

# City of Madison Racial Equity & Social Justice Initiative

Timeline, Legislation, Tools, and Results  
January 31, 2018



Racial Equity  
& Social Justice Initiative



## Legislation Details (With Text)

**File #:** 31054      **Version:** 1      **Name:** Declaring the City of Madison's intention to adopt an Equity Impact Model.

**Type:** Resolution      **Status:** Passed

**File created:** 7/25/2013      **In control:** BOARD OF HEALTH FOR MADISON AND DANE COUNTY

**On agenda:** 10/29/2013      **Final action:** 10/29/2013

**Enactment date:** 10/30/2013      **Enactment #:** RES-13-00828

**Title:** Declaring the City of Madison's intention to adopt an Equity Impact Model.

**Sponsors:** Denise DeMarb, Scott J. Resnick, Chris Schmidt, Matthew J. Phair, Shiva Bidar-Sielaff, Lauren Cnare, Marsha A. Rummel, Maurice S. Cheeks, Sue Ellingson, Joseph R. Clausius, Lisa Subeck, Michael E. Verveer, Steve King

**Indexes:**

**Code sections:**

**Attachments:** 1. CCOC 9/3/13 Handout Equity Impact Model.pdf, 2. America's Tomorrow: Equity is the Superior Growth Model, 3. America's Tomorrow (Full Report).pdf, 4. Getting Equity Advocacy Results, 5. Equity Impact Model Timeline.pdf

Date	Ver.	Action By	Action	Result
10/29/2013	1	COMMON COUNCIL	Adopt	Pass
10/22/2013	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	RECOMMEND TO COUNCIL TO ADOPT - REPORT OF OFFICER	Pass
9/25/2013	1	COMMUNITY SERVICES COMMITTEE	Return to Lead with the Recommendation for Approval	Pass
9/18/2013	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Re-refer	
9/17/2013	1	COMMON COUNCIL	Re-refer	Pass
9/17/2013	1	AFFIRMATIVE ACTION COMMISSION	Return to Lead with the Recommendation for Approval	Pass
9/12/2013	1	EQUAL OPPORTUNITIES COMMISSION	Return to Lead with the Recommendation for Approval	Pass
9/12/2013	1	COMMUNITY DEVELOPMENT BLOCK GRANT COMMITTEE	Return to Lead with the Recommendation for Approval	Pass
9/3/2013	1	COMMON COUNCIL ORGANIZATIONAL COMMITTEE	Return to Lead with the Recommendation for Approval	Pass
8/6/2013	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
8/6/2013	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
8/6/2013	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
8/6/2013	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
8/6/2013	1	COMMON COUNCIL	Referred	Pass
7/25/2013	1	Council Office	Referred for Introduction	

It is anticipated that the development and implementation of the equity impact model will be accomplished with

existing staff resources. No appropriation is required.

Declaring the City of Madison's intention to adopt an Equity Impact Model.

WHEREAS, a healthy Madison starts in our homes, schools and neighborhoods; and,

WHEREAS, equity exists when everyone has access to opportunities necessary to satisfy essential needs, advance their well-being, participate in and contribute to civic life and achieve their full potential; and,

WHEREAS, equity is both the means to healthy and thriving communities and an end that benefits us all; and,

WHEREAS, evidence shows that more equitable societies have better long-term economic, health, and social outcomes; and,

WHEREAS, Madison and Dane County's increasing demographic diversity presents new opportunities for growth as well as challenges in fostering connections to resources; and,

WHEREAS, the City of Madison recognizes that good health requires individuals to make responsible personal choices, it also recognizes that the journey to a healthier community requires a societal commitment to remove the obstacles preventing residents from making healthy decisions; and,

WHEREAS, promoting equal opportunity for all residents is a core social, moral and economic responsibility and a priority for the City of Madison; and,

WHEREAS, city leaders, departments and staff are committed to providing excellent services for every Madison resident; and,

WHEREAS, the Common Council's Legislative Agenda Work Group on Demographic Change is endeavoring to determine if the City of Madison is meeting the needs of communities of color, immigrants, and low-income families and individuals; and,

WHEREAS, the equity impact model described below will be taken on in pursuit of a vision of Madison where:

- A high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, affordable and safe housing and healthy food are afforded to all residents;
- The benefits of growth and change are equitably shared across our communities; and
- Madison is a place where one's future is not limited by race, ethnicity, gender, sexual orientation, disability, age, income, place of birth or place of residence.

NOW, THEREFORE BE IT RESOLVED, that the Common Council requests Public Health Madison & Dane County, together with the following agencies and committees: Planning & Community & Economic Development; Civil Rights; Human Resources; Community Services Committee; Board of Health; Common Council Organizational Committee (Council Legislative Agenda Work Group on Demographic Change); and others shall work with the executive branch towards developing and implementing an equity impact model to inform policies and practices that consider equity impacts in city government plans and decisions.

The process to develop the equity impact model will be supported by the following activities:

1. Better understand and report on inequities in Madison

- collect and summarize key indicators in multiple sectors
- share information with the Common Council, Mayor's Office, city agencies and the public
- work with the existing efforts to coordinate City data and to focus those efforts on equity indicators

2. Establish an interdepartmental city equity workgroup;
  - research equity initiatives and policies from other cities and regions
  - explore the use of equity impact assessment tools for use in policy and project decisions
  - report on progress to Common Council and the Mayor's Office by April 2014
3. Train city staff at all levels in equity and social justice concepts, frameworks and skills
  - gather information from all city departments to best accommodate learning and skill needs
  - identify and develop training content and formats, collaborating with community partners and other cities and regions
  - require representatives from all city departments to participate in trainings
4. Make recommendations for the parameters of a City of Madison equity impact model
  - summarize equity initiatives and policies from other cities and regions
  - recommend a City of Madison equity impact model based on best practices and considering the unique characteristics of Madison
5. Ensure accountability and implementation of the equity initiative;
  - improve city service delivery to underserved populations
  - explore and further develop strategic partnerships with other agencies and groups
  - prioritize public participation and community engagement in decision making and processes
  - prioritize increasing diversity of city government bodies and department staff



Legislation Details (With Text)

**File #:** 36405      **Version:** 2      **Name:** Recognizing the role of the Common Council in addressing institutionalized bias and proactively advancing racial equity.

**Type:** Resolution      **Status:** Passed

**File created:** 12/1/2014      **In control:** COMMON COUNCIL

**On agenda:** 12/2/2014      **Final action:** 12/2/2014

**Enactment date:** 12/3/2014      **Enactment #:** RES-14-00919

**Title:** Recognizing the role of the Common Council in addressing institutionalized bias and proactively advancing racial equity.

**Sponsors:** Denise DeMarb, Chris Schmidt, Shiva Bidar-Sielaff, Ledell Zellers, Maurice S. Cheeks, Lauren Cnare, Michael E. Verveer, Lisa Subeck, Steve King, Paul R. Soglin

**Indexes:**

**Code sections:**

**Attachments:** 1. DeMarb SUBSTITUTE, 2. 36405 Version 1.pdf

Date	Ver.	Action By	Action	Result
12/2/2014	1	COMMON COUNCIL	Adopt Substitute	Pass
12/1/2014	1	Council Office	RECOMMEND TO COUNCIL TO ADOPT UNDER SUSPENSION OF RULES 2.04, 2.05, 2.24, & 2.25 - MISC. ITEMS	

No appropriation required.

Recognizing the role of the Common Council in addressing institutionalized bias and proactively advancing racial equity.

WHEREAS, the St. Louis County grand jury did not indict Ferguson, MO police officer Darren Wilson for fatally shooting Michael Brown, an unarmed black teenage youth, on August 9; and,

WHEREAS, this case can be viewed both as the action of a single police officer, as well as from the vantage point of institutional practices and our larger society and the spotlight on Ferguson has revealed with a renewed and sharper focus the deep divide in our society with persistent systemic inequities; and,

WHEREAS, racial inequities exist across all indicators for success, not only in Ferguson, but across the county, including in Madison, Wisconsin and these inequities are deep and pervasive and exist not only within the criminal justice system, but also in education, health, jobs, housing, and many other areas; and,

WHEREAS, many in the United States, even those who embrace egalitarian norms, harbor unconscious negative associations based on race; and,

WHEREAS, because of the government's role in serving the public, government is uniquely positioned to address the pervasiveness of unconscious biases, first by recognizing and acknowledging bias, and secondly by working to reduce bias, both individually and within government; and,

WHEREAS, efforts to address unconscious bias and proactively advance racial equity can repair and strengthen the relationship between law enforcement and communities of color, thereby strengthening the ability for police departments to serve and protect all communities; and,

WHEREAS, the City of Madison, as an institution, recognizes its role in addressing institutionalized bias and racism, and is working proactively to transform government practice through the Racial Equity and Social Justice Initiative and Multicultural Affairs Committee, building upon past and current racial equity efforts;

NOW THEREFORE BE IT RESOLVED that the Common Council of the City of Madison:

1. Offer the deepest of condolences to the family of Michael Brown and the community of Ferguson. Our thoughts and deepest empathy respect go out to the Brown family for all the ways that that the lack of an indictment deepens their pain and suffering; and
2. Call on the Missouri Attorney General or the U.S. Attorney General to conduct a full and complete investigation of the Ferguson shooting to help ensure justice is served ~~so that there is a possibility for justice to be served~~; and
3. Commit to working with appointed officials and our public servants, including police officers - for racial equity. We recognize where we have power and influence, and will work within government, in partnership with other sectors and with the community to achieve racial equity. Although racial inequities are deep and pervasive, we do not believe they are a given. We believe that we have the power to achieve equity for all of our communities; and
4. Will work with and support our own police department's efforts to work proactively for racial equity. We support the Madison Police Department's many strategies already in place, including training for police officers in addressing implicit bias and de-escalation strategies, as well as repairing and building relationships with communities, especially communities of color; and
5. Commit to remove the structural barriers that prevent our society from being just and inclusive - and towards one that cares about and provides justice for the lives of all people through continuing support of the City of Madison Racial Equity and Social Justice Initiative.



Legislation Details (With Text)

**File #:** 34564      **Version:** 3      **Name:** Amending the 2014 Information Technology Department Operating Budget to reappropriate \$5,000 into the Miscellaneous - Other Direct Appropriations Operating Budget to establish membership in the Local and Regional Government Alliance on Race & Equity, and

**Type:** Resolution      **Status:** Passed

**File created:** 6/23/2014      **In control:** BOARD OF ESTIMATES

**On agenda:** 7/15/2014      **Final action:** 7/15/2014

**Enactment date:** 7/16/2014      **Enactment #:** RES-14-00540

**Title:** AMENDED SUBSTITUTE - Amending the 2014 Operating Budgets of Information Technology, the Mayor's Office, and Public Health - Madison and Dane County to provide \$5,000 for the City to join the Local and Regional Government Alliance on Race & Equity, authorizing the Mayor and City Clerk to sign documents as needed to establish membership in that alliance, and reallocating \$10,000 to PHMDC to support the continued development of the City of Madison Racial Equity and Social Justice Initiative.

**Sponsors:** Denise DeMarb

**Indexes:**

**Code sections:**

**Attachments:** 1. 34564version1.pdf, 2. Version 2.pdf

Date	Ver.	Action By	Action	Result
7/15/2014	2	COMMON COUNCIL	Adopt the following Amendment(s) to the Substitute	Pass
7/15/2014	3	COMMON COUNCIL	Adopt Substitute As Amended	Pass
7/7/2014	2	BOARD OF ESTIMATES	RECOMMEND TO COUNCIL TO ADOPT (15 VOTES REQUIRED) - REPORT OF OFFICER	Pass
7/1/2014	1	COMMON COUNCIL	Referred	
6/25/2014	1	Council Office	Referred for Introduction	

This resolution amends the 2014 Adopted Operating Budgets of Information Technology, the Mayor's Office, and Public Health - Madison & Dane County as follows:

Information Technology GN01-54941-342000	(\$15,000)	Computer License and
Maint.		
Mayor's Office GN01-54967-082000	\$5,000	Memberships
Public Health Madison & Dane County UA77-54950-771300	\$5,000	Consulting Services
Public Health Madison & Dane County UA77-54630-771300	<u>\$5,000</u>	Conferences /
Meetings		
Total Net Appropriation Required	\$0	

AMENDED SUBSTITUTE - Amending the 2014 Operating Budgets of Information Technology, the Mayor's Office, and Public Health - Madison and Dane County to provide \$5,000 for the City to join the Local and Regional Government Alliance on Race & Equity, authorizing the Mayor and City Clerk to sign documents as

needed to establish membership in that alliance, and reallocating \$10,000 to PHMDC to support the continued development of the City of Madison Racial Equity and Social Justice Initiative.

WHEREAS, the City of Madison is establishing a Racial Equity and Social Justice Initiative with a mission to establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison; and

WHEREAS, the City of Madison has passed RES-13-00828, adopted October 30, 2013, *Establishing the City of Madison's Intention to Adopt an Equity Impact Model*, and has introduced a continuing resolution, *Establishing the City of Madison Racial Equity and Social Justice Initiative*; and

WHEREAS, the City of Madison is among a limited number of jurisdictions taking an explicit and strategic approach to governing through a lens of racial equity and social justice; and

WHEREAS, national racial justice leaders are establishing the Local and Regional Government (LRG) Alliance on Race and Equity, a national network of local governments addressing racial equity, with the following objective statement:

*Because local and regional government is uniquely positioned to lead work on race and equity, but is in critical need of tools and resources, a national network would provide significant leverage and expansion opportunities. While the focus and portal will be racial equity, the goal is structural equity for all marginalized groups. Race will be used as the "lead issue" to drive to structural inclusion and equity for all groups including across gender, sexual orientation, ability and age; and*

WHEREAS, the LRG Alliance will:

1. Support a specific set of local and regional governments that are at the forefront of work to eliminate racial inequities;
2. Develop a "pathway for entry" into racial equity work for local and regional government from across the country;
3. Build local and regional collaborations that are inclusive of community based organizations, government, academia, philanthropy, labor, business, faith communities and other institutions; and

The Alliance will have the following scoping objectives:

1. Conduct a baseline assessment of work being done by local and regional government to eliminate racial inequities;
2. Support a cohort of jurisdictions that are at the forefront of work to eliminate racial inequities that will help build and sustain current efforts;
3. Identify promising or best practices;
4. Develop a long-term, sustainable plan to support the Alliance; and

WHEREAS, the City of Madison's participation in the LRG Alliance requires a Memorandum of Agreement between the City and the LRG Alliance at a cost of \$5,000 for the duration of one (1) year; and

WHEREAS, the City's Racial Equity and Social Justice Initiative is at a critical point in its expansion toward implementation and will benefit from training and technical assistance provided by national, regional and local experts and made available to City staff, executives, elected officials and community partners; and

WHEREAS, the 2014 City Operating Budget included an amended item in the amount of \$15,000 in the Information Technology Department Operating Budget, in the Services account, for "funding to purchase or program an analytical tool to track city spending based on measures set forth in the Equity Resolution" (RES-13-00828, adopted October 30, 2013), a purchase which is not currently needed to support the Racial Equity



and Social Justice Initiative;

NOW, THEREFORE, BE IT RESOLVED, that \$5,000 from the 2014 Information Technology Department Operating Budget is reallocated into the Mayor's Operating Budget for the City to join the Local and Regional Government Alliance on Race & Equity, for the purposes stated herein, for a period of one (1) year with the option to renew for up to three (3) additional one year renewal terms, pending the availability of funds, and

BE IT FURTHER RESOLVED, that the Mayor and City Clerk are authorized to sign a Memorandum of Agreement of other document(s) necessary to join the LRG Alliance, in a format approved by the City Attorney; and

BE IT FURTHER RESOLVED that the Memorandum of Agreement may be executed with the Center for Ethical Leadership, a 501(c)3 tax-exempt entity located in Seattle, WA, acting as fiscal agent on behalf of the LRG Alliance, and the fees described herein paid to that entity; and

BE IT FURTHER RESOLVED that Public Health Madison & Dane County will provide a one-page summary report to the Common Council of benefits to the City of Madison and applications for improvement in the City of Madison as a result of membership and participation on or before December 2015.

BE IT FINALLY RESOLVED, that \$10,000 from the 2014 Information Technology Department Operating Budget is reallocated to Public Health Madison & Dane County to support the continued development of the City of Madison Racial Equity and Social Justice Initiative.



## Legislation Details (With Text)

**File #:** 33869      **Version:** 1      **Name:** Establishing the City of Madison Racial Equity and Social Justice Initiative.

**Type:** Resolution      **Status:** Passed

**File created:** 4/24/2014      **In control:** BOARD OF HEALTH FOR MADISON AND DANE COUNTY

**On agenda:** 7/15/2014      **Final action:** 7/15/2014

**Enactment date:** 7/16/2014      **Enactment #:** RES-14-00546

**Title:** Establishing the City of Madison Racial Equity and Social Justice Initiative.

**Sponsors:** Paul R. Soglin, Marsha A. Rummel, David Ahrens, Shiva Bidar-Sielaff, Maurice S. Cheeks, Joseph R. Clausius, Mark Clear, Lauren Cnare, Lucas Dailey, Denise DeMarb, Steve King, Larry Palm, Matthew J. Phair, Scott J. Resnick, Chris Schmidt, Paul E. Skidmore, John Strasser, Lisa Subeck, Michael E. Verveer, Anita Weier, Ledell Zellers

**Indexes:**

**Code sections:**

**Attachments:** 1. RESJ Report & Recommendations (4/24/14).pdf, 2. RESJ Initiative handout Board of Health June 12 2014.pdf

Date	Ver.	Action By	Action	Result
7/15/2014	1	COMMON COUNCIL	Adopt	Pass
7/1/2014	1	COMMON COUNCIL ORGANIZATIONAL COMMITTEE	Return to Lead with the Recommendation for Approval	Pass
6/12/2014	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	RECOMMEND TO COUNCIL TO ADOPT - REPORT OF OFFICER	Pass
6/9/2014	1	BOARD OF ESTIMATES	Return to Lead with the Recommendation for Approval	Pass
6/5/2014	1	COMMUNITY DEVELOPMENT BLOCK GRANT COMMITTEE	Return to Lead with the Recommendation for Approval	Pass
5/28/2014	1	COMMUNITY SERVICES COMMITTEE		
5/8/2014	1	EQUAL OPPORTUNITIES COMMISSION	Return to Lead with the Recommendation for Approval	Pass
4/29/2014	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
4/29/2014	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
4/29/2014	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
4/29/2014	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
4/29/2014	1	BOARD OF HEALTH FOR MADISON AND DANE COUNTY	Refer	
4/29/2014	1	COMMON COUNCIL	Referred	
4/24/2014	1	Mayor's Office	Referred for Introduction	

The recommendations proffered by the Racial Equity and Social Justice (RESJ) Core Team as included in its report are focused primarily on the implementation of training and processes to address racial equity issues relative to City of Madison practices and those of the larger community. The initial efforts include a focus on

training, broadening racial equity considerations throughout City processes, and, data gathering and analysis. Most of the implementation steps can be accommodated with existing staff resources; however, the Team has recommended the creation of a new 1.0 FTE Data Project Coordinator in 2015. The estimated expense for this new position is approximately \$80,000 to \$90,000 (including salary and fringe benefit expense), depending on the final classification and qualifications. The funding will be City levy monies and will need to be accommodated in the 2015 City operating budget, subject to State levy limits and City Council approval. Establishing the City of Madison Racial Equity and Social Justice Initiative.

WHEREAS, the City of Madison has both the ability and an obligation to proactively work towards undoing long-standing institutional and structural bias that have resulted in racial, social, and economic inequities; and

WHEREAS, on October 2013 the Common Council adopted RES-13-00828 declaring the City of Madison's intent to adopt an equity impact model and requesting city staff to form a work group and begin working on an equity impact model and report back by April 2014; and

WHEREAS, city staff have formed an interdepartmental equity workgroup, the Racial Equity and Social Justice (RESJ) Core Team, to gather information and best practices from other cities and regions and develop recommendations for a City of Madison equity impact model. The RESJ and its subgroups meet regularly, have received training, and are performing tasks to accomplish the directives of RES-13-00828; and

WHEREAS, the RESJ has adopted the following mission: to establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison; and

WHEREAS, the RESJ envisions a community where:

- Living wage jobs, safe neighborhoods, high-quality education, a healthy, sustainable natural environment, efficient public transit, parks and green spaces, affordable and safe housing and healthy food are afforded to all;
- The benefits of growth and change are equitably shared across our communities;
- All people have opportunities for fair and just inclusion in public processes and decisions; and
- One's future is not limited by race, ethnicity, gender, sexual orientation, disability, age, income, place of birth, place of residence or other group status; and

WHEREAS, the RESJ Core Team has completed the attached report entitled: "A Strategic Vision for the Future: City of Madison Racial Equity and Social Justice Initiative Baseline Report and Initial Recommendations."; and

WHEREAS, the RESJ Core Team has identified, through a variety of community engagement efforts, strong support and readiness among community partners for the City to take a targeted approach to address racial, social, and economic inequities; and

WHEREAS, the timeline for fully implementing the RESJ Initiative in the City of Madison is a two- to three-year initial implementation phase with all efforts brought fully to scale within five years; and

WHEREAS, City of Madison's RESJ Core Team recommends next steps in three focus areas: 1. Equity in City Operations; 2. Equity in City Policies and Budgets; 3. Equity in the Community;

NOW, THEREFORE BE IT RESOLVED, that the Common Council accepts and adopts the RESJ report "A Strategic Vision for the Future: City of Madison Racial Equity and Social Justice Initiative Baseline Report and Initial Recommendations."

BE IT FURTHER RESOLVED that the Common Council directs the RESJ Core Team to execute the five-year implementation plan as detailed in the report, specifically implementing the following next steps:

- A. Expand RESJ Core Team to include representation from all City departments

- B. Begin training and capacity building at all levels (City staff, elected officials, community partners) per Core Team training plan
- C. Continue to pilot and evaluate the use of the RESJ Toolkit on policy, program, and budget decisions
- D. Support a Data Project Coordinator position in 2015 City Operating Budget

BE IT FINALLY RESOLVED that the RESJ Core Team will provide regular updates on implementation of the RESJ Initiative to the Common Council and Mayor.



Legislation Details (With Text)

**File #:** 37347      **Version:** 1      **Name:** Create the classification of "Equity Coordinator" in CG18, R10. Recreate the new 1.0 FTE position of Equity Coordinator, identified in the DCR operating budget without a CG or Range, as an Equity Coordinator in CG18-10.

**Type:** Resolution      **Status:** Passed

**File created:** 2/18/2015      **In control:** PERSONNEL BOARD

**On agenda:** 3/3/2015      **Final action:** 4/21/2015

**Enactment date:** 4/23/2015      **Enactment #:** RES-15-00340

**Title:** Create the classification of "Equity Coordinator" in CG18, R10. Recreate the new 1.0 FTE position of Equity Coordinator, identified in the DCR operating budget without a CG or Range, as an Equity Coordinator in CG18-10.

**Sponsors:** Paul R. Soglin

**Indexes:**

**Code sections:**

**Attachments:** 1. PB Memo Equity Coordinator.pdf, 2. Equity Coordinator.pdf, 3. 2015 2 9 Equity Coordinator PD.pdf

Date	Ver.	Action By	Action	Result
4/21/2015	1	COMMON COUNCIL	Adopt	Pass
4/13/2015	1	BOARD OF ESTIMATES	RECOMMEND TO COUNCIL TO ADOPT - REPORT OF OFFICER	Pass
4/8/2015	1	PERSONNEL BOARD	Return to Lead with the Recommendation for Approval	Pass
3/3/2015	1	BOARD OF ESTIMATES	Refer	
3/3/2015	1	COMMON COUNCIL	Refer	
2/18/2015	1	Human Resources Department	Referred for Introduction	

The adopted 2015 operating budget for the Department of Civil Rights includes salary funding of \$64,751 for an Equity Coordinator position. The minimum salary of a position in CG18-10 is \$61,215.

Create the classification of "Equity Coordinator" in CG18, R10. Recreate the new 1.0 FTE position of Equity Coordinator, identified in the DCR operating budget without a CG or Range, as an Equity Coordinator in CG18-10.

Resolution that a new classification of "Equity Coordinator" is created in CG18-10, and that the new 1.0 FTE position of Equity Coordinator, currently identified in the Department of Civil Rights operating budget without a CG or Range, is deleted and recreated as an Equity Coordinator in CG18-10, thereof.



# RESJI: A Snapshot

58

Projects analyzed with an equity lens



Racial Equity & Social Justice Tools (RESJI Analysis: Comprehensive and Fast Track, and Equitable Hiring Tool) applied 58 times.

40 people joined Action Teams

Data, Communications, Community Connection, Trainings & Tools, Co-Lead, Transition, and Strategy.

69%

18 out of 24 Departments have equity teams

Civil Rights  
Clerk  
Engineering  
Finance  
Fire  
Human Resources  
Info. Technology  
Library

Metro  
Monona Terrace  
Municipal Court  
Parks  
Police  
Public Health  
Streets/Fleet  
TE and Parking  
Water Utility

64 People joined the Core Team

From various departments across City employment



## RESJI Trainings

280

Attendees at RESJI trainings

Separate trainings developed specifically for and by RESJI team

4

4

Adapted trainings

- Leadership Conference 2015 – Overview to RESJI
- Council Training 2016 Department of Civil Right 10th University Celebration
- Overview to RESJI
- Implicit Bias

## Individual Department Trainings

- Fire Department
- Monona Terrace
- Planning
- City Attorney
- Police Department Management
- Police Department Management - Racial Disparities Impact Committee

6

## 3 Community Trainings

- Goodman Community Center
- Catholic Charities
- Aberg Job Center



Hours and hours of work

Time (approximate hours) involved

Major projects and initiatives:  
Per person  
140 –160 hours / year

Meetings:  
Per person  
4 - 6 hours / month

Trainings (attending and facilitating):  
Per person  
20 - 30 hours / year

12,500



Racial Equity & Social Justice Initiative

# Racial Equity and Social Justice Initiative

## RESJI Mission

Establish racial equity and social justice as a core principle in all decisions, policies and functions of the City of Madison.

## RESJI Vision

Living wage jobs, safe neighborhoods, high-quality education, a healthy, sustainable natural environment, parks, and green spaces, efficient public transit, affordable and safe housing and healthy food are afforded to all residents;

The benefits of growth and change are equitably shared across our communities;

All residents have opportunities for fair and just inclusion in public processes and decisions; and

One's future is not limited by race, ethnicity, gender, sexual orientation, disability, age, income, place of birth, place of residence or other group status.

## Priority Areas & Current Activities

### Equity in City Operations

- Hire Racial Equity Coordinator and Data Project Coordinator
- Update Affirmative Action plans in all departments
- Mandatory implicit bias training for all city employees
- Racial Equity and Social Justice training program available to all City employees
- City Clerk's Office used an overarching equity and empowerment focus in its 2014-2015 operational plan
- HR reviewing hiring processes, ban the box, evaluating minimum qualification requirements for positions

### Equity in City Policies and Budgets

- Develop concrete strategies through Interdepartmental City RESJI Team
- Develop Equity Impact Analysis Tool to analyze unintended consequences of city policies and ensure that the interests of communities impacted by decisions are taken into account
- Apply equity analysis to the funding process for Community Development grants and other city-funded programs
- Study disparities to evaluate city purchasing and contracting
- Increase community voice in the budget process through Neighborhood Resource Team recommendations and other strategies

### Equity in the Community

- Build relationships with community stakeholders and racial equity education organizations
- Connect with the community through Neighborhood Resource Teams
- Participate in local, regional and national networks to coordinate and build on best practices
- Support community engagement initiatives such as My Brother's Keeper, Madison Out of School Time, and Madison Public Library's Tell Us program.
- Apply RESJI tools in conjunction with community planning process for new fire station and business plan for Public Market.

“  
Imagine a  
Madison  
where all  
residents have  
opportunities  
for fair and  
just inclusion  
in public  
processes  
and decisions  
”





# Racial Equity and Social Justice Initiative

## Frequently Asked Questions

### Why Focus Internally?

RESJI is working to create change in the areas we can have the strongest initial impact, like departmental operations, hiring, budgeting, and policymaking. The initial RESJI recommendations include ways to engage and support communities and neighborhoods in more sustained and authentic ways. Our partners in the community have been leading the way on racial equity and social justice in their own communities, and we will continue supporting and aligning with their efforts in every way we can.

### Why focus on race?

RESJI's explicit focus on racial equity is in direct response to racial disparities documented in the Wisconsin Council on Children and Families' (WCCF) Race to Equity report released in September 2013. Efforts that address poverty and other social conditions without specifically focusing on race can actually widen racial inequities. For example, programs that are designed to help women gain employment are valuable, but women of color suffer joblessness at a higher rate than women in general.

### Who is involved in RESJI?

Representatives from each city department participate on the core team, as well as leading change in their own departments. Department heads have received training in RESJI and are key partners. RESJI is interested in strengthening the City of Madison's connections to the community to promote accountability and transparency.

### When will the impact of RESJI be visible?

RESJI has celebrated several early wins, including the development and piloting of the RESJI equity impact analysis tool, departments adopting equity in their mission statements with a strong focus on equity in their work planning, serving as a partner to the Dane County RESJ team, and training many employees and elected officials in Dane County. Racial disparities have been formed over the course of centuries in the United States. We have a long term focus, as

we want to build sustainable capacity to make the urgent, deliberate, and monumental change that is needed. We often say RESJI work is a marathon, not a sprint.

### How will progress be measured?

Community engagement, transparency, communication, and data are key parts of measuring RESJI's work. The RESJI team has several important data points that can be used to track the City's progress, such as employment demographics and demographics of the city's commissions and committees. There are also many external data points that RESJI is organizing to set a roadmap for progress and success. We also plan to regularly check-in with community members to track our progress.

### How is RESJI different from past efforts to address racism?

RESJI is an urgent, deliberative shift in the way that the City approaches race and equity. Through the development and application of a racial equity impact analysis tool, RESJI is focused on addressing institutional racism within the City's institutional structure. Past efforts focused primarily on programs targeted at individuals, RESJI takes a more comprehensive approach to challenging the perpetuation of institutional and structural racism.

## How do I get involved in equity work in the community?

We all occupy many spheres of influence and connection. One powerful way to get involved in racial equity work is to start the conversation within workplaces, church groups, book clubs, families, and any other social groups. Practical, day-to-day strategies and resources for learning more about and acting to promote racial equity are available from a number of local organizations and groups, including YWCA Madison and Madison Racial Justice Connections.

#### For more information:

Toriana Pettaway, Equity Coordinator  
City of Madison  
210 Martin Luther King, Jr. Blvd., Room 403  
Madison, WI 53703  
(608) 267-4915  
[tpettaway@cityofmadison.com](mailto:tpettaway@cityofmadison.com)



Racial Equity  
& Social Justice Initiative



## City of Madison Racial Equity and Social Justice Initiative

### Timeline and Major Milestones

- = City operations (including RESJI trainings and RESJI tool applications)
- = City policy or budget-related (including legislation and new staffing)
- = Community connections and collaboration with outside partners
- = Capacity building and training of RESJI team

#### Summer 2013

- Presentation from YWCA to City group (dept heads, staff, elected officials) on Seattle's use of racial equity analysis tools
- Request from Mayor to DCR & Public Health to begin developing an equity initiative including equity analysis tools

#### Fall 2013

- First meeting of City equity team
- Establishment of three equity goal areas and initial areas of work
- Resolution establishing the City of Madison's intention to adopt an equity impact model
- City Clerk's Office becomes first department to use equity tools in staff training and work planning
- Training of City equity team with Multnomah County, Seattle

#### Winter 2013/14

- Training and planning retreat with RESJI team, facilitated by GARE leadership (formerly of Seattle RSJI)
- Community partner forum to share RESJI priorities and gather stakeholder input
- Community partner focus groups to share RESJI priorities and gather stakeholder input
- RESJI tools developed; piloting begins

#### Spring 2014

- GARE convening and governing for Racial Equity Conference, Portland, OR
- Report & recommendations to Mayor & Common Council
- Comp Group 21 retreat: half-day RESJI training
- NRT retreat with RESJI training

#### Summer 2014

- Resolution approving report & recommendations and officially establishing City Racial Equity and Social Justice Initiative
- Mayor releases report on City equity initiatives
- City of Madison joins Government Alliance on Race and Equity



#### Fall 2014

- Comp Group 21 retreat: half-day RESJI training
- Resolution directing RESJI core team to develop a pilot project to address barriers to opportunity
- City Leadership Conference with RESJI trainings
- RESJI workshop at YWCA Racial Justice Summit

#### Winter 2014

- RESJI Strategy Guide for departments distributed
- Resolution by Common Council in response to Ferguson, MO non-indictment decision
- RESJI Citywide trainings begin (Parts 1 & 2); available to all staff

#### Spring 2015

- GARE strategic planning retreat in California

#### Summer 2015

- Transition team established to provide recommendations for scaling up and sustaining RESJI
- Multicultural Affairs Committee City employee survey
- Data projects coordinator (Kara Kratowicz) hired in Finance Department

#### Fall 2015

- Racial Equity Coordinator (Toriana Pettaway) hired in Department of Civil Rights
- City Leadership Conference with RESJI trainings

#### 2016

- All departments required to conduct three equity analyses as part of Equitable Hiring Plans
- Part 3 training added to Citywide offerings
- RESJI Citywide poster campaign introduced
- Strategic Management initiative introduced to guide City budget process with an equity lens
- RESJI collaboration on City data governance framework, Neighborhood Indicators project
- Equitable hiring tool developed and distributed to City departments
- Department of Civil Rights 10<sup>th</sup> Anniversary Celebration including RESJI training
- GARE convening and strategic planning meeting in Chicago
- RESJI strategic planning meeting; May 31



2017

- RESJI collaborated with Madison Human Resources on an extensive analysis of hiring practices and their impact on hiring and retention of women and people of color at the City of Madison
- Department Heads are asked to identify 3 items suitable for equity analysis as part of budget preparations
- RESJI hosts and coordinates GARE Midwest Conference in partnership with the YWCA Racial Justice Summit
- Council approves City Budget for 2018 with a new program assistant position to support RESJI
- Council approves proposal to require RESJI training of Department Heads, elected officials and budget staff
- RESJI offers intensive community engagement training through partnership with IAP2 for City Staff

# Racial Equity & Social Justice Initiative

	Agency/org.	Project	Tool(s) used	Purpose & outcomes (if applicable)
1	Clerk's Office	2014-15 and 2016-17 work plans	Equity & Empowerment Lens (Mult. Co.); RESJI analysis	Adopted new mission, vision, work plan and evaluation plan with racial equity goals
2	Streets Division	Analysis of neighborhood trash pickup	RESJI analysis (comprehensive)	Recommendations to adjust large item pickup schedule based on neighborhood & seasonal needs
3	Madison Out of School Time (MOST) Coalition	Strategic planning	RESJI analysis (fast-track)	Adopted strategic directions, including target populations, informed by racial equity analysis
4	Public Health Madison & Dane County	Dog breeding & licensing ordinance	RESJI analysis (comprehensive)	Accepted recommendation to table initial legislation & develop better policy through more inclusive outreach; updated policy adopted
5	Fire Department	Planning for new fire station	RESJI analysis (comprehensive)	Recommendations for advancing racial equity and inclusive community engagement; development scheduled for 2016-17
6	Metro Transit	Succession planning for management hires	RESJI equitable hiring checklist	First woman of color promoted to Metro management position in over 20 years
7	Human Resources Department	2015 & 2016 work plans	RESJI analysis (fast-track & comprehensive)	2015 plan reflects staff input; 2016 work plan to include stakeholder input (est. 10/15)
8	Human Resources Department	City hiring process	RESJI analysis (comprehensive)	Human Resources 2015 racial equity report: <a href="http://racialequityalliance.org/2015/08/14/the-city-of-madisons-2015-human-resources-equity-report-advancing-racial-equity-in-the-city-workforce/">http://racialequityalliance.org/2015/08/14/the-city-of-madisons-2015-human-resources-equity-report-advancing-racial-equity-in-the-city-workforce/</a>
9	Economic Development Division	Public Market District project	RESJI analysis (comprehensive)	10 recommendations proposed to Local Food Committee for incorporation into larger plan
10	Public Health	Strategic planning	RESJI analysis (fast-track)	Incorporation of staff & stakeholder input, racial equity priorities, to guide goals & objectives (est. 11/15)
11	Planning, Community & Econ. Dev. Dept.	Judge Doyle Square development (public/private, TIF-funded)	RESJI analysis (fast-track); ongoing consultation	Highlight opportunities for advancement of racial equity; identify potential impacts & unintended consequences; document public-private development for lessons learned and best practices
12	Parks Division	Planning for accessible playground	TBD	Ensure full consideration of decisions as informed by community stakeholders, with a focus on communities of color and traditionally marginalized communities, including people with disabilities.
13	Fire Department	Updates to promotional	TBD	Offer fair and equitable opportunities for advancement (specifically Apparatus

# Racial Equity & Social Justice Initiative

		processes		Engineer promotions)
14	NRTs	Embedded racial equity as core principle of NRT's	RESJI analysis (fast-track)	Subsequent projects and budgets focus on racial equity to neighborhoods. Admin. training. City resolution establishing RESJI.
15	Parks Division	Warner Park visioning session		
16	Human resources discussion series			
17	IT Department	Digital divide conversation on going	RESJI analysis (fast-track)	Digital divide conversation on going.
18	Public Health	Animal licensing policies.	RESJI analysis	Update of “Back-by” policy for animal licensing non-compliance penalty
19	Metro	Equitable Workforce Plan		Established equitable workforce team
20	IT Department	Hiring	RESJI analysis (fast-track)	Rethink how people enter City Of Madison
21	Library.	Outreach	RESJI analysis (comprehensive)	Library tell us community engagement tool.
22	Engineering	Equitable Workforce Plan	Equitable Hiring Tool	Used new strategies for hiring and hired two non-white engineering (Inc. Woman).
23	TE& P	Equitable Workforce Plan	RESJI analysis (fast-track)	Had conversation about testing/hiring process with Human Resources (ABC).
24	TE& P		RESJI analysis (fast-track)	City’s Pedestrian, Bicycle, Motor-vehicle Commission –Policy Review Traffic Calming program
25	Planning, Community & Econ. Devel. Dept.	Judge Doyle Square development (public/private, TIF-funded)	RESJI analysis (comprehensive)	Incorporation of staff & stakeholder input, racial equity recommendations, to guide BOE’s RFP process ( 04/16)
26	Engineering	Equitable Force Plan	RESJI analysis (fast-track)	Equity tool on sewer rates.
27	Metro	Equitable Workforce Plan	RESJI analysis (comprehensive)	RESJI analysis of Jenifer St. detour- Metro. Starting Metro's equity team
28	Water	Equitable Workforce Plan	RESJI analysis (comprehensive)	Equity impact analysis of tiered water rate structure.
29	RESJI	RESJI		Work with YWCA to indentify interns
30	RESJI	RESJI		Kicked Off Part 3 Training
31	RESJI	RESJI		Second year as member of GARE – Scene as Municipality Leader in Racial Equity and Social Justice

## Racial Equity & Social Justice Initiative

31	RESJI	Poster Campaign		Why Focus on Race? And Bias Harms Lives – widely received and requested by non city agency for display (MMSD, Nehemiah, and several community centers)
31	MPD	Midtown	RESJI analysis (comprehensive)	Four (4) phase the design/build of the midtown police station
32	MPD	Madison Police Review Committee	Equity Discussion	Ongoing
33	Outside Request	Outside Request	RESJI Tools/ Trainings	City of St Louis
34	Outside Request	Outside Request	RESJI Tools/Trainings	Catholic Charities -Madison
35	Outside Request	Outside Request	RESJI Tools/Trainings	Goodman Center
36	Community	Common Council	RESJI Tools	Bussing Issues & introduction to racial equity tools
37	Mayor Office	Mayor's NH Conference	RESJI Tools	Mayor's NH Conference –Tools Training presentation
38	Library	Staff Day	RESJI Tool/Training	Speak to everyone about the city's racial equity and social justice initiatives
39	Park Department	Park Impact Fee Policy RESJI review	RESJI analysis (comprehensive)	RESJI analysis done on the proposed impact fee policy
40	Outside Request	Outside request	RESJI Tools	University of California, Berkeley, Interdisciplinary Studies- International Economic Development
41	Park Engineering, and Olbrich Gardens	Olbrich Gardens Expansion	RESJI analysis (fast-track)	Staff from Engineering, Parks, and Olbrich Gardens to facilitate a racial equity analysis on the first phase of an expansion of Olbrich Gardens
42	Outside Request	Outside Request	RESJI Tools	City of Boston - Public Health Commission adopted parts of our Racial Equity Tools
43	Economic Dev. Div		Presentation to Core Team – Equity infused	City's Economic Development Strategy (now dubbed "Connect Madison)
44	WI Dept of Health Services	Outside Request	RESJI training content, tools	Training & technical assistance with DHS Health Equity Team and Tobacco Prevention & Control Program
45	Public Health	Management training	RESJI training content & tools	Monthly trainings scheduled from Sept - Nov
46	Brookline, MA	Outside Request	RESJI Framework & Tools	Sharing Madison's approach to racial equity and social justice; experience with GARE
47	GARE & Member Cities	Outside Request	Webinar presentations	Sharing Madison's approach to racial equity and social justice with other GARE jurisdictions, including 2016 learning cohorts in Northern & Southern CA & MN
48	Public Health	Tobacco-free parks &	RESJI analysis	Assessment of potential benefits, burdens & unintended consequences of

## Racial Equity & Social Justice Initiative

		beaches ordinance draft		ordinance; recommendations for maximum benefit & minimal burdens on marginalized groups
49	Public Health	Increase in forfeiture fee for tobacco sales to minors	RESJI analysis	Assessment of potential benefits, burdens & unintended consequences of policy change; recommendations for maximum benefit & minimal burdens on marginalized groups
50	Water Utility	Residential tiered water rate structure	RESJI analysis	Assessment of potential benefits, burdens & unintended consequences of rate structure; recommendations for maximum benefit & minimal burdens on marginalized groups
51	Public Health	Health & Racial Equity professional development series	RESJI training content, tools	Monthly training & discussion series for management and staff; utilizing current content, research & tools; ongoing since January 2015
52	Public Health	Baseline assessment	<u>BARHII toolkit</u> ; <u>CCC exec. assn't</u> ; <u>GARE org. assn't</u> .	Quantitative and qualitative analysis of organization-wide readiness, current application, assets and opportunities for growth; will re-assess annually
53	Madison Police Department	Presentation to Management Team	RESJI Overview	RESJI Overview in connection with Judgment Under the Radar
54	Madison Police Department	Racial Disparities Impact Committee (RDIC)	RESJI Overview	RESJI Overview in connection with Judgment Under the Radar
55	Madison Police Department	Police Staffing Study	RESJI analysis (fast-track)	Develop a methodology for selecting “comparable cities”.
54	Mayor’s Office/ City Attorney	Pedestrian Highway Safety Ordinance	RESJI analysis (fast-track)	The purpose of the pending amendment is to bring MGO 12.325, Solicitations on the Highway
55	HR	HR Request	RESJI Training	Creation of Council RESJI session, Implicit Bias on regular training calendar, and session entitled Communicating Around Race and Oppression
56	HR	HR Request	RESJI Training	Department training on racial equity and impact to it’s work at all staff training.
57	HR	HR Request	RESJI Training	Incorporation of racial equity into employee engagement model and inclusion of demographic information toward better understanding of workplace culture issues.
58	Metro	Equitable Workforce Plan	Equitable Hiring Tool	Equity analysis of complete hiring process for Transit Operations Supervisor





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KEY CONCEPTS SERIES

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# EQUITY

is just and fair inclusion into a society in which all people can participate, prosper, and reach their full potential.\*



## What can YOU do?

- Understand your own biases
- Learn about RESJI  
[www.cityofmadison.com/mayor/priorities/racial-equity-social-justice-initiative](http://www.cityofmadison.com/mayor/priorities/racial-equity-social-justice-initiative)
- Join the RESJI team
- Contact Toriana Pettaway  
(608) 267-4915  
Equity Coordinator  
[tpettaway@cityofmadison.com](mailto:tpettaway@cityofmadison.com)



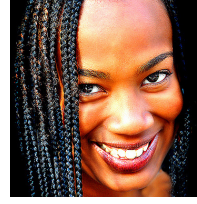
\*Definition of EQUITY based on PolicyLink's work



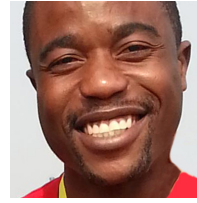
Racial Equity & Social Justice Initiative

We all do better when we ALL do better.

# Why Focus on Race?



**Laura** gets more call backs than **Lakisha**



**James** gets more call backs than **Jamal**



**Randy** gets more call backs than **Raheem**



**Linda** gets more call backs than **Ling**

Meet **Joe**, the new hire in accounting. **José** never got a call back.

“One study found that applicants with white-sounding names received 50 percent more callbacks”

### **José Zamora had a routine.**

During his months-long job search, he estimates that he sent out between 50 to 100 resumes a day.

But Zamora said he wasn't getting any responses, so on a hunch, he decided to drop the “s” in his name. José Zamora became Joe Zamora, and a week later, he says his inbox was full.

[huffingtonpost.com/2014/09/02/jose-joe-job-discrimination\\_n\\_5753880.html](http://huffingtonpost.com/2014/09/02/jose-joe-job-discrimination_n_5753880.html)  
stock photo is not **José Zamora**

**We all do better  
when we ALL do better**

### **What can YOU do?**

- confront your own biases
- learn about RESJI ([link here](#))
- join your department equity team
- join the RESJI core team

[www.cityofMadison.com/resji](http://www.cityofMadison.com/resji)



Racial Equity  
& Social Justice Initiative

**You shouldn't have to change your name to get a job.**

# Bias Harms Lives



## What's at Stake:

Incarceration

Voting rights

Employment

Public housing,  
social benefits

Parental rights

Educational  
opportunities

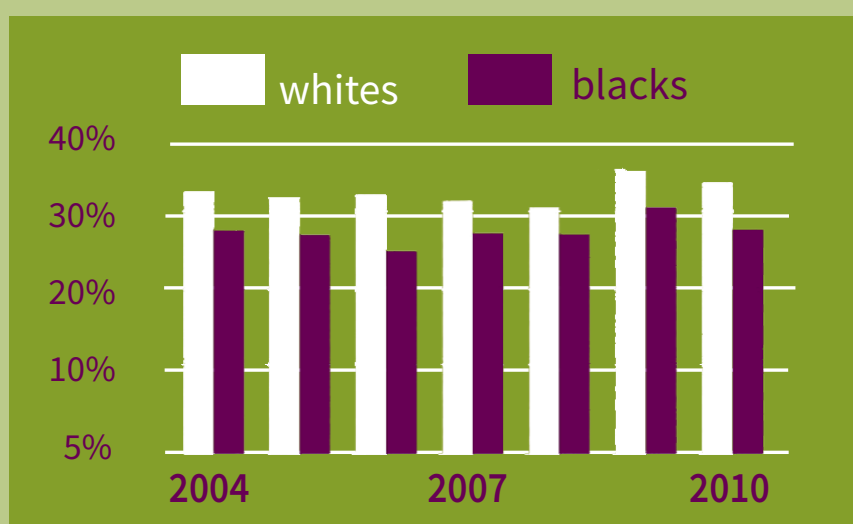
Standing in the  
community

Financial hardship

Despite roughly equal usage rates, blacks are four times more likely than whites to be arrested for marijuana.\*

\*Taken from **The War on Marijuana in Black and White**, American Civil Liberties Union  
[www.aclu.org/feature/war-marijuana-black-and-white?redirect=billions-dollars-wasted-racially-biased-arrestse](http://www.aclu.org/feature/war-marijuana-black-and-white?redirect=billions-dollars-wasted-racially-biased-arrestse)

## Marijuana Use: 18-25 Year Olds



*In Madison casual possession of marijuana for personal use has been decriminalized.*

## We all do better when we ALL do better

### What can YOU do?

- Confront your own biases
- Learn about RESJI  
[www.cityofmadison.com/mayor/priorities/racialequity.cfm](http://www.cityofmadison.com/mayor/priorities/racialequity.cfm)
- Join the RESJI team
- Contact Toriana Pettaway  
Equity Coordinator, (608) 267-4915  
[tpettaway@cityofmadison.com](mailto:tpettaway@cityofmadison.com)



Racial Equity  
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**Bias should not determine who loses rights.**

# Diversity increases **CREATIVITY**



**Great minds think alike.  
Diverse minds think better.**

When you bring a variety of different people together, you get a variety of CREATIVE ideas and solutions. If you have a group made up of nurses, you will gain insights from their perspective, but it's unlikely you'll gain insights from an engineer's perspective.

**We all do better  
when we ALL do better**

**What can YOU do?**

- confront your own biases
- learn about RESJI ([link here](#))
- join your department equity team
- join the RESJI core team



Racial Equity  
& Social Justice Initiative



# RACIAL EQUITY AND SOCIAL JUSTICE TOOL

## PROCESS GUIDE

- Step 1: Review Best Practices ..... 2
- Step 2: Complete Scoping & Decision Guide ..... 3
- Step 3: Conduct the Analysis ..... 4
- Step 4: Complete the Follow-Up Evaluation ..... 4



## STEP 1: REVIEW BEST PRACTICES

**RESJI Mission:** Establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

**RESJI Priority Areas:** 1. Equity in City Operations; 2. Equity in City Budgets and Policies; 3. Equity in the Community

### BEST PRACTICES

► **Identify groups and individuals** most likely to be impacted by the decision, policy, program, practice or budget. Find ways to involve them in the analysis. City Departments should include their assigned RESJI Staff, Civil Rights Coordinator, Multicultural Affairs Committee Member, Women’s Initiative’s Committee Member, NRT Staff, and Latino Community Engagement Team Member.

► **Conduct** the analysis in the way that works best for the policy being analyzed and those affected. Some examples include: facilitated, full-group discussion; one-on-one conversations; or small group meetings

► **Create accountability** by sharing the analysis widely with stakeholders, decision makers and the public. Be clear about how the process occurred, including who asked for the analysis, who participated, and identified missing elements such as data or stakeholder input.

► This is not a prescriptive or linear process. **Adapt** it to your needs and reach out for technical assistance as needed. See information in Step 2 about technical assistance.

# EQUITY

is just and fair inclusion into a society in which all (people) can participate, prosper, and reach their full potential.

## POLICYLINK

### RACIAL EQUITY AND SOCIAL JUSTICE TOOL

Is:	Is NOT:
A systematic examination of likely impacts of decisions, policies, programs, practices and budgets on racial and ethnic groups or low –income populations	The “answer”
Used to minimize adverse consequences, prevent institutional racism and identify new options to remedy existing inequities	To be used for political or professional gain
An intentional pause	To stop a process or slow it down beyond recognition
Best used early in the process	Only applicable at the beginning- can be used to evaluate ongoing issues or programs
To be conducted with a variety of perspectives and stakeholders whenever possible	The only way to engage stakeholders
A way to ensure racial equity impacts are at the core of decision making	Not to be used in place of other processes that are in place such as a fiscal analysis or a public safety analysis
A way to raise the voice of traditionally marginalized communities	A way to create token representation in decisions
A way to raise awareness of racial and social justice issues in the community	A guarantee that decision makers will follow the recommendations
An authentic, focused and intentional effort to consider the recommendations that come out of the analysis – transformational change	A “check box” activity that does not consider creative ways to implement the recommendations – transactional change



## STEP 2: SCOPING & DECISION GUIDE

### (skip this step when using the Equitable Hiring Tool – go to step 3)

These steps are designed to help you “scope” the nature of the request for tool use, and decide whether to use the tool in this situation. The following questions should be completed with as much detail as possible. Writing these down is a best practice to ensure clarity throughout the analysis process.

#### SCOPING QUESTIONS (attach separate sheets of paper as needed)

1. Who made the request to conduct the analysis?
2. Why did this request arise?
3. Why is there a desire to do this analysis now?
4. When did the project or issue that is the subject of the analysis begin? When is its anticipated end date?
5. What are the potential large-scale implications of this analysis with regard to public policy, budget, or city-wide impacts?
6. What is your plan for communicating: A) the potential large-scale implications listed above; as well as B) the RESJI analysis process and recommendations to the relevant department head(s), Mayor, Common Council and/or community stakeholders?

#### DECISION GUIDE

	Yes	Unsure	No	Notes
1. Has everyone involved in the analysis reviewed the best practices included in Step 1?				If there are questions about the best practices, consider asking RESJI for technical assistance. (See below).
2. Is your department prepared to make real change as a part of this tool?				If decision makers are not willing to make an attempt at change as a result of the analysis, it may not be recommended to use the tool.
3. Is the subject of the analysis in the early stages of planning?				If the subject of the analysis is already planned or is in its final stages, it may not be recommended to use a tool.
4. Does the subject of the analysis involve one or two (less than 3) departments?				If the subject of the analysis involves three or more departments, consider asking RESJI for technical assistance. (See below).
5. Was the analysis requested from the RESJI Strategy team, Department Head(s), or another City of Madison employee?				If the analysis was requested by an external stakeholder or elected official, please contact RESJI for technical assistance. (See below).
6. Is the purpose for conducting the analysis consistent with RESJI mission and goal areas?				RESJI tool applications should be requested and completed with the purpose of promoting racial equity in City Operations, Policies & Budgets, and in the community. It should not be done solely for political reasons or to delay a project, for example.
7. Is tool usage required by policy or current City goals?				For example: an analysis needed due to equitable workforce plan goals (AA Plan).
8. We are ready and able to implement the communications outlined in scoping question #6 (items A and B) above.				Reach out to other departments, teams, or individuals as necessary.

**Mostly ‘Yes’ column** = It seems like this is an appropriate use of racial equity tools. Continue to Step 3. RESJI Tools & Training can provide technical assistance as needed.

**Mostly ‘Unsure’ and Mostly ‘No’ columns** = This may not be an appropriate use of racial equity tools. Email RESJI Tools & Training team for discussion & technical assistance and/or support.

RESJI Tools & Training contact person: Melissa Gombar [mgombar@cityofmadison.com](mailto:mgombar@cityofmadison.com)

## STEP 3: CONDUCT THE ANALYSIS

There are three tools available for you to use. There is a more robust description on the first page of each tool. If you have questions, please email RESJI Tools & Training Team for assistance: Melissa Gombar [mgombar@cityofmadison.com](mailto:mgombar@cityofmadison.com)



### [Impact Analysis Tool - Comprehensive \(MS Word\)](#)

This is the default tool for a racial equity analysis (other than hiring).



### [Impact Analysis Tool - Fast-Track \(MS Word\)](#)

This is a short version of the comprehensive tool. Use this for projects on a short timeline or without a widespread impact on legislation already drafted and introduced, or a minor budget item.



### [Equitable Hiring Tool \(PDF\)](#)

Use this tool for hiring or personnel planning.

► When you complete the tool, don't forget to visit the RESJI tool portal on SharePoint.

## STEP 4: FOLLOW-UP EVALUATION

After the analysis is complete, please answer the following questions to the best of your knowledge, incorporating input from those who participated in the analysis. You can complete these questions at this survey monkey link: [www.surveymonkey.com/r/RESJI-ToolFollowUpEvaluation2017](http://www.surveymonkey.com/r/RESJI-ToolFollowUpEvaluation2017)

1. Department
2. Project name
3. Your name (optional)
4. What were the final recommendations?
5. How did you communicate the recommendations to your department's management, the mayor, the common council, and/or community stakeholders?
6. Were these recommendations implemented? Why or why not?
7. In general, what went well with the analysis?
8. What did the analysis cause you and your team to consider that you wouldn't have been considered otherwise? Did you consider the results to be a success? Did the RESJI analysis contribute to the success of the project? Why or why not?
9. What challenges did you and your team experience in the analysis?
10. Were there any questions that worked particularly well for your analysis? Any that did not work well? Please explain.
11. Do you have any recommended changes for the tool or the analysis process? Please share:

## RESJI MISSION:

Establish racial equity and social justice as a core principle in all decisions, policies and functions of the City of Madison.



Racial Equity  
& Social Justice Initiative

# RACIAL EQUITY AND SOCIAL JUSTICE TOOL

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## COMPREHENSIVE VERSION

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Racial Equity  
& Social Justice Initiative



# Racial Equity and Social Justice Initiative RESJ Tool: Comprehensive Version



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## INSTRUCTIONS

*Use this tool as early as possible in the development of City policies, plans, programs and budgets.*

*For issues on a short timeline or with a narrow impact, you may use the RESJ Tool – Fast Track Version.*

*This analysis should be completed by people with different racial and socioeconomic perspectives. When possible, involve those directly impacted by the issue. Include and document multiple voices in this process.*

*The order of questions may be re-arranged to suit your situation.*

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**Mission of the Racial Equity and Social Justice (RESJ) Initiative:** To establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

**Equity** is just and fair 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 ([www.policylink.org](http://www.policylink.org)).

The persistence of deep racial and social inequities and divisions across society is evidence of bias at the individual, institutional and structural levels. These types of bias often work to the benefit of White people and to the detriment of people of color, usually unintentionally or inadvertently.

**Purpose of this Tool:** To facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City.

The “*What, Who, Why, and How*” questions of this tool are designed to lead to strategies to prevent or mitigate adverse impacts and unintended consequences on marginalized populations.

## BEGIN ANALYSIS

Title of policy, plan or proposal:

Main contact name(s) and contact information for this analysis:

Names and affiliations of others participating in the analysis:

**1. WHAT**

a. What is the policy, plan or proposal being analyzed, and what does it seek to accomplish?

b. What factors (including existing policies and structures) associated with this issue might be affecting communities of color and/or low-income populations differently?

c. What do available data tell you about this issue? (See page 5 for guidance on data resources.)

d. What data are unavailable or missing?

e. Which focus area(s) will the policy, plan or proposal primarily impact?

Please add any comments regarding the specific impacts on each area:

- |   |  |
|---|--|
| <input type="checkbox"/> Community/Civic Engagement | <input type="checkbox"/> Food Access & Affordability |
| <input type="checkbox"/> Criminal Justice           | <input type="checkbox"/> Government Practices        |
| <input type="checkbox"/> Early Childhood            | <input type="checkbox"/> Health                      |
| <input type="checkbox"/> Economic Development       | <input type="checkbox"/> Housing                     |
| <input type="checkbox"/> Education                  | <input type="checkbox"/> Planning & Development      |
| <input type="checkbox"/> Employment                 | <input type="checkbox"/> Service Equity              |
| <input type="checkbox"/> Environment                | <input type="checkbox"/> Transportation              |

Other (please describe)

Comments:

**2. WHO**

a. Who (individuals or groups) could be impacted by the issues related to this policy, plan or proposal? Who would benefit?

Who would be burdened?

Are there potential disproportionate impacts on communities of color or low-income communities?

b. Have stakeholders from different racial/ethnic and socioeconomic groups—especially those most affected—been informed, involved and represented in the development of this proposal or plan? Who is missing and how can they be engaged? (See page 6 for guidance on community engagement.)

c. What input have you received from those who would be impacted and how did you gather this information? Specify sources of comments and other input.

**3. WHY**

a. What are the root causes or factors creating any racial or social inequities associated with this issue? (Examples: Bias in process; Lack of access or barriers; Lack of inclusive engagement)

b. What are potential unintended consequences? What benefits or burdens may result? (Specifically consider social, economic, health and environmental impacts.)

c. What identified community needs are being met or ignored in this issue or decision?

**4. WHERE**

a. Are there impacts on geographic areas? (Select all that apply.)

- |   |  |
|---|--|
| <input type="checkbox"/> All Madison neighborhoods    | <input type="checkbox"/> Park Edge/Park Ridge          |
| <input type="checkbox"/> Allied Drive                 | <input type="checkbox"/> Southside                     |
| <input type="checkbox"/> Balsam/Russet                | <input type="checkbox"/> East Madison (general)        |
| <input type="checkbox"/> Brentwood/Northport Corridor | <input type="checkbox"/> North Madison (general)       |
| <input type="checkbox"/> Darbo/Worthington            | <input type="checkbox"/> West Madison (general)        |
| <input type="checkbox"/> Hammersley/Theresa           | <input type="checkbox"/> Downtown/Campus               |
| <input type="checkbox"/> Leopold/Arbor Hills          | <input type="checkbox"/> Dane County (outside Madison) |
| <input type="checkbox"/> Owl Creek                    | <input type="checkbox"/> Outside Dane County           |

Comments:

**5. HOW: RECOMMENDATIONS SECTION**

a. Describe recommended strategies to address adverse impacts, prevent unintended negative consequences and advance racial equity (program, policy, partnership and/or budget/fiscal strategies):

b. Is the proposal or plan:

- Realistic?
- Adequately funded?
- Adequately resourced with personnel?
- Adequately resourced with mechanisms (policy, systems) to ensure successful implementation and enforcement?
- Adequately resourced with provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?

If you answered “no” to any of the above, what resources or actions are needed?

c. Who is accountable for this decision?

d. How will impacts be documented and evaluated? What are the success indicators and progress benchmarks?

e. How will those impacted by this issue be informed of progress and impacts over time?

## DATA RESOURCES FOR RACIAL EQUITY AND SOCIAL JUSTICE IMPACT ANALYSIS

### City of Madison

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- Neighborhood Indicators (UW Applied Population Lab and City of Madison):  
<http://madison.apl.wisc.edu>
- Open Data Portal (City of Madison):  
<https://data.cityofmadison.com>
- Madison Measures (City of Madison):  
[www.cityofmadison.com/finance/documents/madisonmeasures-2013.pdf](http://www.cityofmadison.com/finance/documents/madisonmeasures-2013.pdf)
- Census reporter (US Census Bureau):  
<http://censusreporter.org/profiles/06000US5502548000-madison-city-dane-county-wi>

### Dane County

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- Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region (Capital Area Regional Planning Commission):  
[www.capitalarearpc.org](http://www.capitalarearpc.org)
- Race to Equity report (Wisconsin Council on Children and Families):  
<http://racetoequity.net>
- Healthy Dane (Public Health Madison & Dane County and area healthcare organizations):  
[www.healthydane.org](http://www.healthydane.org)
- Dane Demographics Brief (UW Applied Population Lab and UW-Extension):  
[www.apl.wisc.edu/publications/Dane\\_County\\_Demographics\\_Brief\\_2014.pdf](http://www.apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf)

### State of Wisconsin

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- Wisconsin Quickfacts (US Census):  
<http://quickfacts.census.gov/qfd/states/55000.html>
- Demographics Services Center (WI Dept of Administration):  
[www.doa.state.wi.us/section\\_detail.asp?linkcatid=11&linkid=64&locid=9](http://www.doa.state.wi.us/section_detail.asp?linkcatid=11&linkid=64&locid=9)
- Applied Population Laboratory (UW-Madison):  
[www.apl.wisc.edu/data.php](http://www.apl.wisc.edu/data.php)

### Federal

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- American FactFinder (US Census):  
<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- 2010 Census Gateway (US Census):  
[www.census.gov/2010census](http://www.census.gov/2010census)



# CITY OF MADISON RACIAL EQUITY AND SOCIAL JUSTICE COMMUNITY ENGAGEMENT CONTINUUM

Adapted from *Community Engagement Guide: A tool to advance Equity & Social Justice in King County*

The continuum provides details, characteristics and strategies for five levels of community engagement. The continuum shows a range of actions from county-led information sharing that tends to be shorter-term to longer-term community-led activities. The continuum can be used for both simple and complex efforts. As a project develops, the level of community engagement may need to change to meet changing needs and objectives.

The level of engagement will depend on various factors, including program goals, time constraints, level of program and community readiness, and capacity and resources. There is no one right level of engagement, but considering the range of engagement and its implications on your work is a key step in promoting community participation and building community trust. Regardless of the level of engagement, the role of both the City of Madison and community partners as part of the engagement process should always be clearly defined.

Levels of Engagement				
<b>City Informs</b> City of Madison initiates an effort, coordinates with departments and uses a variety of channels to inform community to take action	<b>City Consults</b> City of Madison gathers information from the community to inform city-led projects	<b>City engages in dialogue</b> City of Madison engages community members to shape city priorities and plans	<b>City and community work together</b> Community and City of Madison share in decision-making to co-create solutions together	<b>Community directs action</b> Community initiates and directs strategy and action with participation and technical assistance from the City of Madison
Characteristics of Engagement				
<ul style="list-style-type: none"> <li>Primarily one-way channel of communication</li> <li>One interaction</li> <li>Term-limited to event</li> <li>Addresses immediate need of City and community</li> </ul>	<ul style="list-style-type: none"> <li>Primarily one-way channel of communication</li> <li>One to multiple interactions</li> <li>Short to medium-term</li> <li>Shapes and informs city projects</li> </ul>	<ul style="list-style-type: none"> <li>Two-way channel of communication</li> <li>Multiple interactions</li> <li>Medium to long-term</li> <li>Advancement of solutions to complex problems</li> </ul>	<ul style="list-style-type: none"> <li>Two-way channel of communication</li> <li>Multiple interactions</li> <li>Medium to long-term</li> <li>Advancement of solutions to complex problems</li> </ul>	<ul style="list-style-type: none"> <li>Two-way channel of communication</li> <li>Multiple interactions</li> <li>Medium to long-term</li> <li>Advancement of solutions to complex problems</li> </ul>
Strategies				
Media releases, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums, advisory boards, stakeholder involvement, coalitions, policy development and advocacy, including legislative briefings and testimony, workshops, community-wide events	Co-led community meetings, advisory boards, coalitions and partnerships, policy development and advocacy, including legislative briefings and testimony	Community-led planning efforts, community-hosted forums, collaborative partnerships, coalitions, policy development and advocacy, including legislative briefings and testimony

# RACIAL EQUITY AND SOCIAL JUSTICE TOOL

## FAST TRACK VERSION



Racial Equity  
& Social Justice Initiative





# Racial Equity and Social Justice Initiative RESJ Tool: Fast-Track Version

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## INSTRUCTIONS

*This abbreviated version of the full RESJ Tool is intended for issues on a short timeline or without a widespread impact.*

*Examples:*

- single piece of legislation already drafted and introduced.
- creation of a single position description and job posting for an open position
- development of a single budget item proposal

*For broader policies and legislation in its beginning phase, please use the full version of the RESJ Toolkit.*

*This tool should be completed by people with different racial and socioeconomic perspectives. When possible, involve those directly impacted by the issue. Include and document multiple voices in this process. The order of questions may be re-arranged to suit your situation.*

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**Mission of the Racial Equity and Social Justice (RESJ) Initiative:** To establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

**Equity** is just and fair 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 ([www.policylink.org](http://www.policylink.org)).

The persistence of deep racial and social inequities and divisions across society is evidence of bias at the individual, institutional and structural levels. These types of bias often work to the benefit of White people and to the detriment of people of color, usually unintentionally or inadvertently.

**Purpose of this Tool:** To facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City.

The “*What, Who, Why, and How*” questions of this tool are designed to lead to strategies to prevent or mitigate adverse impacts and unintended consequences on marginalized populations.

## BEGIN ANALYSIS

Name of topic or issue being analyzed:

Main contact name(s) and contact information for this analysis:

Names and affiliations of others participating in the analysis:

**1. WHAT**

a. What does the policy, plan or proposal seek to accomplish?

b. What do available data tell you about this issue? (See page 3 for guidance on data resources.)

c. What data are unavailable or missing?

**2. WHO**

a. Who (individuals or groups) could be impacted by the issues related to this policy, plan or proposal?  
Who would benefit?

Who would be burdened?

Are there potential disproportionate impacts on communities of color or low-income communities?

**3. WHY**

a. What are potential unintended consequences (social, economic, health, environmental or other)?

**4. HOW: RECOMMENDATIONS SECTION**

a. Describe recommended strategies to address adverse impacts, prevent negative unintended consequences and advance racial equity (program, policy, partnership and/or budget/fiscal strategies):

## DATA RESOURCES FOR RACIAL EQUITY AND SOCIAL JUSTICE IMPACT ANALYSIS

### City of Madison

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- Neighborhood Indicators (UW Applied Population Lab and City of Madison):  
<http://madison.apl.wisc.edu>
- Open Data Portal (City of Madison):  
<https://data.cityofmadison.com>
- Madison Measures (City of Madison):  
[www.cityofmadison.com/finance/documents/madisonmeasures-2013.pdf](http://www.cityofmadison.com/finance/documents/madisonmeasures-2013.pdf)
- Census reporter (US Census Bureau):  
<http://censusreporter.org/profiles/06000US5502548000-madison-city-dane-county-wi>

### Dane County

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- Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region (Capital Area Regional Planning Commission):  
[www.capitalarearpc.org](http://www.capitalarearpc.org)
- Race to Equity report (Wisconsin Council on Children and Families):  
<http://racetoequity.net>
- Healthy Dane (Public Health Madison & Dane County and area healthcare organizations):  
[www.healthydane.org](http://www.healthydane.org)
- Dane Demographics Brief (UW Applied Population Lab and UW-Extension):  
[www.apl.wisc.edu/publications/Dane\\_County\\_Demographics\\_Brief\\_2014.pdf](http://www.apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf)

### State of Wisconsin

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- Wisconsin Quickfacts (US Census):  
<http://quickfacts.census.gov/qfd/states/55000.html>
- Demographics Services Center (WI Dept of Administration):  
[www.doa.state.wi.us/section\\_detail.asp?linkcatid=11&linkid=64&locid=9](http://www.doa.state.wi.us/section_detail.asp?linkcatid=11&linkid=64&locid=9)
- Applied Population Laboratory (UW-Madison):  
[www.apl.wisc.edu/data.php](http://www.apl.wisc.edu/data.php)

### Federal

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- American FactFinder (US Census):  
<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- 2010 Census Gateway (US Census):  
[www.census.gov/2010census](http://www.census.gov/2010census)

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# EQUITABLE HIRING TOOL

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Racial Equity  
& Social Justice Initiative





# Equitable Hiring Tool

## Introduction

This tool is a checklist and guide to ensure each hiring decision for the City of Madison is as equitable as possible. This can be achieved through partnership between the hiring department, Human Resources, Civil Rights, and community relationships within the specific field that are built and sustained over time.

It is imperative this tool be used with a group of people from diverse backgrounds.

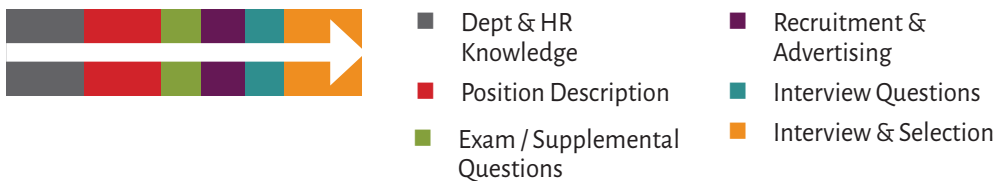
Please note that this is not a comprehensive employment guide. There are many more required actions to ensure that each employee is on-boarded and feels included everyday at the workplace. Unfortunately, those items are beyond the scope of this tool, although their importance cannot be understated. Only utilizing this tool without sincere efforts in the everyday operations of a department will not have the desired effects of diversifying the City of Madison workforce or achieving racial equity at the City of Madison. Additional resources for assuring equity, diversity, inclusion, and employee engagement can be found through contacting Human Resource's [Employee Development and Organizational Effectiveness](#) Unit. Please also review the Navigating the City of Madison Hiring Process Guide.

## Process and Tool Layout

Traditionally, the hiring process has been thought of as two basic steps: recruitment and interviews.



Hiring managers at the City of Madison understand that hiring typically involves more steps, with intensive pre-planning including updated position descriptions, relationship building, understanding department and societal dynamics, and benchmarking. Also, the process is department led, while there is a lot of collaboration between the department and Human Resources throughout the process. Thoughtful consideration in all of these areas is especially important to assure the City of Madison furthers racial equity and social justice. The following page is a checklist cover sheet that goes over each of the below areas to ensure each step of the hiring process has been thoroughly considered. If you click on the title of each section, you will be directed to complete that section of the tool.



# Equitable Hiring Tool Coversheet

Date: \_\_\_\_\_ Name(s): \_\_\_\_\_

HR Analyst: \_\_\_\_\_ Requisition number: \_\_\_\_\_

Job title \_\_\_\_\_

## A Department and HR Knowledge

[click on title to complete this section]

- I have reviewed:
  - My department's equitable workforce plan
  - Industry-wide demographics
  - Department demographics
  - Unit demographics
- I have a long-term plan for how this vacancy impacts the future of my work unit and department.
- I have a plan to build relationships with community members from a diverse background for ongoing recruitment efforts.

## B. Position Description

[click on title to complete this section]

- I have made a list of the mandatory educational requirements for this position.
- I have made a list of the mandatory experience requirements for this position.
- I have a plan to mitigate any unintended consequences or disproportionate impacts based on these requirements and preferences.
- I have included language in the position description regarding working with multicultural communities. (Appendix A)
- I have reviewed the physical requirements of the position.
- I have a plan to mitigate any unintended consequences or disproportionate impacts related to the physical requirements of the position.
- I have updated the position description.

## C. Exams (Skip if not using)

[click on title to complete this section]

- This job position requires individuals to read and write as a part of the position description.
- I have reviewed the exam in detail and made any needed changes.
- I believe the exam is relevant to the position.
- It would be appropriate if this exam could be translated to another language.
- I believe the skills on the exam are absolutely required to begin working in this position and could not be learned on the job.

- I have a plan to mitigate any unintended consequences or disproportionate impacts based on the exam.

## D. Supplemental Questions (skip if not using)

[click on title to complete this section]

- This job position requires individuals to read and write as a part of the position description.
- I have included a supplemental question regarding racial equity and social justice. (Appendix B)
- There is a diverse panel of people reviewing supplemental questions.
- I have tangible benchmarks completed for the supplemental questions.
- I have a plan to mitigate any unintended consequences or disproportionate impacts based on the supplemental questions.

## E. Recruitment and Advertising

[click on title to complete this section]

- I have a plan to post this position internally/externally which minimizes unintended consequences and disproportionate impacts.
- I have a plan to post this position with a wide variety of diverse stakeholder groups.

## F. Interview Questions & Benchmark Development

[click on title to complete this section]

- I have included an interview question regarding racial equity and social justice. (Appendix C)
- I have tangible benchmarks completed for the interview questions.

## G. Conducting Interviews and Making a Selection

[click on title to complete this section]

- There is a diverse interview panel based on race and gender.
- There is a member of another department or organization on the interview panel.
- There is sufficient time scheduled for interviewing candidates with breaks in between.
- The chosen candidate has demonstrated the ability to work with multicultural populations.



## A. Department and HR Knowledge

(This information can be found in your department's equitable workforce plan. If you need further assistance understanding this data, first contact your agency's Civil Rights Coordinator, then your assigned HR Analyst and/or the Affirmative Action Specialist.)

### Information to review before hiring:

- Review Department's Equitable Workforce Plan
- Review industry-wide demographics
- Review department demographics
- Review unit demographics

Please list any concerns regarding racial, gender, disability, or further inequities (if applicable) in this position.

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### Planning for the future:

How will this vacancy influence the future needs in your agency? Along with this vacancy, what are the future job needs you should keep in mind while planning for this position?

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### Building Relationships:

How have you or how do you plan to build relationships with Civil Rights, Human Resources, and leaders from diverse communities? Relationships are a key to recruitment and retention.

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## B. Position Description Updating

### Updating the Position Description

On what date was this position description last updated?

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Has it ever been updated using this Equitable Hiring tool? If yes, on what date?

Yes/No

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Before looking at the existing position description, make a list below of the basic skills one needs to be successful in this position.

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### Educational Requirements

Based on the above listed skills, are there any minimum education requirements? If so, what are they?

Yes/No

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---

---

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

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---

## B. Position Description Updating *(continued)*

List any potential unintended consequences of these education requirements and what will you do to mitigate them.

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---

### Experience Requirements

Based on the above listed skills, are there any minimum prior experience requirements? If so, what are they?

Yes/No

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---

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

---

---

List any potential unintended consequences of these requirements and what will you do to mitigate them.

---

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### Mandatory Language to Include

Does this Position Description include language requiring the ability to successfully work with multicultural populations? (This is a requirement for all City of Madison jobs. See [Appendix A](#) for examples. If you are not going to include this requirement, provide reasons why below.)

Yes/No

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---

### Physical Requirements

What are the physical requirements of this job? (Including sitting at a computer.)

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---

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

---

---

List any potential unintended consequences of these physical requirements and what will you do to mitigate them.

---

---

**Update the position description based on this information.**

## C. Exams

### Exams (If not using an exam, skip this section)

On what date was the exam last reviewed for relevancy?

---

Do the questions match with what is expected at that level of hiring and are they up to date with current practices in the industry? If not, why?

Yes/No

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### Appropriateness of Exam

Does this job position require the applicant to sit at a desk or perform reading/writing as a part of their job duties? (If not, a written or computerized exam is not recommended. Talk to your HR Analyst for other options.)

Yes/No

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### Language

If a candidate demonstrates their ability to speak English and meet safety standards in English, can they take the exam in another language if the exam is available in another language? Please explain.

Yes/No

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### Microsoft Office Computerized Testing

Will the employee use Microsoft Office products on the job on a regular basis?

Yes/No

Is it possible for candidates to learn this on the job instead of having it tested beforehand? Please explain.

Yes/No

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### Final questions

List any groups that could be disproportionately impacted by these testing requirements and what you will do to mitigate the impact.

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List any potential unintended consequences of these testing requirements or preferences and what will you do to mitigate them.

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## D. Supplemental Questions

*(If not using supplemental questions skip this section)*

### Appropriateness of Supplemental Questions

Does this job position require the applicant to write well as a part of their job duties? (If not, supplemental questions may not be recommended, unless grammar will not be considered.)

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

---

---

List any potential unintended consequences of these requirements and what will you do to mitigate them.

---

---

### Sample Supplemental Questions

If you feel that Supplemental questions are necessary, see [Appendix B](#) for sample Equity Supplemental Questions. These questions should be benchmarked and scored at the same level of importance as the other supplemental questions being asked.

### Supplemental Question Review

Assure that there is at least one person of color and one woman scoring the supplemental questionnaires. (Need help identifying people to assist you? Get in touch with your HR Analyst or the Affirmative Action Specialist. You may also reach out to the Multicultural Affairs Committee and/or the Women's Initiatives Committee. IMPORTANT NOTE: Diverse review panels are not effective if you do not take the other steps described in this tool.)

### Benchmarks

Have you worked with the assigned HR Analyst to set up benchmarks for supplemental questions?

Yes/No

## E. Recruitment and Advertising

### Posting internal/external

Should this position be posted internal to city employees only, or should it be open and competitive? What is the rationale behind this decision?

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---

List any groups that could be disproportionately impacted and what you will do to mitigate the impact.

---

---

List any potential unintended consequences and what will you do to mitigate them.

---

---

*(If posting the job in this way leads to unintended outcomes for a group that is already underrepresented in your department, you should reconsider your decision.)*

### Advertising the position

How do you plan to target the underrepresented groups listed above with this job posting?

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*(Please consult with your HR Analyst or the Affirmative Action Specialist for advertisement sources to advertise to the underrepresented demographic. Remember that authentic relationships are the best form of advertising.)*

## F. Interview Questions and Benchmark Development

### Interview Questions

See [Appendix C](#) for sample interview questions. Choose at least one of these or customize your current questions to assure that all new employees demonstrate their capacity and willingness toward working with multicultural communities and workplace teams. These questions should be benchmarked and scored at the same level of importance as the other supplemental questions being asked.

### Benchmarks

Have you worked with the assigned HR Analyst to set up benchmarks for interview questions? Yes/No

## G. Conducting Interviews and Making A Selection

### Interview Panels

#### Racial and Gender Diversity

Assure that there is at least one person of color and one woman on the interview panel.

*(Need help identifying people to assist you? Get in touch with your HR Analyst or the Affirmative Action Specialist. You may also reach out to the Multicultural Affairs Committee and/or the Women's Initiatives Committee. IMPORTANT NOTE: Diverse interview panels are not effective if you do not take the other steps described in this tool.)*

#### Organizational Diversity

It is highly recommended to use at least one person from another department and/or another organization to be part of the panel.

*(Need help identifying people to assist you? Get in touch with your HR Analyst or the Affirmative Action Specialist. You may also reach out to the Multicultural Affairs Committee and/or the Women's Initiatives Committee. IMPORTANT NOTE: Diverse interview panels are not effective if you do not take the other steps described in this tool.)*

### Avoid bias

Tips:

- Take your time.
- Allow at least 15-30 minutes before the interview for a candidate to review the interview questions. This allows the candidate to feel more at ease and to make the most of the interview time.
- Schedule 15 minutes between each candidate interview to fully debrief. Research shows that we rely less on bias and make more equitable hiring decisions if we slow down.

### Making the final decision

Tips:

- The candidate chosen for hire does not have to be the candidate with the highest interview score and/or civil service exam score.
- Always ensure justification of your hire by taking good interview notes and being able to provide those in open records requests.
- Working with multicultural communities is a requirement for City of Madison employees. It can be more important than many years of technical skill for any City of Madison job.

## Appendix A – Position Description Language

### Mandatory Language:

The City of Madison is dedicated to eliminating racial inequities. Successful candidates will demonstrate the ability to successfully work with multicultural communities.

### Other Examples:

Ability to consider different viewpoints.

Ability to develop and maintain working relationships with diverse coworkers, community members, customers, etc.

## Appendix B – Sample Supplemental Questions

### Sample A

The goal of reducing racial disparities that exist in our community is a high priority for the City of Madison. The City of Madison, including [department], will play vital roles in helping to reduce disparities and create equal outcomes for everyone.

In your experience, what concepts are important to consider when approaching work that will impact diverse populations and low income communities? What specific experiences have you had that might prepare you for such work?

### Sample B

The [position name] will interact and collaborate with a diverse group of individuals and organizations. Such individuals and organizations may include youth, parents, low-income residents, school personnel, non-profit representatives, City staff and elected officials.

Please describe one or more situations which required you to work collaboratively with a diverse group on a community project or issue. Include details of your role in planning, implementing and evaluating the initiative(s). (Maximum 2 Pages)

### Sample C

The [position title] will interact with a diverse group of individuals to solve problems. These groups and individuals may include City staff, neighborhood residents, property owners, social service agencies, and other stakeholders. Please describe one or more situations in which you have led and worked with a diverse group to resolve a difficult problem. Describe the approach you used, the principles that guided you, and the ultimate outcome.

## Appendix C – Sample Interview Questions

### Sample A

Why do you value racial equity and social justice? What work have you done that demonstrates this? Provide an example of how your life and/or professional career has embodied racial equity and social justice.

### Sample B

The City of Madison and [department name] is dedicated to the Racial Equity and Social Justice Initiative, in which we examine our day to day operations and impacts with the goal of creating a fair and just community so everyone can have equal outcomes. What educational, volunteer, and life experiences demonstrate your ability to contribute to the City of Madison's goal of achieving racial equity and social justice?

### Sample C

Why should [department name] consider racial equity and social justice in its day to day operations? What are some strategies that [department name] could implement to help to reduce race and other disparities seen in our community?

### Sample D

Our community is becoming more racially and ethnically diverse, which magnifies the importance of serving communities of color and other historically disenfranchised groups effectively. Provide an example of a successful project you led or contributed to in working with multicultural and diverse communities. Describe the challenges and opportunities that you worked through working on this team.

