

0077-23 - REVISED EQUITY WORKFORCE PLAN 1-2023

Legistar

CITY OF RACINE 730 Washington Avenue, Racine, WI 53403

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Racine, Wisconsin, has a population of nearly 78,000, the fifth-largest municipality in Wisconsin. It is home to diverse cultures, a thriving downtown, and world-class beaches along the shores of Lake Michigan. Racine is also home to manufacturing businesses that enjoy worldwide reputations; SC Johnson, CNH Industrial, Twin Disc, Modine, and In-Sink-Erator are among them.

The City of Racine aims to ensure that we provide the best possible service to current employees, prospective employees, retirees, and the citizens of Racine, thus making the City of Racine an employer of choice and a great place to work. Therefore we offer an excellent benefits package including medical, dental, pension program, HSA, and ample time away to provide a high-quality work experience.

To grow and transform the City of Racine, the City has instituted a few initiatives under the GROW (Growing Residents' Opportunities and Wealth) Racine initiatives. GROW Racine helps residents earn their high school diploma, start family-supporting jobs in the trades, become homeowners, and repair and improve their houses.

The City of Racine believes that every citizen should be able to earn a livable wage that sustains them as members of the community and provides community members with economic stability and the ability to remain a positive member of the Racine Community.

MISSION:

To increase the representation of marginalized populations in the City's workforce to resemble the demographics of city residents.

FOUR AREAS OF FOCUS: Recruitment and Retention; Onboarding and Orientation; Climate and Culture; and Equity Framework

RECRUITMENT and RETENTION:

Goals in this area focus on innovative strategies to communicate employment opportunities to the communities that are least represented in the City's workforce. Additionally, to encourage department lead personnel to understand and commit to retaining employees by responsibly meeting their needs.

ONBOARDING AND ORIENTATION:

Develop and implement an onboarding process that begins with Human Resources and transitions seamlessly to the employee's respective department. Further, orient new employees to the overall city processes and procedures, including the common council.

CLIMATE and CULTURE:

Additionally, developing an inclusive environment for the various identities represented within the workforce instituting an annual review of policies and procedures that enhance climate and culture and eliminate potential challenges and barriers.

EQUITY FRAMEWORK:

Develop an equity framework for each department to utilize as they assess their goal-setting and approach to diversifying as they evaluate their goal-setting and approach to diversifying their workforce demographics.

GOALS:

Goal 1: Increase the diversity of city workforce demographics by implementing a recruitment and retention process to improve racial demographics and city residency.

Goal 2: Provide diversity, equity, and inclusion training for all employees to address explicit and implicit bias, individual and institutional racism, and department climate and culture.

Goal 3: Develop performance measures to further the City's focus on equity.

Goal 4: Develop a racial equity task force of city employees to provide insight into the climate and culture.

Glossary of Key Racial Equity Terms

Definitions from the Government Alliance on Race and Equity (GARE) unless otherwise specified

Race – A social construct that categorizes people based on physical characteristics and ancestry to justify inequitable distribution of resources and power.

Ethnicity – A social group that shares a common and distinctive culture, religion, language, history and customs.

Diversity§ – Physical, social, and psychological differences between people and groups, including race, ethnicity, gender, ability, sexual orientation, gender identity, national origin, tribe, socio-economic status, thinking and communication styles.

Inclusion† – Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Equity* – Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Racial equity – Eliminating race-based outcome gaps so that race can no longer be used to predict life outcomes and outcomes for all groups are improved.

Racial inequity – Outcome gaps between people of different races based on historical or current factors or structures that benefit white people more than people of color.

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

Explicit bias – Biases that people are aware of and that operate consciously. They are expressed directly.

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

Racism

Individual racism – Bigotry or discrimination by an individual based on race.

Institutional racism – Policies or practices that work better for white people than for people of color, often unintentionally or inadvertently.

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

Intersectionality‡ – The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups. (Kimberlé Crenshaw introduced the theory of intersectionality, the idea that when it comes to thinking about how inequalities persist, categories like gender, race, and class are best understood as overlapping and mutually constitutive rather than isolated and distinct.)

Microaggression¶ – The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

§ Long Beach Equity Toolkit for City Leaders and Staff
[city-of-long-beach-office-of-equity-toolkit \(longbeach.gov\)](https://www.longbeach.gov/office-of-equity-toolkit)

† Racial Equity Tools Glossary; Opensource Leadership Strategies
[Glossary | Racial Equity Tools](#)

* The Equity Manifesto, PolicyLink
[The Equity Manifesto | PolicyLink](#)

‡ Merriam-Webster Dictionary; Adia Harvey Wingfield
[Intersectionality Definition & Meaning - Merriam-Webster](#)

¶ Racial Equity Tools Glossary; Derald Wing Sue, PhD, “Microaggressions: More than Just Race” (Psychology Today, 17 November 2010)
[Glossary | Racial Equity Tools](#)

***Adopted from the city of Milwaukee’s Office of Equity and Inclusion

Each of the City's 15 departments provided goals to address diversity, equity, and inclusion for their respective departments. Therefore, the text below highlights the department's full-time labor force (July 2022), targeting Race, Gender, Salary, and Residency. This limited data focuses on primary characteristics (visual identities and residency). In the future, the City will expand its assessment of a more extensive data set to improve the opportunities for marginalized populations.

As previously stated, the labor force addressed is full-time employees. The City's full time workforce (753 people) is

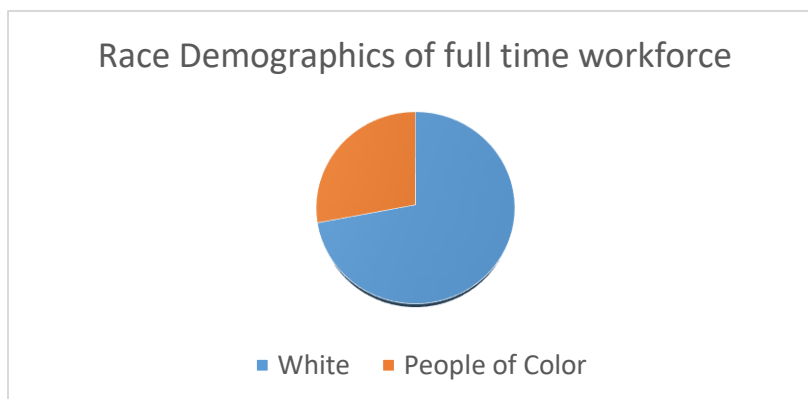
72% White and 28%

employees of color. White

males and females are

represented in every salary

range (salary ranges begin

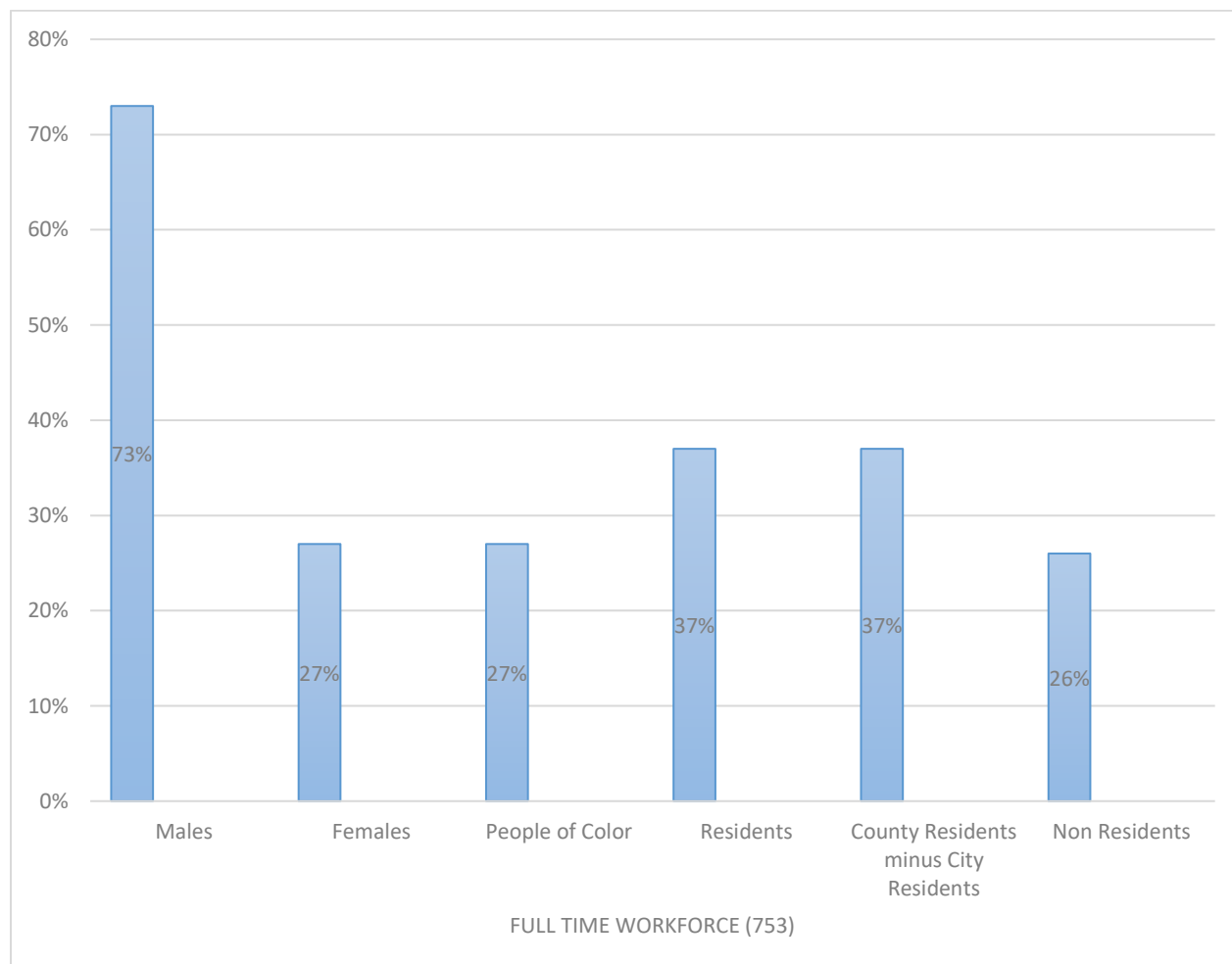


at 40K and are assessed to 160K, each range is 15K.). The employees of color have the most representation in the ranges below 85-100K.

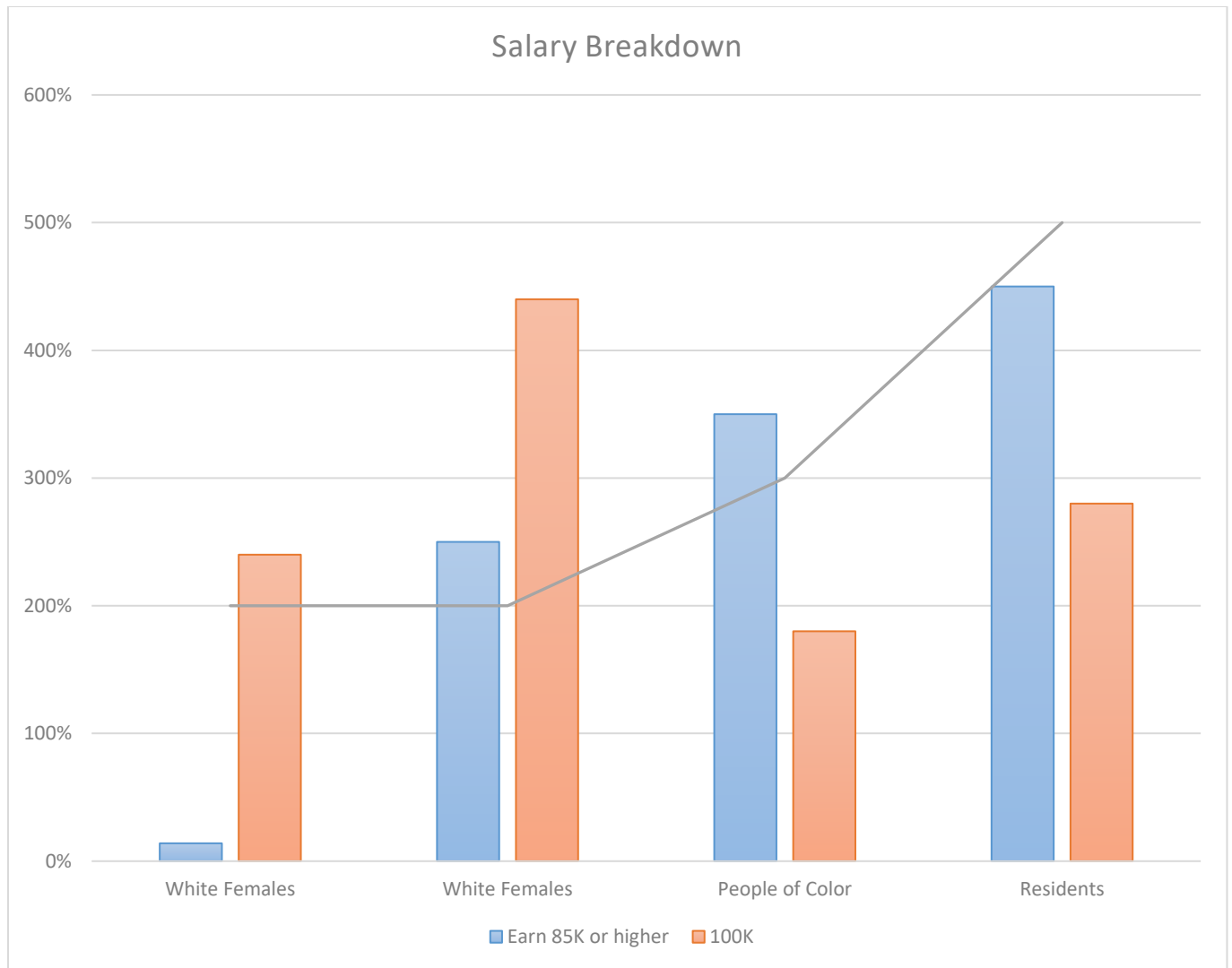
- 112 (14.8%) of the 753 full-time employees earn 85K or higher.
- 78 (10.4%) of the (753) full-time workforce make 85-100K.
- 78 (70%) of those that make 85K or higher are in the 85-100K salary
- 14% (11) of this population is White females.
- 65% (51) of this population is White males.
- 1.7% (13) of the 753-employee workforce identify as other.
- The 1.7% (13) employees that identify as other make less than
- 62 (79%) of the salaries earned in the 85-100k range are earned by those that identify as White.
- 4.6% (35) of people in the workforce earn 100K or more

The City of Racine's workforce analysis is as of July 1, 2022. The City of Racine workforce consists of 753 full-time equivalent positions. Seventy-three percent are males, thirty-seven percent are city residents, and twenty-seven percent are people of color.

The City of Racine employs more males than females (73% vs. 27%), and there are 44.4% more White employees than employees of color (71.8% vs. 27.4%). The city and county residents are equal, with fewer non-residents at 37% and 37% County of Racine Residents (minus city residents) and 26% non-residents.



The City of Racine has eight separate salary categories and the ranges are designated at \$15,000 per category. The minimum is \$40,000 to \$55,000, and the maximum is \$145,001 to \$160,000. There are a total of 35 (4.6%) people or 4.6% of the full time labor force earning above 100K and 21 or 60% of that population are males and of that 21 (60%), 1 (4.8%) is a Hispanic male, 3 or 14.3% are Black males and the remaining 17 (81%) are White males Female employees are represented throughout the salary ranges however there are 14 (40%) females earning above 100K, 4 (28.6%) of the 14 (40%) are African American and the remaining 10 (71%) of the 14 (40%) are White females.. Therefore the higher earners in the salary ranges above 100k identify as White. (White Females 14 (40%) and White Males 21 (60%)) Employees that identify as People of Color are mostly represented below 100K. People of Color earning above 100K are as follows: 4 (11.4%) African American Females, 3 (8.6%) African American Males, 0 (0%) Hispanic Females, 1 (2.9%) Hispanic Male, 10 (28.6%) White Females, and 17 (48.6%) White Males.

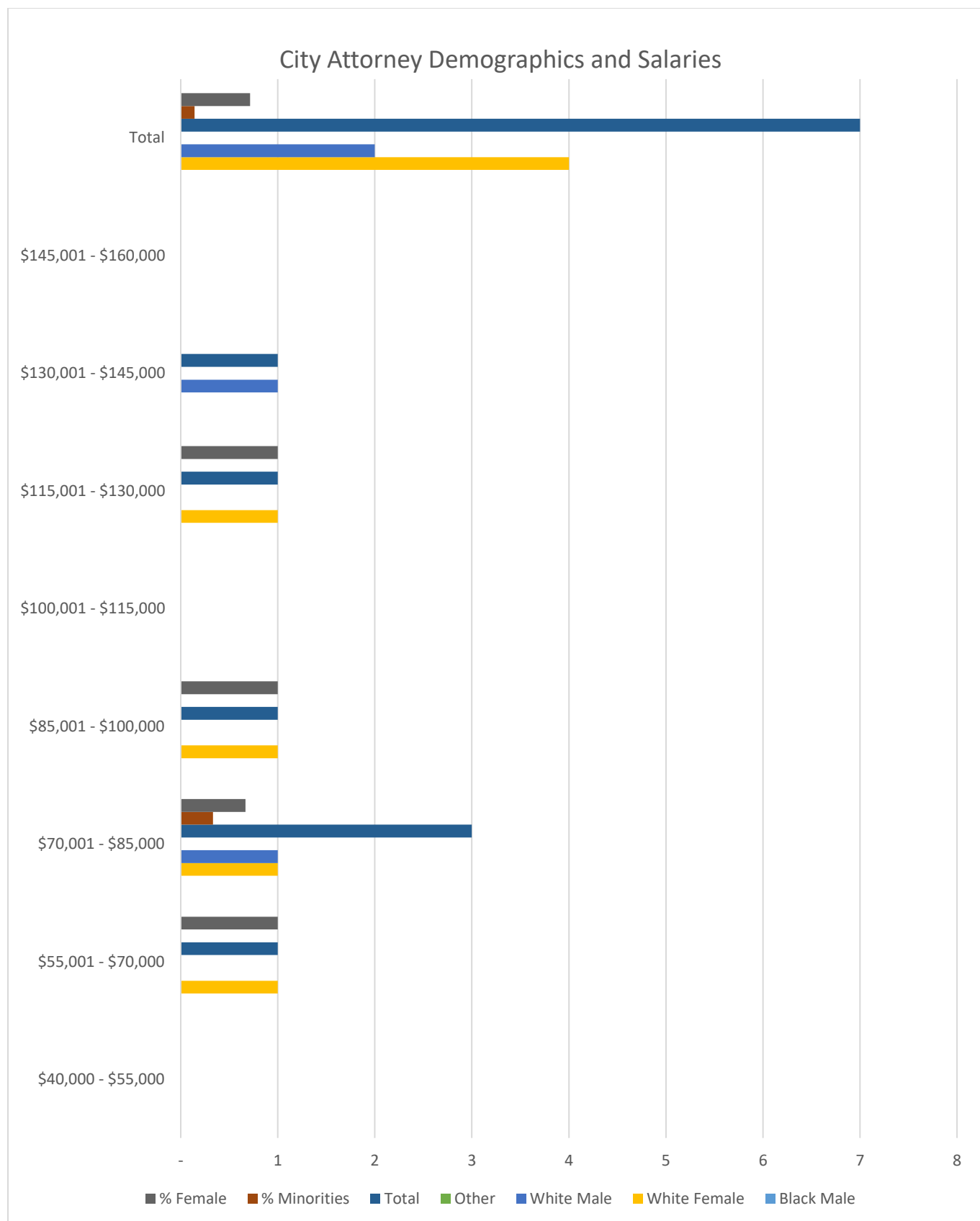


City Attorney's Office
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



City Attorney's Office

The City Attorney's office is comprised of seven full-time employees, five females (71.4%) and two males (28.6%). 14% (1) of the department identifies as a minority. 43% of the department employees live in the county (this is minus city residents), and 57% are non-residents.



Each attorney has a specific role and area of focus. The positions are as follows: Administrative Assistant, Executive Assistant, Legal Assistant, two Assistant City Attorneys, Deputy City Attorney, and City Attorney. A department this small with specific areas of expertise limits the approach to diversity, equity, and inclusion. The racial identities are as follows: one (14%) Hispanic female, two (29%) White males, four (57%) White females, and no African Americans. The City Attorney's office remains committed to diversity, equity, and inclusion despite the challenges of being a small office.

The City Attorney's office will focus on the following goals:

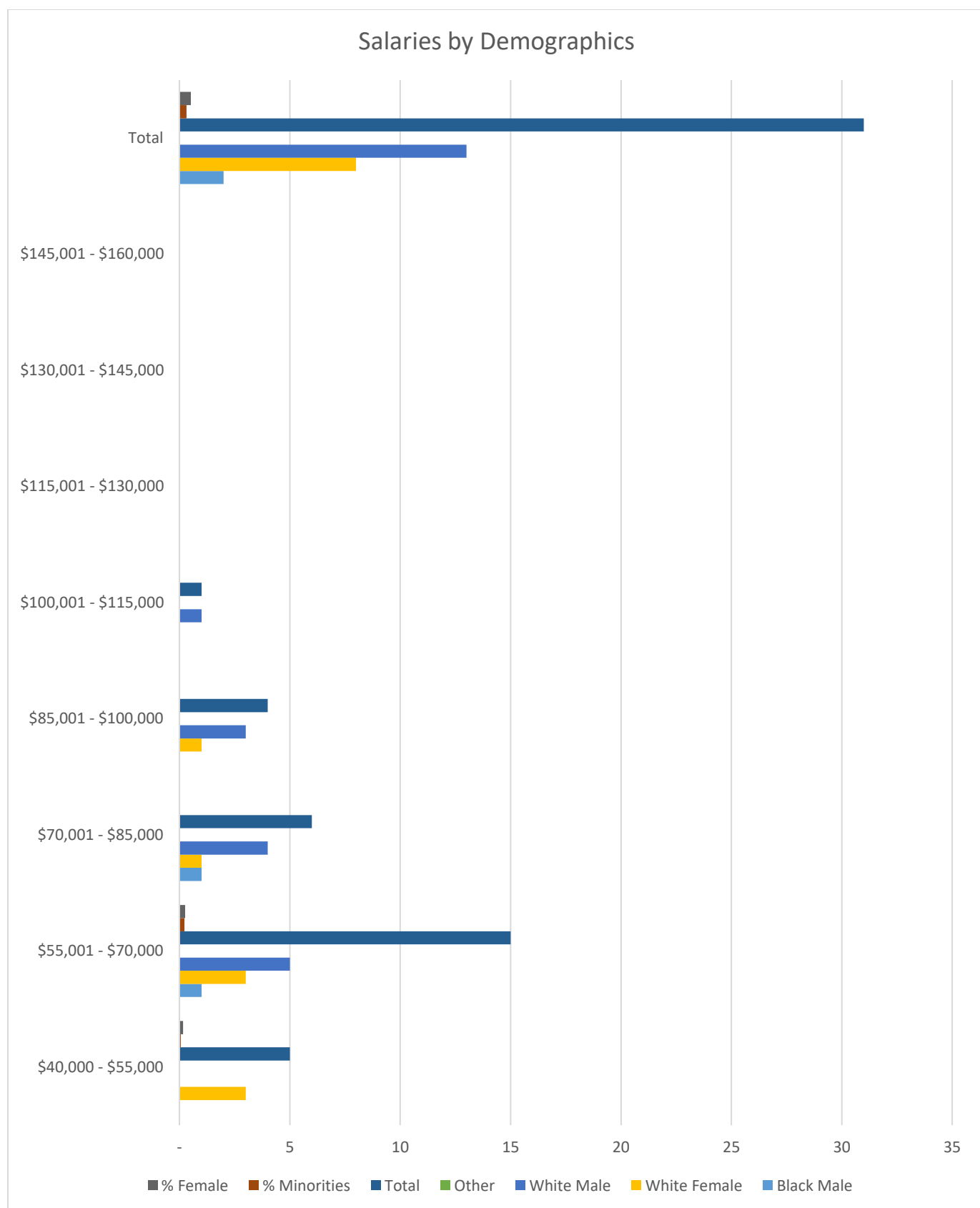
The City Attorney's office will create a telecommuting/virtual work policy by January 1, 2023. A successful outcome for the office is to attract and retain talented employees in a competitive legal job market. A second goal is to have each attorney in the office complete diversity, equity, inclusion, and social justice training by June 30, 2023. A final goal is to continue participating in the State Bar of Wisconsin's Diversity Clerkship Program by hiring a limited-term (summer only) full-time, paid student intern for summers 2023-2025.

Department of City Development
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Department of City Development

The Department of City Development comprises thirty-one full-time employees: sixteen males (51.6%) and fifteen females (48.4%). The department is 32% people of color. 45% of the department employees reside in the City, 39% of the department live in Racine County (minus city residents), and 16% are non-residents. The department's gender makeup is like that of the City of Racine. However, pay inequity is an area for growth. Those that identify as people of color (10 employees, 32%) earn at most 85K. Five (16%) employees who identify as White makes above 85K. Therefore, those who identify as people of color earn less than 85K and above. A few earners identify as White, earning above 85K.



The City Development department has identified the following goals as areas they will address to create a more equitable department.

The short-term goals are as follows:

The department will survey all employees to determine skills needed or desired training for professional development by 12/31/2022. Successful outcomes will include completing the survey, identifying initiatives that will meet employee desires, and having a schedule for professional development annually.

A second goal is to identify and schedule implicit bias training for the department. A positive outcome is to have 90% of the department complete the training by March 31, 2023.

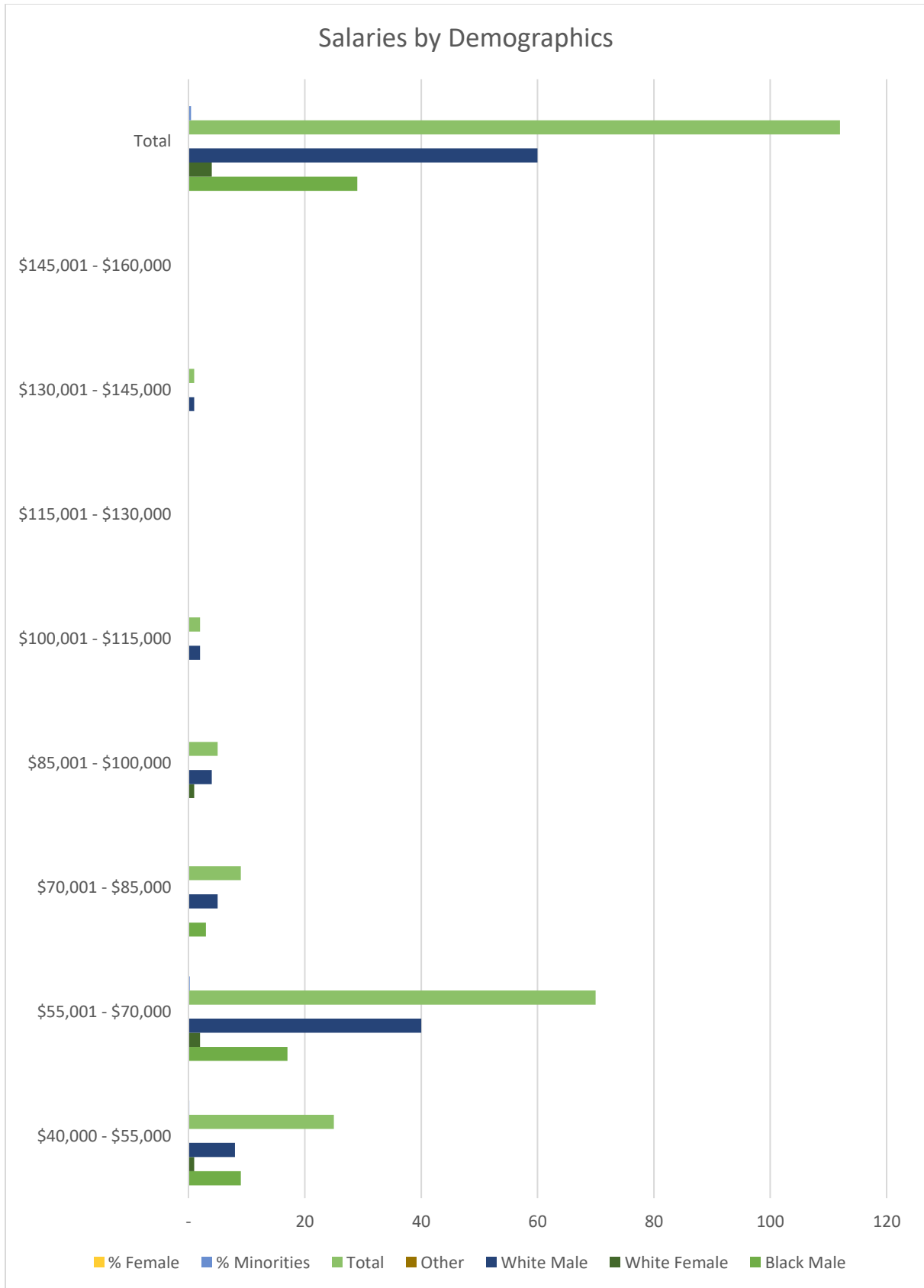
A third goal is to meet regularly with the local contractors, building trades organizations, and colleges with relevant programs (MPA, Urban Planning, Etc.) to build relationships and ensure a diverse talent pipeline by June 30, 2023. As a result, a positive outcome to this goal will be a ten percent increase in applicants from marginalized/underrepresented populations.

Department of Public Works
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Department of Public Works

The Department of Public Works comprises one hundred twelve (112) full-time employees; one hundred six (106) are males (94.6%), and six (6) are females (5.4%). DPW is 43% (48) minority. 63% (71) of the department employees reside in the City, 27% (30) of the department live in Racine County (this is minus city residents), and 10% (11) are non-residents. The Department of Public Works identifies gender balance and pay equity as areas for growth. Therefore, DPW will work with Human Resources and the Youth Employment Officer to garner more significant interest from females and develop a more representative pay scale. Further, since collecting the data, the Commissioner reports that there has been an increase in people of color in lead roles. Ultimately, this increase in leaders decreased pay equity. The department promotes from within and has had success in doing so.



Considering the data (July 2022), the Department of Public Works has set the following goals.

The first goal will be to increase the retention of employees in DPW by 10% over 2023. The department leads will continuously monitor the labor force for departures collaborating with HR to gain data from exit interviews. In addition, the department will train supervisors to inquire with long-term employees about their reasons for staying and create positive experiences based on that data. The supervisors will identify professional development opportunities to support the current employees in professional growth to assist them with upward mobility.

A second goal is to develop and implement a plan to increase community awareness of employment opportunities through the creation and participation in open houses (2 per year), providing tours (3 per year), and providing presentations in various institutions (workforce development, RUSD, Gateway technical college, UW-Parkside, youth employment program).

A final goal is to improve culture by providing training that addresses implicit and explicit bias. DPW will work to have the labor force trained by December 31, 2022. The outcome of the training will assist with keeping the climate and culture of the department healthy.

Finance Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Finance Department

The Finance Department is comprised of seventeen full-time employees: sixteen females (94.1%) and one male (5.9%). The department is 47% (8) minorities and 94% (16) females. 47% (8) of the department employees reside in the City, 29% (5) of the department live in Racine County (this is minus city residents), and 18% (3) are non-residents. The department's gender demographics is an area for improvement. However, the salary ranges parallel the representation in the department. In most of the Finance department, 82% (14) earn wages throughout the lower three salary ranges.

The Finance Department will address equity in the following ways:

To establish a baseline of the department's culture, the Finance department will create and adopt a creed by 12-31-2022. The outcome of the department creed is establishing a department climate and culture that values diversity, equity, and inclusion.

After assessing the external clientele that uses the Finance Department, the department determined the need for fluent Spanish speakers in their labor force. The Finance Department is committed to employing two fluent Spanish staff by March 31, 2023. However, this goal will be determined by vacancies and skill sets but placing a premium on Spanish speaking as a skill. The outcome of this goal exemplifies the value of good customer service, modifying position descriptions to be more inclusive of non-traditional skills, and providing opportunities for upward mobility for those with the identified skill set.

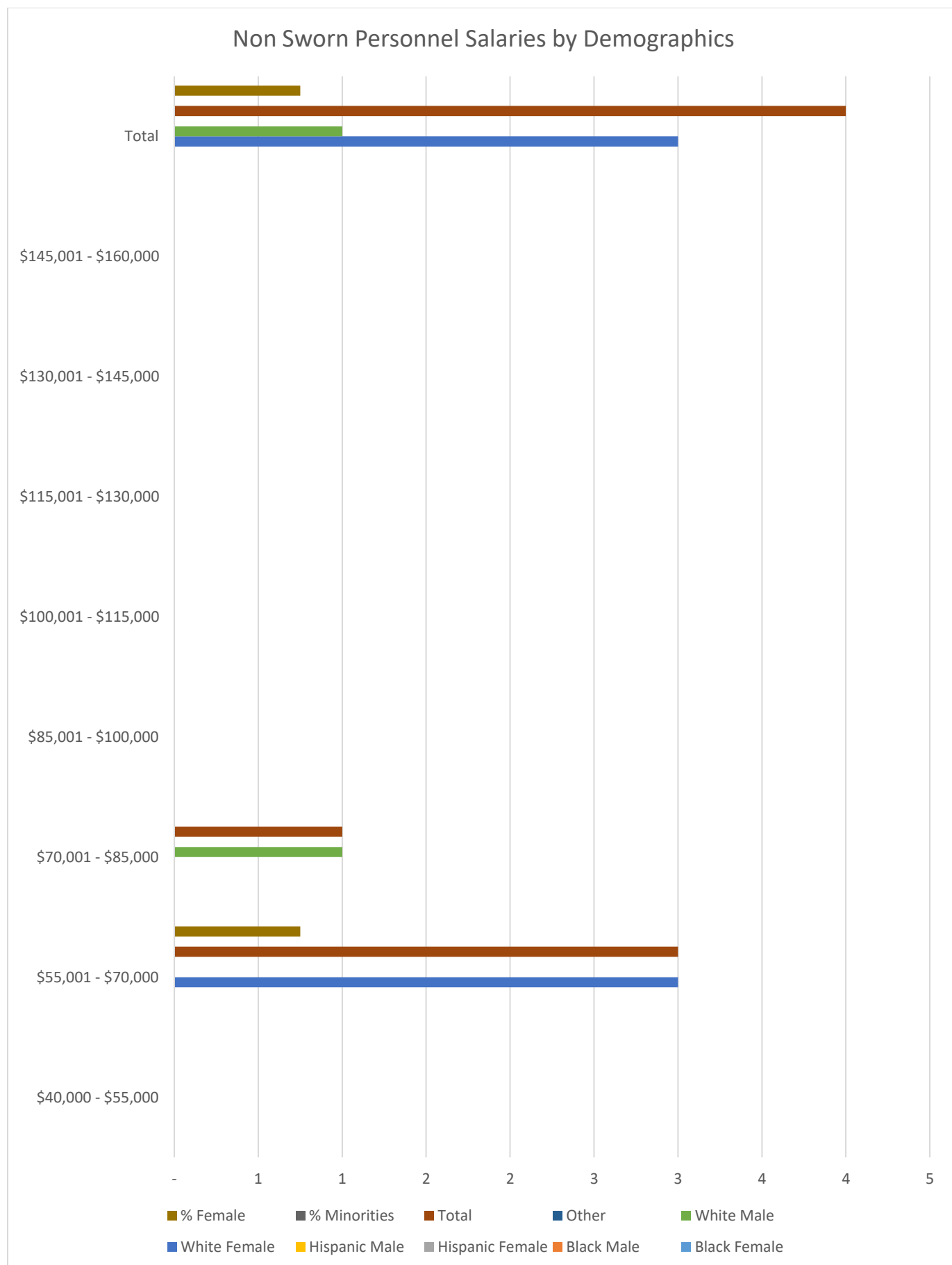
Fire Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Fire Department

The Fire Department has four non-sworn full-time employees: three females (75%) and one male (25%). There aren't any minority non-sworn employees. 50% of the department employees reside in the City, 50% of the department live in Racine County (this is minus city residents), and 0% are non-residents. The gender demographics for the non-sworn personnel are 75% female and 25% male providing an opportunity for diversification with race and gender. However, the salary ranges among the non-sworn personnel reside in two pay range tiers. However, note that the highest salary is committed to a White male.

The department has one hundred twenty-eight sworn full-time employees: one hundred twenty-two males (95.3%) and six females (4.7%). Their department is 17% minority and 5% female. 8% live in the City, 34% of the department live in Racine County (minus city residents), and 59% are non-residents. The salaries are representative of the roles within the fire department. The department Administrator recognizes that the approach to equity for sworn and non-sworn officers will have some nuances; however, for the department's goals, the process will be inclusive and collectively address departmental equity.



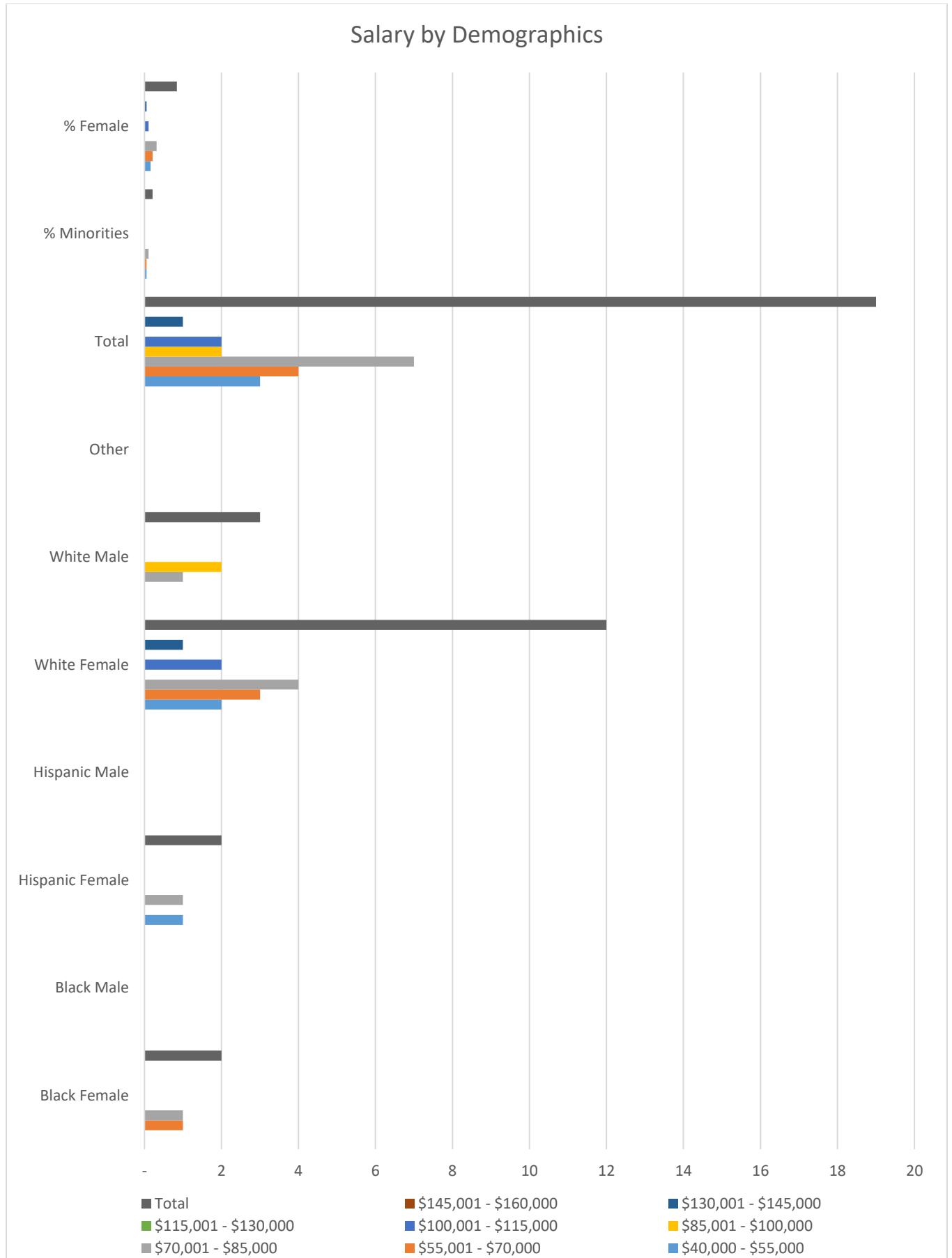
The department has selected the following goals for the 2023 calendar year. The department is committed to addressing diversity, equity, and inclusion through training, recruitment, and connecting with the local community in hiring. Their department will offer training through CVMIC and TargetSolutions to ensure diversity, equity, and inclusion competency. The Racine Fire Department will continue sponsoring RUSD academies to increase exposure and recruitment. In addition, the RFD will continue to outreach at Gateway Technical College, RUSD High Schools, and community events and through social media.

Health Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Health Department

The Health Department is comprised of nineteen full-time employees: sixteen females (84.2%) and three males (15.8%). The Public Health department is 16% minority and 84% female. 37% of the department employees reside in the City, 16.0% of the department live in Racine County (minus city residents), and 47% are non-residents. The department's gender and race demographics are an area for improvement. Salaries are representative of the department's workforce.



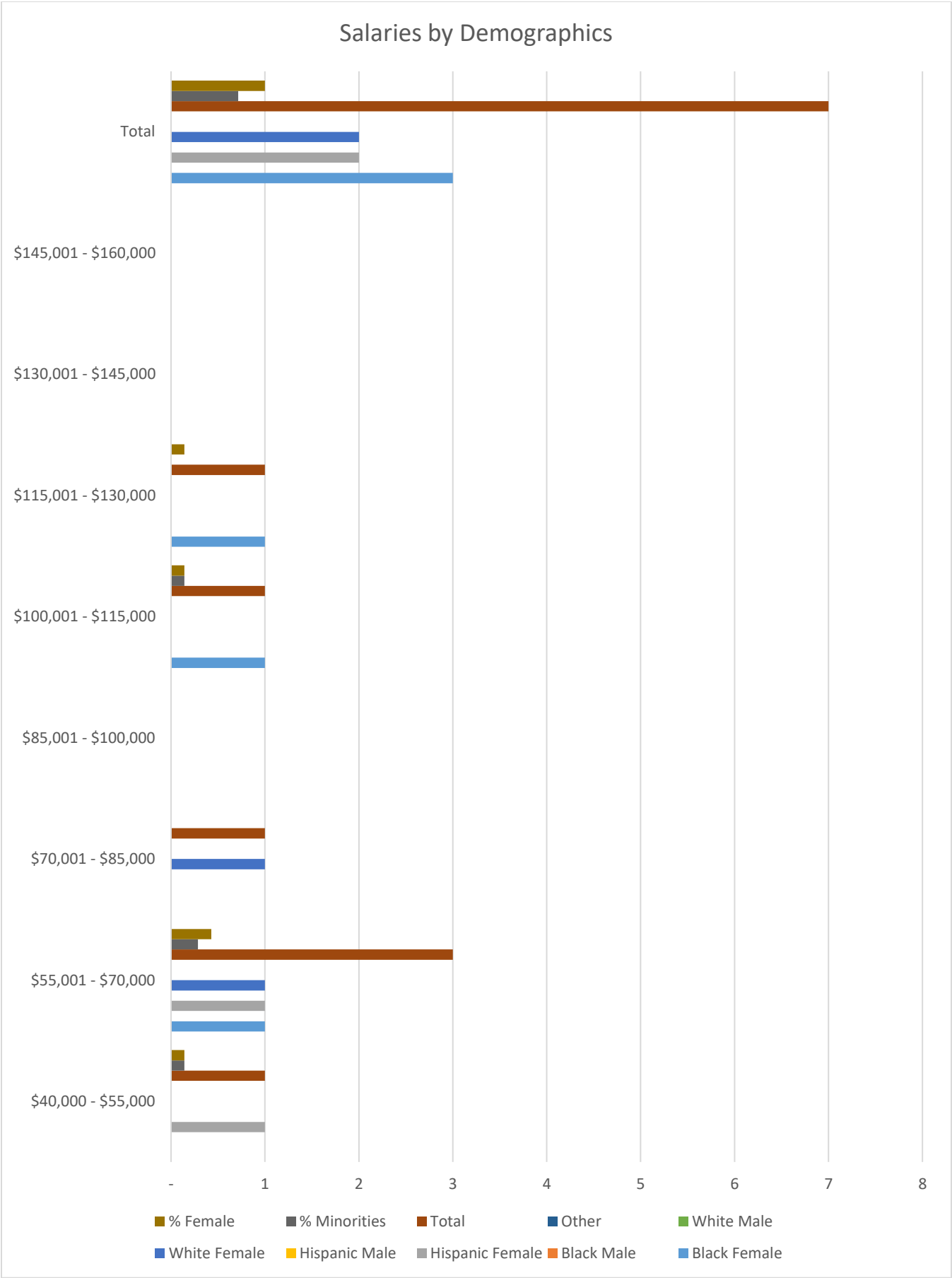
The Public Health Department has selected the following goals for the upcoming year. The department will address recruitment and retention by setting goals that align with those concerns. In partnership with Human resources, the Public Health Department Administrator will review recruitment materials and be intentional about adding inclusive language to position descriptions. The Public Health Department will advertise positions in diverse locations and participate in events informing diverse communities of employment opportunities. To further pursue this goal, the Department Administrator will develop and implement a strategy to increase racial/ethnic representation within the Public Health Department by 12/31/2023. Additionally, the department will continue participating in local internship programs to assist with the City of Racine residency goal.

Human Resources Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Human Resources

Human Resources is a small department with a total of 7 people and less than 1% of the city of Racine's labor force. The department is 43% (3 females) African American Female, it is 28.6% (2 females) Hispanic Female, and 28.6% (2) White female. The department is 100% (7) female. The department will be intentional about diversifying its staff if and when there are openings.



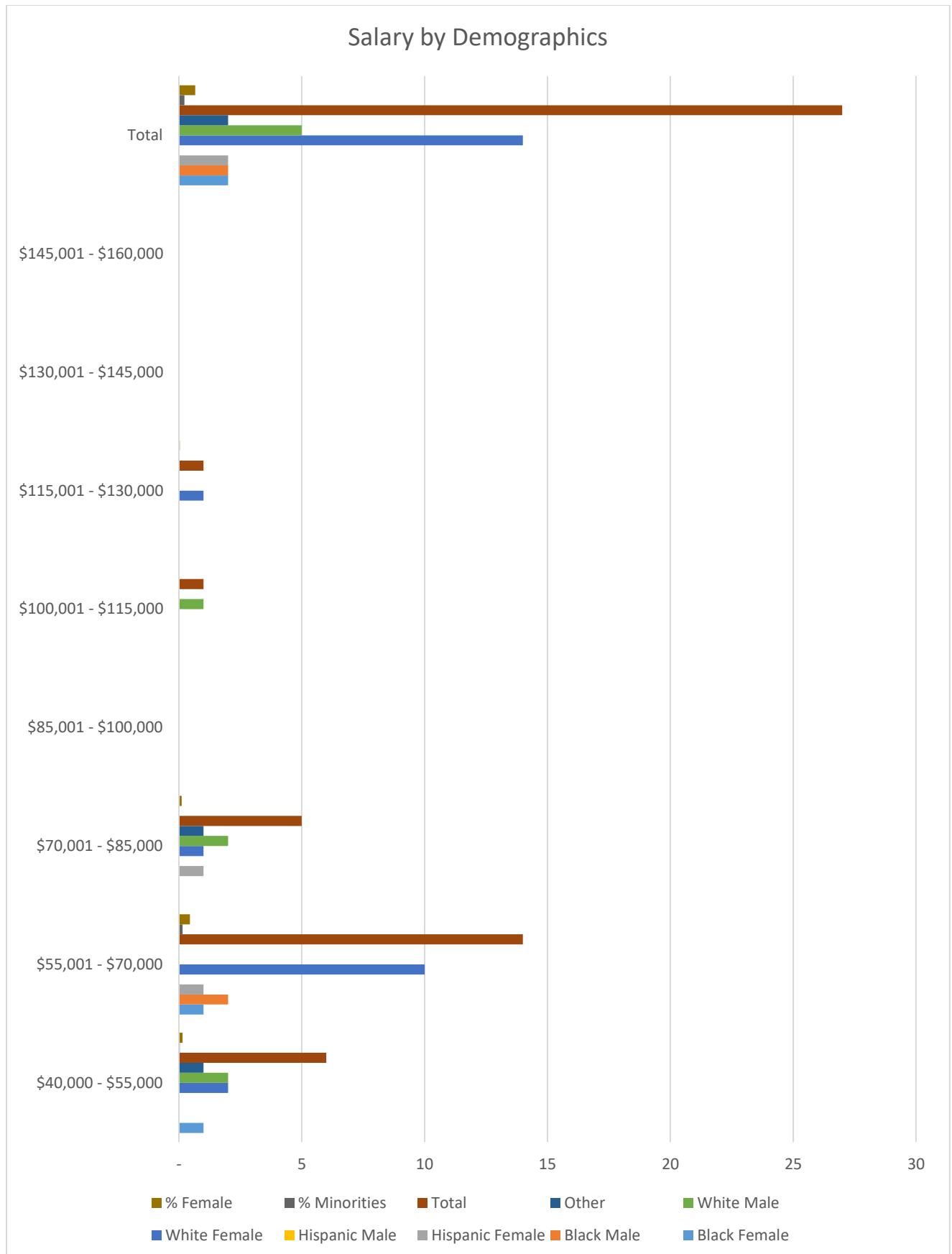
The Human Resources department has established the following goals for the 2023 calendar year. The department will develop and implement a streamlined onboarding process to assist departments with connecting new hires and their current teams. Additionally, Human Resources will advance professional development through various methods to ensure growth and development for members of the workforce. A third goal is to improve employee satisfaction through researching and implementing additional benefits and policies that appropriately meets the needs of the city of Racine's workforce.

Racine Public Library
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Racine Public Library

The Racine Public Library is comprised of twenty-seven full-time employees: seven males (25.9%) and twenty females (74.1%). The demographics by race are as follows: White 50.9% (19), Black or African American 22.7% (14.8%), American Indian and Alaska Native 0.0% (0), Asian 7.4% (2), Native Hawaiian and Other Pacific Islander 0.0% (0), two or more races 0.0% (0), Hispanic or Latino 7.4% (2). 59% (16) of the department employees reside in the City, 30.0% (8) of the department live in Racine County (this is minus city residents), and 11% (3) are non-residents. The department's gender and racial demographics are an area for improvement.



After a thorough review of the data, the goals are as follows:

The Library will continue its efforts in diversity, equity, and inclusion by training the leadership team in antiracism/cultural bias practices specific to the Library. This approach will create a foundation for the Library's leadership team by approaching equity in various areas (climate, culture, hiring, salary distribution, promotions, and professional development). Further, sharing with the labor force by example and having those values manifest in different experiences. A genuine effort will be a continuous review of position descriptions and the organizational chart to address any non-intentional barriers that limit a diverse applicant pool. This is an intentional effort to increase awareness of the Library as an employer and encourage members of marginalized populations to experience the Library as a viable employer.

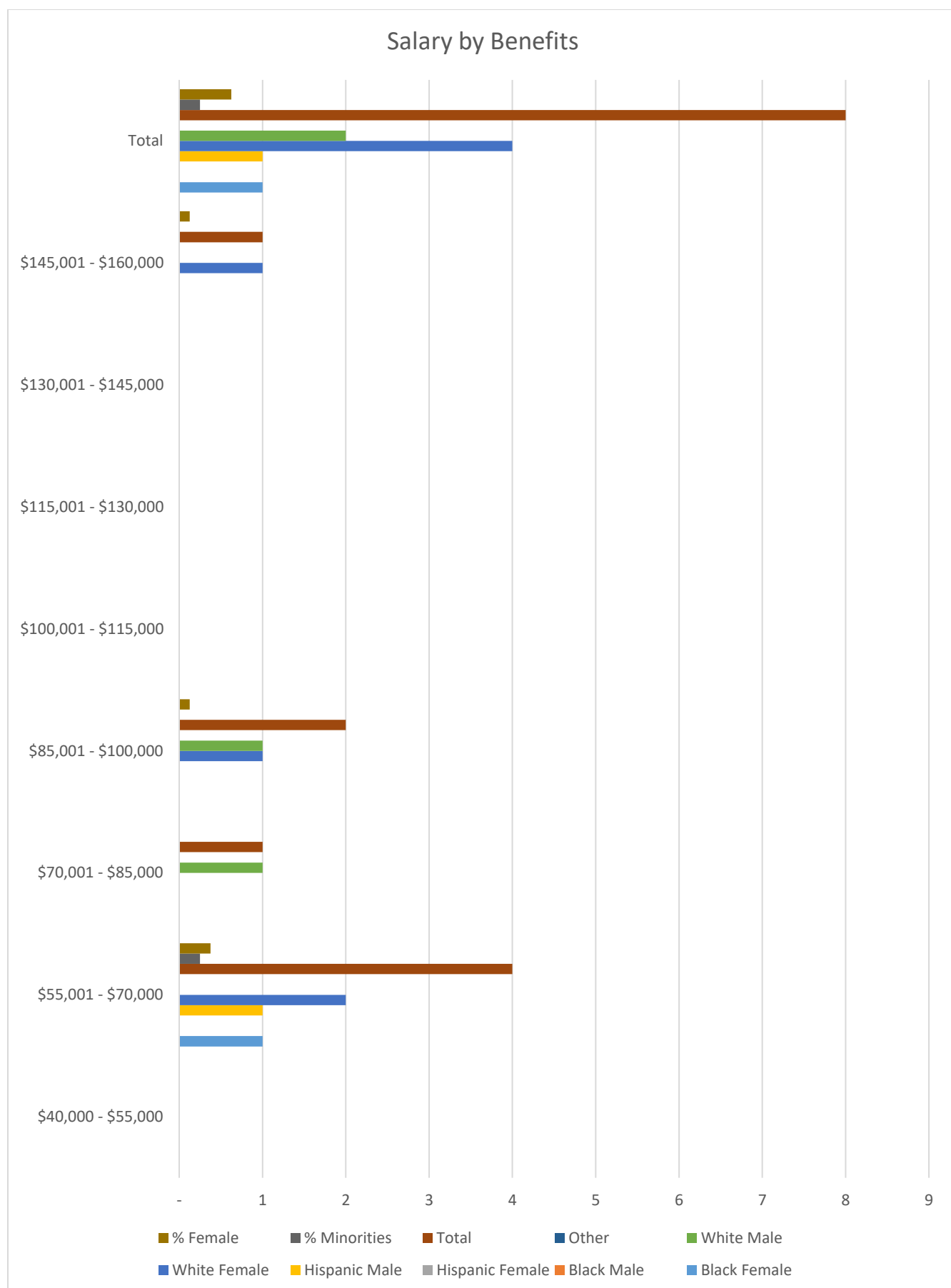
Further, the Library will embed bimonthly staff training, including a discussion series for leadership and staff, to address DEI and workforce equity by March 31, 2023. By achieving the identified goals, the Library will address the City's recruitment and retention goals, climate, and culture. The Library will pivot and add specific training and DEI initiatives when identified to support the efforts that they have committed to in the above goals.

Management Information Systems
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Management Information Systems

Management Information Systems comprises eight full-time employees: three males (37.5%) and five females (62.5%). 25% (2) of the department identifies as a minority, 13% (1) of the department employees reside in the City, 38% (3) of the department employees reside in Racine County (this is minus city residents), and 50% (4) are non-residents. The department's gender and racial demographics are areas for improvement. The department's salaries are dispersed evenly throughout the department considering the small number of employees. 50% (4) of the employees earn in the 55-70K range, 25% (2) of them identify as people of color, and 75% (3) identify as females. The MIS Department acknowledges that the labor force could be more equitable with Race and Gender. Therefore the department has identified the following goals.



The goals that the MIS Department is committed to throughout 2023 are as follows:

The MIS department will review position descriptions to ensure they use inclusive language in their recruitment documentation. They will continue reaching out to several agencies to broaden the applicant pool and increase applicants from diverse backgrounds. Intersecting with this process is identifying and advertising in places that attract the preferred demographic backgrounds. The MIS department is committed to ensuring the onboarding process for their new employees is seamless and transparent to assist incoming employees with having a positive experience. Therefore, the department will collaborate with Human Resources to orient new City employees to the City's workforce throughout their first three months with the City. To diversify the applicant pool, the MIS department will work closely with the Youth Employment Officer to hire interns with diverse backgrounds to provide exposure and future opportunities in the field. The MIS department Administrator is committed to arranging DEI centered training for all staff to continue growth and maintain a welcoming culture within the department.

The City's MIS department offers competitive salaries for the state of Wisconsin. However, nationally the wages are significantly lower in the state of Wisconsin versus national wages. With the population pursuing IT degrees being relatively small, wages are a factor that creates a challenge and competition. Six higher education institutions offer IT degrees, and approximately 140 people completed them in 2020-2021. These additional factors contribute to the difficulties in recruiting and retaining employees in the MIS department.

Mayor's Office
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Mayor's Office

The Mayor's Office comprises eight full-time employees: four males (50%) and four females (50%). In the Mayor's office, 38% are minority and 50% female. 88% of the department employees reside in the City, 38% of the department live in Racine County (minus city residents), and there are no non-residents. The department's racial demographics is an area for improvement.

The Mayor's office oversees the progress of each division of the City's workforce. In doing so, the office will assess each department's equity goals and ensure efforts are coordinated to make the most progress in the City's diversity, equity, and inclusion efforts. While monitoring the City's workforce, the Mayor's office has also set the following goals for the department.

The Mayor's office will increase diversity among city administrators by 5% in 2023 and of City Boards, Commissions, and Committees by at least 10% in 2023. Further, the Mayor's office will leverage its outreach and partnerships to develop additional ways of promoting City employment opportunities to the Racine community. Additionally, the Mayor's office will collaborate with the City's Equity Officer and Human Resources department to implement ongoing racial equity training and capacity building for the Senior Leadership team. In conclusion, the Mayor's office will collaborate with the Human Resources Department and Equity Officer to reconstitute and reengage the staff Racial Equity Leadership Team. This team will meet at least quarterly in 2023 to articulate a clear and consistent message with clear and measurable goals.

Municipal Justice Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)

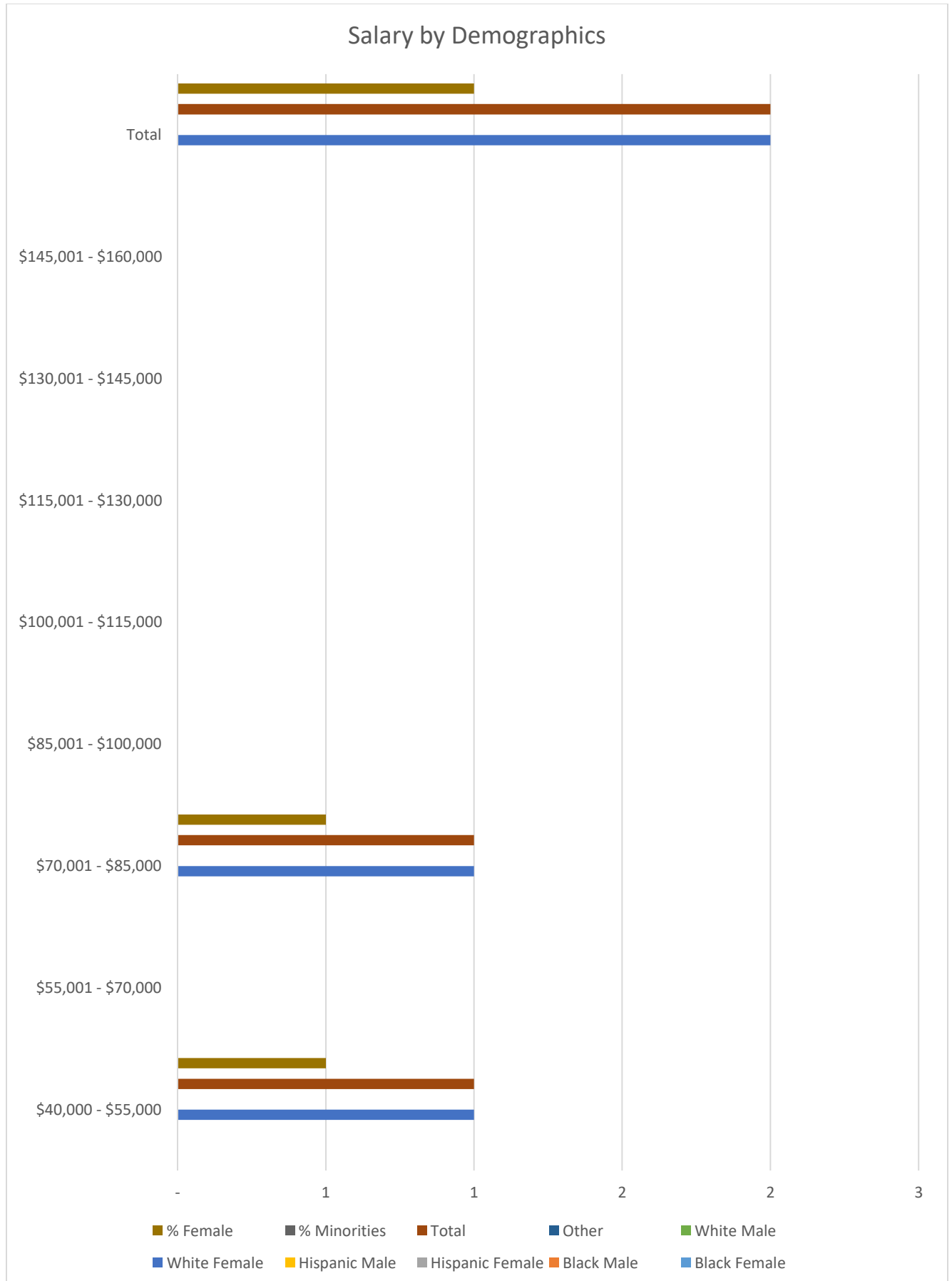


Municipal Justice Department

The Municipal Justice Department understands the value of diversity, equity, and inclusion in the labor force. Further, the department consists of an elected official who will remain in office until 2025. In addition, there are two full-time employees: no males (0%) and two females (100%).

There are no people of color in the Municipal Justice department. The two (100%) females in the department are city residents. The department's gender and racial demographics are areas for improvement. The department salaries are representative of the department and the specific roles.

It is essential to note that the clerks' tenure is at least four years, and one of them has been with the City for more than 25 years. Therefore, racial equity is challenging due to the department size and frequency of vacancies. In addition, there are two full-time and one part-time, which creates salary range disparities. The roles align with the salaries assigned by the City. Thus, there needs to be a strategy to address salary disparities currently.



However, the Municipal Justice department will work to ensure that DEI efforts are preserved in the longevity of the employees. The goals they have identified for the next year are as follows:

The first is continued training; at the same time, training is limited due to lost revenue; all clerks will attend the Wisconsin Municipal Court Clerk Seminar bi-annually beginning 2023. Further, all clerks will become members of the Wisconsin Municipal Court Clerk Association by March 31, 2023, to serve as continuous professional development and maintain a healthy culture. The final goal is to have every employee participate in implicit bias training. They are coupled with an opportunity to attend Judge Mosley's DEI presentations.

Department of Parks, Recreation, and Cultural Services
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Department of Parks, Recreation, and Cultural Services

The Parks, Recreation, and Cultural Services department understands the value of diversity, equity, and inclusion in the labor force. Further, the department consists of a director who has occupied the role for over 20 years. The labor force consists of 34 full-time employees. The department will address racial and salary gaps using the four focus areas as a guide. With the more considerable disparities in racial representation and salary, there will be ongoing professional development for those who desire to enhance their skills to move into areas with less representation.

The department is committed to the following goals.

The department will collaborate with Human Resources to acquire diverse panels and interviewing processes for any department hires and have a documented process by March 31, 2023. Further, to assist with recruitment and retention, the department will identify and list advertisements in places that attract individuals with diverse backgrounds. In addition, identify and have 100% of the staff complete implicit bias training by June 30, 2023. These goals assist with recruitment and retention as well as culture and climate to center the experiences of marginalized populations.

Racine Police Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)

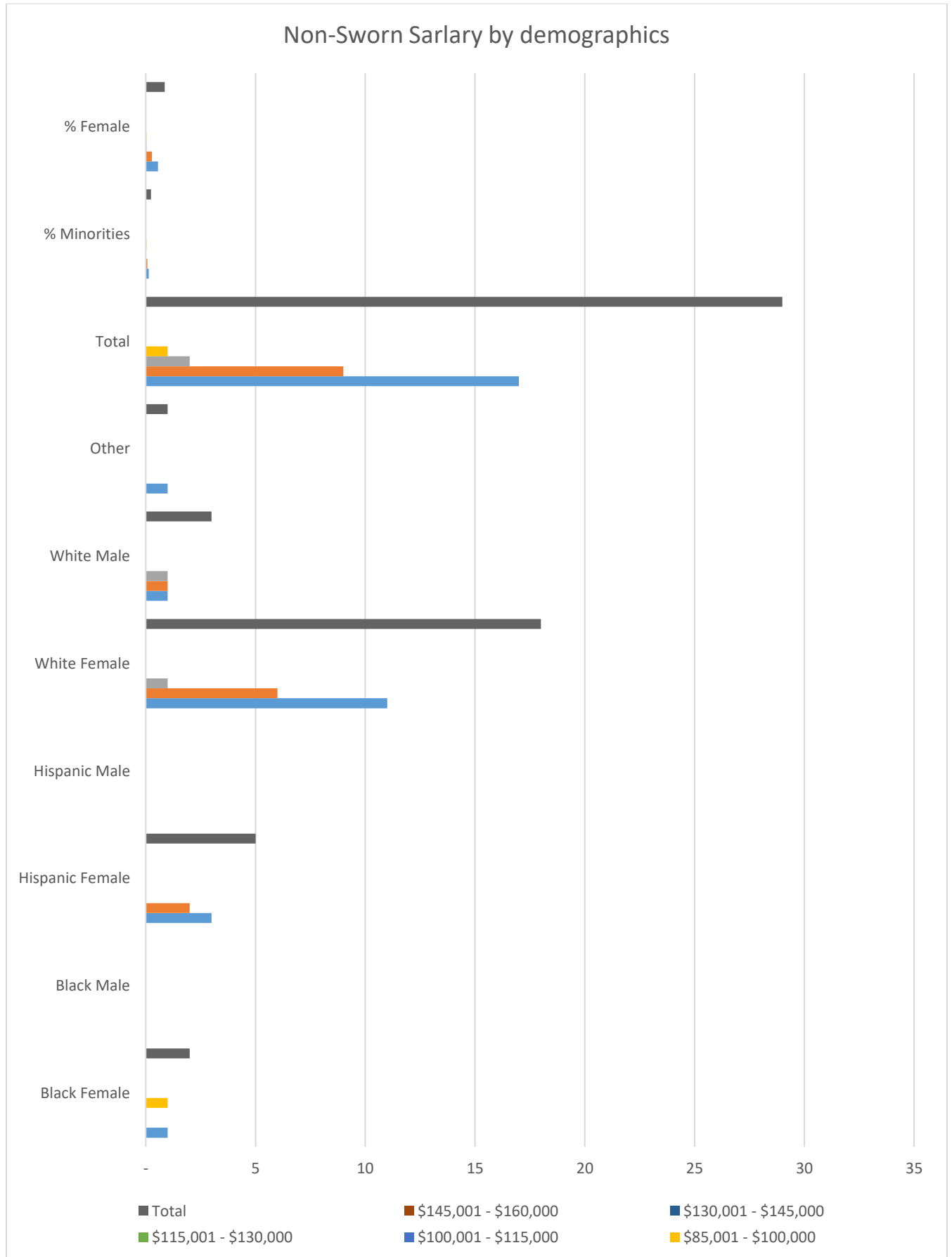


Racine Police Department

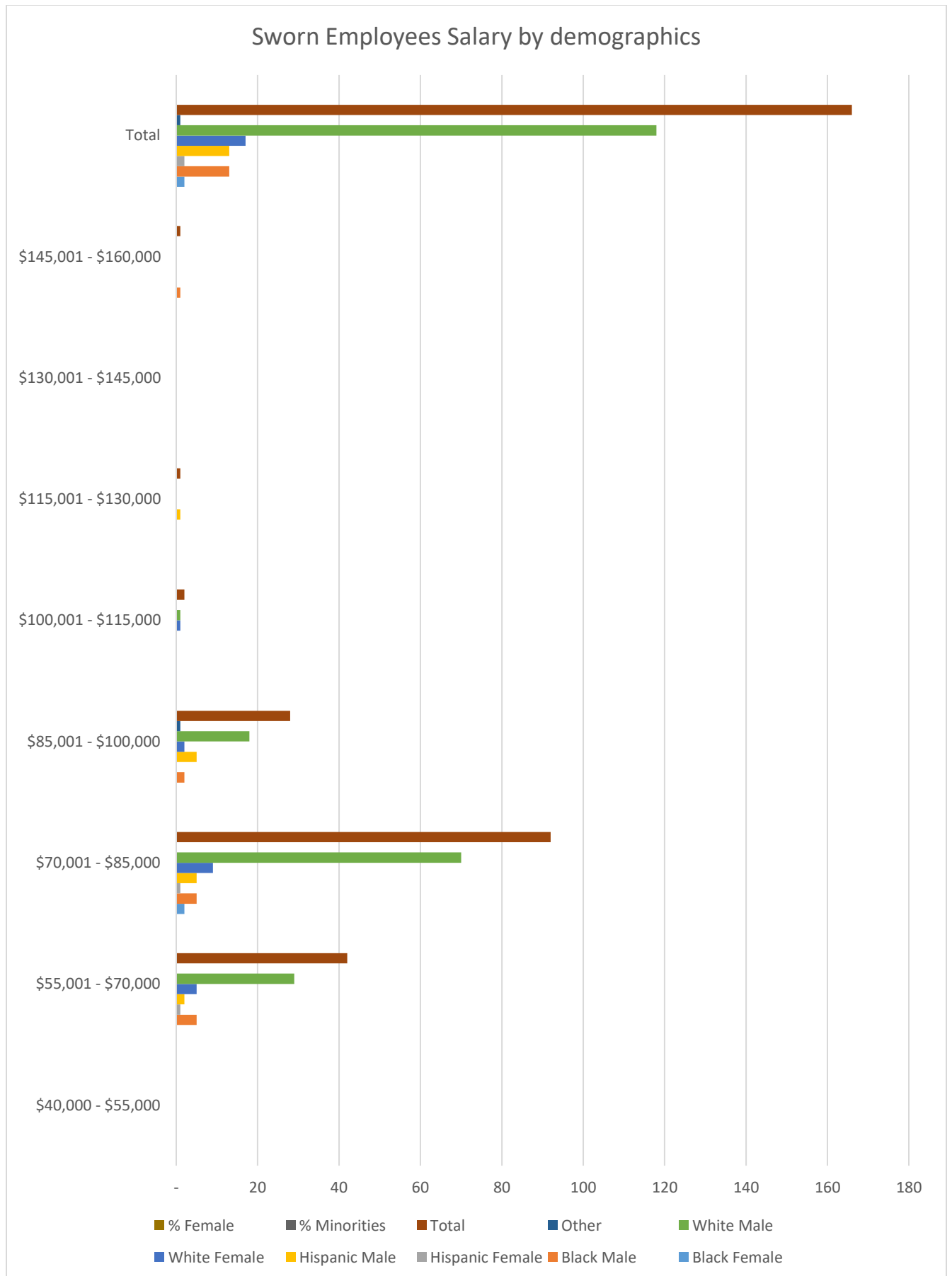
The Racine Police Department is configured of twenty-nine (29) non-sworn officers and one hundred sixty-six (166) sworn officers, totaling one hundred ninety five (195) total employees.

The demographics for the non-sworn full-time employees are as follows: eighteen identify as females (62%) and three identify as male (10.3%) and one person identifies as other (3.4%).

There seven (24%) minority non-sworn employees. 41% (12) non-sworn department employees reside in the City, 28% (8) of the non-sworn employees live in Racine County (this is minus city residents), and 31% (9) are non-residents. The gender demographics for the non-sworn personnel are 89.7% (26) female and 10.3% (3) male providing an opportunity for diversification with race and gender. However, the salary ranges among the non-sworn personnel are distributed through the 40-55K up to the 85-100K ranges.



The department has one hundred sixty-six sworn full-time employees: one hundred forty-four males (86.7%) and twenty-one females (12.7%) and one (0.6%) person that identifies as other. The demographics of the sworn employees are 18% (30) minority and 12.7% (21) female. 17% (29) live in the City, 58% (97) of the department live in Racine County (minus city residents), and 24% (40) are non-residents. The salaries are representative of the roles within the police department. The department Administrator recognizes that the approach to equity for sworn and non-sworn officers will have some nuances; however, for the department's goals, the process will be inclusive and collectively address departmental equity.



Considering the data the Chief has committed to the following goals for the Racine Police Department. The department will recruit and retain an authorized compliment of 189 employees that represent the Racine community by the end of 2023. Further, the department will retain 97% of the current workforce through diversifying the work schedule to a 4/4 (4 days of work and 4 days off) work week. Also, the department will continue the initiative recruiting officers with diverse backgrounds from Historically Black Colleges and Universities (HBCUs). The Police Chief recognizes these are first steps in improving the culture and climate as well as diversifying the department.

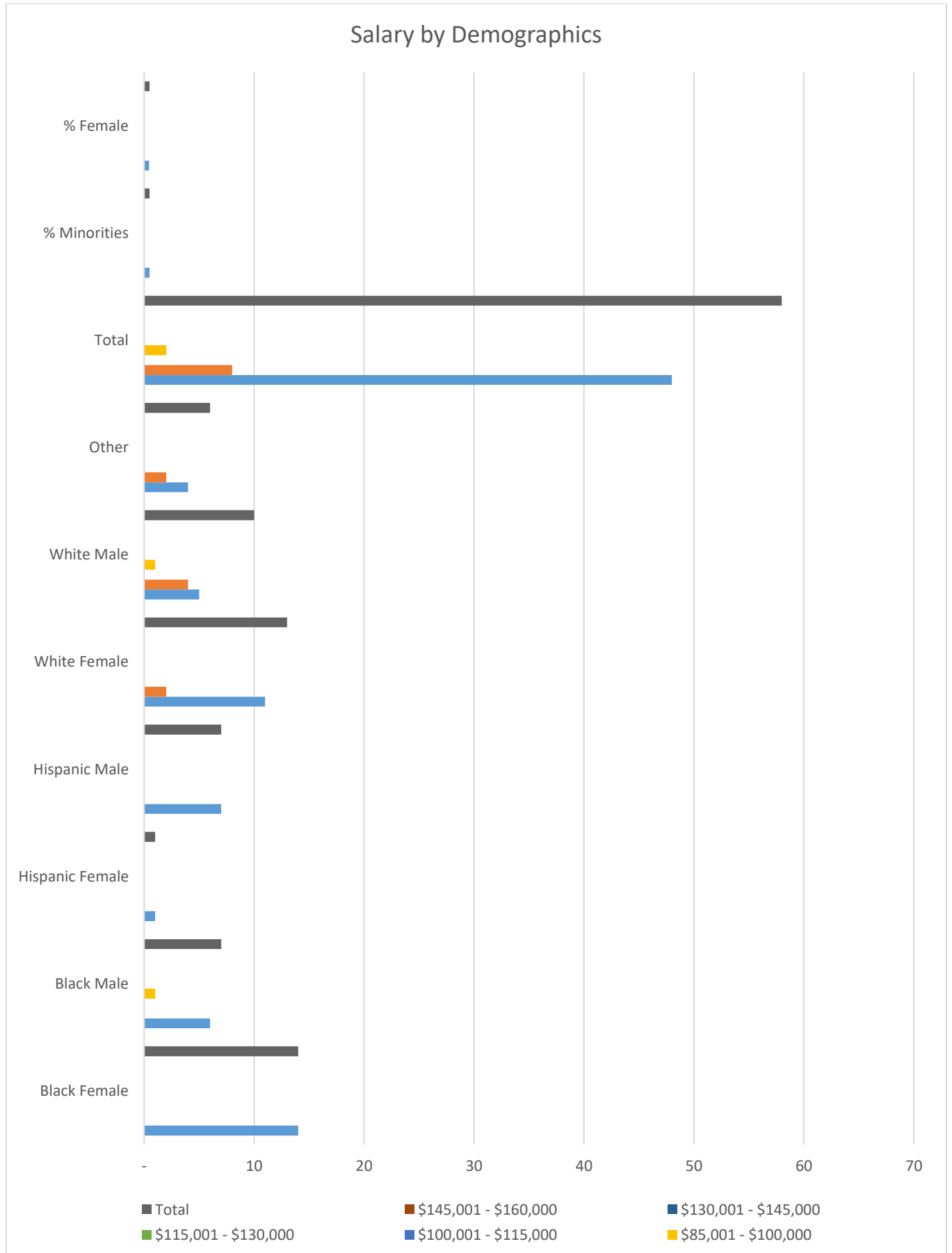
Transit Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Transit Department

The Transit Department is comprised of fifty-eight full-time employees: six females (17.6%) and twenty-eight males (82.4%). The Transit department is 50% minority (there are also six unknown races/ethnicities). 78% (45) of the department employees are city residents, 22% (13) are county of Racine residents (minus city of Racine residents), and there are no (0) non-residents.

The Transit Department is proud of its strong tradition of inclusion and diversity. Their commitment to DEI has led them to a racially equitable workforce. By respecting and acknowledging the gifts of each staff member, the results have been a diverse and homegrown workforce. Utilizing several methods, such as word of mouth for advertising, celebrating Transit Equity Day, hosting RUSD academy students, and collaborating with community organizations, has proven beneficial. These intentional efforts have also contributed to the employees of the RYDE Racine team and the customers' sense of community. Therefore, the Transit department will continue with the abovementioned methods for addressing recruitment and retention. The department will engage in DEI training to continue to have the climate and culture they are currently experiencing. The Transit Department acknowledges many benefits to leveraging current employee relationships; they continue to understand the value of developing diversity, equity, and inclusion in the labor force. Therefore, the department will identify and pursue training as ongoing professional development.



In addition, the department has identified the need to increase services for community members with English as a second language. The department will invest in pocket translators, update its website for Spanish translation, and be intentional in recruiting and retaining Spanish speakers. Those are specific efforts to provide a more inclusive experience for riders and shift the labor force's climate.

Water and Wastewater Department
Equitable Workforce Plan
(2021-2025 Equitable Workforce Plan)



Water and Wastewater

The Water Utility department is comprised of fifty-six full-time employees: 85.7% (48) males and 14.3% (8) females. The Water utility is 23% (13) minority personnel. 23% (13) of the department employees are city residents, 57% (32) are county of Racine residents (minus City of Racine Residents), and 20% (11) are non-residents. The department's gender and racial demographics are areas for improvement. The department has completed DEI training for the 2022 year and is surveying the labor force to have data to support future goals. Before securing the data, the department's leadership committed to the following objectives. The department will work with Gateway Technical College, RUSD, and community agencies to heighten awareness of the variety of inherent jobs at the Utilities.

Further, the department will offer professional development for employees to gain more skills or improve skills to provide upward mobility opportunities. Lastly, the Water and Wastewater Utility evaluates the OIT and temporary positions to remove any harsh and overwhelming language for potential applicants. The Wastewater Utility will complete training by December 3, 2022, and identify other goals in the future.

