

Equity and Inclusion Work Plan Highlights

September 2019

*“Consider: Who benefits? Who is burdened? Who does not have a voice at the table?
How can policymakers mitigate unintended consequences?”*

Public Works Division

The Division is responsible for designing, bidding, and managing construction and facility improvement projects for Dane County. The Division serves as an in-house consultant for all other departments providing professional engineering services, participating in space allocation and development, planning, reviewing and assessing county facilities, and developing recommendations for facility upgrades, repairs and maintenance. Approximately 80-120 projects are designed and bid out each year. Projects are awarded through a formal Request for Bid (RFB) process for larger projects and through informal quotes for smaller projects. Consulting and architectural / engineering services are solicited through a Request for Proposal (RFP) process. Public Works Engineering



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Public works has participated in under-represented vendor and supplier fairs and forums for the last 15 years utilizing the “Doing Business with Dane County” brochure to increase the pool of potential Emerging Small Businesses (ESBs) which typically consist of MBEs (Minority Owned Businesses) and WBEs (Women Owned Businesses). Also, Dane County bids have a goal to utilize under-represented suppliers, contractors and subcontractors and a report by the successful bidder detailing their efforts in pursuing this goal is required to be submitted and reviewed by OEI, as part of the award process.



Highway and Transportation Division



Highway and Transportation Management Responsibilities

- Dane County crews maintain all Interstate and State Highways, which include:
 - 541 miles (1,241 lane miles) of County Highways (maintenance & construction)
 - 378 miles (1,270 lane miles) of State and Interstate Highways (maintenance)
 - State Highways are designated by numbers and County Highways by letters
- 1,000 car parking ramp
- 6 Garage facilities & 4 separate salt storage facilities
- Oversight to Rail Transit Commissions
- Total Highway and Transportation Budget = \$28,000,000
- Part of the revenue is generated from a Vehicle Registration Fee
- Administers Dane County Adopt-A-Highway Program

CDL Intern Program (See Appendix A) Fair Treatment Group Work (See Appendix B)



2019 Special Activities



Office of Equity and Inclusion (OEI) Leading a Roundtable Discussion at the Highway and Transportation Department East District Campus Spring Safety Training, April 2019. The title of the session was *"The Only Constant in Life is Change"* with the panel consisting of 2 members from the Urban League of Greater Madison, a member from the Academy of Latino Workforce Development, and the Director of OEI. This was a broad brush introduction to inclusion, implicit bias and a discussion of what it was like and the obstacles faced by being a underrepresented worker in a historically nontraditional field followed by a lively discussion.



CDL Candidates at orientation, training in the field, initial use of snow plow simulator for training.

AS part of an effort in 2019 to help create and improve the culture at Dane County Highway, the Department engaged a consultant to work with the entire population in team building exercises. Part of the activities yielded teams that help make our Department a better place to come to work. One of the groups established was the Fair Treatment Group. Included is a PowerPoint presentation of their journey to rewrite the Highway Department’s Mission Statement:

FAIR TREATMENT

The quality of treating people equally in a way that is right and responsible

Action Project:

- Rewrite the mission statement for the Dane County Highway and Transportation Department

TEAM LEADER
TIM PELTON

TEAM MEMBERS
CRAIG WEATHERBY
DAWAYNE JOHNSON
MIKE SHILLINGLAW
JEFF SLANEY

What we did:

- Implemented new terminology into the current mission statement of the Dane County Highway and Transportation Department

What did we learn?

- ✓ That the old mission statement was out of date

Difficulties encountered and how they were handled

- ✓ Difficulties were to overcome each other’s views
- ✓ We looked up information and learned what it meant. Then we listened to one another’s view points to come to a common ground.

What did we learn about the team process?

- ✓ Team members all had different views on the subject of fair treatment. Through communication and research we were all able to unify our ideas for one common goal.
- ✓ If you work efficiently as a team you can come together for one common goal.

OUR MISSION STATEMENT *

In order to meet the public’s need for access and freedom of movement, the Dane County Highway and Transportation Department designs, coordinates and maintains transportation systems that are (1) Safe for both workers and the general public; (2) Fair; (3) Responsive; (4) Efficient; (5) Effective; (6) Environmentally sound; (7) Financially responsible; and (8) A diverse work environment equivalent to the communities that we serve.

**Updated Spring 2019 by Hwy. Dept. Fair Treatment Group*

With the help of the Office of Equity and Inclusion (OEI), the Department has established the following five areas of opportunity that have helped guide the development of goals for this Work Plan and will help form future Department policies and practices:

1. Organizational Commitment
2. Staff Development and Workplace Culture
3. Program Innovation
4. Collaboration
5. Resource Mobilization

As part of this initial Work Plan, goals and metrics within the five areas of opportunity have been established. The Department will routinely assess the progress being made towards each goal and report back to OEI on an annual basis. The status of each goal is categorized by Tier: **Tier 1** – Beginning, **Tier 2** – Emerging, and **Tier 3** – Advancing.

Items Highlighted in **yellow** or **bold** are the ongoing and continuing initiatives for 2020.

ORGANIZATIONAL COMMITMENT			
GOAL	DESCRIPTION	METRIC/TASK	TIER-STATUS
1.1	<i>Develop an Equity and Inclusion (E&I) Policy for the Department</i>	Obtain staff’s feedback to formalize a department specific policy; increase collaboration with RESJ; continue to identify groups and activities that offer opportunity for inclusive engagement; and develop future projects and goals.	TIER 1 – Work Plan submitted to OEI. Seeking feedback on Work Plan from RESJ.
1.2	<i>Increase Diversity of Hiring Panels</i>	Include minority group members and/or women in 90% of interview panels.	TIER 2 – Continuing to work with OEI staff to diversify hiring panels. Most recent interview panels have had women and/or minorities.
1.3	<i>Remove Barriers to Applying/Hiring</i>	Review all position descriptions and remove unnecessary education, certifications, and other requirements if they are not absolutely needed for the position.	TIER 2 - Ongoing. Recent hiring activities have included a review of job requirements. Hwy Division successfully recruited a candidate for an M position with assistance from OEI and ER.

1.4	<i>Increase Diversity of Job Applicants and Establish Equity as a Priority</i>	Increase outreach to minority communities and organizations during recruitment. Place an emphasis on Equity and Inclusion during interview and onboarding process. Continue CDL Intern Program.	TIER 2 - Ongoing. With personal outreach from management to specific minority professional groups. Recent interviews have included questions about equity and inclusion. See more details RE: CDL intern program in (PI 3.1)
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STAFF DEVELOPMENT AND WORKPLACE CULTURE

GOAL	DESCRIPTION	METRIC/TASK	STATUS
2.1	<i>In-person E&I Training.</i>	Provide training to 100% of staff by September, 2020. Coordinate continued training thereafter and include E&I and priority during orientation and onboarding.	TIER 1 - Working with OEI to schedule. Held panel discussion in April 2019 with Entire Highway Division, OEI and outside partners to begin the talk about inclusion. (see pg.8)
2.2	<i>E&I in Workplace Recognition.</i>	Establish a method for ensuring that all staff are included and recognized at workplace events.	TIER 2 – Inclusive recognition program in place but additional support can be provided by Department.

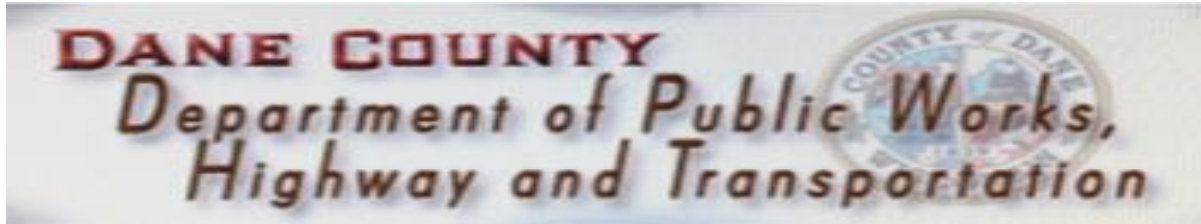
PROGRAM INNOVATION

GOAL	DESCRIPTION	METRIC/TASK	STATUS
3.1	<i>Increase Training and Advancement Opportunities through CDL Program.</i>	Continue program to train members of our minority communities to obtain their CDL license, opening job opportunities. Recruit six (6) new staff to participate in the program in 2020 and each year thereafter. Help candidates obtain full time employment.	TIER 3 – Since program started in 2016, the program has trained 22 participants, with the majority obtaining employment immediately after completion of the program. The program included 6 participants in 2019. (see pg. 8 & App A)
3.2	<i>Remove Barriers to Applying for permits</i>	Prepare multi-lingual applications and have translator services available to assist with permits for: to Work in County Trunk Highway Right-of-Way; to Access County Trunk Highway; Permit to Transport Non-Divisible Load Exceeding Statutory Size and/or Weight; for Special Use of Dane County Trunk Highways (Parades, Bike Rides, etc.)	TIER 1 – Work Plan submitted to OEI. Will look at permit applications in winter of '19-'20 and pursue on call translation service.

3.3	<i>Remove Barriers to Applying for Adopt A Highway Program</i>	Prepare multi-lingual literature and applications and have translator services available to assist with providing information, signing up for, and administering the actual clean up days.	TIER 1 – Work Plan submitted to OEI. Will look at literature preparation, applications and day of instructions in winter of '19-'20 and pursue on call translation service.
3.4	<i>Provide Fair and Equitable review and comment opportunities for underrepresented Communities during project planning.</i>	Hold public meetings with good public transit access and in neighbor hoods that are affected and can be reached with public transit. Improve Projects web page with timely information and multi- lingual and educational elements.	TIER 1 – Currently part of communications and community outreach plans for major highway projects. Web site upgrades are occurring. Investigation in to multi- lingual digital translation or interpretation will be pursued.

GOAL	DESCRIPTION	METRIC/TASK	STATUS
4.1	<i>Increase Outreach to community, safety, innovation, environmentally responsible LOS</i>	Increase awareness of the existing RNG program, the green building efforts, innovative ways to reuse materials , water, energy, solar PV, Waste Heat, what maintenance is	TIER 2 –Currently speak at schools, talked about an open house at the East District Campus in 2020,
4.2	<i>Creating a more diverse and better trained workforce for transportation related maintenance</i>	Work with other Counties, state wide professional organizations, academic, institutions, labor groups to find innovative ways to prepare for how we fill jobs when overtime doesn't motivate maintenance workers the	TIER 2 – CDL intern program in 4th year, simulator training piloted this year, still working on this issue. (see p. 8)
4.3	<i>Increase active community engagement efforts, Pursuing more under-represented vendors and contractors</i>	Continue coordination efforts with Urban League, Latino Academy of Workforce Development, and other organizations. Evaluate possibility of hosting an open house to invite various groups to the Highway Department to share our story.	TIER 2 – Currently collaborate with various groups but increased communication and collaboration possible. Continue to support OEI by participating in vendor fairs and forums

GOAL	DESCRIPTION	METRIC/TASK	STATUS
5.1	<i>Increase Multilingual Signage and Resources</i>	Review existing signage and educational resources, identify largest barriers for ESL or non-English speakers and provide supplemental resources by December 2020.	TIER 1 Department will continue to assess the most critical needs and provide additional resources.



Sustainability Highlights

September 2019

Public Works Engineering provides leadership in implementation of the County's "green building" policy promoting safe, cost efficient, and environmentally sound construction and energy use practices effectively reducing the tax burden on County residents.



The efforts on evaluating and installing Photovoltaic systems will continue in 2020 along with the sustainable practices that have become second nature and are woven into the fabric of all projects at Public Works from planning to design, to demolition, construction, to the commissioning and

turnover of buildings when they reach the operations phase.



The Highway Department will utilize an additional nine CNG powered Plow Trucks this winter and add four more in 2020. With nearly half of our fleet running on CNG, we are investing in our buildings so that they can be deployed to more locations as well as adding fueling capacity at various locations. Re-lighting several of our older facilities with led units will improve visibility, safety and save us money on electricity as well. We continue to pursue efficiency with respect to how we use materials and equipment and are looking to see how we can use more liquids to lower our costs while maintaining our level of service in the winter. Road projects also evaluate whether a paved shoulder is feasible and how bikes and pedestrians are considered in the designs.

