



Madison Parks

Leveling the Playing Field

What is the Racial Equity Action Plan?

From the inception of our country, **government at the local, state, and federal level has played a role in creating and maintaining racial inequities.** We recognize that the creation and perpetuation of racial inequities has been baked into government, and that racial inequities across all indicators for success are deep and pervasive.

The Racial Equity Action Plan is an internal working document that provides a framework of best practices to engage in the transformation necessary to level the playing field and uplift all communities while paying close attention to those often excluded from parks and open spaces.

Madison Parks Racial Equity Action Plan is centered on:

1

Improving **health outcomes** and **connection** to the Parks system

2

Strengthening outreach and **public participation** from communities of color

3

Creating a **racially diverse and inclusive** workforce

4

Ongoing training to improve understanding of racial equity concepts and tools

The Racial Equity Action Plan was created by Parks Racial Equity Change Team with support from the Parks Superintendent. For more information, contact parksequityteam@cityofmadison.com. Access the Madison Parks Racial Equity Action Plan at www.cityofmadison.com/parks

Action Plan Glossary of Key Terms

Term	Definition
Actions	Specific tasks to accomplish the Goal.
Performance Measure	Numeric description measuring the effectiveness of each Action.
Accountability	Identifies responsibility for the Goal.
Executive Sponsor	Identifies management team responsibility in the delivery of the Action Plan.
Evaluation Tool	Evaluates the effectiveness of the Performance Measures.
Resources Needed	Internal/external resources needed to achieve the Goal.

Goal #1- Apply a racial equity lens in the division’s project, program, policy planning, and hiring processes.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Work with the Parks Superintendent to develop a process to identify projects, policies, programs, and hiring processes to analyze using a racial equity lens. 	<ul style="list-style-type: none"> % of recommendations implemented from racial equity tools applied to projects, programs, policies, or hiring processes. 	Tools & Training Co-Leads	Parks Superintendent	<ul style="list-style-type: none"> 4 racial equity tools are completed and submitted to the Department of Civil Rights annually. 		Interpersonal
<ul style="list-style-type: none"> Provide technical assistance in the proper use and application of the racial equity tools. 	<ul style="list-style-type: none"> % of racial equity tools used include a member of the Tools and Training Change Team. 	Tools & Training Co-Leads	Parks Superintendent			Individual
<ul style="list-style-type: none"> Increase Change Team’s knowledge and understanding of the facilitation and use of the racial equity tools by conducting interagency observations. 	<ul style="list-style-type: none"> % of Parks staff able to facilitate a racial equity tool with confidence. 	Tools & Training Co-Leads	Parks Superintendent	<ul style="list-style-type: none"> 2 interagency observations are conducted annually. 	Referrals from the RESJI Tools & Training Action team	Individual
<ul style="list-style-type: none"> Work with Parks Superintendent to develop a process to ensure Management Team consultation with the Co-Leads in the delivery of the Action Plan. 	<ul style="list-style-type: none"> % of senior leadership that participate in the delivery of the Action Plan as tracked by the Co-Leads. 	Tools & Training Co-Leads	Parks Superintendent			Interpersonal

Goal #2- Provide ongoing tools and training, and increase employees' ability to apply racial equity best practices to communities of color.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Work with Onboarding Coordinator to provide onboarding regarding racial equity, diversity, and inclusion for new permanent employees. 	<ul style="list-style-type: none"> % of new permanent employees that receive onboarding on racial equity, diversity, and inclusion. 	Tools & Training Co-Leads	Administrative & Financial Coordinator	<ul style="list-style-type: none"> 2022 Readiness Survey 	Access to department Survey Monkey account. Add section on New Hire checklist & Onboarding Presentation about racial equity.	Interpersonal
<ul style="list-style-type: none"> Work with Parks Superintendent and community-based organizations to facilitate quarterly staff trainings on racial equity, diversity, and inclusion. 	<ul style="list-style-type: none"> % of employees that understand racial equity key concepts and feel comfortable engaging in dialogue about issues regarding race. 	Tools & Training Co-Leads	Assistant Parks Superintendent (Community Services, Public Information Office)	<ul style="list-style-type: none"> 2022 Readiness Survey 2 quarterly trainings conducted 	32-50" Smart TV for quarterly presentations Access to Zoom account	Individual
<ul style="list-style-type: none"> Provide 2 commissions or advisory subcommittees with racial equity training to support them in their roles as organizational leaders. 	<ul style="list-style-type: none"> # of commissioners and advisory subcommittee members trained 	Tools & Training Co-Leads	Assistant Parks Superintendent (Community Services, Public Information Office)	<ul style="list-style-type: none"> 2022 Readiness Survey 	Staff resources from the RESJI Tools & Training Action Team	Individual
<ul style="list-style-type: none"> Build organization capacity by creating a barrier free platform for learning and development. 	<ul style="list-style-type: none"> # of staff able to access the platform 	Tools & Training Co-Leads	Public Information Officer	<ul style="list-style-type: none"> 2022 Readiness Survey 		Institutional

Goal #3-Increase access to healthy environments and recreational opportunities for residents and staff.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Coordinate a department-wide Health & Wellness event targeting staff of color and other marginalized groups. 	<ul style="list-style-type: none"> % of all staff and % staff of color that attend the StayWell event 	Health & Safety Co-Leads	Human Resources Analyst (benefits) Operations Manager	<ul style="list-style-type: none"> 2022 Health & Safety Survey 	Facility for StayWell event Access to department Survey Monkey account Coordination with Staywell & All of Us staff	Interpersonal
<ul style="list-style-type: none"> Explore public/private partnership to brainstorm options that capture park usage and demonstrates community health benefits of engaging in physical activity in parks. 	<ul style="list-style-type: none"> # of residents that use platform 	Health & Safety Co-Leads	Public Information Officer	<ul style="list-style-type: none"> 2022 Health & Safety Survey 	Partnership with MPF, Public Health and healthcare provider Fiscal resources for creating an App Swag for incentives to use App	Institutional

Goal #4- Gather baseline data regarding safety in parks.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Survey park users quarterly to identify community feelings towards safety in parks. 	<ul style="list-style-type: none"> % of respondents that feel welcome and safe in parks. 	Health & Safety Co-Leads	Public Information Officer Community Services Manager	<ul style="list-style-type: none"> 2022 Health & Safety Survey 	Access to department Survey Monkey account.	Interpersonal
<ul style="list-style-type: none"> Develop a process to receive, implement, and communicate survey feedback. 	<ul style="list-style-type: none"> % of action items implemented from the survey feedback. 	Health & Safety Co-Leads	Planning & Development Manager Public Information Officer	<ul style="list-style-type: none"> 2022 Health & Safety Survey 		Interpersonal

Goal #5- Increase the hiring and retention of full-time and season/hourly staff of color to reflect the demographics of the City of Madison.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Work with the Human Resources (HR) department to revise testing requirements for entry-level positions and increase the hiring and retention of seasonal staff of color. 	<ul style="list-style-type: none"> # and % of positions with revised testing requirements that result in the hiring of staff of color compared to the total # of staff. 	Employment Co-Leads	Assistant Parks Superintendent (Finance, Olbrich, Golf) Operation Manager	<ul style="list-style-type: none"> Equitable Workforce Plan 		Interpersonal
<ul style="list-style-type: none"> Work with HR to develop a community outreach strategy that minimizes geographic, cultural, and other barriers for people of color to apply for Parks positions. 	<ul style="list-style-type: none"> # of applications received from people of color. 	Employment Co-Leads	Assistant Parks Superintendent (Finance, Olbrich, Golf) Assistant Parks Superintendent (Community Services, Public Information Office)		Data from Human Resources	Interpersonal
<ul style="list-style-type: none"> Increase use of the Equitable Hiring Tool (EHT) on positions responsible for supervision. 	<ul style="list-style-type: none"> % of EHT's used on supervisory positions compared to non-supervisory positions. 	Employment Co-Leads	Assistant Parks Superintendent (Finance, Olbrich, Golf) Administrative & Financial Coordinator	<ul style="list-style-type: none"> Equitable Workforce Plan 	Data from Human Resources Information on supervisory positions before they post	Institutional

Goal #6- Provide career development opportunities for employees of color to advance within the Parks Division and the City of Madison.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Complete Equitable workforce plan 		Employment Co-Leads	Administrative & Financial Coordinator	<ul style="list-style-type: none"> Completed and submitted to DCR 		Institutional
<ul style="list-style-type: none"> Track APM 3-5 training 		Employment Co-Leads	Assistant Parks Superintendent (Finance, Olbrich, Golf)	<ul style="list-style-type: none"> Completed and submitted to DCR 		Institutional

Goal #7- Create a Parks communication and public participation framework that uses a racial equity lens on planning and construction projects, community service programs, and policies.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> (Short-term) Create a matrix identifying public engagement strategies for different types of projects, services, and policy development. 	<ul style="list-style-type: none"> % of the demographics of engaged residents is proportional to the racial demographics of the overall affected area, based on the park classification and service area defined in the Park and Open Space Plan (POSP). 	Public Participation, Budget, & Strategic Plan Co-Leads	Planning & Development Manager	<ul style="list-style-type: none"> The matrix is used on the majority of Parks projects. 	Staff resources from Community Services and Park Planning and Development	Institutional
<ul style="list-style-type: none"> (Long-term) Create a communication and public participation guide for planning and construction projects, community service programs, and policies. 	<ul style="list-style-type: none"> % of the demographics of engaged residents is proportional to the racial demographics of the overall affected area, based on the park classification and service area defined in the Park and Open Space Plan (POSP). 	Public Participation, Budget, & Strategic Plan Co-Leads	Planning & Development Manager	<ul style="list-style-type: none"> Communication and public participation guides are used for the majority of planning and construction projects, community service programs, and policies . 	Staff resources from the Public Information Officer, Community Services, and Park Planning and Development. Staff resources from the RESJI Community Connections Action Team	Institutional

Goal #8- Incorporate racial equity into strategic planning and budgetary processes.

Actions	Performance Measures	Accountability	Executive Sponsor	Evaluation Tool	Resources Needed	RESJI Alignment
<ul style="list-style-type: none"> Establish an inventory of budget allocations for Women and Minority-Owned Businesses. 	<ul style="list-style-type: none"> % of purchases made from Women and Minority-Owned businesses. 	Public Participation, Budget, & Strategic Plan Co-Leads	Assistant Parks Superintendent (Finance, Olbrich, Golf) Administrative & Financial Coordinator			Institutional
<ul style="list-style-type: none"> Conduct a wage equity analysis disaggregated by protected class (gender, age, race, etc.) 	<ul style="list-style-type: none"> # of positions/Comp Groups analyzed 	Public Participation, Budget, & Strategic Plan Co-Leads	Administrative & Financial Coordinator		Survey Monkey Identify internal or external organization to analyze/summarize data	Institutional
<ul style="list-style-type: none"> Analysis and implementation of Parks Vending policy 		Public Participation, Budget, & Strategic Plan Co-Leads	Assistant Parks Superintendent (Community Services, Public Information Office) Community Services Manager			Institutional