

Equity & Inclusion Work Plan

Created February 2018, updated February 2022

Dane County Land & Water Resources Department believes that everyone deserves to live in a community with healthy land and water resources as well as with access to the parks, trails, and other natural resources in the county. To help achieve this vision, the Department is committed to:

- equity, diversity, and inclusion by ensuring all people are given the same opportunities for programs, services, and employment regardless of age, race, gender or gender identity, national origin, ethnicity, culture, religion, sexual orientation, political affiliation, place of residence, veteran status, physical ability, cognitive capacity, socioeconomic status, or family or marital status;
- developing and supporting a culture that values and advances equity, diversity and inclusion throughout its workforce and customers;
- learning from underserved or under-represented communities to identify and take appropriate steps towards fully realizing equity, diversity, and inclusion goals.

This following Equity and Inclusion Plan was developed to help put these commitments into action.

Initiative Area: Organizational Leadership

Organizational Commitment, Brand and Visibility

Chosen Target (Where do we want to be?)	Current Status (Where are we now?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How did we get there?)	Lead Staff Responsible (Who? By When?)	Resource Mobilization (what resources needed, e.g. staff time, budget, support from others)
LWRD commitment to equity and inclusion is clearly stated and well understood throughout the organization and by the public	Some division work plans and other planning/policy documents have been updated to include equity priorities. Added a new Equity and Inclusion page to LWRD website with commitment to E&I clearly stated, links to the E&I plan and relevant department projects, and highlights of accomplishments. Accomplishments highlighted in our annual department newsletter, parks newsletter, and on social media. Created an overview handout that is sent to new staff so they are aware of the E&I plan and can learn what LWRD has been working on. LWRD has held trainings and provided resources for staff including a presentation by James Edward Mills, a two-part training with The People Company, 15 staff participating in the 2020 YWCA Racial Justice Summit in 2020, and learning resources shared occasionally in an Equity Spotlight email. Developed a template email signature that includes the option to add your personal gender pronouns and provided educational materials to staff. This should remain optional.	Invite staff to include their personal gender pronouns to their display name on zoom or to share their pronouns during meeting introductions. This should remain optional however managers should be encouraged to model and normalize this action. Managers should ask new hires what their preferred pronouns are and not assume. Department forms where we gather information from customers should include a preferred pronouns option so they can self-describe. This ensures we have the appropriate pronouns when we contact them and shows that we are leading by example.	Clear statement of commitment visible to staff and public Performance measures developed and in use Division work plans include items that help accomplish LWRD equity goals Annual check in on how we're doing (managers, Equity Team). Refer to baseline survey (see Section 3, workplace culture) to measure progress each year	LWRD Equity Team and department managers	
LWRD has an internal Equity Team and collaborates with other departments.	LWRD formed an internal E&I team with representatives from each department division. The team meets regularly to help implement the E&I Plan. LWRD has a representative on the county RESJ team and meets with other department E&I teams to share ideas and resources.	We continue to struggle with how to include and engage the broader department in a meaningful and useful way.	Regular LWRD equity team meetings and participation in the county's RESJ team.	Department Director continues to support E&I team.	
LWRD communications consistently include	Staff that use images have increased awareness of the images they chose and try	Intentionally expand photo library so images reflect the diversity of Dane		Staff and volunteer photographers	Funding or staff time to increase photo library.

images reflecting the	to select images that reflect the diversity of	County residents.	
diversity of Dane	Dane County residents (age, ability, gender,		
County residents	ethnicity, etc).	Put out a call to partner organizations	
		asking if they have photos we can use.	
	Continued challenge is lack of high quality		
	photos reflecting this diversity. LWRD is		
	working to build their photo library.		
LWRD social media is	Our social media and messages still reach a	Review Pew Research Center Report on	Consult with Ellen Derge (OEI)
effective at engaging	limited audience and we plan to keep	social media use by racial and ethnic	
diverse audiences	working to expand our reach.	groups.	
	We currently do not include closed	Expand social media as a way to reach	
	captioning in videos we post on social media	more Dane County residents.	
	or our website. We acknowledge that this excludes members of our community with	Highlight more of our WRE and LCD	
	visual impairments.		
	visual impairments.	programs – success stories and	
		opportunities to engage.	
		Highlight accomplishments of E&I plan	
		that would help people better access	
		park properties and program information	
		(translated materials, accessible	
		recreation options, etc)	
		Staff that create or contract for videos	
		will include closed captioning to be	
		inclusive of those with visual	
		impairments. The Wisconsin Council of	
		the Blind website has resources.	

Initiative Area: Leadership Development

Recruitment, Workplace Culture and Staff Retention

Chosen Target (Where do we want to be?)	Current Status (Where are we now?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How did we get there?)	Lead Staff Responsible (Who? By When?)	Resource Mobilization (what resources needed, e.g. staff time, budget, support from others)
LWRD staff reflect the	There is currently very little workplace racial	Develop relationships with organizations that	Low turnover	Division managers and	
diversity of the communities we serve.	diversity. Have started to increased promotion of positions openings through list-servs, networks and media that serve diverse audiences. WRE/LCD have paid to post engineering positions to the Society for Black Engineers job list.	can help us promote LWRD job opportunities to members of groups that may have been historically unaware of these opportunities and career paths Formalize our process for posting open positions including where employee relations posts, where division managers are posting, and strategic places to advertise.	High satisfaction of women and POC staff – implement an exit survey process to interview staff (including LTEs) as they leave.	Department Director	
	Department is in the process of updating their class specifications and position	Develop position descriptions to reflect			

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Consider about opticing to Wildings Consider about opticing the VMD statopic of the workshore attributes between trained or or creating and constructed accounty wide survey in 2018 to assess current knowledge and attributes but were unable to provide a breakdown of results by department so we don't have degranate five agents and offer opportunities for growth and understanding. We have held several all staff trainings and another commitments for growth and understanding. We are seeing more staff sharing resources and asking questions indicating an increased interest and avainance in learning more about the topic. Staff field supported by external or interest and avainance in learning more about the topic. Some employees experiencing the state of the properties of the properties of the state of the s		positions could be a pathway into permanent positions.			
the Department when confronted with harassment or discrimination by external or internal parties Staff understand how to support each other or external parties if harassment or discrimination occur discrimination occur discrimination occur in the parties of the properties of the p	comprehensive understanding of workplace attitudes, beliefs and commitments related to equity and inclusion. LWRD has a workplan to expand on strengths and offer opportunities for growth and	divisions. OEI conducted a county-wide survey in 2018 to assess current knowledge and attitudes but were unable to provide a breakdown of results by department so we don't have department level data. We have held several all staff trainings and smaller learning opportunities. We are seeing more staff sharing resources and asking questions indicating an increased interest and awareness in learning more	plan and revising the mission statement to include equity and inclusion goals. We continue to struggle with the best way to share learning resources to staff (webinars, readings, etc) in a way that is meaningful to		
been shared with staff as they arise and an increased number of staff have participated value been shared with staff as they arise and an increased number of staff have participated since we began implementing this plan. We will continue to provide opportunities for group trainings options and encourage staff to bring back the ideas and discuss them with their divisions. When divisions develop annual work plans, they should review this E&I Plan and identify possible action items for the year. Staff and public been shared with staff as they arise and an increased number of staff have participated since we began implementing this plan. Develop a department performance evaluation sheet and include equity and inclusion measures. Division work plans include items that help accomplish LWRD equity goals They should review this E&I Plan and identify possible action items for the year. Annual check in on how we're doing (managers, Equity Team). Refer to baseline survey (see Section 3, workplace culture) to measure progress each year	the Department when confronted with harassment or discrimination by external or internal parties Staff understand how to support each other or external parties if harassment or	have been backed up by co-workers however there is no department policy or any training on what to do if that happens. We are hosting a training for our park rangers and enforcement staff this winter focused on diffusing difficult situations. This should include (1) standing up for colleagues or people being harassed/dismissed/discriminated against by external or internal parties (2) strategies and techniques to diffuse situations if staff are alone and (3) a trauma informed/crisis	you see or hear a staff member engaged in a	questions to help assess progress, for example: whether or not staff have encountered these situations and whether they feel they have the necessary skills to diffuse these	
LWRD's recruitment Perceived inequities in hiring and promotion	an essential job element and LWRD value	been shared with staff as they arise and an increased number of staff have participated since we began implementing this plan. We will continue to provide opportunities for group trainings options and encourage staff to bring back the ideas and discuss them with their divisions. State orgs hosting trainings (e.g., WPRA, WI Land+Water) now include DEI topics now so staff getting exposure during conferences they might already be attending.	learning about bias and how to address it. Develop a department performance evaluation sheet and include equity and inclusion measures. When divisions develop annual work plans, they should review this E&I Plan and identify	Performance measures developed and in use Division work plans include items that help accomplish LWRD equity goals Annual check in on how we're doing (managers, Equity Team). Refer to baseline survey (see Section 3, workplace	

and employee	(including reclasses).
development	
opportunities are	Equitable training and professional
understood throughout	development opportunities for staff even if
the organization and	they don't have a certification need.
employees are aware	
of opportunities for	
advancement	

Initiative Area: Program Innovation

Removing Barriers

Chosen Target (Where do we want to be?)	Current Status (Where are we now?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How did we get there?)	Lead Staff Responsible (Who? By When?)	Resource Mobilization (what resources needed, e.g. staff time, budget, support from others)
Identify Barriers: Gain a better understanding of what the existing barriers actually are. The barriers identified below are what we currently perceive to be barriers. We would like to find out what the actual barriers are and adjust our outreach and programs to help overcome those barriers.	LWRD currently working on a park access project with Keen Consulting to gain a better understanding who is currently using our park system and what barriers exist that could be preventing people from accessing our parks or other services. Once these barriers are identified we can further refine the perceived barriers we have listed below and come up with additional	By the end of 2022, additional barriers to park access should be identified through this research project. Once these barriers are identified we can further refine the perceived barriers we have listed below and come up with additional goals to address them. The identified barriers will also help guide our 2022 Parks and Open Space Plan update.			
Language: LWRD programs, services, and properties are available to non-English speaking residents	goals to address those barriers. The county launched a new website content management system and all of our department websites now include a "translate" feature on the page allowing the user to translate the webpages into whatever language they want using google translate. Some information and surveys have been translated into Spanish and/or Hmong (POSP survey; Simpson Street Free press articles; watershed model signage at zoo; Story Walks and Scavenger Hunts at the Lussier Family Heritage Center) Much of our current park signage, information, maps, etc. is only available in English.	Our Land Conservation and Water Resources Engineering divisions have identified priority documents to translate. Land conservation would like to translate PDF documents attached to the website that don't get translated with the sites translate button. Also planning to add an what languages the service providers speak into the registry. Water Resources Engineering would like to translate ECSM permit applications as well as the service provider registry. Meet with Spanish and Hmong speakers to find out translation priorities or determine other methods for sharing information (spoken language, videos, etc) Learn more about how we can make	Track website clicks on translated material if possible.		

		to farmentian many page 1911 to the control of the		
	With over 12 000 seres of land in	information more accessible to people that		
	With over 12,000 acres of land in our park system and many	don't read or have visual impairments and can't see website information.		
	department divisions, it has been	can t see website illibililation.		
	hard for us to determine what	Work with other departments on the topic		
	information to prioritize for	of translation services. Our department		
	translation. We have a lot of	needs subject matter expert translators to		
	information and could use some	make sure the appropriate terminology is		
	recommendations or guidance on	being used.		
	where to start. Department is	3		
	involved with discussions in the	Figure out what our interpretation service		
	RESJ group about language access	options are (including sign language) and		
	needs and priorities.	have signage/information available to the		
		public so they can communicate with staff.		
		Create a welcome sign for park kisoks that is		
		in multiple languages with key info		
		translated into Spanish, Hmong and English		
		Create a series of key park warning signs		
		(thin ice, trail closed) in Spanish, Hmong,		
		and English with a graphic visual		
Transportations	Staff have been cognizant of	Note bus lines bike routes on meeting	Chaff halding public information	
Transportation:		_	Staff holding public information	
LWRD events and meetings are accessible by using public and	transportation issues when scheduling events and public	notices; on parks brochures.	meetings	
non-motorized transportation	meetings to make sure they are in	Consider location when scheduling public		
non motorized transportation	locations accessible to the public.	meetings.		
	To a construction of the parameter			
	Parks website includes information			
	on parks accessible by bike or bus.			
	·			
	Many of our county parks are			
	outside of the urban areas so there			
	are not bus lines or other public			
	transportation options which is a			
	challenge for getting the public out			
	to our parks. In collaboration with			
	the Sierra Club Four Lakes Group,			
	staff used a survey to gather stories			
	from the public about where bus			
	transportation access to parks			
	could be improved. The results will be used to pilot a park shuttle			
	program to see if there is demand			
	for larger transportation service.			
	io. larger dansportation service.			
	WRE and LCD have moved their			
	permit applications online so			
	applicants no longer have to get to			
	our office in person to drop them			
	Tour office in person to drop theill			1

	off.	
Financial:	While visiting a Dane County Park is	Update and revamp the financial assistance
Dane County residents with	free, some activities (biking, skiing,	program and webpage.
financial limitations are able to	disc golf, etc) require a park permit.	
access our parks, trails, and other	Parks has a Financial Assistance	Continue to explore other areas of financial
services	option available and will provide	hardship that we might be able to work on.
	the permits at no cost for those	One of these could be lower cost permits for
	that cannot afford them but this	veterans or active military personnel who
	information was not publically	could benefit from the mental health and
	available anywhere on our website.	recreation benefits that our parks provide.
	We have not added a page so the	
	information and process is clear.	
	Parks currently offers two free	
	weekends where no permit is	
	required to try new recreational	
	opportunities.	
	Parks has a senior permit fee	
	schedule.	
	Dane County has supported Yahara	
	Watershed Academy scholarships	
	for minority and low-income	
	people.	
	Most outreach programming is free	
	and open to public	
	If farmers can document financial	
	burden, they can receive 90% cost-	
	sharing v. 70% (this is state	
	program, mimicked by county)	
	Dept. has moved to invoicing online	
	so there is no more requirement	
	that people have a checking	
	account for permit applications.	
Awareness:	Park and Open Space Plan survey	Continue to work with Simpson Street Free
Dane County residents are aware	was translated into Spanish and	Press and other groups to help promote
of services, lands, recreation and	promoted by Simpson Street Free	information and opportunities.
public input opportunities etc,	Press article in Spanish	
and accessibility features of		Partner with local organizations, such as
county properties	Simpson Street Free Press has	Color in the Outdoors, on some cosponsored
	written several articles highlighting	park outings. Could pair these with Healthy
	parks and department programs.	Parks events.
	Some of these were translated into Spanish.	
	Currently creating some "learn to"	
	type events to allow people to test	
	type events to allow people to test	

	outdoor regreation enpertunities		
	outdoor recreation opportunities		
	they may not have tried before.		
	Chaff have now and a second of the Country		
	Staff have partnered with Centro		
	Hispano on a Junior Naturalist		
ADA 4	summer session for 2022.	A constitution of the second s	
ADA Access:	Dane County Parks has done a lot	Accessible areas show up in online searches	
Where feasible and appropriate,	in terms of accessibility, in many		
consider exceeding ADA	places going above and beyond	Brochures or info developed that specifically	
requirements to provide a fully	ADA requirements. The 2022	promote accessible areas	
inclusive environment at LWRD	budget includes a new \$500,000		
buildings and properties	budget line for accessible	Keywords added so Dane County Parks show	
	improvements in the parks.	up in online searches for accessible areas.	
	Staff began working with an ADA	Make sure our accessible parks show up on	
	consultant for the CamRock	informational websites such as <u>this one.</u>	
	playground project and plan to		
	have her consult on other projects.	Advertise our accessible parks to local	
	Staff also <u>tested wheelchair and</u>	organizations, medical professionals,	
	rollator to look for accessibility	physical therapists, etc that might be looking	
	barriers and plan to test on future	for accessible activities	
	sites as well.		
	A new Accessible Recreation page		
	was added to the Dane County		
	Parks website to better promote		
	accessible parks and trails.		
	New all-terrain wheelchair provide		
	by AccessAbility Wisconsin is now		
	housed at and managed by our		
	Lussier Family Heritage Center		
	facility. Anyone can check out the		
	wheelchair for free and use it to		
	explore the trails in the		
	surrounding Capital Springs		
	Recreation Area.		
	Dane County Parks is partnering		
	with others to develop system-		
	wide improvements at county lake		
	access sites. Improvements will		
	create and enhance access to		
	fishing and boating opportunities		
	for all ages and abilities.		
	All portable toilets at Dane County		
	1		
	Parks are currently being upgraded to ADA accessible units.		
	to ADA accessible units.		
	WRE and LCD staff provide one on		

	and assistance for any and with aut			
	one assistance for anyone without			
	computer access or email.			
Gender:	Our Lussier Family Heritage Center		GIS LTEs conducting restroom	
Improve our policies and facilities	Facility worked to create a more		inventory. Park planners will	
to be more gender inclusive.	inclusive space by requiring all		assess options	
	vendors on their preferred vendor			
	list to have LGBTQ friendly policies.			
	Park staff are currently conducting			
	a bathroom inventory to identify			
	opportunities to update single stall			
	bathroom signage from signs with a			
	male/female symbol to all gender			
	signs that are more inclusive of all.			
	The inventory will also identify			
	opportunities for bathroom			
	upgrades that could occur as part			
	of future park development			
	projects and upgrades.			
Park Naming Conventions:	We are working on capturing our		Park Planning staff	
	current park naming conventions in			
	writing so they are consistent and			
	transparent.			

Initiative Area: Collaboration

Removing Barriers

Chosen Target (Where do we want to be?)	Current Status (Where are we now?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How did we get there?)	Lead Staff Responsible (Who? By When?)	Resource Mobilization (what resources needed, e.g. staff time, budget, support from others)
Commissions and	Our department staffs four	Recommend similar action to the Environment,	Diversity of committee/ commission		
Committees staffed by LWRD have adopted	committees and commissions and also works closely with	Agriculture and Natural Resources Committee and Land Conservation Committee	representation		
their own organizational	the Foundation for Dane County Parks nonprofit. The	Joint training for Natural Resource committees and	Existence of plan		
commitment statements and plans;	Lakes and Watershed Commission and the	commissions	Evidence of implementation		
integrated with LWRD Equity Plan	Foundation have adopted equity and inclusion statements and/or plans and other committees have expressed interest.	WHERE ARE THESE AT??			
LWRD continues to	LWRD learns by participating	Request training RESJ 1 training for managers and			

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learn what others in	in RESJ meetings and	Equity Team (Public Health Madison Dane County is	
Dane County are doing	meetings with equity leaders	willing to provide this to LWRD) RESJ 2 also. Have RESJ	
and shares our own	in other departments	certified trainers on staff to assist friends groups etc.	
efforts	The address of the same		
	The department shares	New Initiative – every staff member dedicates 2 hours	
	learning resources with staff	per year to having department information (rainfall	
	and hosts occasional trainings	simulator, STEM activity about their job area, tree/plant	
	on E&I topics.	giveaway with education info, etc) at a community	
		event that reaches a diverse audience, hosting an	
	Staff are working to build	educational talk/event at the Heritage Center, or	
	connections to community	participating in a park outing with a community group.	
	groups to learn how we can	We will hire a translator to help if needed.	
	engage and support other	we will fine a translator to help if needed.	
	efforts.	Now without a constant manufacture of	
		New Initiative – ever staff member can use 8 hours of	
	WRE division has partnerships	work time each year to volunteer in their community	
	with the UW School of	with a focus on interacting with groups they don't	
		normally interact with. The department will organize	
	Engineering and landscape	some group opportunities for staff.	
	architecture program. Also a		
	good relationship with UW	If we are hosting a training, make sure it is being sent	
	Platteville.	out broadly and reaching all audiences.	
	Need to determine how		
	department programs can		
	reach a larger audience		
	through these partnerships.		
	Who are we reaching now?		
	How can we track this?		
Support Friends	Parks staff is participating on a	Identify ways staff could contribute E&I information at	Outreach staff
groups/build capacity	collaborative interpretation	our partner and friends group meetings. Define specific	
in partnering with	plan process with the	actions or resources.	
LWRD on equity and	HoChunk Nation, the Dane	actions of resources.	
inclusion	County Historical Society, the		
	Friends of Capital Springs		
	Recreation area and the		
	Madison Metropolitan		
	Sewerage District. The goal is		
	to create a new interpretive		
	plan for WG Lunney Lake Farm		
	County Park with a model for		
	collaboration that could be		
	replicated throughout our		
	park system.		
	Purchased August Ball's self-		
	guided webinar training for		
	use with park friends groups		
	and department staff.		
	and department stain		

Initiative Area: Resource Mobilization

Purchasing and Contracting

Chosen Target (Where do we want to be?)	Current Status (Where are we now?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How did we get there?)	Lead Staff Responsible (Who? By When?)	Resource Mobilization (what resources needed, e.g. staff time, budget, support from others)
LWRD staff take	Staff try to reach out to a	Share local business lists with staff and create guidance	Compare past contract lists with current	Staff with Purchasing cards	
advantage of increased	diversity of food vendors and	on purchasing locally and from POC, women and veteran	practice, and OEI list		
opportunities to	musicians for park events that	owned businesses when possible. Important for lower			
purchase services and products offered by	include these groups ago and continue to try to engage	dollar amount purchase where staff discretion is high.			
diverse communities	diverse audiences in events	Department could use some additional guidance or			
	when we have them.	business lists to help us with ideas of other businesses			
	Together with other DEI	we could be connecting with. Some of the areas include:			
	committees we have compiled	printing companies, graphic designers, and construction			
	resources for POC, women	contractors.			
	and veteran owned				
	businesses. We have shared	Look at LCC contractor lists and WRE consultant lists –			
	these resources with Joe Oby	they self register – promote to diverse groups to			
	in OEI.	register. Incorporate into a LWRD contractor			
		list/services list. Discuss lists with OEI so they can			
	Staff try to purchase supplies	encourage participation in their networks.			
	from local businesses when				
	possible.				