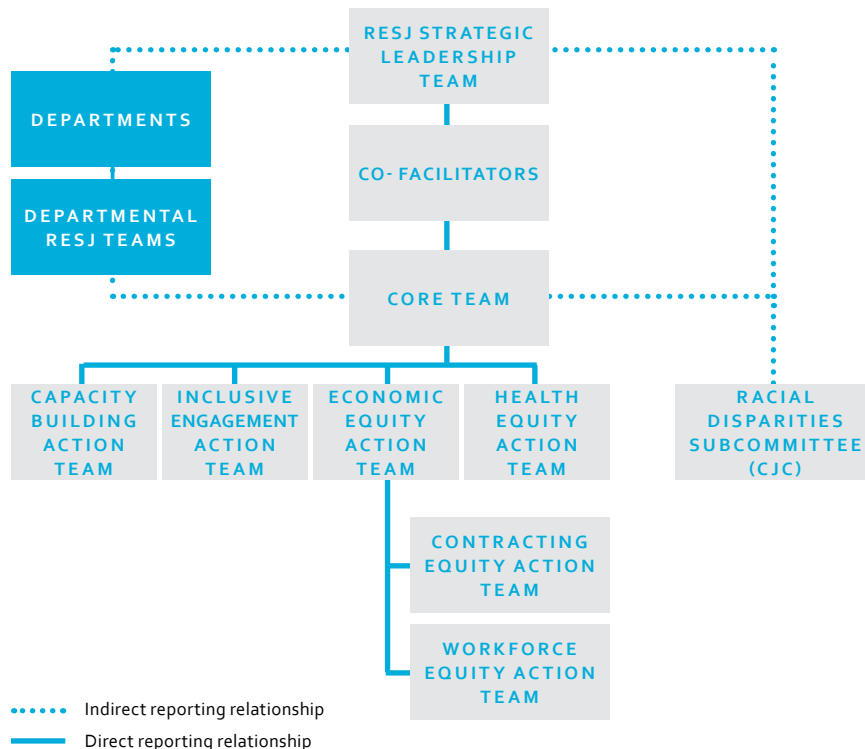
Each phase should be implemented over a two-year period via an action plan with a clear timeline and accountability for implementation. Implementation of some recommendations will depend on the allocation of new resources while others can be implemented with existing resources. We emphasize that although resources are critical, the transformation of government to advance racial equity is not primarily a resource issue. Thus, our emphasis is on operationalizing and organizing to advance racial equity across all functions and institutional hierarchy. Recommended resources and next steps are contained in Section V.

The recommended actions included in the following section provide focus on a two-phase, four- year countywide racial equity plan that will support employees and leadership in operationalizing equity.

RESJ ORGANIZATIONAL STRUCTURE

The following Organizational Chart (Figure 1) is a proposed expansion of the current Racial Equity and Social Justice (RESJ) structure.

Figure 1: Dane County RESJ Organizational Chart



Dane County RESJ Structure

PURPOSE	STATUS	PARTICIPANTS	SCHEDULE
RESJ STRATEGIC LEADERSHIP TEAM			
Sets overall direction and provides oversight on RESJ County-wide plan and annual department work plans.	Currently existing. Plan calls for an expansion in participation among top leadership and Constitutional Officers.	Includes participation from County Board, County Executive, Constitutional Officers and key departments.	Meet Monthly.
CO-FACILITATORS *			
Oversees the day-to-day coordination of RESJ.	Currently existing. * In establishing an Office of RESJ, new staff would support the Co-Facilitators in coordinating and implementing the work.	Tamara Grigsby, Community Relations Director and Colleen Clark, Equity and Criminal Justice Council Coordinator	Meet 2/Month.
CORE TEAM *			
Coordinates RESJ County-wide plan and annual department work plans. Assists to maintain timelines, support tool and data development, and problem solve.	Currently existing.	Consists of representatives from all Action Teams (see below).	Meet Monthly.
CAPACITY BUILDING ACTION TEAM (Indicator 1 – Dane County employees understand and are committed to achieving racial equity.)			
Develops and coordinates training and tools for promoting racial equity. Works to build momentum and sustain County efforts.	Includes the current RESJ Training Team and Tools and Models Team	Current RESJ Training Team and Tools and Models Team	Meet Monthly, and as needed.
INCLUSIVE ENGAGEMENT ACTION TEAM (Indicator 2 – Dane County is an effective and inclusive government that engages community and is responsive to its needs.)			
Develops skills and tools for the County to engage community and other institutional partners in equity.	Includes the current RESJ Community Connections Team	Current RESJ Community Connections Team	Meet Monthly, and as needed.
ECONOMIC EQUITY ACTION TEAMS (Indicator 3 – Dane County communities of color share in the County’s economic prosperity.)			
Workforce Equity Action Team: Coordinates County efforts to ensure Workforce Equity in hiring and promotion	Includes the current RESJ Data Team will work with workforce	Includes Employee Relations, Workforce Development and Office of Equal Opportunity	Meet Monthly, and as needed.
Contracting Equity Action Team: Coordinates County efforts to ensure Contracting Equity	Includes the current RESJ Data Team and will work with contracting	Includes Economic Development, Contract Compliance and Office of Equal Opportunity	Meet Monthly, and as needed.
CRIMINAL JUSTICE RACIAL DISPARITIES SUBCOMMITTEE (Indicator 4 – Neighborhoods and people are safe and racial disproportionalities in the criminal justice system are eliminated.)			
Coordinates County efforts to ensure that racial disparities in the criminal justice system are being tracked reported and addressed.	Represented by the existing Racial Disparities Subcommittee of the Criminal Justice Council	Includes current participants on the Racial Disparities Subcommittee of the Criminal Justice Council	Meet Monthly, and as needed.
HEALTH EQUITY ACTION TEAM (Indicator 5 – All people have healthy life outcomes.)			
Coordinates County efforts to ensure that children and families in Dane County have healthy life outcomes regardless of race.	This is a new Action Team.	Includes Health Department, Dane County UW-Extension Department of Human Services, Planning Department and Public Works.	Meet Monthly, and as needed.
DEPARTMENTAL RESJ TEAMS			
Support development and implementation of Departmental RESJ Plans and RESJ activities. Work to strengthen departments’ RESJ capacity.	New teams would be established in all County departments. Department of Administration will coordinate small departments.	Departmental employees who have volunteered or are appointed by Department leadership.	Meet Monthly.

IV. KEY FINDINGS & RECOMMENDATIONS

In this section we outline recommendations for Dane County. First we provide a summary of key findings that leads to the recommendation, followed by an overview of strategies and actions, followed by a table with recommended community indicators, county performance measures, outcomes, and actions. All community indicators and performance measures should be disaggregated by race when data is available.

Overall, across recommendations, we emphasize the importance of building internal infrastructure for supporting the capacity of Dane County staff to advance racial equity. Therefore, we introduce this section with an overview of internal infrastructure. In the following sections, we recommend the expansion of infrastructure to advance racial equity, including leadership support and cross-departmental efforts. Figure 1 illustrates the connections between each recommended group and the following chart provides a more in-depth description of each of the teams. This infrastructure is recommended within the context of the recommendations that follow.

RECOMMENDATION 1:

DEVELOP INFRASTRUCTURE AND TOOLS TO INCREASE DANE COUNTY EMPLOYEES' AND RESIDENTS' UNDERSTANDING OF AND ABILITY TO ADVANCE RACIAL EQUITY.

KEY FINDINGS

a. There is a significant need for greater leadership and accountability on issues of racial equity.

The bulk of stakeholder interviews were with Dane County leadership. A strong commitment and clear focus was evident in most interviews, while at the same time, leaders themselves were cognizant of many challenges, including sustainability and accountability.

A mantra across interviews, focus groups, and project team meetings was the necessity for racial equity to be a shared value by leadership, with clear long-term support for implementation, and recognition of the urgency of racial equity. Concerns were expressed about sustainability of a racial equity initiative, with many employees nervous that racial equity could be lost as political priorities shift. There is an absolute need for strong, shared leadership and a long-term commitment as an institution for all departments and all employees.

There were also concerns about accountability. While the County Board of Supervisors commissioned this report, there was significant discussion about the role and responsibility of the County Executive, Sheriff's Office, and other elected officials, as well as appointed positions. Recognition was given to the need to have a common shared value and agenda for advancing racial equity. Many interviewees mentioned tensions between elected officials as a barrier to getting the work done.

In addition to top leadership, it is important to examine management. Management indicated a greater level of familiarity with racial equity efforts in the survey findings (Figure 2). Overall, 63% of survey participants were familiar with their department's efforts to address racial disproportionalities, with 81% of managers being familiar and only 57% non-managers. While this may not be entirely surprising given

SURVEY RESPONDENT...

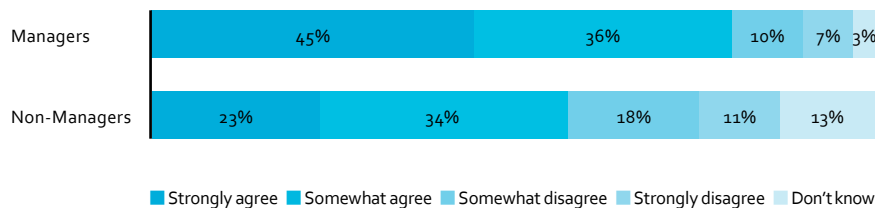
"I hope to see coordinated actions with strong leadership from the county. It is not sufficient for us to simply talk about the importance of racial equity; we must gather data, be specific about opportunities, and act."

FOCUS GROUP PARTICIPANT...

"There is so much bickering between elected officials, which is a challenge. Of any issue, it seems like this is a topic where they could stop with the politics and unite around the importance of addressing racial disproportionality."

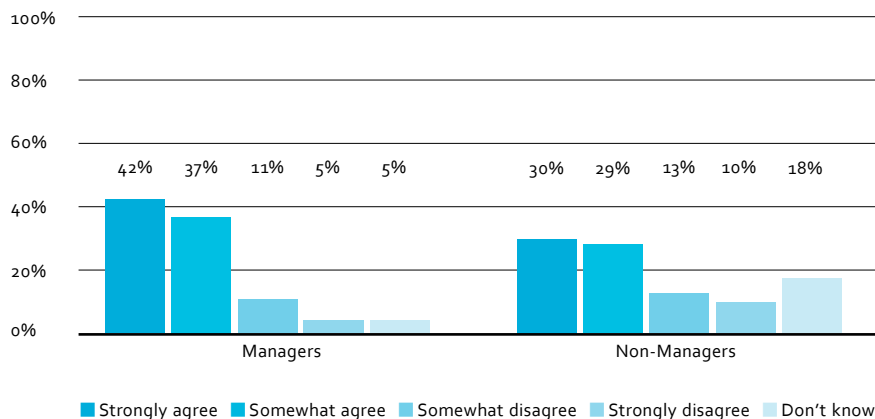
expectations of managers, as leaders—and the fact that a majority of department directors/managers recently attended a daylong YWCA workshop on racial equity—it will be critically important for managers not only to be familiar themselves, but also to increase a shared understanding among all employees.

Figure 2: I am familiar with my department’s efforts to address racial disparities (by manager / non-manager).



When it comes to Dane County leadership clearly communicating the importance of addressing racial disparities, there were differences based on whether the survey respondent was a manager or non-manager (Figure 3). Seventy-nine percent (79%) of managers contrasted with 59% of non-managers who reported that leadership clearly communicates the importance of addressing racial disparities.

Figure 3: Dane County leadership clearly communicating the importance of addressing racial disparities (by manager status)

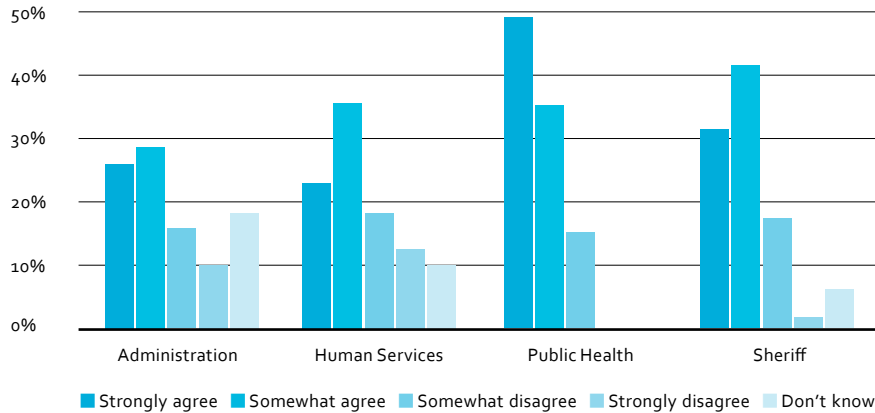


b. There is a need for greater structure and coordination across departments and topic areas to leverage learning and maximize results. While innovative work is happening across some departments, there is no overall strategy to align and guide the work.

Stakeholder interviewees frequently mentioned the necessity for the work to be implemented in a way that results in real action and not just talk. While interviewees recognized that formal reporting happens via the Offices of Equal Opportunity (OEO) and Affirmative Action, they also acknowledged that this is not the equivalent of systemic accountability from all departments. Employees who were interviewed and who participated in the project team meetings shared interest in a structure that includes leadership and departmental accountability for implementation of actions with concrete mechanisms for measuring impacts within Dane County government and in the community. Opportunities exist to build and expand on the initial steps taken to both document and build strategies to close gaps.

SURVEY RESPONDENT...
"We will not truly make progress until racial equity is a clearly articulated and agreed-upon priority, starting from the highest levels of County government. From there, we will need a shared vision and processes for accomplishing our vision. Every branch of County government and every department must be held accountable through goal setting, work planning, implementation, and reporting."

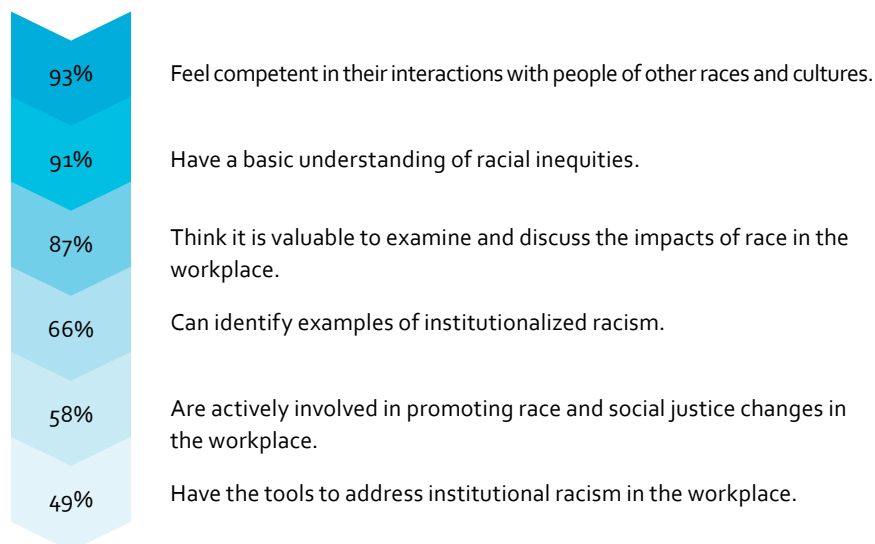
Figure 4: I am familiar with my department's efforts to address racial disparities (by major department).



Two bodies, the Office of Equal Opportunity and the Criminal Justice Council and its formal subcommittees, have some responsibility for associated work, although clear support for these bodies via resources and accountability for results has not been consistently demonstrated. In addition, although we applaud their work, we recommend the creation of infrastructure for all county departments.

Many staff, both managers and non-managers, indicated there were not concrete measures for racial equity within either their own lines of business or across departments. In addition, comparisons across departments found large differences between departments (Figure 4). Nearly half (49%) of Dane County's Public Health Department (PHMDC) employees had strong familiarity, 35% were somewhat familiar with their department's efforts to address racial equity, and no Public Health respondents indicated total lack of familiarity. The Dane County Sheriff's Office (DCSO) demonstrated a high level of awareness, with 73% indicating either strong or somewhat strong familiarity. Familiarity with the department's racial equity efforts is a strong indication of the department's progress in normalizing conversations about race.

c. While there is a strong base of support among individual employees for the county's racial equity work, there is not uniform understanding and additional skills need to be developed.



For racial equity to truly be realized, Dane County residents, including county employees, must be committed to achieving racial equity. Both community indicators and county performance measures must be established and adopted to track progress toward this goal. The graphic above illustrates that while over 9 out of 10 employees feel competent in their individual interactions with people of other races and cultures, only two-thirds can identify examples of institutionalized racism, and fewer than half report having the tools to address institutionalized racism.

For Dane County’s work to be effective, it is necessary for employees to have a shared understanding of racial equity and have tools to advance racial equity. Nearly two-thirds of employees expressed interest in increasing their engagement to advance racial equity. When asked what would be most useful in increasing their engagement, employees indicated the following:

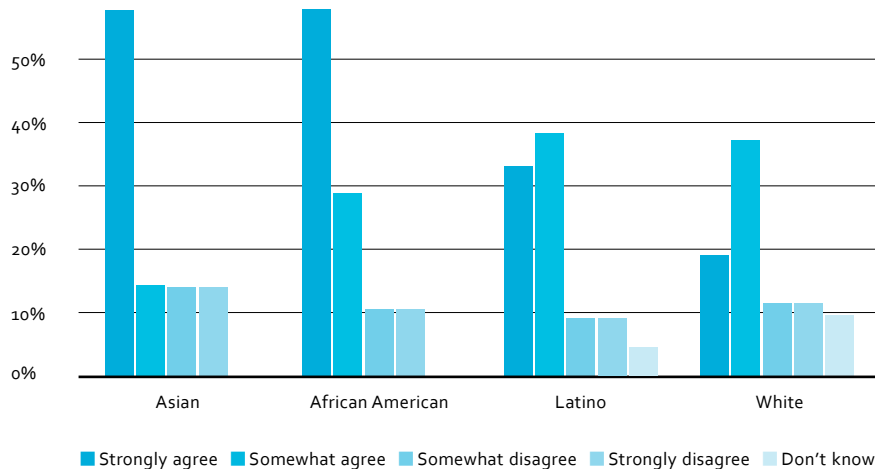
I would engage more if...

I had more information so I knew what to do	40%
I had more time	38%
I received training	33%
Racial equity strategies received more funding	22%
I had the support of my supervisor or manager	18%

While some of these steps entail resources, either financial or time, it is important to note that others do not. Only 37% of employees were satisfied with their current level of engagement (some employees identified more than one thing that would help increase their engagement). The other 63% of respondents wanted more information; more time, training, or support from department leadership.

In addition, an analysis between White and People of Color employees surfaced a pronounced gap indicating a greater need to build shared context and awareness around issues of racial equity for all staff. Although the majority of all employees believe that examining and discussing the impacts of race in the workplace are important, People of Color employees are more likely to find discussing issues of racial equity very important. People of Color employees also indicated they are much more actively engaged in promoting racial equity and social justice in the workplace (Figure 5).

Figure 5: I am actively engaged in promoting race and social justice in the workplace (by race)



SURVEY RESPONDENT...

"I think the Equity vision is good, as well as the core team and committee structure. However, the vision must be better promoted throughout Dane County government, from the department heads through employees. The vision must clearly articulate the equity goals and objectives and why this is good for Dane County to create buy-in at all levels. The process will require more commitment and staff support resources at the department levels, as staff have limited resources to accomplish their work tasks."

SURVEY RESPONDENT...

"Our agency has had limited success recruiting people of color. We promise equality and state all employees will be treated the same. After an employee has been hired we automatically treat them differently to showcase diversity. The employee becomes frustrated and leaves."

d. Community expertise and organizing is strong, and is critical for structural change.

Community organizing and expertise has helped to bring greater visibility to existing racial inequities and strategies for structural change, including most recently in regards to topics relating to criminal justice. The community-based "Race to Equity" report and other current leadership on racial equity, such as the Justified Anger coalition, Young, Gifted, and Black, and MOSES has helped to increase the urgency of advancing racial equity, move leaders within county government, and build bridges between institutions.

STRATEGIES & ACTIONS

a. Dane County employees – Understanding of, commitment to, and infrastructure for advancing racial equity within county government.

To build the understanding of, commitment to, and infrastructure for advancing racial equity within county government, the county must first establish the countywide Racial Equity Strategic Leadership Team. This team, convened by the County Executive, County Board, and Constitutional Officers, should include key department directors and will be responsible for high-level accountability over the implementation process. Without leadership, direction, and accountability, the process can easily be derailed. Setting this level of accountability also ensures there is a body to track progress and report back to both county employees and the public about these efforts. The Racial Equity Strategic Leadership Team will be responsible for overseeing the overall county Racial Equity Plan.

We recommend that the Strategic Leadership Team empower and support the existing Racial Equity and Social Justice Team and other teams identified in these recommendations with operational implementation.

After establishing the countywide Racial Equity Strategic leadership Team, each department should develop a racial equity plan. departments should use a common template (see Section 2 of the Addendum) for 2016. This template includes a combination of cross-department priorities (internal capacity building, workforce equity, contracting equity, and outreach and engagement), as well as strategies that are unique to the department's line of business.

While both establishing leadership and accountability and developing plans are essential, there must be a dedicated team of staff in each respective department to help organize, support, and implement plans. While the Strategic Leadership Team can provide guidance on a consistent structure across departments, department directors should be responsible for the launching and support of these teams in their own department. The Strategic Leadership Team must also convene interdepartmental racial equity teams by topic area to explore a select group of topics that cut across departments. Held together, these strategies are the first important step to develop the infrastructure required for the county to internalize racial equity as a priority.

Establishment of Racial Equity Teams and development of Racial Equity Plans may be a challenge in Dane County's smaller departments. In those cases, it may make sense for some smaller departments to combine efforts, potentially under the umbrella of the Department of Administration.

In addition to the racial equity plan and staffing, all staff should also attend racial equity training to build a shared understanding of racial equity and common definitions of racial equity / inequity, implicit / explicit bias, and individual / institutional / structural

racism. These key concepts have been found to be critical to productive employee engagement that leads to institutional change. Basic racial equity training should be conducted for all employees.

The county should employ a “train-the-trainer” model to build internal expertise and capacity to support training moving forward. In this model, a core group of existing RESJ members reflecting the diversity of Dane County would be trained to tailor and facilitate training for and with all staff, building internal capacity and sustainability for meeting all staff training needs. Recognizing the need for successful implementation, departments should develop a specific timeline for implementation that acknowledges timing considerations of other departmental work. In Phase 2, supplemental racial equity modules should be developed to continue skill development.

In addition to basic training, all county managers should also receive training on a Racial Equity Toolkit so they have knowledge on racial equity considerations for key decision points across practice, policy, and programs. After training on the toolkit, the toolkit should be used (and reported on) regularly to ensure racial equity is considered across all key decisions. To begin this process, each department should pilot use of the GARE Racial Equity Tool in a select policy or program. Departments should report back to the RESJ Strategic Leadership Team about the results of piloting the tool. Departments should also incorporate use of the Racial Equity Tool beginning with the 2017 budget process (starting this process in 2016) through development and review of individual decisions, as well as review of the cumulative impacts of the proposed budget. The Department of Administration, County Executive, and County Board should review individual decisions and the cumulative impacts of the proposed budget on racial equity.

The RESJ Capacity Building Action Team should be responsible for development of curriculum (working with a consultant, if funded) and working with departments on implementation of the basic racial equity training for all employees and the Racial Equity Toolkit training for managers.

Phase 1 provides the opportunity to establish baselines for measuring progress moving forward. This is but one example of the importance of additional staffing (see Section V). The additional level of analysis is heavily dependent upon additional staffing. Via this report, Dane County already will have data for a baseline and survey question template for the recommended internal employee performance measures; we recommend conducting this survey on a biennial basis. The biennial survey results will allow tracking of progress on how employees are engaging with the racial equity work and process.

In Phase 1, the county will have ideally established the infrastructure and staffing needed to begin implementation of a Countywide Racial Equity Plan, as well as departmental work plans. In Phase 2, the county should begin to embed racial equity into decision making. Having piloted use of the tool in Phase 1, in Phase 2, the county should assess any customization of the racial equity tool needed for Dane County, and implement the use of the tool on a routine basis. In addition, Phase 2 allows for deeper analysis of cross-cutting core issues.

In Phase 2, the county should further expand existing racial equity teams to ensure collaborative strategies and decision making across relevant departments for those community indicators that multiple departments influence. The first step of this particular process will require the expansion of the Health Equity Action team to additional areas, building on the steps of food security. Interdepartmental and community partner teams focused on jobs and economic security and/or vibrant communities should also be established. Because these are areas where the county has less direct influence,

**SURVEY
RESPONDENT...**

“Focusing some effort on the criminal justice system is good but the real problems start much earlier in life. More resources should be available to address issues in early childhood, including prenatal care, and throughout K-12 education.”

organizing the county to work with community partners to leverage the impact it does have will be an important opportunity for community collaboration. These might also be contained within county committees addressing these issues.

All the steps listed above allow an opportunity to ensure county employees have the awareness, knowledge, skills, and tools to move racial equity forward.

b. Build community understanding of racial equity.

An additional necessary step in Phase 2 is building the broader understanding of racial equity among all Dane County residents. To begin this process, in Phase 2, the county should conduct periodic racial equity workshops in the community, open to all residents. The strategy and plan to engage community with public workshops must be established and implemented by the RESJ Capacity Building team.

Building on the employee survey, in Phase 2 the county should contract with a consultant to conduct a community racial equity survey, which will provide the opportunity to gather feedback on the county’s work, suggestions for improvement, and community priorities. The broader public survey should be administered every 2 years. This critical feedback will both establish baselines of community understanding and an ability to track the impact of the county’s efforts.

While it is necessary for institutions to gain skills for eliminating institutional racism, ultimately, to have deeper impact in the community, cross-jurisdictional, cross-sector collaborations that support a community focus on eliminating structural racism will also be necessary. In Phase 2, Dane County should fund and establish a Racial Equity Fund (for more description, see Best Practices, page 14) that will support institutional / community collaborations aimed at eliminating structural racism.

1. DANE COUNTY EMPLOYEES UNDERSTAND AND ARE COMMITTED TO ACHIEVING RACIAL EQUITY.

COMMUNITY INDICATOR

Percent of population who believe advancing racial equity should be a priority of government

Percent of population who understand the county’s commitment to racial equity

COUNTY PERFORMANCE MEASURE

Percent of Dane County departments that have:

- A Racial Equity Team within their department
- A Racial Equity Action Plan

Percent of Dane County employees who:

- Have attended racial equity training
- Believe their department is making progress in advancing racial equity (by race)
- Can identify examples of institutionalized racism
- Are using a Racial Equity Tool

Number of community members participating in Racial Equity training (Phase 2)

1. DANE COUNTY EMPLOYEES UNDERSTAND AND ARE COMMITTED TO ACHIEVING RACIAL EQUITY.

OUTCOMES AND ACTIONS

A. Dane County employees understand, are committed to, and have the infrastructure needed to advance racial equity.

- 1) Countywide Racial Equity Strategic Leadership Team – County leadership (County Executive, County Board, and Constitutional Officers) convenes an internal leadership team responsible for high-level accountability and oversight of implementation. Department directors of large departments should serve as team members on a permanent basis, and directors of small departments on a rotating basis. The Strategic Leadership Team should empower and support the Racial Equity and Social Justice Team and other teams identified in these recommendations with operational implementation.
- 2) Departmental Racial Equity Plans – County leadership provides department directors with template for development of 2016 Racial Equity Plans (template includes a combination of cross-departmental strategies and department-specific strategies unique to their own line of business). Reporting on accomplishments should occur at mid- and end-of-year at a County Board meeting.
- 3) Departmental Racial Equity Teams – County leadership directs department and office directors to organize Racial Equity Teams responsible for leading implementation of the action plans within their respective departments.
- 4) Racial Equity Training – Provide introductory Racial Equity Training to all employees. Use a “train-the-trainer” model to continue to build internal expertise. Provide Racial Equity Toolkit training to all managers. Provide training on communications and messaging about racial equity to appropriate staff. In Phase 2, develop new modules to further operationalize equity.
- 5) Topic area Racial Equity Teams – RESJ Strategic Leadership Team convenes interdepartmental teams on core cross-cutting topic areas, as described in Indicator Areas II to V.
- 6) Employee Racial Equity survey – Conduct employee racial equity survey on a biennial basis using the initial project survey as a baseline.
- 7) Use of a Racial Equity Tool with policies or programs – Each department and office pilot use of the GARE Racial Equity Tool in a select policy or program (Phase 1). Assess any customization of the Racial Equity Tool needed, and implement on a routine basis (Phase 2).
- 8) Incorporate use of the Racial Equity Tool into the budget process – Departments use the Racial Equity Tool in the development of 2017 budget proposals beginning in 2016. The Department of Administration, County Executive, and County Board review individual decisions and the cumulative impacts of the proposed budget on racial equity (see page 47 for more).
- 9) Racial Equity Teams (Phase 2) – Expand the Health Equity Action Team to additional areas, building on the steps of food security. Convene teams on:
 - Jobs and economic security
 - Vibrant communities

1. DANE COUNTY EMPLOYEES UNDERSTAND AND ARE COMMITTED TO ACHIEVING RACIAL EQUITY.

B. Dane County residents understand racial equity.

- 1) Community Racial Equity trainings – Conduct a portion of the Racial Equity trainings in the community, open to residents. (Phase 2)
- 2) Community Racial Equity Survey – Contract with a firm to conduct the community racial equity survey. Survey should be used to assess residents’ feedback on the county’s work and gather suggestions on improvement. (Phase 2)
- 3) Racial Equity Fund – Provide funding for a Racial Equity Fund that will support institutional / community collaborations aimed at eliminating structural racism.

RECOMMENDATION 2:

IMPLEMENT STRATEGIES TO ENSURE THE COUNTY IS AN EFFECTIVE AND INCLUSIVE GOVERNMENT THAT ENGAGES COMMUNITY.

KEY FINDINGS

Most recently, the county has made efforts to increase its technical capacity to do outreach to the community through electronic engagement including expansion of the County Board website, blog and online methods for gathering community input.

Despite these efforts, interviews, focus groups, and project meetings revealed a deep recognition that the county needs to do a better job at including and engaging community on a routine basis. Many participants reflected that typical processes are designed to meet the needs of communities that already have access to the system, most commonly middle- and upper-income Whites. At the same time, recognition was also given that processes do not tend to work well for any community. The county tends to use limited and inflexible modes of participation (single meetings or public hearings), and does not set overall expectations for process or coordination across departments. Participants reflected that there have been examples of better processes where community engagement has led to improved decisions and service delivery.

Some participants also shared concerns that it would have been better for the community to be a part of the Racial Equity Analysis process.

Many individuals who were interviewed recognized a need for the county to explore how community can both be informed but also engaged from the onset of the county's programming and policy decisions. While various departments use approaches to assess how services are being delivered to community, departments do not consistently engage with community to develop policies or understand barriers to accessing services and/or engaging government. There was a desire for community needs to be better reflected in newly designed as well as established programming.

Some participants also suggested that the county's boards and commissions are a special opportunity to engage Dane County residents that is not being fully utilized. Over forty different boards and commissions exist, ranging from the Airport Commission to the Zoo Commission. Concerns were expressed about whether boards and commissions are inclusive of Dane County's diversity.

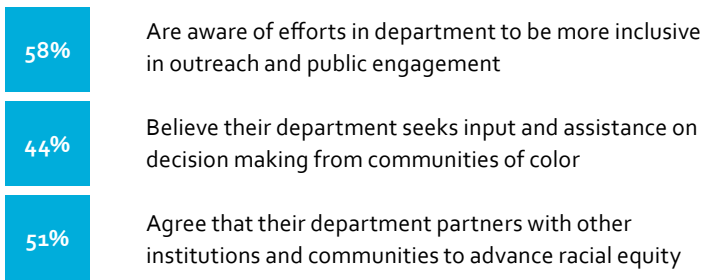
Survey findings indicate that 58% of employees are aware of efforts in their department to be more inclusive in outreach and engagement. While it is logical that this might be an area where one might not expect all employees to be aware, as an organizational change effort, broad employee understanding of key priorities will be important. Dane County employees are a powerful asset, and increasing their understanding and commitment is a necessary leverage point. The survey also assessed employee belief in whether the county is making progress toward inclusive outreach and engagement: 44% of survey participants agree that their department seeks input and assistance on decision making from communities of color and 51% agree that their department partners with other institutions and communities to advance racial equity. In each of these areas, nearly half of employees reported they were unaware of existing efforts toward that end.

SURVEY RESPONDENT...

"The affected communities lack trust in many of the institutions of County Government. Therefore, community engagement has been historically weak. It is very difficult to identify and address structural/ institutional racism. Efforts to address racial equity are going to require the development of new resources and intervention strategies that might lead to the elimination of some traditional resources that have been in place for many, many years."

SURVEY RESPONDENT...

"I think it is necessary that Dane County assess and address racial disparity and inequity in our respective Departments. However, I think we have missed an opportunity to have sustained input by citizens or consumers who could possibly advance a perspective that we may not be immediately aware."



A little over a third of employees (39%) had some awareness of departmental efforts to improve access to services for refugees, with 48% of survey participants reporting they were unaware of county efforts, if they did in fact exist. When it comes to a tangible strategy, however, the numbers increased. Sixty-five percent agree that their department is making progress at providing interpretation and translation services for people with limited English.

As outlined above, national best practice indicates that government’s role in addressing inequity must involve inclusive outreach and public engagement related to county policy, programs, and programmatic decisions, as well as partnering with others to achieve racial equity. Dane County’s Racial Equity and Social Justice Community Connections Team has initiated this work and should continue and expand.

STRATEGIES & ACTIONS

First, the Racial Equity and Social Justice Community Connections Team (renamed Inclusive Engagement Action Team see Figure 1 – Racial Equity Infrastructure) should research and develop countywide policies and practices that engage diverse communities in county processes. The Team should also develop implementation tools for a countywide approach to outreach and engagement, including translation and interpretation. These tools should ensure that employees have support for effective implementation. These findings and recommended tools should be reported to the RESJ Strategic Leadership Team.

Outreach and engagement skills and competencies should be expanded. Without these skills, even with the best intentions, employees will not be supported in effective community engagement. To build these skills, the Inclusive Engagement Team should identify employees who routinely engage with the public and existing positive practices, and develop and implement training / skill building sessions.

To fully represent and capture community stakeholders, the Team should assess current advisory groups by collecting a demographic baseline of existing advisory groups, identify gaps in representation, and develop approaches to increase inclusion over time, which they should then report to the RESJ Strategic Leadership Team.

Infrastructure, both internal to the county and external in the community, must also be established to ensure community feedback is in fact informing county policy and practice. After establishing internal infrastructure and assessing current practice, an interdepartmental project should be identified and piloted to engage communities using a newly designed comprehensive approach. For example, a potential project might develop and support a cooperative effort among multiple county departments to work with the Dane County Youth Conservation Corps in partnership with Operation Fresh Start. This effort could include multidisciplinary on-the-job skills training within department positions to develop the experience base of youth in the community and expand a highly qualified applicant pool with a strong work ethic. The

PROJECT TEAM MEETING PARTICIPANT...
"We have to change the very nature of our relationships with communities. We need to make sure we are in relationship with community, so we are working with them and not doing things to them."

Inclusive Engagement Action Team should identify and implement such projects. In phase II, the Inclusive Engagement Action Team should also conduct an assessment of current engagement activities and their effectiveness.

2. DANE COUNTY IS AN EFFECTIVE AND INCLUSIVE GOVERNMENT THAT ENGAGES COMMUNITY AND IS RESPONSIVE TO ITS NEEDS.

COMMUNITY INDICATOR

Percent of population who believe Dane County values community participation and engagement

Dane County services are well received by community members

Voter turnout

COUNTY PERFORMANCE MEASURE

Percent of Dane County employees* who believe their department seeks input and assistance on decision making from communities of color

Demographics of the county's advisory groups reflect community demographics

Participants engaged in the project report that their engagement made a meaningful difference in the process

Number of different methods Dane County is using to engage community and their measured effectiveness and replicability

OUTCOMES AND ACTIONS

A. Dane County employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement.

1) Inclusive Engagement Action Team – Develop countywide policies and practices that engage diverse communities in county processes. Establish and support a countywide approach to translation and interpretation to ensure that employees have effective tools to implement the policy.

2) Inclusive Outreach and Public Engagement Training – Provide introductory Inclusive Outreach and Public Engagement training to employees that routinely engage with the public.

3) Representation on county advisory groups – Collect demographic baseline of existing advisory groups, identify gaps; develop approaches to address gaps.

4) Interdepartmental pilot project – Identify a cross-department pilot project to engage communities using a comprehensive approach.

Phase II

1) Conduct an assessment of current engagement activities and their effectiveness, led by the Inclusive Engagement Action Team.

RECOMMENDATION 3:

ENSURE DANE COUNTY'S COMMUNITIES OF COLOR SHARE IN THE COUNTY'S ECONOMIC PROSPERITY.

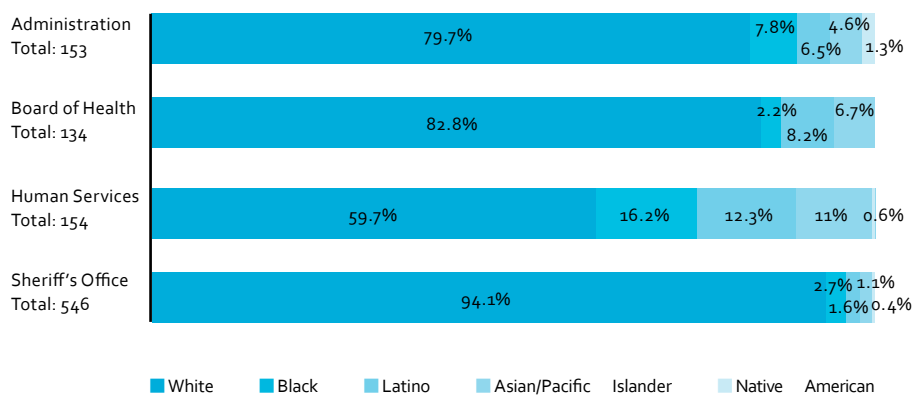
KEY FINDINGS

Economic prosperity is not shared across all communities in Dane County, as indicated by the disproportionality in household income and the unemployment rate. Because the larger economy is difficult for the county to impact, the most critical first opportunity is for the county to focus on those areas where it has direct control: who it employs and how it spends its money.

a. Workforce equity – Dane County will be a model employer advancing racial equity.

According to the county's most recent Office of Equal Opportunity report, People of Color represent 14.2% (324 employees) of the total government workforce. While this is the highest percentage in Dane County history and it is close to reflecting the overall demographics of the county, there are disproportionalities in some functions and within hierarchy. There are significant differences both at the departmental level and between job classifications. Tellingly, in the survey, over half of all survey participants indicated that they do not believe their department reflects the diversity of Dane County. See Figure 6 below for racial demographics of Dane County's four largest Departments.

Figure 6: Racial Demographics of Dane County's four largest Departments



People of color are still much less likely to be in management positions, as documented by Office of Equal Opportunity (OEO) reports. In addition to reporting data and measuring progress toward hiring, the OEO has also outlined targeted strategies to support hiring of a more diverse pool of workers and contractors.

Interviews and focus groups also raised a number of concerns about county workforce efforts. Many interviewees named challenges with the online application system including barriers to accessibility. In addition to the application process, those interviewed also mentioned concerns with internal promotion policies. Current policies limit the number of applicants in the overall candidate pool and tend to give preference to tenured employees. While there was disagreement from Employee Relations staff about the accuracy of some of the problems identified, whether actual or perceived, institutional barriers within human resource systems were identified and should be addressed through refinements to the system and improved communication about the system.

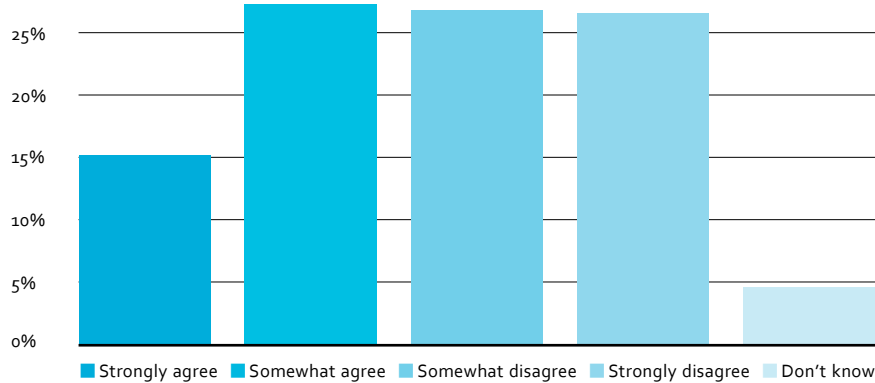
SURVEY RESPONDENT...

"Dane County as an employer must reconsider its biases in terms of degree requirements for certain positions. I don't know if Dane County has an affirmative action plan in place for hiring, but clearly the labor force is overwhelming white. I know that jobs are only one way to address racial disparities, but addressing the lack of diversity in one's own labor force would seem to me to be the first, logical step. How can Dane County presume to address "racial inequities" (the latest jargon, I guess) for the county as a whole when its own shop is so lacking in diversity?"

SURVEY RESPONDENT...

"It is my understanding, which may be incorrect, that because of the Union contracts in the past, which are now in the Handbook, as Managers, we were limited to the number of top job candidates we could interview for positions. This has limited the pool of applicants that can get to this phase of the hiring process. I have yet to have a person of color to interview."

Figure 7: I believe employees in my department reflect the racial diversity of Dane County.



Some interviewees described their department’s efforts to recruit and hire bilingual employees to better serve Dane County’s increasingly diverse populations. Frustration was expressed that pay adjustments have not been possible to compensate employees for this supplemental skill.

In addition to concerns regarding hiring, interviewees shared a lack of confidence in the enforcement of affirmative action and equal opportunity policies to have real impacts that would hold both individuals and systems responsible for actions and results.

b. Contracting equity – Investments in contracting and procurement benefit the diversity of Dane County’s communities.

Currently, less than 1% of total county vendor payments are directed to businesses owned by People of Color. The county developed a Targeted Business Enterprise program to address relatively low contract numbers and the OEO reports on the progress of business development regularly. During the 2014 reporting period, 80 targeted businesses renewed their certification, and new firms were certified with the county as Emerging Small Businesses (ESB), Minority Business Enterprises (MBE), Women Business Enterprises (WBE), or Disadvantaged Business Enterprises (DBE).

Nearly 60% of survey participants responded with a “don’t know” to the question that asked about their department’s efforts to promote equitable access for women- and minority-owned businesses to compete for purchasing and consulting contracts. As with outreach and engagement efforts, while it is logical that this might be an area where one might not expect all employees to be aware, as an organizational change effort, broad employee understanding of key priorities will be important.

STRATEGIES & ACTIONS

a. Workforce equity – Dane County will be a model employer advancing racial equity.

Dane County can play a role in closing gaps in economic prosperity experienced by community of color residents. Government tends to be one of the largest employers for People of Color across the Country, especially paying a living wage. Given this, it is especially critical for Dane County to serve as a model employer advancing racial equity.

A first step in this strategy is building infrastructure to support workforce equity. The RESJ Team’s current focus on workforce equity provides a solid foundation from

SURVEY RESPONDENT...
“Our hiring processes do not cast a wide net. We do not do consistent outreach to communities of color, our on-line process is clunky at best, prone to technical glitches and inadvertently screens out applicants. We need a more robust Human Resources department if we want to get serious about this. I sometimes encounter applicants of color or cultural diversity who might be qualified for a job other than the one I am interviewing them for. There is no formal mechanism to refer these folks to other opportunities that may exist within the County.”

which to build via the addition of representatives from Employee Relations, unions, Corporation Counsel and employee group representatives. This newly established RESJ Workforce Equity Action Team (see Figure 1 – Dane County RESJ Organizational Chart) should be responsible for coordinating work across departments, eliminating redundancies, and creating cohesion, including many of the strategies listed below.

Next, Dane County must improve the Employee Relations data collection system in order to better identify specific positions that have the greatest disparities. Within each individual department, another part of the strategy calls for the identification of one or more specific classifications that are currently inequitable (not representing community demographics) and development and implementation of strategies to eliminate disproportionality using best practices. GARE's "[Public Sector Jobs: Opportunities for Advancing Racial Equity](#)" issue paper is a useful resource. Examples of best practices from the issue paper include review and revision of minimum qualifications, incorporating racial equity actions into job descriptions and performance reviews, and eliminating points at which implicit bias can impact processes.

In addition to individual department work, the county should establish:

- Racial equity as a core competency in select job descriptions with each department, identifying one or more specific job classifications with key racial equity responsibilities and working with Employee Relations to incorporate racial equity as a core competency expectation into the job descriptions
- Clear racial equity expectations for managers by providing training on equitable hiring practices for all hiring managers and clear expectations and accountability for racially equitable workplaces. Managers should use best practices within hiring processes to minimize bias and incorporate equity throughout all phases of the process.

Employee Relations must also work to refine both the online application system and/or address solutions to perceived barriers to full use of the system. Barriers identified include the online application system not allowing applicants to save applications without losing work, lack of a system login, and inability to apply for multiple jobs. Employee Relations has indicated that these identified barriers are not present in the system and that the system does indeed allow for these actions by the applicant. In that case, communication and instruction around how to complete these tasks should be improved. Employee Relations must develop and implement strategies to improve access for potential applicants lacking accessible Internet.

One initial role of the RESJ Workforce Equity Action Team will be to review the Employee Handbook to identify racial equity barriers to hiring, retention, and upward mobility. The Team should use the Racial Equity Tool (including engaging additional employees in the review) to develop recommended changes to present to county leadership. Our review identified minimum qualifications (education and experience equivalencies), limitations on the number of candidates that can be interviewed, and the role of seniority in promotions and benefits. In addition, the county should conduct an analysis of positions that have a large number of anticipated retirements in the coming five years and both develop and implement career pathways to ensure a diverse applicant pool is prepared to compete for those vacancies.

Finally, the RESJ Workforce Equity Action Team should identify positions that interact with the public, and research and develop a list of options for supplemental pay for bilingual employees.

b. Contracting equity – Investments in contracting and procurement benefit the diversity of Dane County’s communities.

In addition to serving as a model employer, Dane County’s contracting and procurement investments should reflect the diversity of Dane County’s demographics. A Contracting Equity Action Team (see Figure 1 – Dane County RESJ Organizational Chart), also building on the foundation of the RESJ Team, should be responsible for coordinating work across departments, eliminating redundancies and creating cohesion, including strategies below. The RESJ Contracting Equity Action Team should include representatives from the OEO/Contract Compliance, Department of Administration, and those departments with the largest levels of contracting and procurement.

The RESJ Contracting Equity Action Team’s primary tasks include formulating a comprehensive system for department contracting and procurement goals and collaborative cross-department strategies. This team would also provide guidance to assist each department with setting specific targets to ensure contracting and procurement dollars are benefiting the diversity of Dane County residents. In addition the team should use the Racial Equity Tool to assess barriers to racial equity and make recommendations for eliminating barriers. Special consideration should be given to policies and practices such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors. Finally, the Contracting Equity Action Team should consider recommending a countywide disparity study in the Supplies and Services businesses area to determine a more accurate capacity and goals for targeted business for funding in Phase 2.

In Phase 2 of this work, the county should assess and expand the existing local hire program to ensure that the full diversity of county residents are benefiting from the county’s contracting pool.

c. Partner with other institutions and the community on workforce development strategies

In Phase 2, Dane County will be positioned to expand economic prosperity strategies beyond internal efforts in partnership with other institutions and the community. The county should work with the school district, community colleges, and business organizations to strengthen pipeline programs to ensure young People of Color are prepared for emerging jobs that pay a living wage (Phase 2).

**SURVEY
RESPONDENT...**
"Glad Dane Co is doing this. There is a lot to be done. Assuming that poverty and racial bias are at the root, it will take the whole community working together to make a difference. Dane Co government alone can only do so much."

3. DANE COUNTY COMMUNITIES OF COLOR SHARE IN THE COUNTY'S ECONOMIC PROSPERITY.

COMMUNITY INDICATOR

Unemployment rates

Household income

of businesses developed

COUNTY PERFORMANCE MEASURE

Demographics of Dane County workforce reflect demographics of the community across functions (positions) and hierarchy (supervisors, managers, and directors)

Number of Minority Business Enterprise contracts

Dane County contracting and procurement reflects the demographics of the community.

OUTCOMES AND ACTIONS

A. Dane County is a model employer advancing racial equity.

- 1) Workforce Equity Action Team – Expand the existing RESJ infrastructure to include the Workforce Equity Action Team with representatives of Employee Relations, unions, and employee representatives. The team should be responsible for coordinating work across departments, eliminating redundancies, and creating cohesion, including strategies below.
- 2) Data collection system – Improve the Employee Relations data collection system so that it is possible to identify specific positions that have the greatest disparities.
- 3) Workforce equity in departmental Racial Equity Action Plans – Each department and office identifies one or more specific classification not representing county demographics, and implement strategies to eliminate disproportionality.
- 4) Racial equity as core competency in select job descriptions – Each department and office identifies one or more specific job classifications with key racial equity responsibilities and incorporate racial equity as a core competency / expectation into the job descriptions.
- 5) Clear racial equity expectations for managers – Training on equitable hiring practices for all hiring managers and clear expectations and accountability for racially equitable work places. Managers should use best practices within hiring processes to minimize bias and incorporate equity throughout all phases of the process.
- 6) Remove barriers to applying for county positions – Address online system issues identified, either by refining the system or through improved communications about how to use the system. Develop and implement strategies to improve access for potential applicants lacking accessible internet.

3. DANE COUNTY COMMUNITIES OF COLOR SHARE IN THE COUNTY'S ECONOMIC PROSPERITY.

7) Employee Handbook – RESJ Workforce Equity Action Team reviews the Employee Handbook to identify racial equity barriers to hiring, retention, and upward mobility. Use the Racial Equity Tool to develop recommended changes to the County Executive and County Board. Barriers that have been identified include minimum qualifications (education and experience equivalencies), limitations on the number of candidates that can be interviewed, and the role of seniority in promotions and benefits.

8) Planning for retirements – Conduct an analysis of county positions that have a large number of anticipated retirements in the coming five years. Develop and implement career pathways to ensure a diverse applicant pool is prepared to compete for those vacancies.

9) Premium pay for bilingual staff in community-serving positions where additional language fluency can be utilized – the RESJ Workforce Equity Action Team should identify positions that interact with the public, and develop and recommend options for supplemental pay for bilingual employees.

B. Investments in contracting and procurement benefit the diversity of Dane County's communities.

1) RESJ Contracting Equity Action Team – Expand existing RESJ infrastructure to include a Contracting Equity Action team with representatives from the existing RESJ Data Team and additional representatives from OEO and Contract Compliance. Team is responsible for coordinating work across departments and offices, eliminating redundancies, and creating cohesion, including strategies below.

2) Contracting and procurement data collection system – Collect and analyze data to be able to identify gaps in contracting and procurement. Each department and office sets specific targets to ensure contracting and procurement dollars are accessible to and benefiting the diversity of Dane County residents.

3) Contracting and procurement policies and procedures to eliminate racial equity barriers – RESJ Contracting Equity Team use the Racial Equity Tool to assess barriers to racial equity and make recommendations to the RESJ Strategic Leadership Team. The focus should be on policies and practices such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors, that are barriers to contracting equity.

4) Local Hire Program (Phase 2) – Assess and expand the existing local hire program to ensure that county residents are benefiting from the county's contracting pool.

C. Dane County is a strategic and effective partner with other institutions and the community on workforce development strategies.

1) Partner with the school district, community colleges, and business organizations to strengthen pipeline programs to ensure young People of Color are prepared for emerging jobs that pay a living wage (Phase 2).

RECOMMENDATION 4:

ENSURE ALL NEIGHBORHOODS AND PEOPLE ARE SAFE AND RACIAL DISPROPORTIONALITIES IN THE CRIMINAL JUSTICE SYSTEM ARE ELIMINATED.

KEY FINDINGS

Disparities across race in the criminal and juvenile justice systems in Dane County are among the most pronounced in the nation. Wisconsin overall, and specifically Dane County, has consistently ranked as one of the highest places for criminal justice racial disparities in the country.

Since 2008, Dane County has been addressing racial disparities in the criminal justice system. In 2009, the county issued the final report and recommendations of the Dane County Task Force on Racial Disparities in the Criminal Justice System (see link in the Attachments). Over 85 recommendations were enumerated and during the last several years the county has initiated over 65% of the top twenty recommendations.

Currently, the Criminal Justice Council (CJC)—chaired by the County Executive, includes the Dane County Sheriff, Dane County District Attorney, Chief Presiding Judge, Dane County Clerk of Courts, Dane County Board Chair, the Chief of the City of Sun Prairie Police Department, the Public Defender, a representative of the Madison Police Department, and the Chair of the Public Protection and Judiciary Committee—is continuing to focus efforts on eliminating racial disparities. A CJC subcommittee on racial disparities in the criminal justice system is specifically and exclusively focused on eliminating racial inequities in criminal justice. In addition, a pre-trial services subcommittee also incorporates racial equity into its broader area of work.

The Racial Disparities Subcommittee, co-chaired by District Attorney Ozanne, Judge McNamara, and Supervisor Stubbs, is currently assessing the status of all of the recommendations that came out of the 2009 Task Force report, as well as developing new initiatives.

The [Community Restorative Court](#), although a recent initiative, has been researched and discussed by the Racial Disparities Subcommittee for several years. Utilizing data, reviewing arrest patterns with a racial equity lens, and collaborating with county, city and community stakeholders led to a successful foundation for creation of a new restorative justice approach to criminal misdemeanors for 17-25 year olds in a defined geographic area. Local community experts, grassroots leaders, neighbors as well as national experts have been engaged throughout this process and have continued participation. The Community Restorative Court is an example of operationalizing racial equity. Local restorative justice “peacemakers” are local leaders and neighbors who have all stepped forward to move away from punitive justice and towards restorative justice.

The Pre-Trial Assessment Subcommittee is exploring use of a pre-trial assessment tool that is nationally validated to demonstrate effectiveness and racial equity. This subcommittee was selected by the State of Wisconsin to attend a pre-trial reform conference held by the National Association of State Courts. Ongoing work continues with national experts to find the right pre-trial risk assessment tool for Dane County. Once a tool is selected, research around outcomes will be critical. The county is developing ongoing research partnerships for this work.

INDIVIDUAL INTERVIEW...

“The idea of the Criminal Justice Council is better than the reality. The meetings are infrequent, and the Council does not empower staff. What they actually do is a question. As leaders, they should be taking this on in a shared way – they are all a part of the system. If it weren’t for community pressure, they likely wouldn’t even meet.”

During project meetings for this analysis with the RESJ teams, county staff, and leadership across all departments, a priority that emerged was the development of a more integrated and aligned approach to data that will provide transparency across organizations at the individual client level. The current lack of coordination and alignment has negative impacts on those in the system. In addition, a more robust and aligned data system could provide critical information for system reform. A robust data system, disaggregated by race across systems, from law enforcement, including Sheriff, District Attorney, Police Departments, Courts, and Department of Corrections can be used to determine duplication and disparities. Discretion occurs at each level and needs to be highlighted. A robust and integrated data system would also allow analysis of prosecutorial discretion. This was identified as an important item in the 2009 report, and has not been implemented.

Finally, it is important to note that the Dane County Sheriff's Office has made significant strides to both establish baselines and begin to address disparities, including disaggregation of data and beginning programming to address gaps. The DCSO continues to partner with national leaders in law enforcement innovation and will continue to deepen efforts to address racial disparities.

A common theme across the analysis has been the need for increased collaboration and a greater sense of urgency between the different sectors of the criminal justice system, including law enforcement, the Sheriff's Office, the Courts, the District Attorney, and regional, state, and federal partners.

STRATEGIES & ACTIONS

To ensure all neighborhoods and people are safe and eliminate racial disproportionalities in the criminal justice system, Dane County must take steps to analyze and develop interdepartmental strategies around issues related to the criminal justice system. The Criminal Justice Council, particularly through its subcommittees, has taken solid steps, but should accelerate the pace of their work. Because of the decentralized nature of the criminal justice system, setting aside political tensions and prioritizing a collective impact strategy that will build on each member's authority and expertise is critical.

The first step is to ensure this process is streamlined and efficient via a review of comprehensive recommendations from the 2009 Dane County Task Force on Racial Disparity report. After review, the CJC and its subcommittees should develop an action plan to prioritize and operationalize recommendations in coordination with individual and collective department-level racial equity plans. The Criminal Justice Council should also have a robust understanding of the full continuum of criminal justice data in order to develop appropriate policy and practice strategies. Development of a more integrated and aligned data collection system is necessary for systems reform. Data collection and analysis has been a recommendation from experts outside of the CJC, and a strong recommendation from within the CJC. To date resources have not been dedicated for this purpose.

After review of data and existing recommendations, the CJC should use both the Racial Equity Tool and criminal justice data to develop appropriate policy and practice strategies that focus on those offenses with the greatest disproportionality, and prevention approaches that decrease the likelihood of engagement in the justice system. In addition, the CJC should lead advocacy at the state level for policy changes needed to address our local disparities.

SURVEY RESPONDENT...

"The Disproportionate Minority Contacts meetings and discussions for a number of years (have been a success) working on goals, and implementing suggestions in an effort to reduce DMC in juvenile justice. While, this collaborative effort has seemed to wane in the past 2 years, internally there is routine discussion of DMC and how our day to day operations affects DMC. Workers frequently discuss impact of decisions both on the case level and the system level."

The Racial Disparities Subcommittee, in partnership with the District Attorney's office, should use the Racial Equity Tool to assess the role that race plays in prosecutorial decisions, and develop and implement recommendations to eliminate racial disparities.

In addition to policy and practice, internal systems must also reflect racial equity practice. To ensure Dane County employees working within the justice system are appropriately equipped, the county should invest in expanded racial equity training for criminal justice system employees. Training should focus on implicit bias, institutionalized racism, problem-solving strategies, conflict mediation techniques, de-escalation tactics, and understanding mental health considerations. Training should also focus on responsiveness to community needs and voices, and achieving consistency and continuity in engaging community.

Working with the RESJ Core Team, the county should ensure that criminal justice personnel are representative of the communities they serve, with staff who are culturally sensitive, speak the communities' languages, and are residents of the communities they serve.

4. NEIGHBORHOODS AND PEOPLE ARE SAFE AND RACIAL DISPROPORTIONALITIES IN THE CRIMINAL JUSTICE SYSTEM ARE ELIMINATED.
COMMUNITY INDICATOR
Neighborhood crime rates
Arrest rate for youth and adults
Conviction rate for youth and adults
Level of trust in the criminal justice system
COUNTY PERFORMANCE MEASURE
Criminal Justice Interdepartmental Team convened
Tracking and reporting of disparate outcomes
Racial representation of employees in the Dane County Sheriff's Office and courts, by position
Number and percent of criminal justice system personnel trained
Number of policy changes that are developed to eliminate racial disparities and whether they are effective

4. NEIGHBORHOODS AND PEOPLE ARE SAFE AND RACIAL DISPROPORTIONALITIES IN THE CRIMINAL JUSTICE SYSTEM ARE ELIMINATED.

OUTCOMES AND ACTIONS

- 1) Criminal Justice Council – Ensure the existing Criminal Justice Council and subcommittees review the comprehensive set of recommendations from the 2009 Dane County Task Force on Racial Disparity. Develop an action plan to prioritize and operationalize recommendations.
- 2) Prosecutorial Discretion – The Racial Disparities Subcommittee, in partnership with the District Attorney’s office, should use the Racial Equity Tool to assess the role that race plays in prosecutorial decisions, and develop and implement recommendations to eliminate racial disparities
- 3) Criminal justice data – The Criminal Justice Council should have a robust understanding of the full continuum of criminal justice data in order to develop appropriate policy and practice strategies. Assess the possibility of development of a more integrated and aligned data collection system that will provide useful information for systems reform.
- 4) Policy analysis – Use the Racial Equity Tool and criminal justice data to develop appropriate policy and practice strategies that focus on those offenses with the greatest disproportionality and prevention approaches that decrease the likelihood of engagement in the justice system.
- 5) Expanded racial equity training for employees in the justice system – Work with the Capacity Building Action Team to conduct expanded racial equity training for employees in the justice system. Training should focus on implicit bias, institutionalized racism, problem-solving strategies, conflict mediation techniques, de-escalation tactics, and understanding mental health considerations. Training should also focus on responsiveness to community needs and voices, and achieving consistency and continuity in engaging community.
- 6) Ensure criminal justice personnel reflect the community – Collaborate with the RESJ Core Team to ensure that criminal justice personnel are representative of the communities they serve, with staff who are culturally sensitive, speak the communities’ languages, and are residents of the communities they serve.

RECOMMENDATION 5:

ENSURE ALL PEOPLE HAVE HEALTHY LIFE OUTCOMES.

KEY FINDINGS

Public health, as a key indicator, allows the examination of a host of other crosscutting issues. Holding a “social determinants of health” approach recognizes that the traditional approach to public health that focuses on symptoms and not causes is insufficient to improving health outcomes for all and eliminating racial disparities. For example, to address hunger and food insecurity, government has made investments in services like food banks or hot meal programs. While these investments are critical to feeding hungry people, they do not address the underlying causes of hunger. A social determinants approach allows examination of a multitude of institutions and policies not limited to healthcare or food access, for example and including neighborhood conditions and built environment, education and economic stability. Creating a countywide goal to promote healthy life outcomes for all people is logical given current health disparities in the county, growing use of a social determinants framework and strategy to address inequities nationally and the county’s innovative work in this arena.

Dane County’s Public Health Department (PHMDC) has made significant strides to establish baselines to address racial disparities and establish a variety of goals and programming to close the gaps. The department regularly disaggregates health outcome data by race and releases data and analysis in both English and Spanish. Public Health has played a primary leadership role within Dane County in operationalizing equity. Their 2014 report, “[Getting to the Root Causes](#),” is in line with the approach outlined in this report, naming racial inequities and focusing on policies, systems, and organizations as the drivers of inequities. Truly operationalizing this systemic approach requires a deeper look at the drivers of health inequities and will require cross-departmental collaboration and engagement to be a success.

Other departments within Dane County have also made efforts to address inequity and offer a starting place for partnership. For example, the Department of Human Services, perhaps the strongest partner to advance PHMDC’s existing efforts, has made a very strong push to hire Persons of Color and create bilingual and bicultural positions increasing their capacity to engage authentically with those they serve. While internally focused, lessons from this effort could surface strategies for all departments to consider, particularly PHMDC.

According to PHMDC’s most recent report referenced above, nearly 60% of Dane County adults are overweight or obese. The report goes on to outline lack of access and affordability of healthy food as a root cause of this troubling phenomenon. Food security, while a single component of a healthy life outcomes strategy, is a critical and timely issue to build interdepartmental relationships and align efforts that are critical for success.

STRATEGIES & ACTIONS

To ensure all Dane County residents have healthy life outcomes, the county must develop the infrastructure to do the work internally, as well as policies and practices to ensure neighborhood level conditions are improved to support equitable outcomes.

Developing a Healthy Equity Action Team, made up of representatives of Public Health, Dane County UW-Extension, Human Services, Planning, Public Works and other departmental representatives, responsible for coordinating work and developing collaboration across departments on the implementation of strategies is an important first step for internal efforts. In Phase 2 the Food Security Interdepartmental Team should be expanded to focus on additional health indicators.

Improving access to healthy food in neighborhoods by mapping need for healthy food retail, incentivizing corner stores to offer fresh foods, and boosting participation of those stores in WIC are all important external policies for the county to pursue. There should be an explicit focus on places where people of color shop, do not shop, and might shop.

To better understand the full range of issues the county has the ability to influence, the interdepartmental Health Equity Action Team should perform equity analysis on all grants affecting food retail and analyze local data to identify sites that will boost participation by children of color in federally supported breakfast, lunch, and snack programs. In addition the county should increase the effective use of data to guide opportunities for strategic intervention. For example, local electronic health record data could be used to map patterns of obesity and Type II diabetes at the local (census tract) level.

Frontline staff in child and adult day care should also have opportunities for education and training to better understand recent changes to the USDA Child and Adult Care Food Program, which includes elimination of reimbursement for sugar-sweetened beverages and improved nutrition standards, and provides support to all school districts on changes to nutritional standards for meal programs. This training will also provide an opportunity to incorporate an introduction to the county's racial equity priorities and target the most affected groups, including infants and toddlers, school-aged children, and older adults of color.

Partnerships are essential to ensure healthy outcomes for all. By improving relationships between organizations within the food system, the county can focus on ways to boost equity through opportunity and access. For example, the Hunger Care Coalition (a partnership between PHMDC, UW Family Medicine, Community Action Coalition, and others) is screening children at primary care visits for signs and risks of food insecurity, providing follow-up and referral to emergency food sources, federal and local food programs, transportation options, and options to boost economic security among families.

Focusing on prevention strategies is another way in which the county can reduce disparities across race. By providing technical assistance on tools and approaches that identify pathways within systems and directing communities on the ways in which redesigning those pathways are possible, are two ways prevention strategies can be identified. Existing tools that could support this approach include: asset mapping, gap analysis, asset-based approaches to community development, and conducting Health Impact Assessments / Racial Equity Impact Assessments.

5. ALL PEOPLE HAVE HEALTHY LIFE OUTCOMES.

COMMUNITY INDICATOR

Percent of population that is obese

Percent of population with diabetes

Average life expectancy

Neighborhoods have access to affordable, healthy food retail, parks and other county natural resources

Percent of eligible children participating in federally-sponsored school meal programs

Percent of early childhood and adult day care providers carrying out new USDA changes to reflect higher nutrition standards

Percent of those eligible to participate in FoodShare (SNAP) who use the benefit

Rate of food insecurity in county

Breastfeeding rates among county residents

COUNTY PERFORMANCE MEASURE

Healthy Equity Action Team (interdepartmental) convened

Mapping system developed that identifies the accessibility of healthy food in neighborhoods

Number and percent of child and adult day care personnel trained on new USDA standards

Hours of technical assistance provided

WIC, SNAP, and other federally-sponsored program caseloads remains steady or decline over time, as attributable to economic factors

5. ALL PEOPLE HAVE HEALTHY LIFE OUTCOMES.

OUTCOMES AND ACTIONS

Food security and healthy life outcomes are increased for Dane County residents, especially communities of color.

- 1) Health Equity Action Team – Convene a Healthy Life Outcomes Interdepartmental Team made up of representatives of Public Health, Dane County UW-Extension, Human Services, Planning, Public Works, and other departmental representatives that is responsible for coordinating work and developing collaboration across departments on the implementation of strategies.
- 2) Improve access to healthy food in neighborhoods – Map need of healthy food retail, incentivize corner stores to offer fresh foods, and boost participation of those stores in WIC. Focus specifically on places where people of color shop, do not shop, and might shop.
- 3) Use Racial Equity Tool to analyze and improve policies and practices – Perform equity analysis on all grants affecting food retail. Analyze local data to identify sites that will boost participation by children of color in federally supported breakfast, lunch and snack programs.
- 4) Education and capacity building – Provide training to child and adult day care and school districts about changes in nutrition standards for meal programs, which include elimination of reimbursement for sugar-sweetened beverages and improved nutrition standards. Incorporate an introduction to the county's racial equity priorities in the training. Groups most affected include infants and toddlers, school-aged children, and older adults of color.
- 5) Increase the effective use of data – Integrate data systems to guide opportunities for strategic intervention. Example: Use local electronic health record data to map patterns of obesity and Type II diabetes at the local (census tract) level.
- 6) Strengthen partnerships – Improve relationships between organizations within the food system, focusing on ways to boost equity through opportunity and access. For example: The Hunger Care Coalition is screening children at primary care visits for signs and risks of food insecurity, providing follow-up and referral to emergency food sources, federal and local food programs, transportation options, and options to boost economic security among families.
- 7) Support community-led initiatives that address healthy life outcomes and build community capacity – Target technical assistance to focus on prevention, including asset mapping, gap analysis, asset-based approaches to community development, and health impact assessments / racial equity impact assessments.
- 8) Expand the Health Equity Action (Phase 2) – Building upon the success of the work around food insecurity and expand to focus on additional health indicators.
- 9) Support initiatives led by members of the community affected by food insecurity and other issues identified to be addressed by the Health Equity Action team – Ensure these individuals have a voice in developing solutions.

V. NEXT STEPS & RESOURCE RECOMMENDATIONS

Dane County should take the following steps to continue their leadership on advancing racial equity:

- **The County Board should pass a resolution that adopts the recommendations of this analysis**, including the Racial Equity framework (community indicators, county performance measures, and strategies and actions).
- **County Board, County Executive and Constitutional Officers should convene as a Racial Equity Strategic Leadership Team** in the Fall of 2015 and launch the implementation of countywide strategies and actions. The Racial Equity and Social Justice Team co-facilitators should provide staffing support for the remainder of 2015.
- **The County Board, County Executive, and departments should recognize the necessity of providing some level of dedicated resources, and prioritize funding** for implementation of Phase 1 actions as follows, in priority order:

Create infrastructure for overall implementation of these recommendations

1. Create a new Office for Racial Equity and Social Justice.³ Hire a director that is responsible for leading implementation of these recommendations across the county and managing the positions listed below. Because the County Executive has responsibility for the bulk of county operations, this position should report to the County Executive. The person selected by the County Executive should be approved by the County Board of Supervisors, provide routine updates to the Board, and support the Board's engagement on racial equity. The new director will be responsible for leading the Racial Equity Strategic Leadership Team, and thus, will need to have strong experience with matrix management and productively navigating politics (estimated cost of \$120k for a full year or \$90k for three-quarters of a year in 2016 if not hired immediately; on-going, permanent position).
 - Alternatively, if a new Office is not created, a new position should be added within the County Executive's Office to perform the same responsibilities. Although our recommendation is to create a new Office for Racial Equity and Social Justice as that will provide visibility and credibility and firmly establish the high priority nature of this work, we recognize the challenging logistics of creating a new office. If a new office is not created, a new high-level position, as described above, is still necessary.
 - Alternatively, if a new Office is not created and there is not budget available for a new position, the responsibility for the coordination of the overall implementation of the plan should be assigned to the current RESJ Co-facilitators.
2. Incorporate one-time consultant funding to assist with development of a racial equity foundational workshop and implementing the train-the-trainer model (estimated cost of \$40k, one-time funding).

³ Some jurisdictions have expanded compliance offices that enforce federal, state and local equal opportunity law to include Racial Equity (for an example of a combined approach, see the City of Seattle; for an example of a stand alone office, see the City of Oakland's newly created Department of Racial Equity).

3. Hire a data analyst that will provide data expertise across all racial equity areas, with an initial focus on 1) collecting, analyzing and tracking community indicators and performance measures; 2) workforce equity to improve analysis of internal workforce data; and 3) criminal justice data sets to allow analysis and potential integration for systemic improvements. This position would also be responsible for more robust analysis of community indicators, e.g., much of Dane County data focuses on differences between Whites and African Americans, leaving Latinos, Asian-Pacific Islanders, and Native Americans inappropriately excluded (estimated cost of \$100k, on-going funding).
 4. Hire a policy analyst that will work with departments to analyze and develop policies that advance racial equity, lead implementation of a Racial Equity Tool, and coordinate interdepartmental teams (estimated cost of \$100k, on-going funding).
- **Development of the 2017 budget should incorporate use of the Racial Equity Tool** so that the Executive's proposed budget identifies any additional departmental funding priorities necessary for Phase 1 implementation. A Racial Equity Tool can be used to proactively insert racial equity into policy, program, practice, and budget decisions. Use of a Racial Equity Tool leads to a more clear understanding of who benefits and who is burdened by governmental decisions; allows for the development of clear racial equity goals, objectives, and measurable outcomes; and develops mechanisms for successful processes. Many jurisdictions have used streamlined versions for the budget development process. As a member of GARE, Dane County has a tool that can be used on a pilot basis, and then customized, if needed.
 - **Phase 2 funding should be prioritized for:**
 1. Establishment of a Community Racial Equity fund that supports cross-jurisdiction, cross-sector collaborations with the community (see Best Practices, page 14 under "organizing" for a more details).
 2. Contract with an external firm to conduct the community racial equity survey (see Recommendation 1, Action B2).

For these recommendations to be successfully implemented, it is important to have a concrete action plan with clear lines of authority and accountability. We highly recommend plans that are pragmatic within the constraints of limited resources. It is much better to complete actions at a pace that will ensure success than to overpromise. Thus, the Action Plan templates in Section 2 of the Addendum (one for a countywide strategic plan and one for departmental plans, both in line with the recommendations contained in this analysis for Phase 1) include places for timelines and assignments.

SURVEY RESPONDENT...
"The process as it is outlined thus far seems logical; let's stay the course and make real improvements."

INTERVIEW RESPONDENT...
"We have the opportunity to demonstrate to counties across the country what the right role of government is. Let us not squander this opportunity."

VI. CONCLUSION

Inequity limits our ability to solve big problems that go beyond individuals and impact entire communities. We cannot build an inclusive economy if the growing workforce is not prepared with quality education and only earns low-wages. Failing to address inequity—like the disproportionate outcomes in the health, wealth and wellbeing of Dane County’s increasingly diverse population—will result in the decline of economic vitality, revenues needed for key infrastructure development, and opportunity for all.

Over the last year, we have seen exponential growth in both community and local government’s understanding of the importance of addressing racial equity. Deep and persistent racial disparities, changing demographics, and the desire for a more inclusive democracy have all driven the national narrative on who is American and our collective possibilities.

Government still represents the best vehicle we have to drive to racial equity. Following the Civil War and the end of U.S. slavery, Lincoln said that the great task remaining before us was the unfinished work of “government of the people, by the people, for the people.” Almost 150 years later we still have not accomplished this. But around the country, community is demanding that racial equity be centered in the role of government, and Dane County has the opportunity to make that demand a reality. Racial equity has always been the great challenge in our democratic experiment; in fact, our democracy cannot succeed without it.

Government’s proactive work on racial equity has the potential to leverage significant change. Dane County is well positioned to lead counties from across the country, demonstrating the possibility of government being effective, inclusive, and advancing racial equity. By building off of the work already begun and adding community indicators and measurement, Dane County can establish a solid foundation to further expand its role to advance racial equity. By normalizing racial equity as a key value and working, both internally and in partnership with other institutions and the community, Dane County has the opportunity to transform government so that it genuinely is “of the people, by the people and for the people.”

We applaud you for your leadership.

VII. WHO WE ARE

The [Center for Social Inclusion's](#) mission is to catalyze grassroots community, government, and other institutions to dismantle structural racial inequity. We apply strategies and tools to transform our nation's policies, practices, and institutional culture in order to ensure equitable outcomes for all. As a national policy strategy organization, CSI works with community advocates, government, local experts, and national leaders to build shared analysis, create policy strategies that engage and build multi-generational, multi-sectoral, and multi-racial alliances, and craft strong communication narratives on how to talk about race effectively in order to shift public discourse to one of equity.

The [Government Alliance on Race and Equity \(GARE\)](#) is a joint project of the Center for Social Inclusion and the [Haas Institute for a Fair and Inclusive Society](#) at the University of California, Berkeley. GARE is a national network of government working to achieve racial equity and advance opportunities for all. Modeled on the success of the City of Seattle's Race and Social Justice Initiative, GARE is building a growing movement of local government committed to racial equity. Across the country, GARE works with jurisdictions that are committed to policy and practice change, focused on the power and influence of their own institutions, and working in partnership with others to achieve racial equity.

Through our overarching work, CSI and GARE identify causes of racial inequity at a systems level and works with partners—through research, strategic convenings, and ongoing coalitions—to find solutions that promote equity and fairness. We act as a bridge between local efforts and higher-level policy change, and we facilitate alliance building to strengthen the potential for collective impact. Our programmatic and organizational efforts work to elevate the ongoing relevance of race, as well as the ways in which we must see and know the impacts of race to move toward lasting solutions.

Both CSI and GARE have extensive experience moving a racial equity agenda, including in trainings, strategic planning processes, development of racial equity work plans, implementation of racial equity tools, building organizational infrastructure, supporting coalitions, and developing measurement tools. This new partnership is critical to our outside-inside strategy: working effectively with community and government to achieve structural racial equity.

ATTACHMENTS

1. Glossary of Racial Equity Terminology
2. Documents Reviewed
3. Key Stakeholders Interviewed

GLOSSARY OF RACIAL EQUITY TERMINOLOGY

Bias: Prejudice toward one group and its members relative to another group.

Community Indicator: The means by which we can measure socio-economic conditions in the community. All community indicators should be disaggregated by race, if possible.

Contracting Equity: Investments in contracting, consulting and procurement should benefit the communities Dane County serves, proportionate to the demographics in Dane County.

Equity Result: The condition we aim to achieve in the community.

Explicit Bias: Biases that people are aware of and that operate consciously. They are expressed directly.

Implicit Bias: Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Individual Racism: Pre-judgment, bias or discrimination based on race by an individual.

Institutional Racism: Policies, practices and procedures that work better for White people than for People of Color, often unintentionally.

Performance Measure: Performance measures are at the county, department or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contribution to results. Performance measures respond to three different levels: 1) Quantity – how much did we do?, 2) Quality – how well did we do it?, and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

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., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism: A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

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.

DOCUMENTS REVIEWED

1. A Baseline Report on the State of Racial Disparities in Dane County, October, 2013; www.racetoequity.net/baseline-report-state-racial-disparities-dane-county
2. Public Health Department, "Getting to Root Causes," April, 2014; www.publichealthmdc.com/documents/NewDirections.pdf
3. Rudolph, L., Caplan, J., Ben-Moshe, K., & Dillon, L. (2013). Health in All Policies: A Guide for State and Local Governments. Washington, DC and Oakland, CA: American Public Health Association and Public Health Institute.
4. City of Seattle Race and Social Justice website, [Race and Social Justice Initiative's Vision and Strategic Plan](#) and [Racial Equity Tool](#)
5. City of Portland's [Citywide Racial Equity Goals and Strategies](#)
6. Multnomah County, Oregon website, [Equity and Empowerment Lens](#)
7. Fairfax County, Virginia [Equitable Growth Profile of Fairfax County](#)
8. [Inclusive Dubuque](#) website
9. [Twin Cities Boards and Commissions Leadership Institute: Using Board and Commission Appointments to Advance Racial Equity](#)
10. Government Alliance on Race and Equity, "Advancing Racial Equity and Transforming Government: Resource Guide to Put Ideas into Action"
11. 2009 Dane County Task Force on Racial Disparity report
12. 2015 Adopted Planning and Development Department Budget
13. Affirmative Action Ordinance, Chapter 19 - Subchapter I Non-discrimination And Affirmative Action In County Employment
14. Affirmative Action Plan - Dane County, Wisconsin January 1, 2001
15. CPS Report - RRI Methodology - 2007-2014
16. Coded Responses for Challenge - Code for Challenges (7 Themes in all)
17. Coded responses for Success 9 Themes
18. Contract Compliance Officer - Position Description
19. Copy of PO List for CRH Dane County Purchase Orders
20. Dane County Regional Airport Sustainability Plan Highlights
21. Dane County Clerk of Courts overview
22. Dane County Equal Opportunity Commission - 2014 Strategic Initiatives - Final 2014
23. Dane County Health Equity Indicators - Public Health, Madison and Dane County May 15, 2015
24. Dane County Juvenile Detention Mission Statement
25. Dane County Office of Equal Opportunity Primary Functions
26. Dane County Response to CSI Data Request #1 - (sent on 4/20/15)
27. Dane County Survey Comparative Analysis
28. Demographics by department 2015
29. Demographics by hire 2015
30. Demographics by job 2015
31. Demographics by job title 2015
32. Demographics by unit 2015
33. Demographics by wage 2015
34. Demographics overall 2015
35. Department of Planning and Development overview
36. Director of the Office of Equal Opportunity - Position Description
37. Draft Equal Opportunity Commission 2015 data

- 38. Equal Opportunity Commission Plan Goals And Objectives - Progress Summary 2014
- 39. Equitable Access Indicators
- 40. Executive Summary Office of Equal Opportunity
- 41. Henry Villas Zoo Mission Statement
- 42. Henry Villas Zoo Strategic Plan
- 43. Land and Resources Department overview
- 44. Percent of Total ADP by Race by Type of Care 2007-2014
- 45. Policy, Planning and Evaluation Division - Public Health Madison & Dane County
- 46. Public Health Madison & Dane County - Mission, Vision, Values, Strategy 1
- 47. Public Health Madison, Dane County - Mission, Vision, Values, Strategy 2

- 48. Race Equity in Dane County- updated description and org chart
- 49. Results by Question Dane - Session Name: New Session 5-1-2015, 2-44 PM
- 50. Shelter Home mission for Judiciary Report
- 51. Summary Info on Exits 2007-2014
- 52. Tangible Actions from Open ended responses Dane County - Additional Comments
- 53. Theme List for Challenge, Additional Comments, Success for Dane County - Challenges (7 Themes)
- 54. Title 3 County Administration - Chapter 15 Administrative Agencies, Chapter 16 Administrative Agencies
- 55. Vendor UD code info 2015

ORGANIZATIONAL CHARTS

- 56. 2015 Organizational Chart
- 57. Administration - Administration Organizational Chart
- 58. Administration - Controller Organizational Chart
- 59. Administration - Employee Relations Organizational Chart
- 60. Administration - Facilities Management Organizational Chart
- 61. Administration - Facilities Management-Consolidated Foods Organizational Chart
- 62. Administration - Information Management Organizational Chart
- 63. Administration - Printing & Services Organizational Chart
- 64. Administration – Consolidated Food Service 2015 Organizational Chart
- 65. Alliant Energy Center of Dane County Organizational Chart
- 66. Clerk of Courts Organizational Chart 1

- 67. Clerk of Courts Organizational Chart 2
- 68. Corporation Counsel Organizational Chart
- 69. County Board Organizational Chart
- 70. County Clerk Organizational Chart
- 71. County Executive - Office Of Economic & Workforce Development Organizational Chart
- 72. County Executive Organizational Chart
- 73. Dane County Department of Human Services Badger Prairie Health Care Center Organizational Chart, March 2003
- 74. Dane County Department of Human Services Children Youth and Families Organizational Chart, May 2011
- 75. Dane County Department Of Human Services Administration Organizational Chart, February 2015
- 76. Dane County Department Of Human Services Administration Organizational Chart, March 2003

- 77. Dane County Department Of Human Services Planning, Evaluation, And Fiscal Services Organizational Chart, March 2003
- 78. Dane County Department of Human Services Adult Community Services Organizational Chart, March 2003
- 79. Dane County Department of Human Services Economic Assistance & Work Services Division Organizational Chart
- 80. Department of Administration Organizational Chart
- 81. District Attorney Organizational Chart
- 82. Emergency Management Organizational Chart
- 83. Extension Organizational Chart
- 84. Family Court Services Organizational Chart
- 85. Henry Villas Zoo Organizational Chart
- 86. Human Services - Adult Community Services Organizational Chart
- 87. Human Services - Children Youth & Families Organizational Chart
- 88. Human Services -Economic Assistance & Work Services 1 Organizational Chart
- 89. Human Services -Economic Assistance & Work Services 2 Organizational Chart
- 90. Human Services -Planning, Evaluation & Fiscal Services 1 Organizational Chart
- 91. Human Services -Planning, Evaluation & Fiscal Services 2 Organizational Chart
- 92. Human Services Overview Organizational Chart
- 93. Human Services-Badger Prairie Health Care Center Organizational Chart
- 94. Human Services-Public Health Services Organizational Chart
- 95. Juvenile Court Program Organizational Chart
- 96. Land and Water Resources Organizational Chart
- 97. Land Conservation Organizational Chart
- 98. Land Information Organizational Chart
- 99. Library Organizational Chart
- 100. Medical Examiner Organizational Chart
- 101. Planning & Development Organizational Chart
- 102. Public Safety Communications 1 Organizational Chart
- 103. Public Safety Communications 2 Organizational Chart
- 104. Public Works, Highway & Transportation 1 Organizational Chart
- 105. Public Works, Highway & Transportation 2 Organizational Chart
- 106. Register of Deeds Organizational Chart
- 107. Sheriff Organizational Chart
- 108. Solid Waste Organizational Chart
- 109. Treasurer Organizational Chart
- 110. Veterans Service Organizational Chart

KEY STAKEHOLDERS INTERVIEWED

1. Colleen Clark-Bernhardt, EQUITY AND CRIMINAL JUSTICE COUNCIL COORDINATOR
2. Sharon Corrigan, COUNTY BOARD CHAIR
3. Jami Crespo, PUBLIC HEALTH PLANNER, MADISON DANE COUNTY PUBLIC HEALTH
4. Carlo Esqueda, CLERK OF COURTS
5. Jean Fillner, HUMAN RESOURCES ANALYST, DIVISION OF EMPLOYEE RELATIONS,
DEPT. OF ADMINISTRATION
6. Barbara Franks, ASSISTANT DISTRICT ATTORNEY (RETIRED)
7. Tamara Grigsby, COMMUNITY RELATIONS DIRECTOR FOR THE OFFICE OF THE
COUNTY EXECUTIVE
8. Lynn Green, DIRECTOR, HUMAN SERVICES
9. Janel Heinrich, DIRECTOR, PUBLIC HEALTH MADISON DANE COUNTY
10. Dave Jensen, DEPUTY DIRECTOR, AIRPORT
11. Isadore Knox, DIRECTOR, DANE COUNTY OFFICE OF EQUAL OPPORTUNITIES
12. Brad Logsdon, DEPUTY CORP COUNSEL , CHILD SUPPORT
13. John McLellan, DIRECTOR, EMERGENCY MANAGEMENT
14. Gerald McDonough, DC INFO / MGMT, DANE COUNTY PROFESSIONALS,
EMPLOYEE GROUP LOCAL 1871 PRESIDENT
15. Melissa Malott, ASSISTANT TO THE COUNTY EXECUTIVE
16. Jerry Mandli, DIRECTOR, PUBLIC WORKS DEPARTMENT
17. Dave Mahoney, DANE COUNTY SHERIFF
18. Travis Myren, DIRECTOR, DEPARTMENT OF ADMINISTRATION
19. Bridgette Nelson, ASSISTANT VETERAN SERVICES OFFICER, VETERANS SERVICES
20. Joe Parisi, COUNTY EXECUTIVE
21. Wesley Sparks, CONTRACT COMPLIANCE OFFICER, DANE COUNTY OFFICE OF
EQUAL OPPORTUNITIES
22. Brian Standing, VICE PRESIDENT / CHIEF STEWARD, DANE COUNTY PROFESSIONAL
EMPLOYEES LOCAL 1871
23. Charles Tubbs, DIRECTOR, EMERGENCY MANAGEMENT
24. Amy Utzig, Director, DANE COUNTY EMPLOYEE RELATIONS
25. Josh Wescott, CHIEF OF STAFF TO COUNTY EXECUTIVE
26. COUNTY BOARD SUPERVISOR Carousel Bayrd
27. COUNTY BOARD SUPERVISOR Jenni Dye
28. COUNTY BOARD SUPERVISOR Kyle Richmond
29. COUNTY BOARD SUPERVISOR Dorothy Krause
30. COUNTY BOARD SUPERVISOR Patrick Miles
31. COUNTY BOARD SUPERVISOR Shelia Stubbs
32. COUNTY BOARD SUPERVISOR Heidi Wegleitner

Center for Social Inclusion catalyzes grassroots communities, government, and other institutions to dismantle structural racial inequity. We craft strategies and tools to transform our nation's policies and practices that harm communities of color, in order to create better outcomes for all.

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