



SUN PRAIRIE

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**CITY OF SUN PRAIRIE
ORGANIZATIONAL AUDIT
PART 1 & PART 2
FINAL REPORT**

PREPARED BY



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Dear Sun Prairie Community,

I am pleased to present the Final Report of our Organizational Equity Audit, which represents a significant milestone in our ongoing efforts to foster a more diverse, equitable, and inclusive community within the City of Sun Prairie.

Sun Prairie is a dynamic and rapidly growing community that is experiencing transformation marked by an increasingly diverse identity. As our community's needs evolve with its dynamic nature, our organization has prioritized addressing these changing demands.

Since early 2022, the city has collaborated closely with Prism Technical LLC and BDP & Associates to open up our organization and its operations for an in-depth examination. The purpose of this centered on becoming a more inclusive organization that serves its community equitably by identifying barriers to city services, evaluating current successes and challenges, and strategizing to enhance our practices, policies, and culture as it relates to Diversity, Equity, and Inclusion (DEI).

The Final Report encapsulates the dedicated work undertaken by our team to understand our current state of diversity and inclusion and the initiatives we have implemented to meet the needs of our employees and the broader community. The audit has yielded invaluable insights and has identified areas for improvement and strategies to address them. We believe that transparency and accountability are integral to our commitment to advance DEI. We will track our progress and continuously evaluate and strive for meaningful improvements.

While the audit has been in process, our commitment to serving our employees and the community did not waver. We continued to proactively pursue and execute various plans and projects, including the implementation of local bus service in partnership with Metro Transit Service, conducting a Class and Compensation Study, investing in affordable housing, opening up the Childcare Dream Up Grant to childcare providers, and more. The findings and recommendations of this audit will allow us to build upon existing work and implement new initiatives.

This report is not the end but a stepping stone to building a more inclusive future for Sun Prairie. We are excited about the opportunities that exist as we continue to work together to create a stronger, more diverse, and equitable community.


I would like to express my gratitude to the Sun Prairie employees and community members who offered their time, experiences, and input. This work could not be accomplished without your contributions and insights.

Thank you for joining us as we continue our work in advancing Diversity, Equity, and Inclusion here in Sun Prairie. I hope you will join us as we embark on the shared journey ahead.

Jake King

Jake King

Communications & Diversity Strategist



EXECUTIVE SUMMARY

BACKGROUND

In November of 2021, the City of Sun Prairie Council commissioned an organizational audit, an internal assessment for the city employees and an external community resident assessment of city services. The project was implemented in two phases. It has been the pleasure of the Prism Technical Management & Marketing Services, LLC (Prism) and BDP & Associates (BDP) Project Team to execute the organizational audit for the City of Sun Prairie.

The City of Sun Prairie has been on the journey to advance Diversity, Equity, and Inclusion (DEI) for several years as reflected in documents dated as far back as 2015. With planning in early January 2022, the organizational audit was officially launched in February 2022. To execute the launch, an internal team from the organization composed of representatives from each department and division, referred to as the Client Liaison Team (CLT), was formed to collaborate with the Project Team (Prism Technical and BDP & Associated) to begin the audit activities.

The first steps were to reaffirm the scope of work of the audit and confirm the timeline of activities. The CLT was updated each quarter on the progress of the work and asked to provide input on activity plans along the way. The team worked very closely with the assigned Sun Prairie staff person, the City's Communications & Diversity Strategist, as the lead for the CLT. The Project Team is grateful to the CLT lead for all the inside work and external coordination that made the audit process efficient and effective.

The work of the Project Team was driven by the stated project goals, which are detailed below.

GOALS

Project Goals as presented in the Request for Proposal (RFP)

1. Assist us in identifying shortcomings and solutions to build a more diverse and inclusive organization for employees and the community in which we serve.
2. Development of a city-wide Diversity, Equity, and Inclusion (DEI) program. We need assistance to identify blind spots and processes that perpetuate systemic injustice, and identify current successes, areas for improvement.
3. Recommend strategies for our next steps and develop a framework to carry forward this important work.

Project Team Goals

The Project Team began the audit with a preliminary scan of the organization's activities over the past 5 years that revealed multiple efforts implemented to address DEI within the internal organization and within the delivery of city services.

Documents such as the Sustainability Task Force Report, the Sun Prairie Library's Racial Literacy Plan, the Final Report from the Ad Hoc Steering Committee on Diversity, the 2019-2022 Council and Mayor Strategic Plan, and more provided insight to the Project Team on efforts already launched.

The Project Team understood, from the RFP that the overarching goal of the Sun Prairie leadership was to “build a more diverse and inclusive organization for employees and the community...” The Project Team’s objectives reflect an understanding of that long-term goal and the more defined goals presented in the City of Sun Prairie’s RFP. based on the City of Sun Prairie’s RFP and the team's aim to audit the internal and external environments, the objectives were as follows:

1. **To help the city examine what has been done and assess the level of effectiveness in achieving the desired outcomes.** The Project Team examined how well the internal and external DEI efforts were upholding and advancing the City’s vision for a diverse and equitable community and being the “Employer of Choice.” We solicited and reviewed internal and external feedback on current practices and worked diligently to create a safe space to listen to stakeholder concerns. The team assessed programs, policies, procedures, and practices within the internal organization and across the city services to audit the impact, identify gaps and offer recommendations to strengthen Sun Prairie’s approach.
2. **To identify the impact and results of the efforts that have been put forth internally and externally.** The engagement efforts directly gathered input from Sun Prairie's diverse community. The Project Team collaborated with the CLT Lead and others to identify and address gaps in current DEI initiatives within the organization and city services. They also partnered with the CLT Lead to plan and execute community engagement activities, such as resident surveys, focus groups, and interviews, to assess strengths, opportunities, and barriers in city services.
3. **To administer a comprehensive internal/external audit, to help the City of Sun Prairie leadership identify “blind spots and processes that (may exist) perpetuate systemic injustice” and, “identify current successes, areas for improvement, and recommendations/strategy for next steps for making concrete improvements.”** The final report provides insights obtained from internal document review, feedback and analysis, focus group summaries, community conversation notes, progress reports and relevant recommendations related to diversity, equity, inclusion, and accessibility.
4. **To create a final report that provides an overview of work completed, encompassing the findings from all reviews, internal and external assessments, as well as community input results.** This report will not only present the findings but also offer actionable recommendations for improvement.

The Project Team recommendations aim to support the organization by identifying concerns and areas of improvement and providing relevant strategies to address these concerns. Understanding the critical role of leadership in driving change, the Project Team offers strategies that foster a constructive and effective organizational culture that embraces the values of DEI and advances equity in city services.



METHODOLOGY

It was with deliberate planning and execution that the Project Team implemented the audit at the internal and external levels. The approach to addressing Diversity, Equity, and Inclusion went beyond race or ethnicity. The Project Team embraced diversity in all its dimensions, explored inclusion from participants' perspectives and evaluated equity through a look at policies, practices, and accessibility. The Project Team's methodology was grounded in evidence-based strategies for collecting data and measuring organizational impact on behavior norms, levers of operation and leadership effectiveness.

The methodology was also informed by the vast experience of the Project Team. The Prism team brings over 20 years of public involvement, community engagement and outreach together with a deep respect for reaching underrepresented populations. Project Team members have been involved in this work collectively for more than 25 years, across various industries and targeted populations. BDP & Associates is a trained, certified and accredited consulting firm that has completed more than 50 organizational audits utilizing the Human Synergistics tools of organization assessment. The Prism team understands the importance of clear and effective outreach to the public, government, and others affected by a project.

Diversity, Equity & Inclusion (DEI)

Diversity, Equity, and Inclusion (DEI) are not the same but interrelated to create a space for acceptance, fairness, and equal access to resources. DEI practices include people of different ages, backgrounds, abilities, races, genders, religions, cultures, experiences, skills, and sexual orientations. Confusion around DEI usually stems from thinking it only focuses on race. Race is a part of DEI, but it is only one part. It is important for organizations to educate on what DEI is, why and how it is being embraced, and how it can benefit all involved.

There are multiple definitions found in many sources that define DEI. The following is a simple paraphrased version that we offer for clarity of the DEI lens for this project.

Diversity is about differences that include those we are born with and those we choose. It includes, but is not limited to: individuals, groups, communities, age, mental and physical ability, experiences, language, ethnicity, religion, race, sexual orientation, gender identity, ideas, perspectives and interests, just to name a few.

Equity recognizes that not everyone begins in the same place in society. Equity is about meeting needs based on differences. Authentic equity reflects practices and policies that meet diverse needs. To be clear, equity is different from equality. Equality is treating everyone the same and equity is treating everyone according to their unique needs.

Inclusion is the practice or policy of embracing and engaging (not excluding) everyone while providing equal and equitable access to opportunities and resources. It supports an environment of belonging that is encouraging, understanding, respectful and collaborative for everyone regardless of differences. Inclusion is a deliberate effort to not exclude.

Together these terms work together to create healthy communities and workplaces that allow individuals to feel seen, heard and not judged. DEI practices allow differences to exist that create stronger communities and places of work.

PARTICIPANTS

The organizational audit activities involved a diverse range of participants, ensuring that we listened to the voices of city employees and a vast array of community members.

Part One:

The Project Team actively engaged with the Client Liaison Team (CLT), which consisted of representatives from every department and division within the organization. This group was engaged, along with others from their departments, in focus group discussions. This allowed the team to gather insights and perspectives from diverse areas of expertise. Additionally, we sought the input of senior leadership, recognizing their valuable insights and experience. The team made a concerted effort to involve over half of the organization's employees (173) through organization-wide surveys. This inclusive approach enabled the team to capture a wide range of viewpoints and feedback, fostering a deeper understanding of the internal dynamics and sentiments from within the organization.

Part Two:

The Project Team's community outreach included focus groups and interviews, and participation with community members in community events. The team met and engaged with organizations representing LGBTQ+, Hmong, South Asian, Black and African American, Spanish-speaking communities, individuals with physical or cognitive disabilities, parents of youth with disabilities, and senior citizens. By doing so, a wide range of perspectives and experiences were gathered in the assessment.

In collaboration with the University of Wisconsin - River Falls Survey Research Center, a community survey was distributed to more than 1800 residents. The Project Team and the CLT provided a foundation of questions to be included in the survey and relied on the expertise of UW River Falls to format, distribute, collect, and compile results. The city provided the database to whom surveys were sent. The UW River Falls team provided survey results which were added to the external assessment analysis presented in this report.

In addition, the Prism Project Team fostered collaboration with community partners, such as Community Schools Coordinators, to further enhance the understanding of the community dynamics. The team reached out to elected officials seeking their valuable insights and perspectives on city-wide DEI efforts. This engagement with elected officials allowed the team to gain an understanding of the broader community context and the commitment to DEI at a governance level.

TIMELINE (Internal)

February 2022 - September 2023



February 2022

- History Session



March 2022

- Sun Prairie Employee Focus Group



April - May 2022

- Senior Leadership Interviews



July 2022 - January 2023

- Employee Online Inventories - Culture & Organizational Climate



March - September 2023

- Data Analysis and Report Drafting
- Report Presentation



TIMELINE (External)

July 2022-September 2023



July 2022

- Timeline/Milestones
- Planning



August 2022

- Community Stakeholder Meeting/Schedule/stakeholder, interviews, etc.
- ELT Update Presentation
- Initial City Services Survey Draft



September 2022

- Multicultural Fair Attendance
- Host Stakeholder Interviews; Site Visits, etc.



October 2022 - February 2023

- Host Virtual Focus Groups
- CLT Lead Meetings
- Compiling/reviewing data
- Planning



March - April 2023

- Schedule/Host focus groups, interviews, info sharing, etc.



May - September 2023

- Data Analysis and Report Drafting
- Report Presentation



ORGANIZATIONAL AUDIT PART 1- INTERNAL ASSESSMENT OVERVIEW

Sun Prairie is a growing community, and with that growth, diversity has been increasing exponentially through the population. The City of Sun Prairie is focused on ensuring it can meet the diverse needs of the community it serves and its city employees. During the past 8 years Sun Prairie has experienced major growth in its population and in particular expanding demographics specific to ethnicity. There has been an influx of residents from a variety of places locally, nationally, and internationally. With this population growth, Sun Prairie has been challenged to meet the unique needs of a changing demographic.

Sun Prairie is growing and diversifying. This is good and it presents unique challenges. The City of Sun Prairie has demonstrated genuine care about advancing DEI and taken action steps. As consultants, we know this because we requested information and reviewed it as well as retrieved insight from other methods. A more detailed and formal presentation of this information is provided in this report.

HIGHLIGHTS OF ASSESSMENT RESULTS

The organizational culture inventory (OCI) results for the Sun Prairie work environment revealed that the Sun Prairie culture has a strong foundation of a constructive culture and that it has been that way for many years as evidenced by input from the focus groups and history session.

CONSTRUCTIVE CULTURE: involves expectations for members to interact with others and approach tasks in ways that will help them to meet their needs for satisfaction and growth. A constructive culture includes norms and expectations related to the following behaviors:

- **HUMANISTIC-ENCOURAGING** - team building, situational supervision, leadership assessment and development, giving feedback.
- **ACHIEVEMENT** - goal setting, organizational, department and individual member, performance planning and management.
- **SELF-ACTUALIZING** - gaining enjoyment from work, self-development, taking on new and interesting activities.
- **AFFILIATIVE** - work group development, communication, cooperation, and effective coordination.

The OCI results also revealed that while there are constructive culture behaviors prevalent in the work environment, there is also a passive defensive culture operating.

PASSIVE DEFENSIVE CULTURE: environments in which members believe they must interact with people in defensive ways that will not threaten their own security. A passive defensive culture includes norms and expectations related to the following:

- **APPROVAL** - describes organizations in which conflicts are avoided and interpersonal relationships are pleasant at least superficially. Members feel they must agree with, gain the approval of, and be liked by others.
- **CONVENTIONAL** - is descriptive of organizations that are conservative, traditional, and bureaucratically controlled. Members are expected to conform, follow the rules, and make a good impression.
- **DEPENDENT** - it's descriptive of organizations that are hierarchically controlled and non-participative. Centralized decision making in such organizations leads members to do only what they're told and to clear all decisions with superiors.
- **AVOIDANCE BEHAVIORS** - characterizes organizations that fail to reward success but nonetheless punish mistakes. This negative reward system leads members to shift responsibilities to others and to avoid any possibility of being blamed for problems or errors.

The project team discovered that the City of Sun Prairie has a genuine intention to incorporate DEI into its change management efforts. However, it became evident, from focus group discussions, that DEI had not been explicitly defined and communicated to all employees, leaving varying levels of understanding, implementation, and emotions among the employees.

The history session and focus group input also indicate evidence of the existence of behaviors consistent with passive defensive. The input revealed that some employees are in fear of changes, some are hesitant to discuss DEI with concern for insulting or saying the wrong thing, The assessment revealed that employees hold different views regarding DEI and its significance to the organization, their respective departments, and themselves. In other words, some employees avoid confronting any level of discomfort as it relates to DEI.

The Organizational Effectiveness Inventory (OEI) was administered to assess the Sun Prairie organizational climate in general as did the history session and focus group discussions. However, the focus groups also focused some discussion on the DEI Journey of Sun Prairie. The personal insecurities and uncertainty among some employees is exhibited in the workplace in some cases and in other cases, employees are not speaking up directly on their thoughts about DEI.

The internal assessment also revealed that the internal operations of the organization generally run smoothly, with effective collaboration both within and between departments. The Project Team identified the quantitative assessment results of the organization's operations internally (OEI), and specifically the areas of operation that need attention. The qualitative results of the history session and focus groups also provided insight on the internal climate elements related to behaviors, interactions, observations, and relations impacting the climate. DEI was also a topic of the focus groups. The focus group asked for employees' opinion on the DEI journey. What's working and what's not working.

The Project Team learned that the infusion of DEI focus in Sun Prairie's operations practices and policies have influenced and impacted behaviors and attitudes reflected in the Organizational Culture and Organizational Effectiveness Inventory results as well as the focus group results. Feedback from the inventories and focus groups reflected a spectrum of opinions. Some individuals viewed DEI as a positive initiative, while others expressed concerns that it might lead to their exclusion in the attempt to accommodate others. The audit revealed some employees felt insecure in their job with the influx of new and diverse employees.

The Project Team's analysis informed recommendations on key priority areas that should be addressed to drive positive change. These suggestions encompass actions for improving organizational culture, including specific behavior style adjustments, enhancing organizational effectiveness, covering change factors and outcomes. Sun Prairie leadership is responsible for initiating the suggested strategies.



ORGANIZATIONAL AUDIT PART 2 – EXTERNAL ASSESSMENT OVERVIEW

BDP & Associates and Prism Technical, as the contracted Project Team, were contracted to facilitate an inclusive community engagement process, with a specific focus on assessing the direct city services provided to the community. The goal was to examine the services offered and identify the extent to which service delivery was accessible in an equitable manner, identifying any potential disparities and missed opportunities for promoting fairness and inclusivity. Through the engagement efforts, the Project Team aimed to raise awareness, gather feedback, and establish connections with the community to create a comprehensive understanding of the current state of city services access and delivery.

Recognizing the importance of engaging with individuals, groups, and organizations of diverse backgrounds, the City of Sun Prairie took proactive steps by issuing a RFPs (RFP) to:


- Conduct a community engagement campaign to identify strengths and weaknesses in how we serve our community through a DEI lens.
- Review existing data, practices, and programs, including all points of contact to determine whether we are serving all our citizens. Review policies and activities, including land use policies and policies recommendations.
- Identify any barriers that limit access to services.
- Identify departments and current initiatives being implemented that are culturally responsive, equitable, and inclusive; and those that are not.

The following summary will provide a snapshot of the Organizational Audit Part 2 – External Assessment. The full external assessment section of this report will provide a more in-depth look at the project team’s work accomplished and assessment results.

The City of Sun Prairie is a growing community and the opportunities that are associated with growth are attracting diverse populations with different ethnicities, ages, languages, religions, nationalities, and more. While the city has made efforts to address this influx and foster inclusivity, the Project Team’s discussions with various groups and individuals revealed a noticeable divide among residents. Some embrace the changes and welcome the diversity, while others express dissatisfaction, feeling that Sun Prairie is rapidly losing its small-town charm. The community survey, administered during the project, also reflects a divide, with some residents expressing happiness with the changes they are seeing and others expressing unhappiness about the city’s rapid growth.

Finding a solution that satisfies everyone may be challenging, however there is an opportunity to educate and engage with those residents who struggle to embrace others who are different or less fortunate and address their concerns about being overlooked.

In launching a city-wide Diversity, Equity, and Inclusion (DEI) initiative, it is crucial to deliberately connect with and understand the perspectives of those who are not happy with the changes and perceive themselves as losing out. Creating city-wide messaging can serve as a platform to address these concerns and foster greater understanding and empathy among residents. By actively involving and communicating with all segments of the community, the city can work towards bridging the divide and promoting a more inclusive and harmonious Sun Prairie.



The external audit conducted as part of the assessment revealed diverse perspectives from various sources, highlighting both common and unique responses across different groups. One recurring theme that emerged from the assessment activities was the positive comments about the quality of life in Sun Prairie. Many residents commented on how pleased they are living in Sun Prairie.

Residents were asked to provide feedback on city services, unmet needs, and areas for improvement. In their open-ended comments during the survey, focus groups, and interviews, residents commonly expressed a desire for improvements in public transportation, bike paths, traffic enforcement, road infrastructure, affordable housing, crime reduction, and increased accessibility to resources for underserved communities.

The Project Team also observed that many residents are unaware of certain city services and the efforts made by the city to address community needs. It is essential for the city to communicate its service offerings and initiatives consistently and effectively through various channels to ensure public awareness. In response to this feedback, a recommendation was made for the city to develop culturally appropriate community messaging across its website, publications, social media platforms, and other communication channels.

By enhancing public knowledge and understanding of city services and initiatives, Sun Prairie can foster a more informed and engaged community. This will enable residents to actively participate in shaping the city's future and ensure that their diverse needs and perspectives are effectively addressed.

To effectively prioritize and advance DEI initiatives, the city must recognize the fluidity and comprehensive nature of DEI. While DEI may not be universally accepted, it remains crucial for the city to consistently strive for equity, inclusivity, and embracing diversity. This requires implementing processes, opening communication channels, and building strategies that actively support these principles.

To ensure the successful implementation of goals, it is essential to engage relevant resources and expertise. This can involve collaborating with consultants, establishing internal committees, involving various departments, and actively engaging the community. By incorporating diverse perspectives and expertise, the city can ensure the integrity and effectiveness of its DEI efforts.

The Project Team's objective was to leverage both quantitative and qualitative data collected from the external assessment to generate meaningful insights. These insights served as the foundation for the recommendations found in this report, which aim to drive meaningful change.



RECOMMENDATION HIGHLIGHTS

Outlined below are key areas that emerged from the audits, informing recommendations for areas of focus. The recommendation areas align with the underlining expectations identified in the City of Sun Prairie Organizational Audit RFP.

The recommendations topics highlighted here identify several key themes that emerged from the surveys, focus groups and interviews. The remainder of this report provides results of the assessments that informed the complete recommendation and strategies document presented later in this report.

Build a more diverse and inclusive organization for employees and the community in which we serve. Diversity extends beyond race, ethnicity, and gender and should encompass a broader range of identities and needs. The survey, focus groups, and interviews have highlighted areas of diversity that require attention. What follows are key areas recommended for attention. The full recommendation and strategy document offered to the Sun Prairie leadership is provided later in this report.

Recommendations include strategies that address the following:

- Education/Awareness
- Engagement
- Process & Procedures
- Employee Development

Identify blind spots and processes that perpetuate systemic injustice. The Organizational Culture Inventory assessment tool revealed a gap between the leadership's expectations for employee behaviors and interactions, and the actual experiences reported by the employees. The Organizational Effectiveness Inventory findings highlighted certain processes and procedures within the City of Sun Prairie operations that employees find unclear and inconsistent, hindering the achievement of organizational goals. Valuable insights from focus groups also shed light on overlooked and often hidden issues of fairness and equity within the organization. From an external perspective, the community survey results offer a look at areas where residents' feedback would suggest a few blind spots exist. For instance, some residents are not connected to the current communication channels and therefore do not get some of the information going out to the community.

Recommendations include strategies that address the following:

- Sun Prairie Leadership Initiatives/Leadership Development
- Communications
- Process & Procedures

Identify current successes, areas for improvement and recommendations/strategy:

We commend the city for demonstrating a commitment to self-reflection and for the efforts made by various city departments in addressing diversity, equity, and inclusion. Over the years, these departments have taken steps to address DEI. We acknowledge that different departments and divisions are at different stages of their DEI journey and have made progress in various areas. We appreciate the organizations and the community's willingness to engage in continuous improvement. It is encouraging to see the commitment to ongoing growth and the recognition that there is still work to be done to further enhance diversity, equity, and inclusion within the organization and the community it serves.

- Leadership Development and Clarity of Mission and Vision
- Leadership Development for Culture Alignment
- Communication Re-evaluation
- Shifting Systems and Policies

This executive summary serves as a high-level overview of the organizational audit project, highlighting key findings and general recommendations. For a more comprehensive understanding, the Project Team is providing the city with an in-depth report that follows, containing detailed results of the internal and external audit and recommendations and strategies that will serve as a roadmap for addressing desired changes.



ORGANIZATIONAL AUDIT PART 1

INTERNAL ASSESSMENT

Understanding the Internal Assessment Framework, Instruments and Protocols

DOCUMENT REVIEW

Document review was an ongoing internal audit protocol integral to the internal audit activities and informative for the external audit. The team conducted an internal review of policies, projects, plans, reports, and a review of the city website. The Project Team learned a great deal about how the city's leadership and departments are trying to address DEI. The CLT lead collaborated with various departments and divisions to collect these initiatives, actions, plans, etc., which were then submitted to the Project Team for evaluation. Other documents like the Housing Study, HR Recruitment & Retention Strategy, Comprehensive Plan, and others were also submitted for review.

The CLT lead collaborated with various departments and divisions to collect these initiatives, actions, plans, etc., which were then submitted to the Project Team for evaluation. Other documents like the Housing Study, HR Recruitment & Retention Strategy, Comprehensive Plan, and others were also submitted for review.

Reviewing internal documents assisted the Project Team in determining where strengths and weaknesses exist concerning DEI and the organization's operations. Through this review, the Project Team was able to assess where progress is happening and where areas of improvement will be recommended. It's worth noting that one limitation observed by the Project Team during the review of documents was some submissions had an absence of detailed descriptions and context, which made it challenging to assess their level of activity in relation to DEI. The assessment presented in this section is based on the information presented in the documents submitted.

To assess the integration of DEI across the various departments and divisions, the Project Team reviewed a number of internal documents. The following internal documents were requested and analyzed:

- Department/Division vision, mission statement
- Internal organization documents, i.e., job descriptions, personnel policies
- Racial literacy plan update
- Content of DEI lens review of 8 personnel policies
- Content of DEI trainings completed and the employee evaluation/feedback
- Plans, reports related to initiatives on diversity, equity, inclusion that have been already launched
- City policies enacted to address DEI
- Organization chart – city
- Community meeting agendas and activities with DEI focus/aim
- 2035 Vision
- Strategic Plan updates 2019-2022 – completed priorities, in progress, ongoing and not started
- Final report of the Ad Hoc Steering Committee on Diversity
- City Task Force – Sustainability Plan
- Department/Division DEI initiatives, practices related to DEI

A large majority of the information contained in the department documents sheds light on initiatives, activities, and events to address DEI. An examination of the documents revealed valuable insights. The review revealed a range of patterns highlighting strengths and pinpointing potential areas for enhancement. In the analysis, the following insights were gained:

Strengths

The assessment highlighted a key insight – a considerable number of departments and divisions have proactively embraced DEI initiatives. This signifies an investment from the organization and establishes a foundational framework for this work. Particularly noteworthy is the robust integration of DEI values within departments such as Human Resources, Sun Prairie Public Library, Parks, Forestry, & Recreation, and the Office of the City Administrator.


These departments presented personnel policies, programs reaching underserved communities, job descriptions emphasizing equitable outcomes, and more aimed at addressing DEI. This demonstrates not only efforts to advance DEI but also an understanding of tailoring these efforts within specific organizational contexts. Moreover, these departments serve as inspirational models for others struggling to progress, exemplifying the potential for positive change.

From this review, the Project Team gleaned additional insights that certain departments concentrated on enhancing racial and ethnic participation, bolstering access to services, and promoting diverse hiring practices. For instance, Human Resources and the Police Department actively pursued diverse candidate inclusion when filling positions. Distinctive services that intentionally reached underserved communities, such as the coordination of the Library Dream Bus, were evident in the review. These initiatives acknowledge that true equity includes outreach and engagement activities where people live, work and play, as well as encompassing behaviors, policies, procedures, and more.

The internal documents reveal a range of DEI practices, ordinances, and resolutions, which show intentional strategies being implemented to make change. Sustaining these endeavors is paramount, as they establish a benchmark for operational excellence and offer a blueprint for underperforming sections within the organization. Equally significant, these internal initiatives exert an external influence, where internal connections shape external operational outcomes. Strategies are provided in the recommendations section of this report to not only uphold but also enhance these initiatives.

The review also identified collaboration and partnering described as a means for implementing DEI efforts as seen in the documents for the Office of Administrator, Division of Economic Development, Human Resources, the Sun Prairie Public Library, Division of Planning, and the Parks, Recreation and Forestry. If “city-wide” DEI is to be achieved, it will be important to continue deliberate collaboration and partnering as is currently happening.

It is crucial to continue these efforts and look for opportunities to expand them throughout the organization. For instance, the City Attorney’s office is and can be a foundation for accountability, documented rules, laws, etc. for citywide efforts that also include the internal operations of the city departments. The Human Resources department could lead the charge centralizing hiring practices that demonstrate authentic efforts to reach a diverse set of candidates beyond race and ethnicity, i.e. disabled, blind, LGBTQ+, etc.



Weaknesses

One part of the request in the organizational audit RFP was to examine the Sun Prairie culture. Employees completing the organizational effectiveness inventory were asked to rate the “extent to which the organization’s mission and philosophy are clearly defined, illustrated by members, communicated by management, and understood by employees” The overall employee rating was low. The department document review revealed that there are multiple department and division missions currently in place. Having too many statements across departments can be somewhat confusing when asking employees to state their organization’s mission. At the heart of a strong organizational culture is clarity among all employees on the why of the work they do and the connection to the organization’s purpose.

Another part of the request in the organizational audit RFP was to examine the Sun Prairie DEI efforts organization wide. Throughout the review process, several opportunities for strengthening DEI efforts across the organization became apparent. There was a noticeable disconnect between certain departments and divisions that were actively advancing DEI work and those that were not making the same progress. Specifically, Public Works, Finance, City Clerk, and Building Inspection had areas of growth based on their submissions.

Delving deeper into this disparity through focus groups and one-on-one interviews yielded valuable insights. It emerged that a significant portion of the organization's workforce lacks a comprehensive understanding of DEI definitions and principles, leading to difficulties in implementing them within their respective domains. This insight is crucial, as it sheds light on the reasons behind the disjointedness in DEI efforts across the organization. When employees lack a clear grasp of these values, it becomes challenging to effectively implement them. The Project Team’s recommendations will address this issue to facilitate greater alignment and growth in this area.


In departments where DEI progress did not align with other parts of the organization, it is important to clarify that this does not imply that no efforts were being made. Indeed, there were endeavors to promote diversity and inclusion such as Building Inspection updating their logo to be more welcoming, Finance equipping youth with various skills through internships, and the City Clerk creating proclamations to acknowledge a variety of heritage months. Although there are positives to these actions, more can be accomplished to make significant improvements.

The Project Team observed instances where equality was mistaken for equity. For instance, many departments and divisions offered services designed to "serve all," yet they lacked strategies to address the diverse needs of various groups, thereby falling short of true equity. While providing services to a broad audience is commendable, genuine change occurs when staff can discern who is not being adequately served and make necessary adjustments to ensure greater equity. Part Two of this Final Report will delve into specific areas where community concerns regarding equitable service provision have been expressed.

Conclusion

The document review played a pivotal role in informing the audit, enabling the Project Team to gain insight into multiple areas such as the organization’s mission, community engagement and most importantly the various ways DEI is integrated into the City's numerous projects, plans, policies, reports, and more.

The city’s desire to launch a “city-wide” DEI program has a foundation already established with the current engagement of city departments with the community. A city-wide launch will require the internal strengthening of the DEI foundation that can be pushed out to the community through collaboration and partnering.



The document review shows six out of eleven city departments that have an engaging presence in the community with staff participating in various groups, committees, and events city-wide. This is a foundation for establishing a “city-wide” DEI program since relationships are already established and have diverse community members who could be invited to the table in planning for a city-wide DEI program.

The organizational audit Project Team would like to commend the city leadership and the city departments for their ongoing efforts to address diversity, equity, and inclusion (DEI). The records reflect that, since 2016, many departments have implemented actions to address DEI in response to the city’s leadership and its efforts to address DEI.

CULTURE ASSESSMENT

The project team centered culture as the focal point of the internal assessment recognizing its significance in shaping behavior norms and operating systems. The assessment delved into the City of Sun Prairie's culture and climate, emphasizing the importance of examining these aspects during the audit. DEI efforts are greatly impacted by an organization's culture and climate.

The Project Team defines organizational culture as a system of shared values and beliefs that can lead to norms guiding the way in which members approach their work and solve problems.

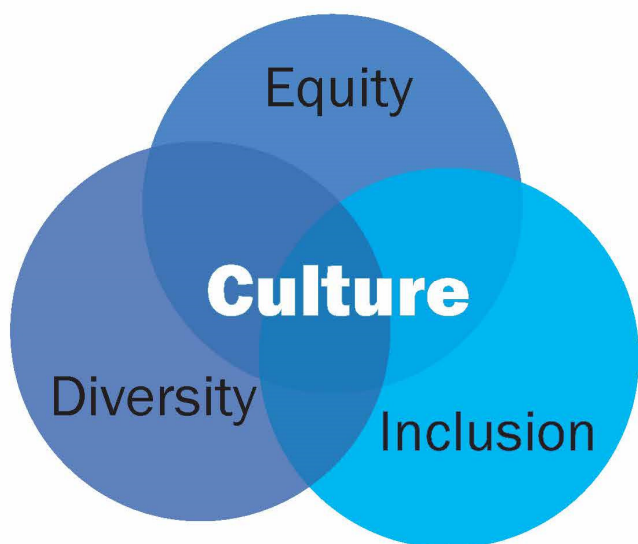


Figure 1: Culture at the center of DEI

“Culture needs to be the top priority of top executives because—regardless of whether they pay attention to it—culture exists and affects everything that matters most to the organization and its stakeholders.”

-Janet L. Szumal, Ph.D., Human Synergistics, Inc

The team's approach was a partnership with the city to find the things the organization is doing well, internally and externally, identify gaps in the effectiveness of current efforts, and offer recommendations to build on the organization's strengths. The team worked to produce a straight-forward report that offers practical recommendations for continuing the constructive, eliminating the destructive and filling gaps with best practices that will continue to move the organization forward.

The goal is for the organization to achieve a sustainable level of perpetual improvement and to become less reliant upon outside guidance. The purpose of this approach is to prepare the city to continue its own efforts, monitor its own progress, and be able to evaluate and course correct along the way,

The internal assessment, like the external assessment, was a multidimensional approach to capture both quantitative and qualitative input from multiple sources. The internal assessment activities consisted of multiple groups of employees participating in department focus groups, one-on-one interviews, and a facilitated large group “history session” that engaged employees with six years to 30 years tenure with Sun Prairie. These assessments produced highly qualitative results.

We enlisted the expertise of Human Synergistics, Inc., a world renown organization, that specializes in assessment of organizational culture and climate, to administer the culture and climate inventories (www.humansynergistics.com).

More than 51% of Sun Prairie employees, full time, and part time, completed the organizational culture inventory (OCI) and the organizational effectiveness inventory (OEI) that provided both quantitative and qualitative results.

The Executive Leadership Team (ELT) was asked to also complete the Organizational Culture IDEAL inventory to provide a leadership perspective on the behaviors and personal styles that should be expected within the Sun Prairie culture. The full set of data retrieved from employee responses is available in the appendix.

All the data collected, from the multiple internal sources, has been compiled, analyzed, and compared to identify common themes (detailed in the assessment results section later in report) of input from employees across the organization.

It is important to acknowledge that the feedback obtained in the history, focus group, and interview sessions represents the opinions and perspectives of the individuals involved. It is also important to recognize that these viewpoints are subjective and are not considered as definitive facts. The insights shared during these sessions provided valuable perspectives that were considered as part of the overall assessment.

A. THE HISTORY SESSION


It is easier to “connect the dots” if there is a shared understanding of how the current culture emerged. We began the internal assessment with a facilitated discussion on the history of Sun Prairie. To learn about how the City's culture emerged, we conducted a “history session” that engaged employees of 6 years, 15 years, and 30 years or more in a discussion around several questions about Sun Prairie’s history.

The discussion helped the Project Team identify how the culture has evolved from its founding to the current state by capturing what strengths and weaknesses have “always been that way” and what strengths and weaknesses have emerged over time. Highlights of the History Session results are provided in the next section of this report. Detailed data of the History Session can be found in the appendix.

B. DEPARTMENT FOCUS GROUPS

Thirteen groups of employees were engaged in sharing language, beliefs, stories, and examples regarding the current culture and climate, along with how the culture and climate might be positively and/or adversely impacting the City's efforts towards advancing Diversity, Equity, and Inclusion.

The department focus group purpose was to identify common themes, plus supporting language and examples that resonate across individuals and groups. Focus group results were compared to the History Session and the OCI/OEI inventory results. Highlights of the department focus group results are provided in the next section of this report. Full details of the focus group results can be found in the appendix.



C. ONE-ON-ONE INTERVIEWS

Confidential interviews were conducted with key stakeholders in Sun Prairie, including the Mayor, the Council, and the Executive Leadership Team. The purpose of these interviews was to gain insights into their perspectives on the project and to understand their common expectations.

In addition to the standard questions, the leadership staff were also asked additional questions specifically focused on their perspectives regarding DEI from an employer's standpoint. This allowed the Project Team to gather valuable insights into the organization's DEI perspectives and priorities as perceived by the leadership team.

D. ORGANIZATIONAL CULTURE INVENTORY/ORGANIZATIONAL EFFECTIVENESS INVENTORY (OCI/OEI)

To gather insights into the current operating culture and operating systems within the Sun Prairie employment environment, city employees completed two assessments: the Organizational Culture Inventory (OCI) and the Organizational Effectiveness Inventory (OEI). The full set of inventory data retrieved from the employee responses is available in the appendix.

The Organizational Culture Inventory (OCI) is a forced-choice instrument that evaluates 12 sets of behavioral norms, which describe thinking and behavioral styles that are implicitly or explicitly expected for individuals to fit in within an organization or specific department or division. These behavioral norms delineate the ways in which all members of the organization are expected to approach their work and interact with one another.

The 12 sets of behavioral norms are presented in three clusters, with four behaviors in each cluster, described as **Constructive, Passive Defensive and Aggressive Defensive** (see diagram below). An organization's culture profile generally reflects some level of the 12 behaviors within all three clusters. On occasion, an organization's profile can show results with minimal to no behaviors reflected in a particular cluster.

It is the extensions/percentiles within each cluster that make up the scoring profile of constructive, passive defensive and aggressive defensive profile.

The results of the OCI provide valuable insights into employee satisfaction levels, the balance between job security and job satisfaction, the level of task and people orientation within the operating culture, and the overall dominant aspect (highest percentiles) of the organization's culture.

The Project Team also administered the **Organizational Effectiveness Inventory (OEI)** to measure various organizational outcomes shown to be related to culture. The OEI assesses 31 specific factors and conditions that influence the current operating culture of the organization. The OEI assesses these factors at the individual, group, and organizational levels.

These factors are organized into five general categories: Mission and Philosophy, Structures, Systems, Technology, and Skills/Qualities, which are considered as **levers for change**. Examining these factors can help to pinpoint causes, if any, for culture disconnects. Culture disconnects occur when the organization's operating culture is not aligned with the organization's values and ideal culture.

The OEI also measures 12 specific **outcomes** that are related to the operating culture of an organization at the individual, group, and organizational level.

INDIVIDUAL OUTCOMES - focus on the extent to which your organization has a positive, rather than a negative, impact on the personal states and attitudes of its members. Positive measures include:

- Role Clarity, Motivation, Satisfaction, and Intention to Stay
- Role Conflict, Job Security, and Stress

GROUP OUTCOMES - focus on the extent to which your organization effectively integrates and coordinates the efforts of its members and units. Specific measures include:

- Intra unit teamwork and cooperation
- Inter Unit Coordination
- Department Level Quality

ORGANIZATIONAL OUTCOMES - focus on your organization's effectiveness with respect to its external environment. Specific measures include:

- Organization-Level Quality
- External Adaptability

The OCI/OEI results are also presented for 20 organizational subgroups. These subgroups were determined by the CLT lead and encompass categories of age, years with the organization, organization job level (non-management, supervisory/line management, executive/senior leadership), gender, departments, and racially and ethnically diverse backgrounds.

Analyzing subgroup information is valuable for identifying potential subcultures within the organization's overarching culture. Subcultures can manifest as distinct behavior profiles that contrast with the broader organizational norms. By delving into subgroup profiles, it becomes possible to pinpoint areas where targeted changes might be necessary. Additionally, these subgroup insights facilitate an assessment of how the effectiveness of specific subgroups has been influenced by their respective cultures. For a comprehensive breakdown of the OCI/OEI subgroup results, please refer to the appendix.



Organizational Culture Inventory

To better understand how to read your organizational culture (OCI) results, the following is a view of how you will see your OCI results presented within the Constructive (blue), Passive Defensive (green), and Aggressive Defensive (red) clusters. The graphics that follow identify the three types of culture clusters and the general description of norms and behavior styles associated with the cluster.

Three Categories of Values & Norms

Language and measurement for culture

Constructive

Cultures promote effective goal setting, growth and learning, creativity, and collaboration.

Examples: take on challenging tasks, plan ahead, cooperate with others, encourage others

Aggressive/Defensive

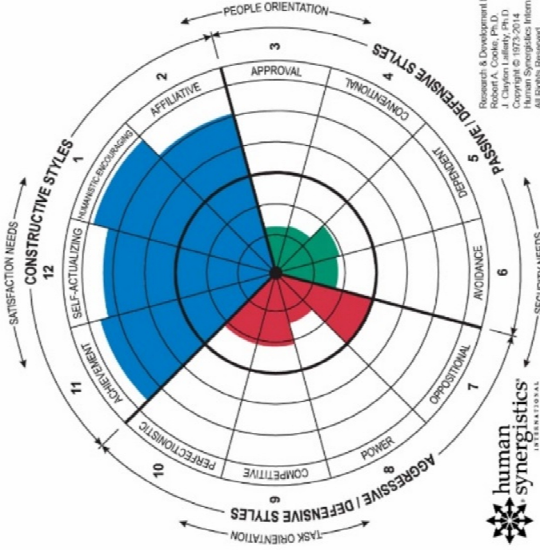
Cultures lead to internal competition, the use of force, and setting unrealistically high goals.

Examples: compete rather than cooperate, oppose new ideas, use authority of one's position, never make a mistake

Passive/Defensive

Cultures lead to conformity and rigidity and curtail initiative and accountability.

Examples: accept the status quo, make popular rather than necessary decisions, never challenge superiors, don't rock the boat



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ORGANIZATIONAL AUDIT PART 1- INTERNAL ASSESSMENT RESULTS

The highlights of the internal assessment results include a review of 173 employee responses to the OCI/OEI inventories and the ELT results on the IDEAL Culture inventory. Additionally, highlighted results from the department focus groups and the history session are presented, offering supporting evidence and identifying key themes of the overall findings. Insight from the 20 subgroup results is also presented.

Organizational Culture Inventory (Ideal vs Current)

The Organizational Culture Inventory (OCI) **Ideal** (Figure 2) is a compilation of responses from the Executive Leadership Team, providing a holistic view of their envisioned ideal state for the employment experience within the organization.

The Organizational Culture Inventory (OCI) **Current** (Figure 3) reflects the collective perspective of 173 employees, shedding light on the actual behaviors currently prevalent in their employment experience with the organization.

Figure 2: Ideal culture: N=12

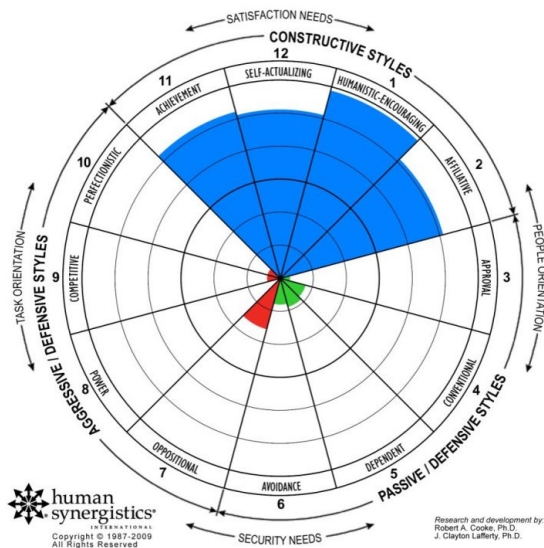
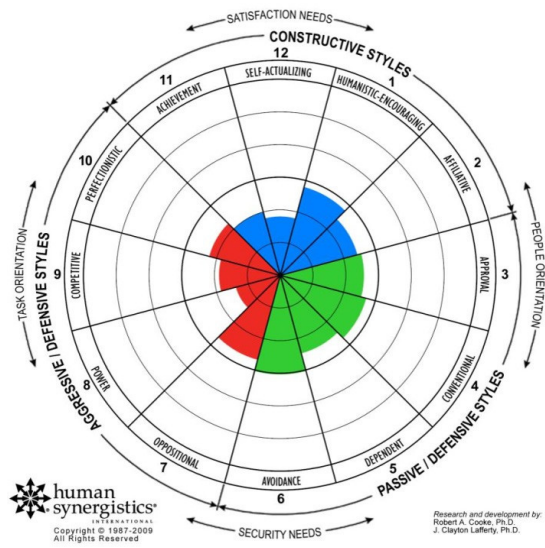


Figure 3: Current culture: N=173



People **should be** expected to:

- Help others grow and develop
- Take time with people
- Resolve Conflicts constructively
- Be a good listener
- Know the business
- Think ahead and plan
- Pursue a standard of excellence
- Encourage others
- Maintain their personal integrity
- Communicate ideas

People **are** expected to:

- Push decisions upward
- Make “popular” rather than necessary decisions
- Avoid confrontations
- Never challenge superiors
- Never be the one blamed for problems
- Not “rock the boat”
- Use the authority of their position
- Be seen and noticed
- Be precise...even when it is unnecessary
- Oppose things indirectly

The organizational culture profile comprises a blend of behavior norms scored across three clusters. The scores of these behavior norms determine your culture's description, known as your OCI profile.

The IDEAL culture profile (figure 2) serves as your organization's cultural benchmark. It highlights the primary expected behaviors, as identified by the Executive Leadership, predominantly falling within the Constructive Cluster. This includes behavior norms such as Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative, which are ideally sought and promoted within your organization for optimal effectiveness. Additionally, the IDEAL culture profile indicates the least expected behavior norms, encompassing passive defensive (green) and aggressive defensive (red) styles.

Passive/Defensive culture behaviors encompass interactions where members feel compelled to engage in defensive approaches that safeguard their own security, avoiding potential threats. **Aggressive/Defensive** culture behaviors entail an expectation for members to approach tasks forcefully to protect their status and security.

Results on the IDEAL culture profile, figure 2, reflect that the strongest cluster within the IDEAL profile is the **Constructive cluster** (blue area) with the specific behavior norm, **Humanistic-Encouraging** scored highest among the four behavior styles. This suggests that, ideally, city employees should be good listeners, help others to grow and develop, and encourage others.

A Humanistic- Encouraging culture characterizes an organization that is managed in a participative and person- centered manner, where members are open to influencing one another.

Analyzing the CURRENT culture profile (figure 3) based on the perspectives of the 173 respondents, sheds light on how things **are** currently being done within the organization. It reflects the employees' opinion on **"The way we are expected to do things around here."**

In, figure 3, the prevailing cluster in the current culture profile is **Passive Defensive (green area)**, with the norm/behavior style of **Avoidance** achieving the highest score. This suggests that city employees are inclined to elevate decisions upwards, take minimal risks, and prioritize popular decisions over necessary ones.

An **Avoidance** culture typifies organizations that fail to reward achievements but nevertheless penalize errors. This negative reward structure leads members to shift responsibility to others, evade blame for problems or errors, avoiding risky decisions and actions.

This presents an opportunity for leadership to drive change. This information becomes invaluable for targeted improvements. Reducing these behaviors will foster a more constructive culture better aligned with the IDEAL profile.

The current culture profile results show that employees view their environment as more defensive than constructive reflected by the scoring in the green area. However, the current culture profile also shows a secondary behavior style that is in alignment with the IDEAL culture. The **HUMANISTIC-ENCOURAGING** behavior style (blue area) also scored high on the current culture profile.

While employees do affirm the culture as Humanistic-Encouraging, aligning with the ideal culture profile, their scoring of the **HUMANISTIC-ENCOURAGING** behavior style is much lower than the IDEAL. Their scoring of **AVOIDANCE** behavior is greater than their scoring for Humanistic-Encouraging. However, both behavioral styles prevail in the city work environment.

The current culture, from the perspectives of the employees who provided feedback in the OCI inventory, reveals a high presence of both passive defensive and aggressive defensive behavior styles within the current operating environment. It is important to note that these behavior styles are not aligned with the ideal culture envisioned by the Executive Leadership. However, the specifics of these behavior styles can direct what needs to be addressed.

Among the subgroup reports, 18 out of 20 subgroups indicated, to varying degrees, that Humanistic-Encouraging behavior is expected within the Sun Prairie work environment.

Furthermore, the findings from the History Session support the notion that Humanistic-Encouraging behaviors have been traditionally expected and demonstrated in the Sun Prairie workplace. During the session, participants were asked about longstanding patterns of behavior between team members that have been effective, positive, and contributed to the organization’s success.

The responses clearly point to Humanistic-Encouraging behaviors as enduring expectations and demonstrated practices in the Sun Prairie workplace "for as long as I can remember." The reoccurring themes and responses, that align with Humanistic- Encouraging Behaviors, from the History Session activity are shared below:

HISTORY SESSION	
Humanistic-Encouraging Behaviors	
Dedicated	Open-door policy
Supportive	Work toward common goals
Kind Words	Community inside the workplace
Worked as a team	Your problem is my problem
Bounced ideas off of each other	Respectful communications
Don't feel alone	Limited negative interactions
Always been feeling of community/family	Approachable

The findings also revealed an alignment between the History Session responses and the department focus group qualitative responses that reflect the Humanistic-Encouraging behavior. Department focus groups responses identify the presence of a Humanistic-Encouraging approach currently within Sun Prairie’s culture. When employees were asked about positive behaviors that they consistently observe from Sun Prairie team members, behaviors that contribute to the diversity, equity, and inclusion awareness journey, the focus group discussions provided the following responses:

Organizational Culture Inventory

FOCUS GROUP Humanistic-Encouraging Behaviors	
Willing to listen and learn about groups of people/culture/ethnicities we may not know about and how we can help	Teamwork (Everyone’s opinion counts; everyone’s different) It’s not my problem, it’s our problem.
Positive/supportive talk around DEI; encourage respectful behavior (Mayor, Chief of Police)	Open to new ideas
Team Player (Willing to help/assist if you are struggling)	Being respectful; educate while being respectful
Asking for Help (I need your help/eyes on this; I don’t know everything)	Encourage two-way conversations with each other; acknowledging the differences in roles, ethnicity, economics, education
Friendly towards each other	Not talking down
Patient, ask questions	Teamwork and collaboration
As it relates to the DEI journey women’s opinions can be heard	General openness to having conversations around DEI; wants to learn; support through the difficult conversations
Everyone gets along in and outside of their depts. (Enjoy interacting with others; freedom to engage with others outside of your dept)	Encouragement from mgmt. and peers to Consistently improve/get training
Willing to help each other; helpful (Covered shifts/work)	Everyone is approachable
You can count on everyone working as a team	Help people get what they need

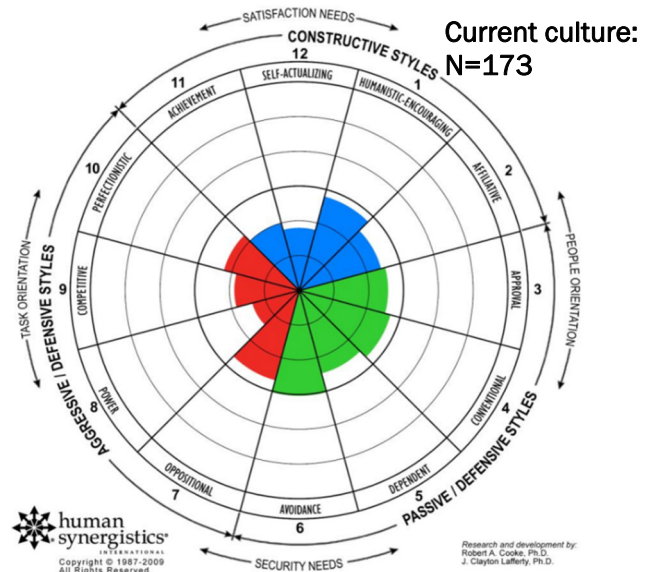
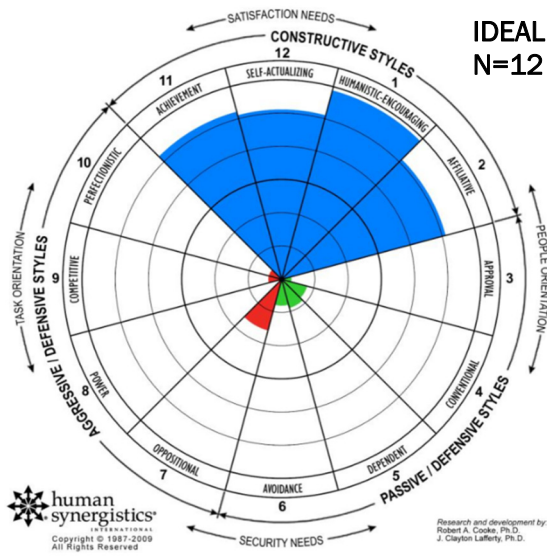
The history session and focus group results support that the Humanistic-Encouraging behavior norm holds a dominant position within the Sun Prairie culture. This perspective was presented from both the perspective of the Executive Leadership team’s IDEAL culture, the responses from the 173 employees on the current culture, and eighteen of the twenty subgroup responses that also mirror the same response.

It is important to note that the level of expectations expressed by the Executive Leadership team surpasses the level indicated by the employees. This suggests that the IDEAL culture levels represent benchmarks toward which organizational, department, and individual goals can be established to move toward an increase in Humanistic-Encouraging behaviors.

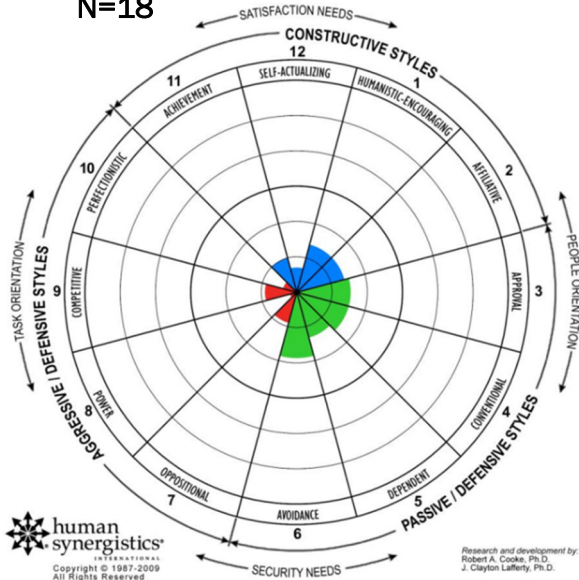
Organizational Culture Inventory

Examination of the IDEAL culture profile versus the Current culture profile also identified gaps between the ideal (**what should be**) and the current (**what is**) state, particularly as it relates to the passive and aggressive defensive cluster scores seen in the current culture but almost absent in the IDEAL. A review of the subgroup results revealed areas of gaps as well.

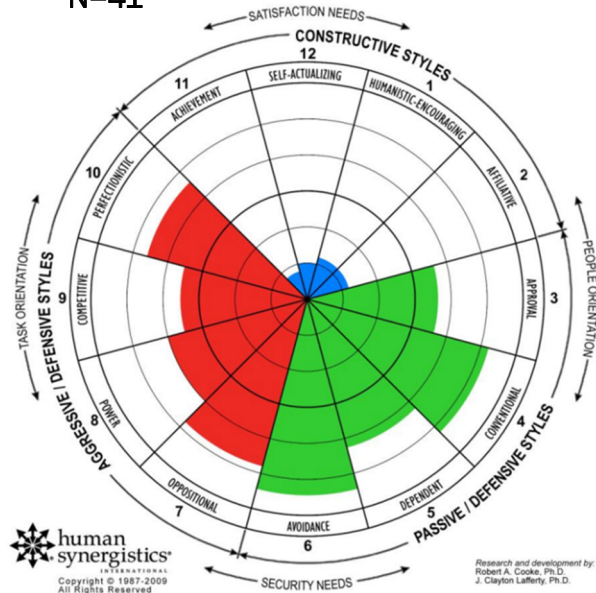
The subgroup analysis of results on the OCI revealed that of the 20 subgroups, 18 generally mirror the responses of the current culture results and ideal scores for Humanistic Encouraging. Thirteen subgroups mirror the overall current culture results, and five subgroups mirror the overall ideal culture results. There were two subgroups, the Utilities and Public Safety departments, that showed a significant difference/gap between both the ideal and current culture results as seen below. The significant difference across the 12 sets of behavior norms suggests that these two departments have their own subculture. **A subculture can be characterized by norms existing that are in significant opposition to the rest of the organization.** These department profiles are in opposition to both the IDEAL and the Current culture profiles.



Department: Sun Prairie Utilities N=18



Department: Public Safety (Police, EMS) N=41



The Sun Prairie Utilities department profile shows that all twelve behaviors were scored very low, below the 50 percentiles and reflects a passive defensive culture profile with avoidance style scored the highest. However, the remaining eleven behaviors for Utilities scores are significantly different from the scores of the rest of the subgroups.

The Public Safety department profile reflects high scores for passive and aggressive defensive behaviors that are significantly different from the scores of the rest of the subgroups. The low scores on constructive behaviors are significantly lower than the scores of the rest of the subgroups. These results signal a need to examine further the causes for these scores at the department level.

The recurring theme of avoidance behavior/style was identified in the feedback obtained from both the history session and the focus groups where some responses reflected aggressive/defensive sentiments. Common themes included fear of change, unclear about why DEI is important to Sun Prairie leadership and the organization, silos, imbalanced in equity efforts, afraid to speak up, fear of losing resources/power when welcoming others in, privileges are threatened, scarcity mentality, old-school mentality and values are limiting efforts, training more on what not to do instead of what to do, reluctance to ask about coworkers' background/personal life - afraid to come off insensitive; leadership doesn't want to offend, indifference/complacent. This feedback points to areas that can be addressed through training and leadership coaching.

The OCI results described here highlight two areas of behavioral styles that stand out, one as a strength – Humanistic-Encouraging and one as an area for improvement – Avoidance. These results should drive the work of leadership for addressing the current culture of Sun Prairie. In doing so, the remaining ten behaviors will also be addressed. The Project Team recommends starting with these two areas for planning for change.



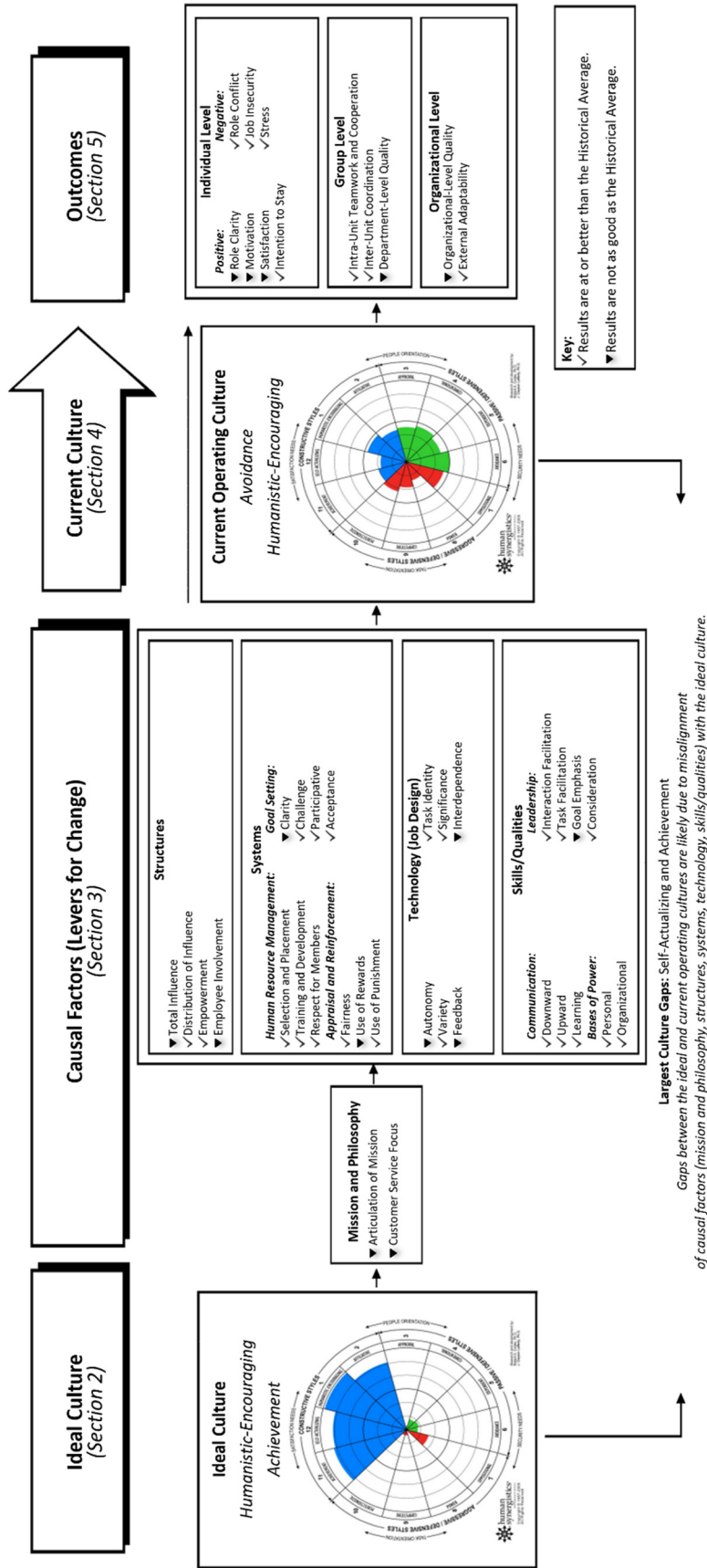
Organizational Effectiveness Inventory

In order to better understand the context of the Organizational Effectiveness Inventory (OEI) the chart below provides a look at the summary of the OCI/OEI results presented as a high-level overview.

Figure 4: OCI/OEI Results

City of Sun Prairie Organizational Audit

Summary of Your Organization's OCI/OEI Results (January 2023)



The chart shows the ideal culture results and the current operating culture results already discussed above. Immediately to the right of the ideal culture graphic and in the center of the chart, we see a set of five factors and conditions, **mission and philosophy, structures, systems, technology, skills/qualities**, referred to as levers for change, that were measured by the Organizational Effectiveness Inventory (OEI).

On the far-right side of the chart are 12 organizational outcomes results also measured by the OEI. Specific details of the (OEI) results can be found in the appendix.

For this report, the chart is provided to show, at-a-glance, the five factors and the 31 levers for change that have a direct impact on the current operating culture and the organizational outcomes for Sun Prairie.

The levers for change with a check mark represent those factors and conditions that are strengths and reflect better than average operation effectiveness and have a positive impact on the current operating culture and outcomes.

Out of the 31 factors there are ten (10) levers for change that are in need of attention for improvement or change based upon the employee feedback through the OEI results, the OCI results, and the focus group input.

The 10 levers for change listed below should be the focus of review, planning, and change where appropriate. Recommendations for planning are provided in this report.

- | | |
|----------------------------|-------------------------|
| 1. Articulation of Mission | 6. Goal Setting Clarity |
| 2. Customer Service Focus | 7. Autonomy |
| 3. Total Influence | 8. Feedback |
| 4. Employee Involvement | 9. Interdependence |
| 5. Use of Rewards | 10. Goal Emphasis |

The comparison of the IDEAL culture and Current Culture reveals a disconnect. The 10 levers for change are directly impacting the current culture and can be viewed as causes for the **disconnect** between the Current and Ideal Culture.

These factors also impact organizational outcomes at the individual, group and organizational level. These results suggest that Sun Prairie leadership should focus on these 10 areas to help move the current culture towards the IDEAL culture desired by leadership. An examination of the employees' specific ratings on these 10 areas will identify the priorities to address within each area. The Project Team will assist in identifying those priorities based upon the employees' scoring on each of the items.

Seven out of the twelve organizational outcomes were reported as **desirable** outcomes by the city employees, also identified with check marks. The organizational outcomes that are affected by the ten levers for change and reported by city employees as outcomes "less than desirable" are five out of the twelve outcomes that include:



Individual Outcomes

1. **ROLE CLARITY** – While city employees identify that they know what is expected of them, city employees rated “less than desirable” the extent to which they receive clear messages regarding goals and consistent recognition for goal attainment.
2. **MOTIVATION** – While city employees reported that they would go out of their way to make sure customers feel good about city services, the city employees rated “less than desirable” the extent to which their performance goals and behaviors relate to achieving organizational and department goals.
3. **SATISFACTION** – While city employees reported that they like working for the organization would recommend the organization as a good place to work, the city employees rated “less than desirable” the extent to which they receive positive appraisal of their work situation.

Group Outcomes

Two out of the three group outcomes reported by city employees as “desirable” are Intra-unit Teamwork and Cooperation and Inter-unit Coordination. The third group outcome that city employees rated as “undesirable” was:

4. **DEPARTMENT-LEVEL QUALITY** – While city employees reported that they take pride in the work of their department, the city employees rated “less than desirable” the extent to which city employees believe that services provided by their own sub-unit (either internal or external customers/clients) are of the highest quality.

Organizational Outcomes

The OEI evaluated Sun Prairie’s organizational level effectiveness in terms of organizational-level quality and external adaptability. City employees rated external adaptability as desirable - *the extent to which the organization effectively recognizes and responds to changes in the external environment*. City employees reported the second organizational outcome as less desirable.

5. **ORGANIZATIONAL-LEVEL QUALITY** – city employees rated “less than desirable” the extent to which city employees believe the organization provides high-quality services and products to external customers.

Focus Group Feedback

During the Focus Group sessions, participants were invited to share their experiences and opinions regarding the internal operating systems within Sun Prairie, focusing on specific aspects of their department or division. The responses obtained from the focus groups were then compared to the results of the Organizational Effectiveness Inventory (OEI) and the five factors. This comparative analysis shed light on the extent of alignment between the participants’ individual perspectives and the collective responses in the inventory.

Findings from the focus group session regarding the systems, structures, and leadership approaches that may be influencing adverse behavior and beliefs about the working environment and the DEI journey, and require change or evolution, are represented in the summary below, highlighting key themes from participant responses.

One area of common response from the perspective of employees and their work regarding DEI, was that some reported that DEI efforts were not seen as part of their job. Some specified that heavy workloads were identified as a factor contributing to people feeling tuned out or disconnected from DEI efforts.

Participants noted a perceived misalignment between leadership priorities and the needs and expectations of employees regarding DEI.

A major common theme that was presented pertained to a lack of understanding and knowledge about DEI. It was shared that some leaders demonstrated a lack of clarity about the DEI effort and how to effectively implement it within the organization. This lack of understanding hindered their ability to drive meaningful change. It was identified that some individuals within the organization lacked the necessary education or awareness regarding DEI, which impacted their ability to actively engage in the effort. The employee responses point to a need to educate employees organization-wide on DEI, supervisors/managers specifically on how to implement and support efforts.

Based on the internal OCI/OEI assessment, it is evident that employees generally share a positive experience with the City of Sun Prairie as an employer. Captured through qualitative and quantitative means, employees reported their appreciation of a supportive environment and shared value of collaboration. This sentiment is supported by positive scores on the Organizational Effectiveness Inventory (OEI) outcome measures for climate, indicating commitment, loyalty, and a positive intention to stay with the organization.

Leadership Interviews

Insights gathered from leadership interviews, which encompassed the Executive Leadership Team as well as elected officials, have provided valuable perspectives on the organization's systems, structures, and leadership approaches. The highlights of these interview responses offer a collective viewpoint, shedding light on the potential and sometimes unconscious reinforcement of adverse behavior and beliefs pertaining to the DEI journey, thus highlighting the need for change or evolution. The summaries from the interview sessions provide a glimpse into the key findings regarding the focus on diversity, equity, and inclusion in Sun Prairie. Please note that these are condensed paraphrased summaries.

The significant findings from the interview sessions are summarized as follows:

Question: Why the focus on diversity, equity, inclusion for Sun Prairie over the past 5 years?

Summary: A significant point that came from the leadership interviews is that the mayor has expressed a strong commitment to promoting DEI throughout the organization and community. Other responses expressed that there is a shared concern about the different identities of diversity in Sun Prairie. This connects to feedback leaders offered regarding the changing demographics the community is experiencing as it relates to the growth.

Other responses shed light on influential factors that served as catalyst for Sun Prairie's DEI journey such as proximity to the City of Madison and their work along with perceptions around African Americans being placed in low-income residences and their association with crime have been raised as challenges to address. The mayor's commitment to promoting DEI throughout the city is an important factor that sets the stage for positive change.



Leadership Interviews Continued

When leaders express a dedication to DEI, it demonstrates a recognition of the value of diversity and a willingness to address inequities. The shared concern about the different identities of diversity in Sun Prairie further emphasizes the need to prioritize DEI initiatives. Recognizing and understanding the various dimensions of diversity within the community is essential for fostering equity and inclusion. By acknowledging the unique challenges and experiences faced by different groups, Sun Prairie can create targeted strategies and policies that address specific needs, promote equal opportunities, and empower underrepresented communities.

The changing demographics in Sun Prairie, particularly the significant growth, highlight the urgency of addressing DEI. As the community becomes more diverse, it is crucial to ensure that all individuals, regardless of their background, have equal access to resources, opportunities, and representation that meets their unique needs. Sun Prairie's commitment to DEI acknowledges the importance of embracing this demographic shift and creating an inclusive environment where everyone feels valued and empowered.

The proximity to other communities and their progress in the realm of DEI can serve as an influential factor in Sun Prairie's commitment to advance DEI values. By observing and learning from the efforts and experiences of neighboring communities and those nationwide, Sun Prairie can gain insights and best practices to implement within their own context. This knowledge sharing and collaboration can accelerate progress and facilitate the adoption of effective strategies to address the challenges associated with a diversity, equity, and inclusion program.

Question: Where would you like to see more diversity, equity, and inclusion?

There is a desire to see greater diversity, equity, and inclusion in the recruitment process for new employees, aiming for a more representative and inclusive workforce. Additionally, participants expressed a desire for increased representation of diversity in all its facets at City Hall, particularly in roles of leadership. Participants expressed the need for a review of current hiring practices to ensure diverse candidates are given equal opportunities for employment. The Project Team identified that there has been commendable effort to address these areas but not much public organization-wide sharing of the efforts leaving some to believe that nothing is happening. The HR department should publicize its efforts to date and call for any who might want to help in the efforts.

The need for greater DEI within the police department was identified. This includes efforts to hire more diverse staff, as well as fostering community involvement and trust-building initiatives.

Many participants highlighted the importance of focusing on fostering DEI within the staff of Sun Prairie as a starting point, with the intention of creating a ripple effect throughout the broader community.

The internal audit has provided valuable insights into the views and experiences of Sun Prairie employees, both in the present and the past. It is important to note that this report highlights some positive aspects while acknowledging the areas that require improvement and/or change.



ORGANIZATIONAL AUDIT PART 2

EXTERNAL ASSESSMENT

Understanding the External Assessment Framework and Work Accomplished

BDP & Associates and Prism Technical were engaged to facilitate an inclusive community engagement process, with a specific focus on assessing the direct city services provided to the community. The goal was to examine these services offered and identify the extent to which service delivery was accessible in an equitable manner, identifying any potential disparities and missed opportunities for promoting equity and inclusivity.

Through the engagement efforts, the Project Team aimed to raise awareness, gather feedback, and establish connections with the community to create a comprehensive understanding of the current state of assessing city services access and delivery.

Recognizing the importance of engaging with individuals, groups, and organizations of diverse backgrounds, the City of Sun Prairie took proactive steps by issuing a RFPs (RFP) to:

- Conduct a community engagement campaign to identify strengths and weaknesses in how we serve our community through a DEI lens.
- Review existing data, practices, and programs, including all points of contact to determine whether we are serving all our citizens. Review policies and activities, including land use policies and policy recommendations.
- Identify any barriers that limit access to services.
- Identify departments and current initiatives being implemented that are culturally responsive, equitable, and inclusive; and those that are not.

Similar to the internal assessment, the project team took a multidimensional approach to capture both quantitative and qualitative input from multiple sources. Diversity, equity and inclusion were examined, across a wide range of demographics, including the LGBTQ+ community, Hmong community, South Asian community, Black and African American community, White community, and Spanish-speaking community, individuals with physical and/or cognitive disabilities, senior citizens, and youth.

The Project Team worked closely with the CLT lead to ensure that the community engagement efforts encompassed a diverse range of community organizations and community members. Throughout the engagement process, particular emphasis was placed on reaching out to communities that traditionally have lower participation rates in community engagement activities as noticed when reviewing past city reports. To make participation more convenient for community members, the team adopted a proactive approach by going where people work, live, and play. This involved collaborating with organizations directly serving the targeted populations and actively participating in neighborhood and community events. These efforts provided residents with increased opportunities to share their ideas and experiences of living in Sun Prairie.

To gather a comprehensive range of insights, the Project Team engaged with individuals and groups from various demographics, including the LGBTQ+ community, Hmong community, South Asian community, Black and African American community, White community, Spanish-speaking community, individuals with physical and/or cognitive disabilities, senior citizens, and youth.

The Project Team extends its deep appreciation to all those who dedicated their time and invested their thoughts and perspectives in this process. Their invaluable contributions have enriched the understanding of the community and helped shape the outcomes of this important work. We would particularly like to thank Sunshine Place, Centro Hispano, Community Schools, Joining Forces for Families, Heartland Church, Black Student Union, African American Parent Network, Neighborhood Navigators and the Library DEI Advisory Committee for the involvement.

Throughout the engagement process, emphasis was placed on reaching out to groups that traditionally have lower participation rates in community engagement activities as noticed when reviewing past city reports. To make participation more convenient for community members, the team adopted a proactive approach by going where people live, work, and play. This involved collaborating with organizations directly serving these populations and actively participating in neighborhood and community events. These efforts provided community members with increased opportunities to share their ideas and experiences of living in Sun Prairie.

To ensure an inclusive community engagement campaign, we employed a comprehensive approach. This involved engagements of approximately 862+ community members which included 20 stakeholder meetings, facilitating 11 focus group sessions, and actively participating in 6 community events. Additionally, in collaboration with the University of Wisconsin-River Falls Survey Research Center, a survey was sent to more than 1800 community residents. Of the total response of 571, 86% or 491 resident respondents were white residents. These resident responses provided a balanced perspective on the issues the Project Team was assessing since most of the targeted populations were non-white residents. These efforts were aimed at directly engaging with the community, fostering meaningful interactions, and encouraging community members to participate in the community survey.

Engagement Type	Number of Meetings	Number of Participants
Stakeholder Meeting	20	21
Focus Groups	11	170+
Community Events	6	100+ interactions
Community Survey	1	571
	Total	862+ residents

Some of the events attended included the Westside Elementary School’s “Back to School Cookout,” Family Night at Northside Community School, a JFF Meeting held at Sunshine Place, a Dream Bus Mobile Library stop at the Element apartment complex, and Sun Prairie’s Annual Multicultural Fair. By participating in these events, the project team immersed themselves in the local community, engaging with community members and observing the dynamics and vibrancy of these gatherings.

ORGANIZATIONAL AUDIT PART 2 – EXTERNAL ASSESSMENT RESULTS

The following sections outline the various tools utilized and provide key highlights of the information collected through these methods.

Community Survey

The Project Team and CLT team collaborated with the University of Wisconsin-River Falls Survey Research Center to develop and administer the survey. Through the community survey, we sought to capture the nuanced perspectives and valuable feedback from residents, allowing them to share their thoughts, concerns, and suggestions regarding the city services.

To gather targeted feedback from the community, departments and divisions were asked to identify specific areas of interest related to the services they provide. The following services were identified as focal points for soliciting feedback through the survey:

- Police Department (community policing, neighborhood outreach, cultural competency)
- Sun Prairie Utilities (customer service, electric and water service, communications & outreach)
- Building Inspection (issuing permits, inspection services, customer service)
- Economic Development (customer service, small business support)
- Sun Prairie Public Library (programming, services, physical and digital collection, access and hours)
- Parks & Forestry (quality and accessibility of parks facilities)
- Recreation & Aquatics (affordability and accessibility of recreational events and Family Aquatic Center)
- Sun Prairie Historical Museum (Quality of events, access to research materials, inclusive history of diverse cultures)
- City Clerk (access to polling places, confidence in election process)
- Sun Prairie Media Center (Membership/classes affordability, trainings/classes)
- Public Works (quality of city infrastructure & improvements)
- Transportation (accessibility to transportation options, response to pedestrian safety issues)

The following information summarizes the survey questions, presents the data percentages, and discusses the results.

Public Services and Infrastructure

Satisfaction with Sun Prairie Departments & Divisions

Survey Data:

- An average of 88% of residents are “very satisfied” or “satisfied” with the Sun Prairie Departments and Divisions services as a whole.
- Over half of residents are “very satisfied” with the Sun Prairie Public Library, City Clerk services, and Parks and Forestry. About 5% or less of residents are “dissatisfied” or “very dissatisfied” with these services.
- Women are 15% more likely to be “very satisfied” with the Sun Prairie Public Library relative to residents of other gender identities.
- BIPOC (Black Indigenous People of Color) are 22% less likely to be “very satisfied” with City Clerks compared to White residents.
- Less than half of all residents are “very satisfied” with Sun Prairie Utilities, Police, Recreation and Aquatics, and the Sun Prairie Media Center.
- Homeowners are 16% more likely to be “very satisfied” with Sun Prairie Utilities compared to renters and those with other housing situations.
- Low-income residents are 17% less likely to be “very satisfied” with the Police Department compared to higher income residents.
- About 10% or less of residents are “dissatisfied” or “very dissatisfied” with Utilities, Police, Recreation and Aquatics, and the Sun Prairie Media Center.

Figure 1. Satisfaction with Sun Prairie Departments and Divisions

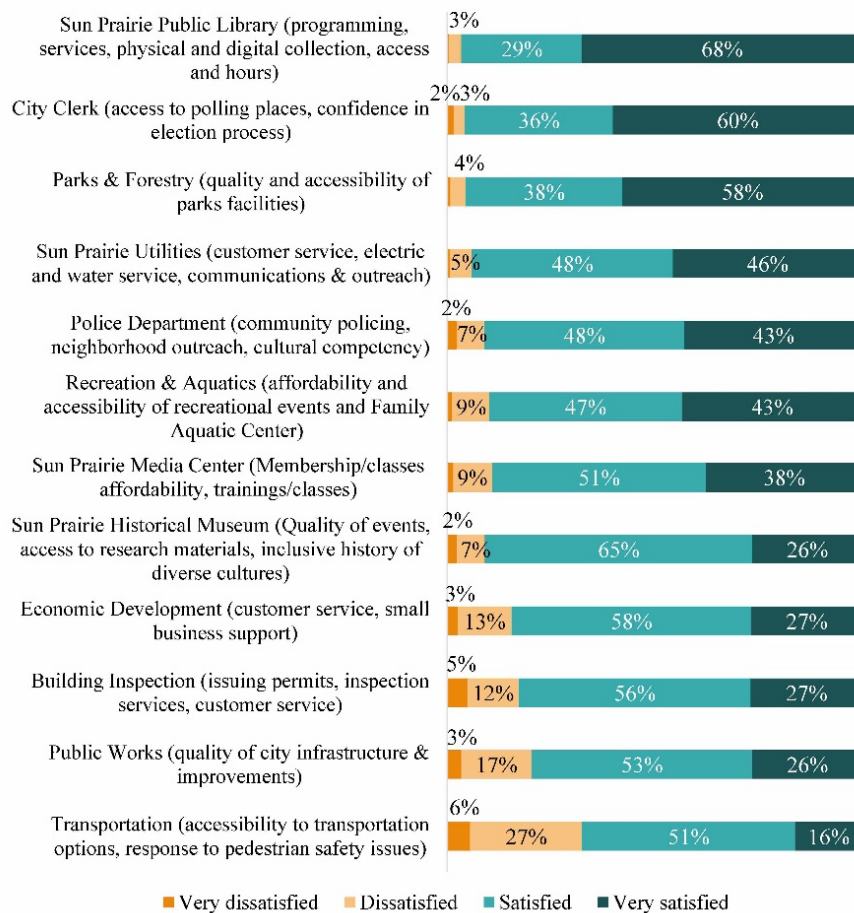


Table 1. Likelihood of Being "Very Satisfied" with Sun Prairie Departments and Divisions by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
Sun Prairie Public Library	15%	-1%	4%	-4%	-4%	11%
City Clerk	0%	12%	-22%	-10%	0%	5%
Parks & Forestry	6%	8%	-10%	-7%	-8%	6%
Sun Prairie Utilities	-1%	17%	-18%	-17%	2%	16%
Police Department	3%	5%	-10%	-7%	-17%	13%
Recreation & Aquatics	2%	2%	6%	2%	-7%	-7%
Sun Prairie Media Center	7%	-5%	12%	5%	-11%	3%
Sun Prairie Historical Museum	7%	0%	8%	3%	-3%	-4%
Economic Development	1%	2%	-13%	-1%	-12%	5%
Building Inspection	4%	5%	-15%	-5%	-3%	-6%
Public Works	-1%	5%	-11%	0%	0%	3%
Transportation	-2%	2%	1%	0%	-3%	5%

Summary: The data indicates a positive level of satisfaction among residents with city services in Sun Prairie, with more than half of the residents reporting being “very satisfied” with the Sun Prairie Public Library, City Clerk services, and Parks and Forestry. This is an encouraging sign, suggesting that these services are meeting the needs and expectations of the community as reflected by the survey results. The focus group responses and stakeholder interviews show an alignment with the survey respondents as it relates to the satisfaction of Sun Prairie Public Library, City Clerk services, and Parks, Recreation and Forestry. Others indicated they were unfamiliar and could not rate their level of satisfaction with the services.

The survey responses for transportation show the lowest rating of satisfaction (67%) with a 33% rating of “dissatisfied” and “very dissatisfied”. Dissatisfaction with transportation was a recurring theme during focus group meetings and stakeholder interviews. It should be noted that responses to transportation were collected prior to the Madison Metro Transit Network Redesign initiative.

Among the demographic group responses, women are found to be 15% more likely than others to report being “very satisfied” with the Sun Prairie Public Library. This suggests that the library may be more effectively meeting the needs and preferences of women, indicating a potential area of success in terms of inclusivity.

However, there are notable disparities in satisfaction levels among BIPOC (Black, Indigenous, and People of Color) (-22% city clerk, -18% utilities) employed (-10% city clerk, -17% utilities) and low-income (-17% police department) respondents. These findings support feedback from focus group and interview interactions that indicated language, accessibility, and ease of use barriers to services needed in the BIPOC communities. This disparity indicates a potential gap in meeting the needs and expectations. This highlights the importance of examining the experiences and perspectives of all residents to identify and address any potential barriers or areas for improvement in achieving equitable service provision or in achieving satisfactory service delivery.

Furthermore, there are city services that were consistently identified as hitting the mark in the surveys, focus groups and interviews such as the Sun Prairie Public Library, and Parks, Recreation and Forestry. These departments should be examined to find the commonalities that can be adopted by other departments. One common theme in these departments is getting out in the community and finding ways to connect with residents of all cultural backgrounds. These actions provide important data on what works and what doesn't which allows for continual improvement.

While many city residents are familiar and satisfied with city services, there are others who are not. There is an opportunity for the city to create consistent city-wide messaging on department services that enlighten residents on what is offered and how to access.

In any community, we recognize that a spectrum of opinions exists regarding services offered by a municipality, with both contented and discontented community members. However, a recurring observation has been the presence of individuals who lack a clear understanding of the full scope of city services provided by the City of Sun Prairie. This underscores a shared necessity among all segments involved in this process—the city must enhance its communication methods and strategies. This enhancement should extend to encompass diverse groups, considering their distinct backgrounds and preferences for receiving information.

It is crucial to clearly describe the essence of each service and clarify how it directly benefits the community it is intended for. This method not only closes gaps in understanding but also empowers the intended recipients by providing them with a comprehensive understanding of how each service contributes to enhancing their community.

How Well City Employees Serves Needs:

Survey Data:


- Over 80% of residents feel that the needs of all populations are “well” or “very well” served. The top three populations that selected “very well” or “well” are Seniors (84%), Youth (85%) and Newcomers (86%).
 - About 20% feel that the needs of the following populations are served either “poorly”, or “very poorly”: Racially & ethnically diverse (21%), Persons with disabilities (20%), non-English speaking (22%), Deaf or Hearing Impaired (18%), and Immigrants and Refugees (21%).
 - An average of 79% of residents chose “Don't know/Not applicable” for the following groups: non-English speaking, Deaf or Hearing Impaired, Persons with disabilities, Immigrants and Refugees and Racially and ethnically diverse residents. About half of all residents selected this option for Seniors (45%), Newcomers (51%) and Youth (51%).
 - Women were 17% and 11% respectively less likely to select “very well” to how city employees serve Racially & ethnically diverse and Seniors.
 - Homeowners were 23% less likely to select “very well” to how city employees serve newcomers.
 - Employed residents are 13% “more likely” to feel that the needs of Newcomers are served “very well” relative to unemployed residents.
- 

Figure 2. How Well City Employees Serve the Needs of Various Populations

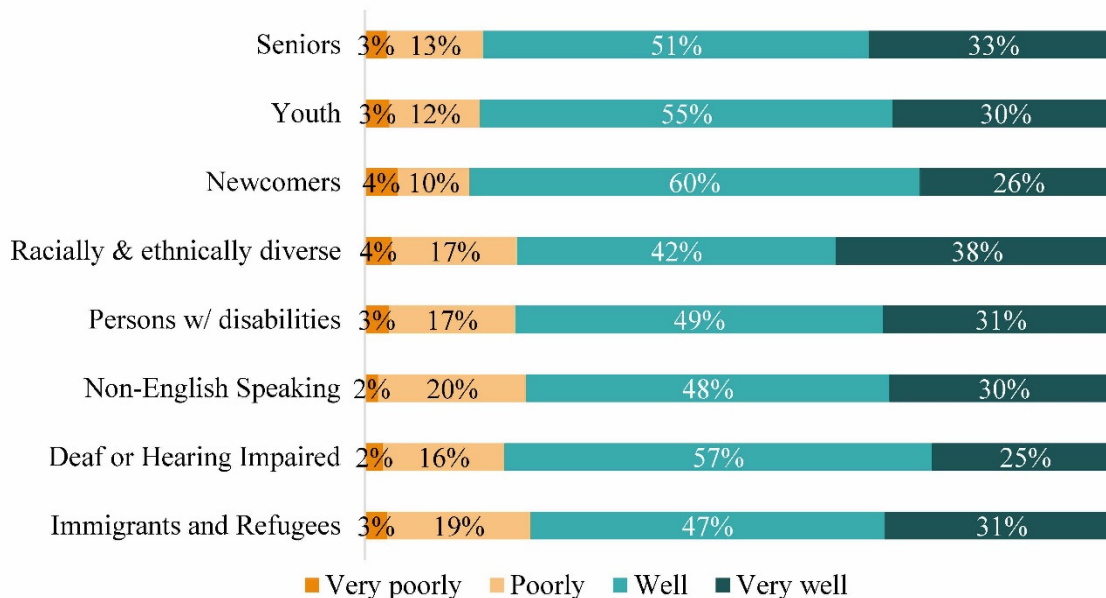


Table 2. Likelihood of Needs Being Served "Very Well" by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
Seniors	-11%	-3%	17%	8%	-7%	1%
Youth	8%	-1%	1%	-1%	-3%	-4%
Newcomers	-3%	-5%	9%	13%	-9%	-23%
Racially & ethnically diverse	-17%	-14%	1%	14%	-9%	-4%
Persons w/ disabilities	-8%	10%	-4%	-10%	-10%	2%
Non-English Speaking	-9%	-18%	12%	12%	-19%	-8%
Deaf or Hearing Impaired	-1%	-4%	26%	-1%	5%	-13%
Immigrants and refugees	-5%	-13%	6%	2%	0%	-10%

Summary: The data indicates that more than half of the resident respondents indicate the needs of demographic populations are being well served by city employees. However, among the demographic group’s responses (women, senior, BIPOC, employed, low income, homeowner), an average of 20% indicate needs are poorly met.

The survey reveals that while a subset of participants acknowledges unmet needs among different demographics, a significant majority responded with uncertainty. A large majority of residents selected the “Don’t know/Not applicable” option. About 80% of residents chose this option for Non-English-Speaking residents; 85% for Deaf or Hearing-Impaired individuals; 78% for Persons with disabilities; 82% for Immigrants and Refugees; 70% for Racially and ethnically diverse residents. Only around half of all residents selected this option for Seniors (45%), Newcomers (51%), and Youth (51%). The project team learned, from the focus groups and interviews with the highlighted demographic populations, there is support for the view that improvement is needed to better meet their needs.

Satisfaction with City Efforts to Make Improvements

Survey Data:

- Over 1/3 of residents indicated that they are “very satisfied” with Access to trusted resources (47%), Access to recreational/cultural activities (34%), and Access to high-speed internet (36%) and about ¼ said the same about Support for local businesses (24%). Notably, even the highest factor was ranked “very satisfied” by less than half of all respondents.
- An average of 47% of residents are either “dissatisfied” or “very dissatisfied” with the city’s efforts to improve Childcare affordability/availability, Housing affordability/availability, Public transportation and Mental health services.

Figure 3. Satisfaction with City Efforts to Make Improvements

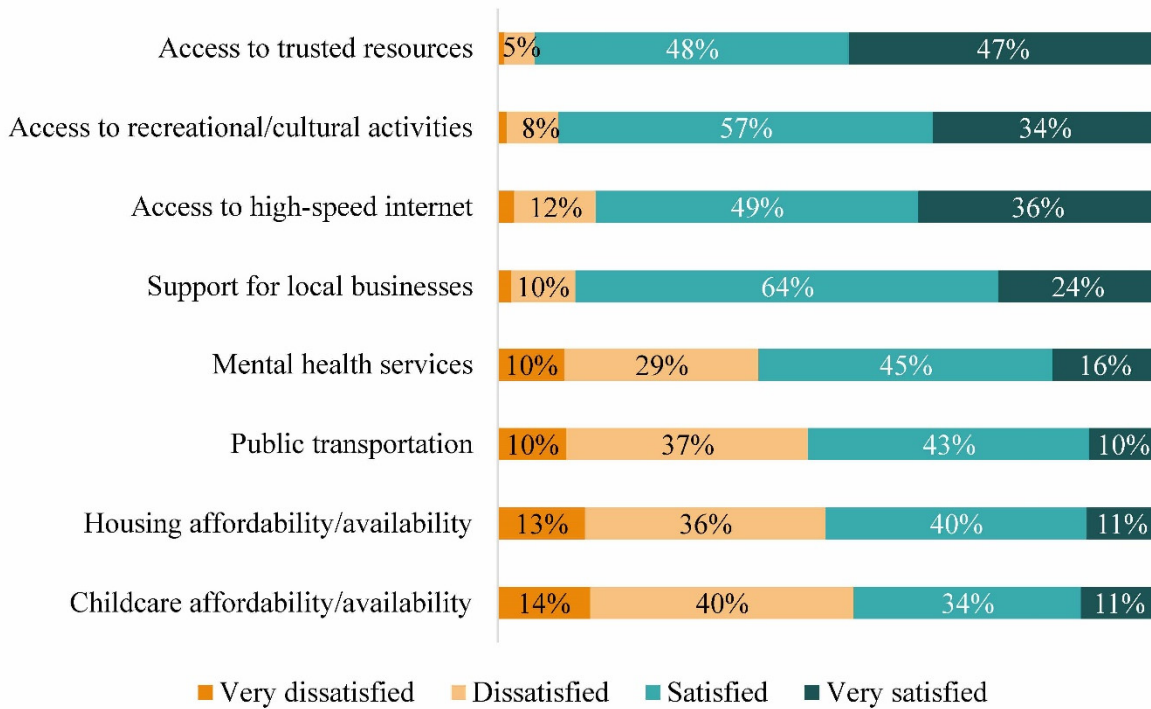


Table 3. Likelihood of Selecting “Very Satisfied” to the City’s Improvement Efforts by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
Access to trusted resources	4%	0%	-9%	3%	-14%	-1%
Access to recreational/cultural...	7%	4%	-5%	-4%	-4%	0%
Access to high-speed internet	-7%	2%	-4%	1%	-4%	-1%
Support for local businesses	1%	-1%	-9%	-5%	5%	1%
Mental health services	0%	1%	-2%	2%	1%	-25%
Public transportation	-4%	-1%	6%	3%	-2%	-5%
Housing affordability/availability	2%	-1%	3%	2%	-3%	3%
Childcare affordability/availability	1%	0%	1%	-3%	-6%	-15%

Summary: Based on the data presented, the highest rating of satisfaction with improvements was found for access to trusted resources (95%), recreational/cultural activities (91%), and support for local businesses (85%). The lowest ratings of satisfaction were found for the areas of childcare (45%), housing (51%), public transportation (53%), and mental health services (61%).

The homeowner demographic group showed the highest levels of dissatisfaction for mental health services (-25%) and childcare affordability/availability (-15%). The low-income demographic group showed a -14% level of dissatisfaction for access to trusted resources.

Discussions with parents with special needs children brought forward the need for improvement of access, affordability, and availability of services to meet their needs such as respite care, fenced parks, after-school/summer school care. Discussions with low-income residents during engagement interactions (focus groups, events) revealed that some residents are fearful, uncomfortable, and unfamiliar with trusted resources as was shared during engagement with non-English speaking residents.

The low rated areas were discussed in the focus groups and interviews and echoed the sentiments of the survey respondents. Focus group and interview participants raised issues of concern regarding affordability of housing, availability of transportation, and affordability and availability of childcare. Mental health services availability was brought forth as a concern particularly pertaining to youth.

The responses across the survey, focus groups and interviews would suggest that the city continue to focus its efforts on improving access and affordability for housing, childcare and transportation. Mental health availability and affordability may very well be a collaborative effort for the city to achieve for youth and adults.

The city has launched efforts to address these issues. For example, the Child Care Dream Up Grant which helps childcare providers put money towards operations that retain or expand childcare in Sun Prairie. This is a start to look at the problem, however the city needs to expand services to not only provide aid to the business but focus on how it can provide affordable options for residents to use the services. Another example is that the city hired a Housing & Equitable Development Planner to focus on the city's role in improving the supply of affordable housing, eliminating racial disparities in housing, addressing homelessness, and more.

The city's website reflects multiple initiatives aimed at affordable housing, i.e., Affordable Housing Month, Down Payment Assistance Program. There is also a webpage dedicated to providing information about affordable renting options on the city's website. Furthermore, the city hired a Coordinated Response Specialist in the Police Department to aid law enforcement with mental health intervention, counseling, and referral services to members of the community. The city efforts to put people and policies in place to aide in childcare, housing and mental health is a great start to beginning the process of implementing change that can provide the needed services of the community to thrive. The responses across the survey, focus groups and interviews would suggest that the city continue to focus its efforts on improving access and affordability of these services.



Satisfaction with Neighborhood Characteristics

Survey Data:

- Close to half of residents are “very satisfied” with Parks and playgrounds (52%), Recreation centers (44%), and Dream Bus and Library outreach services (45%). Less than 7% of residents are “very dissatisfied” or “dissatisfied” with these services.
- Well under half but greater than one-third of residents are “very satisfied” with Sidewalks (41%) and Bike paths (41%). About 13% and 15% selected “very dissatisfied” or “dissatisfied” to each characteristic, respectively.
- About one-third or less of residents are “very satisfied” with Street lighting (33%), Youth friendly sites (28%), Street trees (24%), and Tree canopy (20%). About 15% or more residents are “very dissatisfied” or “dissatisfied” with each of these characteristics.
- Around half of all residents selected the “don’t know/not applicable” option when asked about satisfaction with Youth friendly sites (50%) and Dream Bus and Library outreach services (55%).
- Women are more likely to be “very satisfied” with Dream Bus and Library (21%) and Street lighting (9%) relative to other gender identities.
- Seniors are more likely to be “very satisfied” with Bike paths (12%) and Tree canopy (11%) relative to residents younger than 65.
- Employed residents are less likely to be “very satisfied” with Street lighting (-12%), Street trees (-11%), and Tree canopy (-9%) relative to other residents. Clearly, employed residents place a substantially greater value on the aesthetics of their neighborhood relative to retired residents.

Figure 4. Satisfaction with Neighborhood Characteristics

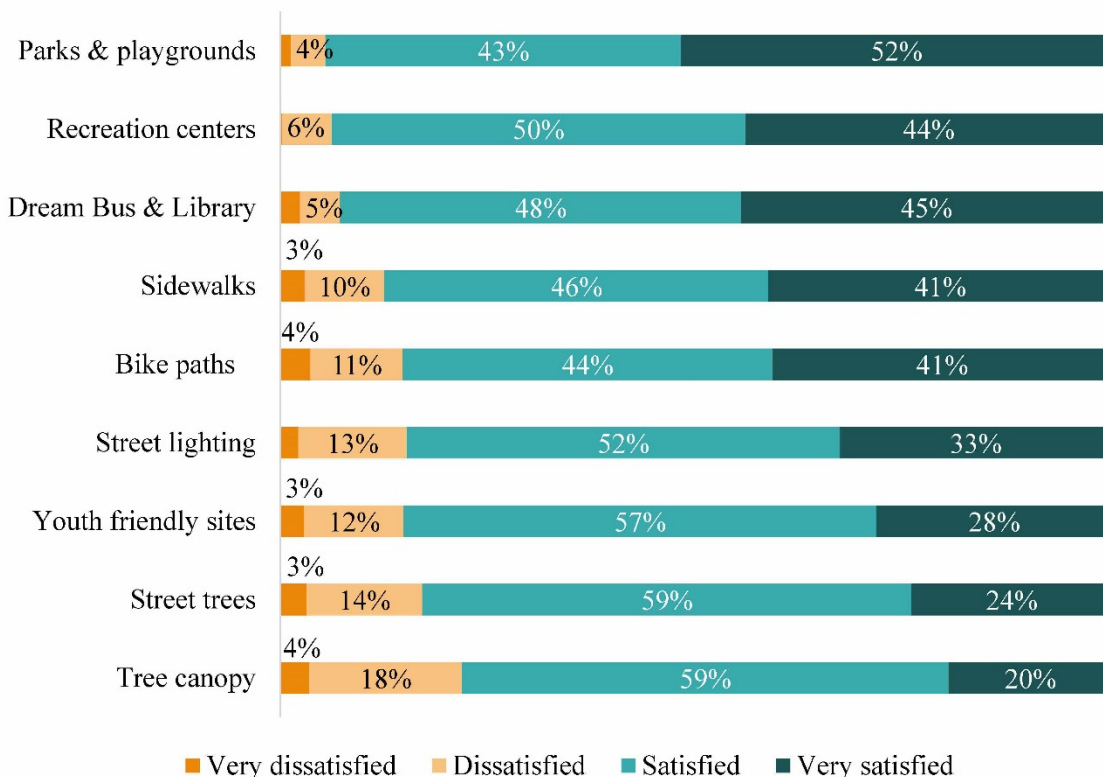


Table 4. Likelihood of Being "Very Satisfied" by Neighborhood Characteristics by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
Parks & playgrounds	-2%	7%	-9%	-2%	-3%	-1%
Recreation centers	6%	7%	7%	-3%	-6%	-2%
Dream Bus & Library	21%	7%	-5%	-9%	-3%	9%
Sidewalks	1%	5%	-5%	0%	-10%	4%
Bike paths	-6%	12%	-12%	-6%	-6%	4%
Street lighting	9%	7%	-15%	-12%	5%	-1%
Youth friendly sites	8%	-1%	-3%	-3%	0%	-4%
Street trees	7%	8%	-9%	-11%	4%	-3%
Tree canopy	3%	11%	-6%	-9%	4%	-5%

Table A2. Satisfaction with Neighborhood Characteristics by District

District	Response	Parks & Playgrounds	Recreation Centers	Dream Bus & Library	Sidewalks	Bike paths	Street lighting	Youth friendly sites	Street trees	Tree canopy
1	Very Satisfied	55%	39%	43%	42%	38%	34%	27%	23%	22%
1	Satisfied	42%	55%	51%	50%	49%	50%	56%	61%	55%
1	Dissatisfied	3%	5%	5%	8%	11%	14%	11%	14%	20%
1	Very Dissatisfied	0%	0%	2%	1%	2%	2%	6%	2%	3%
2	Very Satisfied	55%	50%	52%	43%	46%	34%	26%	24%	16%
2	Satisfied	39%	43%	46%	45%	36%	48%	63%	58%	58%
2	Dissatisfied	5%	7%	2%	8%	14%	15%	11%	15%	22%
2	Very Dissatisfied	1%	0%	0%	4%	4%	3%	0%	4%	3%
3	Very Satisfied	45%	41%	37%	36%	38%	28%	29%	27%	19%
3	Satisfied	49%	51%	53%	43%	42%	54%	54%	52%	56%
3	Dissatisfied	4%	9%	5%	17%	13%	15%	15%	17%	22%
3	Very Dissatisfied	2%	0%	5%	5%	8%	3%	2%	4%	4%
4	Very Satisfied	53%	43%	49%	42%	41%	32%	31%	21%	18%
4	Satisfied	41%	52%	42%	48%	48%	57%	58%	64%	64%
4	Dissatisfied	5%	4%	7%	8%	9%	11%	8%	13%	15%
4	Very Dissatisfied	1%	1%	2%	1%	2%	1%	3%	2%	4%
5	Very Satisfied	40%	40%	33%	33%	25%	40%	33%	40%	33%
5	Satisfied	60%	60%	67%	44%	50%	50%	0%	60%	67%
5	Dissatisfied	0%	0%	0%	22%	25%	10%	67%	0%	0%
5	Very Dissatisfied	0%	0%	0%	0%	0%	0%	0%	0%	0%

Summary: The data indicates that most residents are satisfied with the neighborhood characteristics in Sun Prairie as reflected in the overall survey responses, the specific demographic groups and the disaggregated district residents' data above.

Figure 4 shows the average "Very satisfied"/ "Satisfied" rating is 87%. There is a small percentage of about 12% of respondents who indicated "Dissatisfied"/ "Very dissatisfied".

The small demographic group responses, BIPOC, homeowner, low-income, employed, reflect less than "satisfied" for five or more out of nine of the characteristics. This small group could be a target for further exploration.

Table A2 shows on average 87% of survey respondents indicate “Very satisfied”/ “Satisfied” for all nine neighborhood characteristics across all five districts. District 5 shows 67% of respondents “Dissatisfied” with youth friendly sites. This is indicative of the statements the project team learned in focus groups and interviews about Sun Prairie not being youth friendly.

A portion of survey respondents selected the “don’t know/not applicable” option when asked about satisfaction with youth friendly sites (50%) and Dream Bus and Library outreach services (55%). The “don’t know/not applicable” ratings could also be an indicator of the general public not knowing what the city has to offer the youth.

Comfort and Safety in Neighborhood

Survey Data:

- Over half of all residents feel “very safe” in City buildings (51%) and in [their] housing situation (54%). About 1% of residents feel “unsafe” and no resident indicated feeling “very unsafe” in City buildings. Around 4% of residents feel “unsafe” or “very unsafe” in their housing situation.
- Around one-third of all residents’ report feeling “very safe” in Parks (36%), Walking (37%), and Driving (32%). About 7% feel “unsafe” or “very unsafe” in Parks, 10% while Walking, and 16% while Driving.
- Notably, only about one-third (35%) of residents selected “very safe” to their overall feeling of safety. In addition, a small proportion (7%) of residents indicate that they feel overall unsafe (“very unsafe” or “unsafe”) in Sun Prairie. These are concerning results, as overall safety is one of the major determinants of satisfaction with city services and quality of life.

Figure 5. Level of Safety of Neighborhood Areas

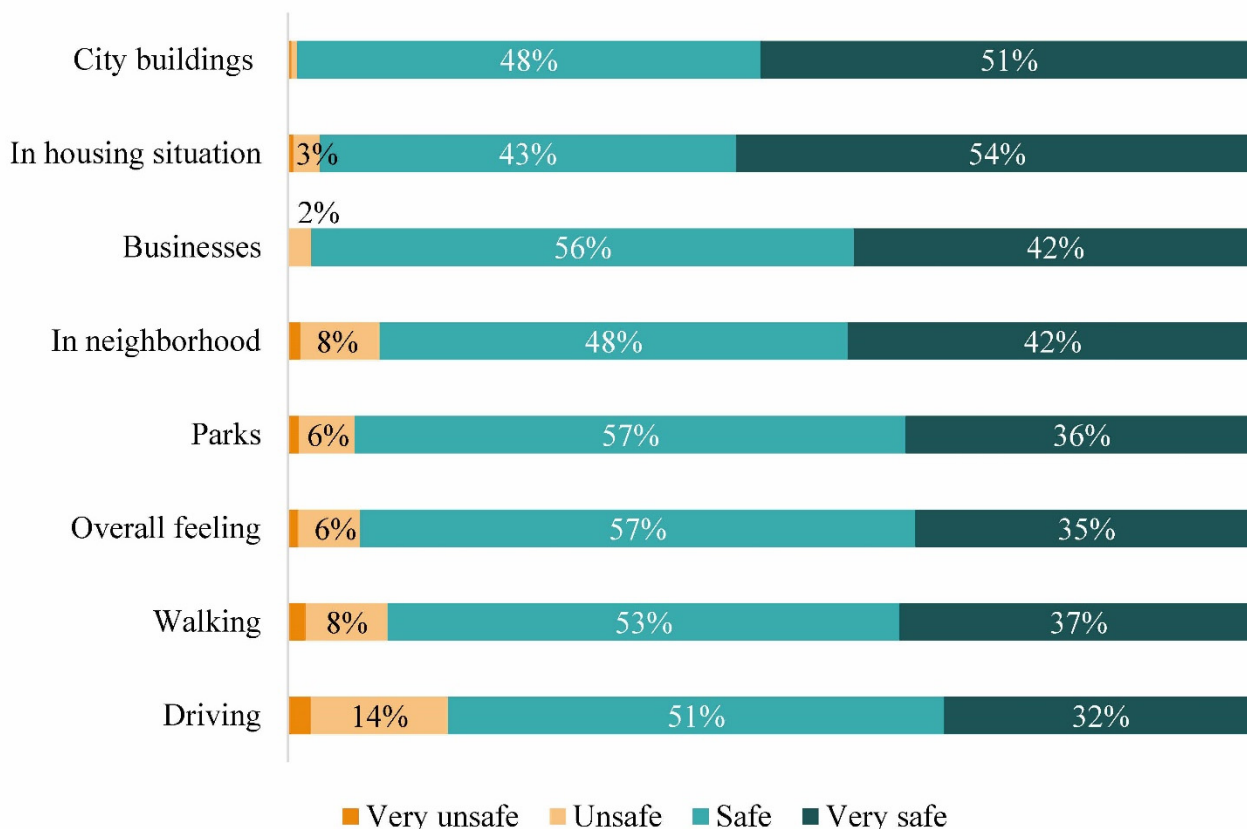


Table 5. Likelihood of Feeling "Very Safe" in Neighborhood Areas by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
City buildings	-1%	6%	-6%	-5%	-7%	-4%
In housing situation	12%	-5%	-1%	4%	-7%	2%
Businesses	6%	0%	-4%	-3%	0%	-9%
In neighborhood	6%	2%	3%	0%	0%	-8%
Parks	7%	-2%	0%	-5%	-6%	-7%
Overall feeling	2%	5%	2%	-5%	1%	-1%
Walking	2%	5%	1%	-6%	0%	2%
Driving	4%	4%	-6%	-6%	-1%	1%

Summary: Based on the data, 93% of responding residents feel very safe in the City of Sun Prairie. This theme has also been heard throughout all the communication received from residents in focus groups and interviews. However, there is a small percentage of survey respondents who indicate they feel unsafe in driving (14%), walking (8%), in neighborhood (8%), parks (6%) and overall feeling (6%).

Overall safety is one of the major determinants of satisfaction with city services and quality of life, which is the ultimate goal of the city. This is an area the city should take under advisement and dig deeper to get the whole picture from residents who don't feel safe. The work of the Project Team was limited to the engagement of only a small representation of residents through the survey and focus groups. The deeper exploration should be to connect with Sun Prairie populations focused on the demographic groups identified in the survey, focus groups and interviews.

Limited transportation as a barrier

Report Data:

- A large majority of residents feel that limited transportation is “never” a barrier to Accessing city facilities (86%), Buying groceries (83%), and Accessing childcare (86%).
- Notably, around one-in-five residents report transportation as a barrier “sometimes”, “often,” or “frequently” for Shopping (20%), Seeking medical care (19%), and Travel to/from work (21%).
- More than half of the residents chose “Don’t know/Not applicable” option for Accessing childcare services (56%).
- BIPOC are more likely to report transportation being a barrier at least “sometimes” in Accessing city facilities (15%), Accessing childcare (20%), Shopping (26%), and in Travel to/from work (20%) relative to White residents. These results highlight transportation barriers as an equity issue, with BIPOC residents much more likely to face barriers in meeting basic needs due to lack of transportation.
- Employed residents are 5% less likely to report transportation as a barrier for Accessing childcare and 6% less likely for Shopping when compared to retired residents.
- Low-income residents are more likely to indicate that transportation is a barrier for Accessing city facilities (11%) and Seeking medical care (13%) relative to higher income residents.
- Homeowners are generally less likely to report transportation as a barrier when accessing services, relative to non-homeowners. Relative to their counterparts, homeowners are 35% less likely to face transportation barriers when Accessing city facilities (-35%), Buying groceries (-26%), Accessing childcare (-21%), Shopping (-25%), Seeking medical care (-31%), and Travel to/from work (-32%). These results are not surprising as most homeowners report using driving or walking as their primary mode of transportation (Table 6).

Figure 7. Frequency with Which Transportation Acts as a Barrier

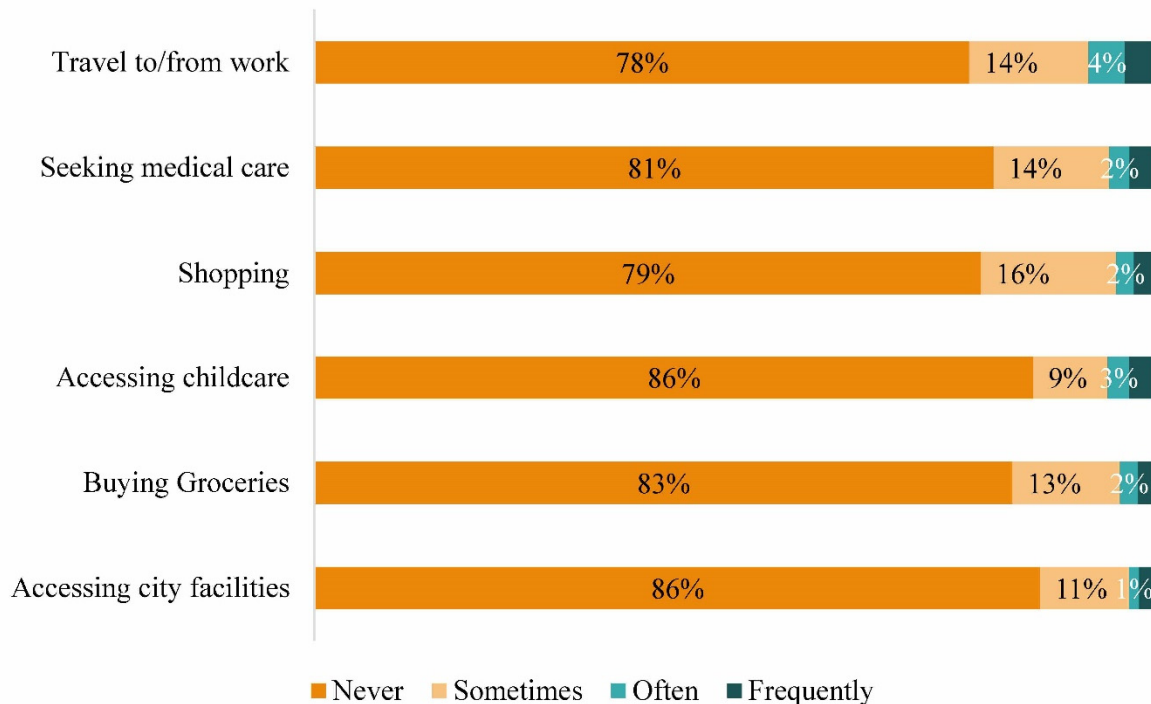


Table 7. Likelihood of Transportation Being a Barrier at Least “Sometimes” by Demographic Group

	Female	Senior	BIPOC	Employed	Low-Income	Homeowner
Accessing city facilities	2%	0%	16%	-3%	11%	-35%
Buying Groceries	4%	0%	12%	0%	5%	-26%
Accessing childcare	1%	6%	20%	-5%	8%	-21%
Shopping	5%	0%	26%	-6%	11%	-25%
Seeking medical care	1%	5%	12%	-4%	13%	-31%
Travel to/from work	6%	-4%	22%	-3%	10%	-32%

Summary: The survey results show an average of 82% of residents report that transportation is “never” a barrier to accessing city facilities, buying groceries, accessing childcare, travel to/from work, seeking medical care and shopping. An average of 18% of residents report that transportation is a barrier “sometimes” to “frequently”.

The largest rating of transportation as a barrier is reflected among the BIPOC demographic groups that report barriers to access city facilities (16%), buying groceries (12%), accessing childcare (20%), shopping (26%), and travel to/from work (22%). Focus group comments and survey comments indicate that public transportation needs improvement to meet their transportation needs with comments such as, “bus route favors metro and not the needs of our community” and “expand bus routes”.

Sun Prairie has for the most part been a car-centric city, which has limited the prioritization of public transportation until recently. The city has taken strides such as implementing a bus system, however due to the limitations of accessibility and as the city grows, more and more transit-dependent residents are moving into the city and are facing daily barriers to get to where they need to go. The project team heard from focus group and interviews that a barrier for newcomers who join the current population of Sun Prairie residents, without cars, identify public transportation as a barrier.

The city has put some measures in place such as the Pedestrian Safety Task Force which consists of city departments and staff members committed to enhancing pedestrian safety in the city as well as operating a shared-ride taxi service and providing service through the Metro Transit for express commuter bus service.

The city is encouraged to be mindful in its transportation planning, that just having public transportation doesn't make it equitable. There may be a bus system, however, feedback revealed that the current sites are not accessible, it is hard to get to and the hours are limited. The project team also heard that the taxi system is very limited and usually includes long wait times which cause late arrivals and long wait times for pickup. While ensuring transportation for all of Sun Prairie, it will be important to identify the unique needs for public transportation and the transportation barriers among various demographic groups such as parents who have with children with disabilities, seniors and disabled individuals, youth, etc. This is a strategy towards equity.

Equity in city services

Survey Data:

- Around one-third of residents “strongly agree” that services are equally accessible (31%), services are conducted free of bias (32%), and staff treat all people equally (29%). Women and BIPOC are less likely to agree that services are equally accessible when compared to other gender identities and White residents, respectively. Women are also less likely to agree that staff treats all people equally compared to other gender identities.
- Around half of residents “strongly disagree” that they have experienced insensitivity (49%).
- About 18% of residents strongly disagree that their cultural identity is reflected in city operations. BIPOC are 31% less likely than White residents to agree that their cultural identity is reflected in city operations.

Figure 8. Level of Agreement with Equity Statements Regarding City Services

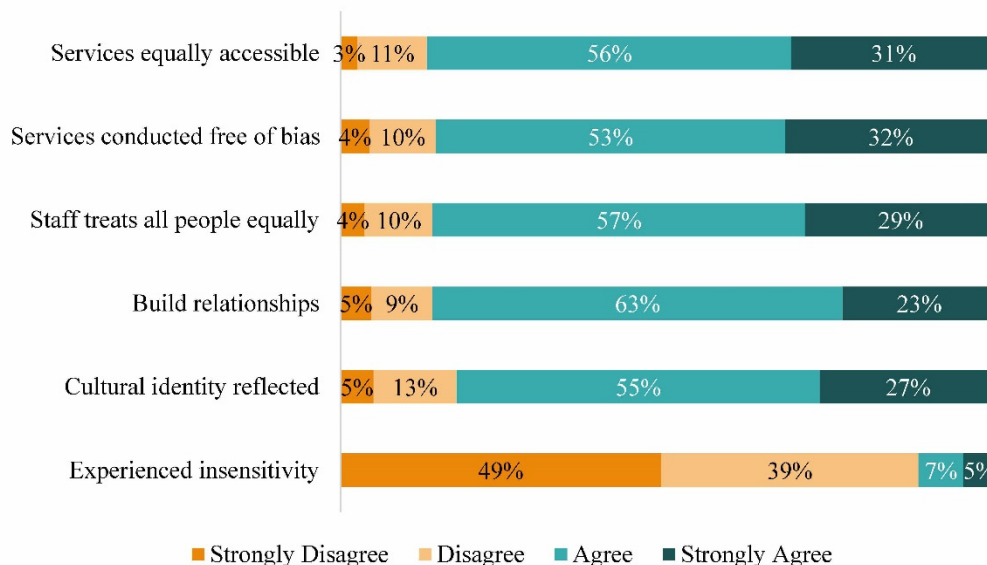


Table 8. Likelihood of Agreeing with Equity Statements about City Services by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
Services equally accessible	-8%	5%	-16%	-3%	-2%	25%
Services...free of bias	-1%	7%	-13%	-1%	3%	7%
Staff treats all people equally	-10%	6%	-9%	-2%	-1%	23%
Build relationships...	6%	-2%	-15%	3%	-4%	3%
Cultural identity reflected	6%	4%	-36%	-1%	-10%	-4%
Experienced insensitivity	0%	-3%	11%	-1%	-2%	-23%

Summary: While around one-third of residents “strongly agree” that services are equally accessible, conducted free of bias, and that staff treat all people equally, there is room for improvement in achieving higher levels of agreement. Women and BIPOC are less likely to agree that services are equally accessible, indicating potential disparities in access and inclusion for these groups. Women also express lower agreement that staff treats all people equally, suggesting the need for increased efforts to ensure equitable treatment across gender identities.

On a positive note, around half of residents strongly disagree that they have experienced insensitivity, indicating that most residents feel that their interactions with city services have been respectful and considerate.

However, there are concerns regarding the reflection of cultural identity in city operations. About 18% of residents strongly disagree that their cultural identity is reflected in city operations, and BIPOC are significantly less likely to agree with this statement compared to White residents. This highlights the need for proactive measures to ensure that city operations are inclusive and representative of the diverse cultural identities within the community.

There are several strategies that the city can consider addressing the areas of concern identified. Some recommended strategies include conducting accessibility assessments, providing language and cultural competence training for staff, and implementing policies that promote inclusive service delivery. By focusing on these areas, the city can lay the foundation for a more diverse, equitable, and inclusive environment within its services.

Communication

Survey Data:

The most relied on method of receiving information regarding the city is through “Social Media” (52%). The second most popular method is word of mouth (39%), followed by the city’s website (29%) and “The Sun Prairie Star” newspaper (28%). A small proportion of residents rely on Clock Tower Express (12%), Direct texts (12%), and Media Center (3%).

Women, Employed, and Homeowner residents are more likely to use “Social Media” to stay informed about community events relative to other gender identities, retired and nonhomeowner residents respectively. Seniors and Low-income residents are less likely to use “Social Media” to stay informed compared to younger residents and higher income residents.

Figure 9. Communication Methods Community members Use to Stay Informed About Their Community

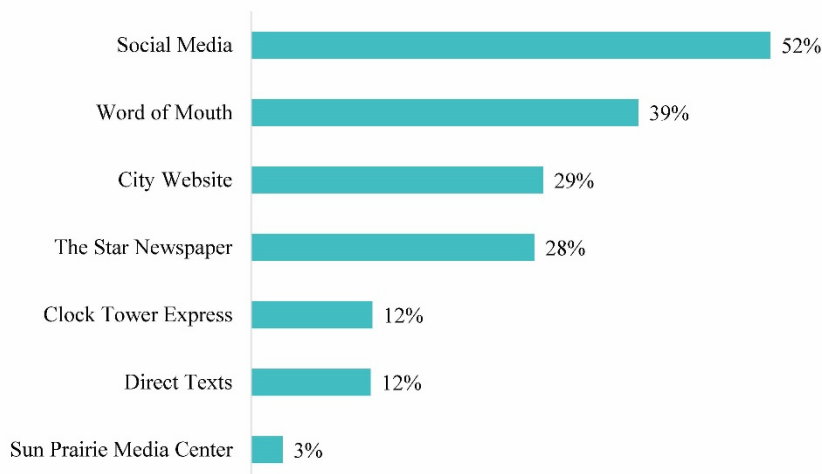


Table 9. Communication Methods Community members Use to Stay Informed by Demographic Group

	Women	Senior	BIPOC	Employed	Low-Income	Homeowner
Social Media	24%	-31%	14%	25%	-26%	22%
Word of Mouth	-9%	13%	-6%	-6%	15%	22%
City Website	1%	1%	-10%	1%	1%	19%
The Star Newspaper	-18%	17%	-8%	-11%	5%	24%
Clock Tower Express	0%	2%	2%	-3%	-3%	12%
Direct Texts	3%	-7%	9%	4%	-11%	4%
Sun Prairie Media Center	0%	1%	-1%	0%	6%	2%

Summary: This information reveals important insights into the methods residents rely on to receive information from the city. Understanding these preferences is crucial to ensure equitable distribution of information and promote inclusivity in communication channels.

The data shows that social media is the primary source of information for a majority of residents (52%) when it comes to staying informed about city news. This highlights the importance of leveraging social media platforms to reach a diverse audience and effectively communicate updates and community events. Word of mouth and the city’s website also play significant roles in keeping residents informed, providing opportunities to engage with different demographics and ensuring accessibility to information.

However, there are variations in information sources across demographics, with women, employed residents, and homeowners being more likely to rely on social media. On the other hand, seniors and low-income residents show lower reliance on social media for information. The project team learned from focus group participants that non-English speaking households rely on their English-speaking children or family advocates to hear about what’s going on in the city. Recognizing these variations and tailoring communication strategies accordingly can help ensure equitable distribution and access to information for all residents.

Based on these findings, the city may want to consider ensuring the availability of information through other channels such as building relationships with community advocates to distribute information (i.e. schools), door hangers, backpack mail (information put in student’s backpack), community events, and direct mailings to name a few. This will accommodate diverse preferences and reach residents who may not rely heavily on social media. Additionally, it is important to develop targeted communication strategies to engage specific demographic groups, considering their preferred information sources. This may involve leveraging community influencers, partnering with local organizations, and utilizing platforms that are popular among specific demographics.

Quality of Life

Survey Data:

- In general, residents agree that city services contribute to a high quality of life in The City of Sun Prairie. About 89% of residents “agree” or “strongly agree” that city services contributed to a high quality of life. Notably, 11% of residents “Disagree or Strongly Disagree”.

Figure 10. Do City Services Contribute to a High Quality of Life?

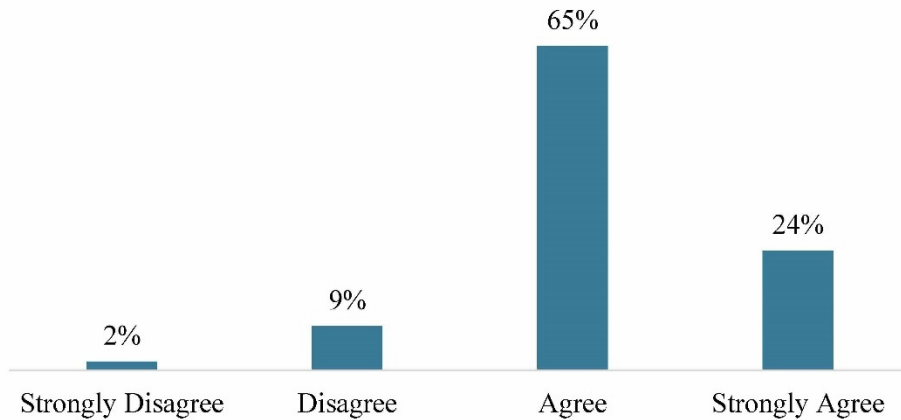


Table 10. Likelihood of Selecting "Strongly Agree" to City Services Contributing to High Quality of Life by Demographic Group

Demographic Group	Percentage
Women	3%
Senior	-1%
BIPOC	-1%
Employed	-2%
Low-Income	-1%
Homeowner	-13%

Summary: The data indicates that residents of Sun Prairie have expressed specific areas of improvement and unmet needs within the city. These areas include improvements in public transportation and bike paths, enhanced traffic enforcement and road quality, increased availability of affordable housing, a decrease in crime rates, and more accessible options for underserved communities.

Despite these identified areas for improvement, the majority of residents agree that city services contribute to a high quality of life in Sun Prairie. Approximately 89% of residents agree or strongly agree that city services have a positive impact on their quality of life. However, it is worth noting that 11% of residents disagree or strongly disagree, indicating a subset of the population that may feel unsatisfied or underserved by current city services.

While there is a high level of satisfaction with the overall quality of life that city services contribute to, it is important to recognize that the survey response was predominantly influenced by a specific demographic group (white residents 86% respondents). It is crucial to actively seek input and feedback from a wider range of community members to ensure a more inclusive and comprehensive understanding of their perspectives and needs.

Throughout the engagement process, efforts were intentionally focused on hearing from communities who are sometimes hesitant to participate in community engagement. The most successful way to engage communities is by meeting community members where they work, live, and play to make it more convenient to participate. The Project Team collaborated with community organizations that worked directly with the targeted populations, as well as participated in neighborhood and community events to make it easier for people to have access to share their ideas and thoughts on their experiences living in Sun Prairie.

Quantitative data, like that solicited from the community survey, is very vital when gathering information to conduct an audit. However, being able to sit down and talk with the community is invaluable. It was very rewarding that the Project Team had different types of interactions with the community to get a wide array of useful information. Youth, Teachers, Counselors, Parents, Community Leaders, local Pastors, Neighborhood Navigators, and other Stakeholders participated in one-on-one interviews and focus groups. These focused discussions aimed to explore the core inquiry questions, included in the community survey, in greater depth, soliciting more qualitative feedback. The questions asked during the focus groups and interviews included the following:

1. What brought you to Sun Prairie? (Introduction/Get to know)
2. What do you like about living in Sun Prairie?
3. What would you like to see changed or improved in Sun Prairie?
4. Do you feel safe and welcome in Sun Prairie?
5. Do you see yourself represented in Sun Prairie, such as city operations, employment, city events, school, communications, etc.
6. How do you feel about the efforts the city has made as it relates to DEI?
7. Have you experienced racial or cultural prejudice when using city services?
8. Are you aware of the services offered by the City of Sun Prairie? If so, what do you use and how would you rate them.
9. Any last thoughts you'd like to share?

One-on-One Interviews

The Project Team, with the help of the Client Liaison Team Lead, hosted stakeholder meetings. All sessions included a discussion facilitator and a notetaker who documented each discussion. Stakeholders and residents were invited to meet with the project team to learn more about the city services audit and process, as well as provide their feedback and ideas to bring back to the city. These sessions allowed residents and stakeholders from schools, community organizations, churches, and businesses to participate. This included families (adult) and youth residents.

To ensure inclusivity and representation of traditionally underrepresented voices, our approach involved establishing strong connections with trusted community leaders who have existing relationships with diverse groups. One-on-one interviews were conducted with community leaders and residents from various backgrounds such as White, Hispanic, Hmong, Black, and African American. We also engaged with Neighborhood Navigators, Community Schools Site Coordinators, nonprofit leaders, and other community members to gather insights and perspectives. This intentional outreach strategy allowed us to hear directly from individuals who may not have been included in traditional engagement efforts, thereby providing a more comprehensive and diverse understanding of the community's experiences and perspectives.

Key findings from one-on-one interviews include:

Strengths

- Participants expressed overall satisfaction with the Sun Prairie community, highlighting its growth while maintaining a small-town feel, inviting and safe environment, historic charm, and availability of resources.
- The efforts of the mayor were acknowledged as engaging, progressive, and positive experiences were reported with staff at businesses, city departments, and law enforcement.
- Law enforcement's outreach, diversity and equity training, and community engagement efforts were specifically recognized and appreciated.
- The city was seen as actively implementing measures to address the needs of a growing population and striving for greater diversity through initiatives such as hiring and organizing community events.
- Participants talked about the efforts and willingness of the city and its residents to recruit and train people who want to be in elected positions.

Opportunities

- Participants expressed concern about how equity is lacking as additional services are implemented for the city.
- Participants conveyed how BIPOC populations are isolated and, in some instances, encouraged to live or not live in areas based on socioeconomic backgrounds.
- Participants communicated that although the community has many progressive people including the city employees and residents who support what the city is doing as it relates to DEI until things get too uncomfortable. Some are not willing to put their political capital on the line.
- The efforts of the city were recognized on many occasions, but sentiments of missing the mark on including the right people in decisions were expressed.
- Some participants expressed their frustration with not knowing who is responsible and how to go about making changes around DEI issues in the city. The statement that "Equity lives in everyone's job" doesn't hit the mark.
- Participants conveyed confusion on what the city services are beyond the general services like trash, fire, water, etc.

- Participants expressed the need for services and businesses that are more diverse and catering to the needs of the whole community.
- There were many sentiments regarding the location of events and services which do not meet marginalized community's needs.
- It was expressed that sometimes equity is not met, because the focus is on meeting deadlines vs. hearing from a variety of voices.
- When talking about trust, most marginalized groups trust the school less than they trust the city. The city does a much better job with DEI than the school district. If the outreach is through the schools, targeted outcomes will most likely not be reached.
- The Neighborhood Navigators program received praise for its grassroot effort to find out what the needs are so that the city has a better understanding to connect people to those resources, however the program is just scratching the surface of its impact.
- Participants suggested working with the Salvation Army, having information handy when people call looking for services in Sun Prairie would be helpful.
- Create user-friendly ways that information is accessed such as the website giving information on where to find help in the city; would aid in new residents feeling more welcome in Sun Prairie, was a suggestion given to the project team.
- Through the work done in the community, representatives have heard:
 - In terms of service, there is a lack of awareness of what's available in certain communities.
 - For people to have the opportunity and to be sought out to have their voice heard in a variety of ways to create programs for opportunities to make sure people are invited and be very intentional about the invitation.
 - Resentment about the people who were selected to be the voice of many people.
 - Trust and accountability are important to the community. The residents want to see accountability and results.
 - Additional support/visibility of access for mental health, especially for youth and disabled residents.
 - Support for mental health is lacking.

As noted in the summary sections of the community survey results presented above, interview responses echoed many of the same sentiments of the survey responses.

The city has grown tremendously in the last decade with an influx of people with diverse backgrounds. Diversity creates opportunities for innovation in cities such as needed talent, different types of food, art, music, and experiences. The recent growth and city efforts to address the needs of the diverse community has created some critics as seen in survey responses, but it also has created great opportunities for the city of Sun Prairie to continue to strengthen its economy, businesses, and city culture.

The survey, focus groups and interview responses revealed that there is some confusion and lack of knowledge about what services the City of Sun Prairie offers. This sheds light on the opportunity to better educate the public on what services are available and where to find the resources. Creating a clear and concise message available through different channels will allow residents to find the services they need as well as equip community organizations such as Colonial Club, Sunshine Place, and others with the tools and resources to help the residents they serve connect. The great thing about Sun Prairie is that it encourages and welcomes its residents to step in and help. Residents expressed appreciation for the openness of the city to communicate and find ways to collaborate/make change.

Another great opportunity is to expand the Neighborhood Navigators program. As mentioned, it received praise by many residents during focus groups and interviews, city workers and others. There were also sentiments that it is not robust enough for the needs of the community. There is an opportunity for the city to invest more in this program to put more navigators out in the community. In the past two years since the pandemic, federal dollars have increased in support of Neighborhood Navigators (community health workers) and states are receiving the funds from more than one federal source. Increasing the number of full-time navigators will allow the program to help the city improve its reach and effectiveness to facilitate access to services and strengthen the quality and cultural competency of service delivery. Info from: <https://nihcm.org/publications/community-health-workers-infographic>

Focus Groups

Diverse community members actively participated in focus group meetings that took place at local schools, coffee shops, city buildings, via Zoom and Teams. With the help of the Client Liaison Lead, the project team conducted focus group meetings. The meetings lasted between 45-75 minutes. These groups encompassed individuals from different racial and ethnic backgrounds, White, Spanish-speaking, Black, African American, and South Asian, as well as LGBTQ+ individuals, youth, seniors, parents of disabled children, and military family members. Beyond the specific questions and responses during the interviews and focus groups, the engagement also opened opportunities for general conversations and sharing from participants that proved to be informative.


Youth

Youth participants in Sun Prairie, spanning elementary to high school ages, generally enjoy living in the city, particularly its parks, and expressed feeling safe overall. The sentiment expressed in the focus groups revealed that the youth perceived Sun Prairie as not being as youth friendly as they would like it to be. The older participants expressed a need for more opportunities for teen recreation and social gatherings, as they felt that the focus was primarily on younger children. The younger children expressed a desire for more indoor and outdoor play areas, similar to places like Urban Air, and parks with enhanced amenities such as water features, bike racks, sports fields, covered spaces, soft play areas, fencing, activity panels, climbing towers, etc.

By expanding and diversifying recreational options for teens, the city can create a more inclusive environment that caters to the interests and preferences of this age group. Similarly, the desire expressed by younger children for more play areas and enhanced amenities in parks underscores the importance of providing accessible and engaging spaces for them to thrive and enjoy their surroundings.

Some of the older youth found the focus group setting a safe space to share their concerns. It was expressed by a few youth that discrimination is felt and seen – in situations such as hearing derogatory language directed at them. Usually, these actions come from other youth (not always), but the youth suggested that adults are not stepping in enough to correct the behavior. Other concerns expressed were separatism among cultural groups, groups being labeled as uneducated, diversity lacking among adults/mentors/teachers.

The Project Team members explained to the youth that the city cannot directly address all of their issues, however, will pass on the information to those who may be able to respond such as the school board, neighborhood associations, etc.



While not directly related to the focus group questions, the Project Team found the youth’s information valuable from a DEI perspective because it sheds light on the experiences and perceptions of youth in the city. Understanding their perspectives is crucial for creating an inclusive and welcoming community for all residents, regardless of age. Addressing this gap is essential for fostering an inclusive environment where youth feel valued, heard, and supported. It could also foster retention of homegrown talent when youth choose to stay in their hometown after high school or return after college.

The expression of these issues suggests that there may be a gap in providing resources and safe spaces for youth and an opportunity to address their issues throughout the community. It is essential to create support systems and avenues for open dialogue where youth feel comfortable sharing their experiences, seeking guidance, and finding solutions to the challenges they face.



Youth Focus Group at Prairie View School.



Youth Focus Group at Prairie View School.



Youth Focus Group at Westside Elementary School.

Seniors

During the meeting with seniors at Colonial Club of Sun Prairie, several important insights were shared. The seniors expressed their appreciation for the support provided by local organizations, the friendly nature of the community, and the positive interactions with the police. Alongside the valuable concerns and insightful feedback provided by this group, positive remarks emerged regarding interactions with the police department when seeking their assistance and when engaging with officers at community events. Despite acknowledging room for improvement in certain aspects of city services, the seniors within this group collectively conveyed a genuine appreciation for the Sun Prairie community. They emphasized that, overall, city services contribute to feelings of safety and a sense of inclusivity.

They also highlighted the challenges they face, particularly related to transportation for getting around town. The lack of accessible transportation options limits their ability to engage with the community, go shopping, attend events, and enjoy cultural activities. Additionally, it was stated that the poor maintenance of streets, high curbs, and limited sidewalks create obstacles for seniors using wheelchairs. The seniors expressed the need for more support services such as in-home care, disabled support, affordable housing, and expansion of pharmacy delivery. They also expressed a desire for more community spaces similar to Colonial Club and accessible healthcare options like free clinics. The seniors were thanked for their feedback and encouraged to share their concerns with their district alder person as well as the administration of the apartment complex who might connect with the appropriate resources.

During the senior focus group at Colonial Club, Madison Metro Transit and Paratransit Service was unavailable. This absence could have influenced their feedback on transportation, and the introduction of these transit services may alleviate some of the challenges expressed by seniors.

Another noteworthy concern voiced by several group members was the feeling of being generally overlooked and unfairly judged based on age and appearance. Additionally, certain individuals shared personal instances where transportation choices were restricted or denied due to inadequate accommodations for mobility aids, such as wheelchairs. These personal shares from focus group participants shed light on some of their own personal struggles and difficult experiences being part of an aging community. While acknowledging the complexity of the raised concerns, potential solutions for the city could involve prioritizing the aging community in community entertainment planning and enhancing communication regarding the inclusivity of new transportation options for diverse mobility devices. Also, including some of the more active seniors on city committees, task forces, etc. could be a means of inclusion.



Senior Focus Group at The Colonial Club.

Parents with special needs children

The Project Team held a focus group at Heartland Church with parents of children with special needs. During the focus group parents responded to the questions and also shared particular areas of concern. Parents shared their love for the parks and the availability of them. They shared their love for the Children's Museum and generally feel safe. They shared their appreciation of the efforts of Heartland Church which allowed parents to attend the service while their children with special needs participated in the Heartlands Kids Program. They were quite positive about their quality of life in Sun Prairie. Parents expressed satisfaction with their neighborhood and school.

Parents further expressed the need for respite care and summer school programs that cater to the specific needs of their children. Accessing resources was identified as a challenge, with long waitlists and the need to travel outside of Sun Prairie for certain services. The group emphasized the need for parks and recreation facilities to be more inclusive and accommodating to children with special needs, including the installation of appropriate fencing. Additionally, they recommended expanding the Police/Fire/EMS Citizen Academy Program to include youth with disabilities. They also suggested creating a volunteer program to require high school students to volunteer to spend time with kids with disabilities.

The need for respite care and specialized summer school programs indicates an opportunity to provide services that are crucial for the well-being and development of children with special needs. Long waitlists and the need to travel outside of Sun Prairie for certain services further exacerbate the difficulties faced by these families. This underscores the importance of enhancing local resources and ensuring that families have convenient access to the necessary support.

The Project Team recognizes these concerns are not an issue central to the audit. While this may not be a direct city service, collaborating and convening other organizations may be beneficial to this population of residents.

LGBTQ+

During the meeting with community members who identify as LGBTQ+ in Sun Prairie, a variety of key points were raised.

The group expressed a deep appreciation for their community, highlighting its welcoming nature and ongoing efforts to bring about positive changes. They also alluded to places off-limits and not safe for LGBTQ+ residents such as bars and other public spaces that was not identified. They emphasized the need for more focus on safety and inclusion for the LGBTQ+ community, both for adults and youth. They discussed safe places that include signage, flags, and signals which demonstrate being welcome. Conversations reflected the importance of inclusion, respect and education that are key elements to create spaces for conversation around public policies and awareness.

The group also expressed their concerns about the rising mental health issues and recent suicides among youth in the community, as well as the persistent problem of bullying without sufficient support or guidance in the schools. They perceived a lack of expertise in addressing these issues within the school system that the school district should address. Additionally, the group expressed concerns about the LGBTQ+ community's segregation, particularly the divide between low-income and affluent residents.

The information shared during the focus group underscores the importance of creating a truly inclusive and supportive environment for the LGBTQ+ community in Sun Prairie. It highlights the need for targeted efforts to address safety concerns, promote inclusivity, and provide adequate support for mental health. The city should re-examine policies, ordinances and initiatives that impact this community and explore best practices like those established in Orlando, FL such as Orlando Police Department's Safe Place Initiative, Mayor's Stand Up Orlando campaign, Orlando Youth Empowerment Summit, etc. See: <http://www.cityoforlando.net/mayor/lgbtq-community/>

Black and African American

During the project team's conversations with several groups of Black and African American community members, many perspectives were presented on a variety of topics.

Participants noted the growth of diversity in the city and expressed appreciation for the increased representation of different backgrounds and cultures. While there was satisfaction with the increased diversity in the city council and school board, there was a desire for even greater representation to ensure diverse perspectives and experiences are adequately reflected in decision-making processes. The group shared experiences of encountering racial undertones, bias, and resistance, specifically mentioning the struggle to establish a Boys & Girls Club in the city. This highlights the need to address systemic issues and work towards eliminating racial barriers.

Focus group members expressed a desire for change in Sun Prairie but highlighted the need for hiring individuals who not only represent the community's diversity but also possess a deep understanding of its specific needs. This indicates a recognition of the importance of diversity and cultural competence in the workforce to effectively address the community's challenges and meet its unique requirements.

This information is valuable for making change in DEI efforts because it provides insights into the lived experiences, perspectives, and aspirations of the Black and African American community members in Sun Prairie. Understanding their experiences of encountering racial undertones, bias, and resistance sheds light on the systemic challenges that need to be addressed. It emphasizes the importance of creating an inclusive and equitable environment where everyone feels welcomed and valued.

The desire for greater representation in decision-making bodies indicates the need to ensure diverse voices are included in shaping policies and initiatives. By increasing representation and promoting diverse perspectives in leadership roles, the community can benefit from a more comprehensive and inclusive approach to decision-making.

Overall, this information provides valuable insights into the experiences and perspectives of the Black and African American community, guiding DEI efforts to address systemic barriers, increase representation, and foster an inclusive and culturally responsive community.

Hmong

Although the project team did not have the opportunity to meet with a formal group of Hmong residents, we had conversations with leaders from this community. These conversations yielded valuable insights for engaging with the Hmong community effectively.

It was observed that the Hmong community heavily relies on oral communication as a primary means of information sharing. To engage with this community, it is important to establish connections with trusted Hmong residents who can serve as bridges and facilitate effective communication within the community.

Additionally, it was recommended to avoid generalizing or lumping all Asians under a single label. Recognizing the unique cultural identities and experiences of different Asian communities, including the Hmong community, promotes inclusivity and a more nuanced understanding of their specific needs and perspectives. To that end, communication and city services can be more equitable.

By considering these recommendations, the city can foster meaningful engagement with the Hmong community, honor their communication preferences, and ensure their unique experiences are respected and acknowledged.

South Asian

Members of the South Asian community communicated a positive sentiment regarding how Sun Prairie has embraced their community and allowed them to be celebrated in schools, events, and other aspects of community life. Additionally, the group highlighted the existence of various ethnicities within the South Asian community. They noted that different groups may be treated differently, suggesting the need for a nuanced understanding of the diverse identities and experiences within the community. From a DEI perspective, understanding these insights is valuable for several reasons.

Recognizing and celebrating diverse communities, such as the South Asian community, contributes to a more inclusive and welcoming environment. It promotes a sense of belonging and acknowledges the cultural richness that different groups bring to the community. It is essential to recognize that different groups within the South Asian community may experience differential treatment highlights the importance of addressing inequities and ensuring that all individuals, regardless of their specific ethnicity, receive equitable treatment and opportunities.



South Asian Focus Group at City of Sun Prairie office.

Spanish Speaking



Spanish Speaking Families Focus Groups at Sunshine Place

Participants of this focus group expressed the challenge of accessing information, as most of it is available only in English and in digital formats. This creates a disconnect for families who lack access to technology or struggle with reading English, hindering their ability to stay informed and engage with city services effectively. Another major area of discussion was about economic concerns and employment opportunities.

The group highlighted the need for family-sustaining wages and employment skill-building opportunities. They expressed a sense of disconnect between the city and Spanish-speaking community members, suggesting a gap in addressing the economic needs and aspirations of this community. Concerns were also expressed about the existing economic divide between low-income and affluent residents.

Recognizing the language barriers faced by Spanish-speaking residents emphasizes the importance of language access and ensuring information and services are available in multiple languages. It promotes inclusivity and ensures that all community members of Sun Prairie, regardless of their language proficiency, can actively participate in what the city has to offer.

Considering the disconnect between the city and Spanish-speaking residents places importance of fostering meaningful engagement and building trust with underrepresented communities. It emphasizes the need for intentional outreach, effective communication strategies, and inclusive policies that address the unique needs and aspirations of Spanish-speaking residents.

These areas of feedback provide specific insights into the unique needs and priorities of the Spanish-speaking community in the context of city services. By understanding their concerns regarding language access, economic opportunities, and the existing economic divide, the city can better tailor its services and initiatives to address these specific needs. This knowledge allows for more precise and targeted efforts to enhance language accessibility, promote economic equity, and engage with the Spanish-speaking community effectively.

The project team engaged with many residents of Sun Prairie through focus groups, interviews, community events, and a survey. This approach was meant to garner the voices and perspectives of target demographic groups who have not traditionally been engaged at the level implemented by the project team. The project team also wanted to show the city how it can be more deeply engaged with the community to identify needs that inform planning for change.

This project has only scratched the surface of public engagement. Through recommendations and strategies, the project team will offer guidance for a deeper dive into continuous improvement. Although some findings may be uncomfortable to receive, the project team encourages the city leadership to accept the many perspectives and to use them as an opportunity to strengthen Sun Prairie's DEI journey.



CONCLUSIONS & AUDIT LIMITATIONS

The Project Team recognized from the beginning of the audit that the changing demographics of Sun Prairie was a catalyst for conducting an audit but also the effects of recent external events and situations that have brought to light changes on the overall community culture.

CHANGING DEMOGRAPHICS OF SUN PRAIRIE

SPASD Student Demographics 2021-22

White 60% Black 11% Asian 10% Hispanic/Latinx 9%
Two or more races 9% American Indian <1%
Native Hawaiian <1%

City of Sun Prairie 2020 Census

White 81% Black 7.6% Asian 5.5%
Hispanic/Latinx 4.4%
Two or more races 4.5% American Indian <1%
Native Hawaiian <1%

City of Sun Prairie 2010 Census

White 92% Black 3% Asian 1%
Hispanic/Latinx 2%
Two or more races 1.5% American Indian <1%
Native Hawaiian <1%

By actively involving and communicating with all segments of the community, the city can work towards bridging any divide and promoting a more inclusive and harmonious Sun Prairie. Effectively incorporate data and community engagement in the planning and decision-making process that reduces the disparities, places equity at the forefront and holds leaders accountable.

Although data has been collected and highlighted areas for improvement, it is important to collect more data that is reflective of the community makeup to help prioritize the needs of the community and ensure that it is equitable. Deep and meaningful community engagement that involves individuals from historically overlooked communities is key before actions are taken and throughout the decision-making process.

Finding a solution that satisfies everyone may be challenging. However, there is an opportunity to educate and engage with those who struggle to embrace others, especially accepting those who are different or less fortunate. It is important to address concerns/perceptions of being overlooked.

The Project Team extends its deep appreciation to all those who dedicated their time and invested their thoughts and perspectives in this process. Their invaluable contributions have enriched the understanding of the community and helped shape the outcomes of this important work. We would particularly like to thank Sunshine Place, Centro Hispano, Community Schools, Joining Forces for Families, Heartland Church, Black Student Union, African American Parent Network, Neighborhood Navigators, and the Library DEI Advisory Committee for their involvement.

AUDIT LIMITATIONS

The City of Sun Prairie is in a good position to make changes happen internally and externally. With a greater awareness of what is happening, learned through the audit results, and the acceptance of where the focus should be going forward, it is possible to see a new city of Sun Prairie environment in the coming years.

Although, it is important to note that for some areas of the audit recommendations, a deeper dive will be necessary to get a more accurate picture of what is happening and thus more clarity on how to implement a recommended strategy. For instance, for the internal audit, employees must be engaged in looking at the results, accepting and acknowledging the findings and the recommendations to secure their buy-in. Engaging employees will also provide an avenue for their ideas to surface making an opportunity for more robust exchange,

Since only a little more than half of the employees were engaged, it will be important to bring the remainder of the employees up to speed with what was done, what the findings were and what the recommendations are that may impact on them. Again, any major changes will need to have buy-in in from all to reduce the chances of high resistance. It would be wise to also open the door to solicit input from these employees where feasible.

For the external audit, there will need to be a deeper outreach to select demographic groups and ethnic populations only lightly touched on during the audit. To that end, city leadership will have a clearer view of the community's need and clarity on how to address the needs. For instance, parents with children with disabilities provided input but only a small number of that population was engaged. Convening a larger population will help to get the necessary input for any changes planned and the ideas and thoughts that might come from a wider representation of that population. It has been recommended that this process occurs across the multiple populations only lightly engaged through this audit.

Additionally, there were some community voices not heard during the audit and should be a part of any changes that may be affecting them. For instance, while the audit came to the table with a fair representation of the southeast Asian population, the participants suggested connecting with other "non-Hindu" southeast Asians to get a balanced view of the needs and ideas on life in Sun Prairie for that population. Similarly, the connection with Sun Prairie high school students was quite minimal although their input was valuable. What they did share indicates a need to hear more voices from that population, particularly among the African Americans.

Although there were concerns shared throughout this process, there was also a sincere desire among participants to continue to do the hard work that will support the efforts of the city. This audit serves as a starting point for the city to evaluate its practices and policies in delivering services to the Sun Prairie community.

Based on the quantitative and qualitative data collection through the audit process, as well as analysis of qualitative data from the focus groups and interviews conducted, the Project Team developed recommendations and general strategies for the City of Sun Prairie which follows.

Recommendation	Strategies	Rationale
<p>1. Leverage the structure of the executive leadership team, already in place, to be the core team/vehicle for planning and implementing the recommendations for internal strategies across the organization and external initiatives connected to partners.</p>	<ul style="list-style-type: none"> • Establish and communicate, to all employees, the ELT role for leading efforts to move the Sun Prairie current culture towards the norms and behaviors of the ideal culture identified by the ELT in the IDEAL inventory results. <ul style="list-style-type: none"> ○ Conduct an “All Employee” meet and greet to present results of the audit and the next steps for implementation ○ Create a written document to be distributed to all and to catch up those not attending meeting – (paper or digital) • Establish an appropriate structure for engaging community residents and partners in the external recommendation implementation, i.e. implementation task force, subcommittee, resident advisory, etc. 	<p>The Executive Leadership Team already has an organizational leadership identity and function recognized by employees. Rapport and credibility are already established between the employees and the Executive Leadership Team. This is the team who created and owns the “Ideal Culture” results and is most appropriate to champion improvement and change efforts.</p>
<p>2. Initiate efforts to foster employee buy-in with intentional and dedicated employee involvement in the implementation of improvements and changes based on the organizational audit.</p>	<ul style="list-style-type: none"> • Establish an employee champion(s) for each department to work with leadership in the implementation of change strategies. The champion role is a liaison to the voices of the non-management and field employees. • Clarify in writing the role of the champion, the level of expected engagement with ELT, employees, and the limitations of the role (what the role does not include). • Conduct group/team building, if liaison role approved, to prepare team to work as a cohesive unit building trust and defining the work together. 	<p>This effort can serve as an opportunity to increase the employees’ assessment rating of the “the extent to which employees at all levels are actively involved in shaping the organization and in helping to achieve the organization’s mission” which was rated low on the Organizational Effectiveness Inventory (OEI).</p> <p>This practice can also show that management is authentically interested in employee suggestions. Employees are a valuable source of knowledge and experience. Creating channels for their input and recognizing their contributions allows for a more inclusive and participatory work environment. Engagement and team building promotes a culture of trust, cohesive employee relations, and continuous improvement.</p>

Recommendation	Strategies	Rationale
<p>3. Clearly define and articulate a “one enterprise” mission and vision statement and set of core values for the City of Sun Prairie organization.</p>	<ul style="list-style-type: none"> • Review all department’s mission, vision and value statements and identify language within all the current department statements that can or should be considered in the drafting of a one enterprise mission statement and core values. <ul style="list-style-type: none"> ○ Charge the task of reviewing and crafting of first draft to the ELT. ○ Engage each department in working through reviewing as the ELT presents drafts. • Confirm a set of core values for the overall organization (one enterprise) and get buy-in from all departments. Buy-in is achieved when department leaders and their teams can identify what they do and how they do what they do, that aligns with the statements. <ul style="list-style-type: none"> ○ Engage department teams in examining the values drafted and identifying the connection to their work. ELT should allow departments to send upward values for consideration. • Seek outside expertise to facilitate the work on mission, vision and values if there is not internal expertise to facilitate work. 	<p>Part of the request in the organizational audit RFP was to examine the Sun Prairie culture. The Organizational Culture Inventory (OCI) and the Organizational Effectiveness Inventory (OEI) were administered to employees to solicit their perspectives on the culture. Employees were asked to rate the “<i>extent to which the organization’s mission and philosophy are clearly defined, illustrated by members, communicated by management, and understood by employees</i>” The employee rating was low.</p> <p>Low scores (below average) among all respondents and 9 out of 20 subgroups, along the mission and philosophy measures indicate the need to provide a widely shared mission and philosophy for the understanding of all employees.</p> <p>At the heart of a strong organizational culture is clarity among all employees on <i>the why</i> of the work they do and the connection to the organization.</p> <p>The department document review revealed that there are multiple department and unit missions currently in place. Having too many statements, as Sun Prairie does across departments, can be somewhat confusing when asking employees to state their organization’s mission.</p>

Recommendation	Strategies	Rationale
<p>4. Align your people systems with your mission and values and expend greater effort to reward and reinforce behaviors that are consistent with those values which will communicate a strong message to employees that the organization leadership is serious about behavior expectations (values).</p>	<ul style="list-style-type: none"> ● Evaluate your people systems across all departments and work to consolidate to centralize practices organization-wide. <i>(Interviewing, onboarding, new employee orientation, employee training, reward and recognition programs, compensation, employee evaluation, and disciplinary processes)</i> <ul style="list-style-type: none"> ○ Charge the HR department in leading this effort with support from department leaders, managers, and supervisors. ○ Leverage the progress that has already been achieved at examining these systems and practices. 	<p>The Project Team identified this situation as a “blind spot.” While most departments have respectable mission statements, the team was unable to see a seamless connection between all departments and units as one enterprise.</p> <p>Organization people systems will be greatly impacted by changes in the mission and vision and values since employee performance measures are connected to behaviors expected and achievement of goals.</p>
<p>5. Implement department and organization-wide orientation and training on the 4 constructive style norms and behaviors expected of Sun Prairie employees as identified on the IDEAL Culture Inventory by the Executive Leadership Team (ELT).</p> <ol style="list-style-type: none"> 1) Achievement 2) Self-actualizing 3) Humanistic Encouraging 4) Affiliative 	<ul style="list-style-type: none"> ● Share OCI report results (all respondents and subgroups), particularly the IDEAL and current culture, with employees and use consistently as a reference when planning and conducting activities aimed at making changes and/or implementing recommendations from the audit. ● Use the audit report and the Human Synergistics OCI report information to develop training and coaching content that addresses each of the “constructive” behavior styles, i.e. Start with topics that focus on humanistic-encouraging norms. <p>HUMANISTIC-ENCOURAGING - team building, situational supervision, leadership assessment and development, giving feedback</p> <p>ACHIEVEMENT – goal setting, organizational, department and individual member, performance planning and management</p> <p>SELF-ACTUALIZING – gaining enjoyment from work, self-development, taking on new and interesting activities</p> <p>AFFILIATIVE – work group development (group styles inventory), communication, cooperation, and effective coordination.</p>	<p>The Organizational Culture Inventory was administered to assess the city of Sun Prairie culture from the viewpoint of employees. The results have identified areas for culture change that will be a process and not a one-off or overnight experience. Starting the culture change effort with the constructive cluster of behaviors will align with the strengths employee’s responses say already exist. Starting with brand new/unfamiliar behaviors may be more difficult to get buy-in and make an impact.</p> <p>Focusing first on strengthening the constructive styles, rather than the defensive styles, will likely result in more employee buy-in. Strengthening constructive styles will also drive down (reduce) the level of defensive behaviors</p>

	<ul style="list-style-type: none"> Secure recommended resources for guidance and best practices for culture building, <i>“Creating Constructive Cultures” Leading People and Organizations to Effectively Solve Problems and Achieve Goals</i> – Janet L. Szumal, PhD with Robert Cooke, PhD, Human Synergistics International and <i>“How Leaders Can Strengthen Their Organization’s Culture...28 Simple and Effective Ways”</i> -Tim Burningham 	<p>currently present in the culture as indicated from the employees’ inventory scoring.</p>
<p>6. Institute annual department and organization-wide coaching, and trainings to address the <u>lowest OEI scored levers of change</u> (<i>customer service focus, autonomy, use of rewards</i>) and the <u>lowest OEI scored individual, group and organizational outcomes</u> (<i>role clarity, motivation, satisfaction</i>)</p> <p>customer service focus - The extent to which members understand they are responsible for identifying and satisfying the needs of customers/clients</p> <p>autonomy - the degree to which jobs provide members with freedom and discretion with respect to scheduling and work procedures.</p> <p>use of rewards - the likelihood that good performance will be noticed and reinforced in positive ways (i.e., “positive reinforcement”)</p> <p>role clarity – the extent to which member receives clear messages regarding what is expected of them</p>	<ul style="list-style-type: none"> Start with “role clarity” – conduct an organization-wide (department by department) “Role Analysis” clarifying what is expected of each position in your organization and have each employee complete a role profile for their position. This task is tedious but can be quite valuable in helping clarify the roles members hold, for themselves and for team members. <ul style="list-style-type: none"> Use the Role Analysis description handout and the Role Profile worksheet tool provided with this report to implement the analysis task. Department heads and supervisors should review with team members and establish a consensus on the role of each member. Once completed, it should be shared with HR to determine if job descriptions should be updated. 	<p>Role clarity had the lowest score for outcomes measured in the Organizational Effectiveness Inventory. 8 out of 20 subgroups scored role clarity below average. The indications are that some members are uncertain about how they are supposed to “act on their job”, some are unclear about what is expected to “fit in” with their department, and others indicated that they are “not clear on what is expected of them.”</p> <p>Role analysis provides a critical review of current role performance with a view toward helping individuals understand and accept the roles of others. It also helps to clarify expectations and obligations of related roles and establishes why a particular role is needed and what purpose that role serves in the department and even in the organization.</p> <p>Employees generally perform better when they clearly understand what they should be doing and what is expected of them.</p>

<p>motivation – the extent to which forces on and within members lead them to behave in ways consistent with the attainment of organizational goals. satisfaction – the extent to which members report positive appraisals of their work situation.</p>	<ul style="list-style-type: none"> • To address <i>customer service focus</i>, identify the level of expectation (metrics) by the organization, the department, and by the individual members. Customer service focus should consider the internal customer as well as the external customer. <ul style="list-style-type: none"> ○ Clarify all categories of customers ○ Reflect the language of who is the customer in the role profile most appropriate to member position duties. ○ Consider a common achievable metric such as “satisfaction rating” and assign performance levels, i.e. exceed, meet, below ○ Identify the ways to solicit customer feedback across the organization and from external customers (formats, platforms, etc.) and the frequency of collection and review of results • Ensure organization provides customer service training for all employees, full time, part-time, seasonal included, and even volunteers. • Review the current Sun Prairie efforts to strengthen the “Employee Service and Recognition Program” as it relates to “USE OF REWARDS – a consistent practice for recognizing good performance and reinforced in positive ways, i.e. public praise, raise or bonus. • Determine the next level of low scored practices to be addressed 	<p>The levers of change directly impact the culture. Sun Prairie employees rated Customer service focus lower than average. This means that while all employees should be tuned to customer service, many employees do not see a clear expectation of them related to any measure of customer service.</p> <p>The low scores for motivation and satisfaction reflect the direct impact change levers can have on individual outcomes. If employees are clear that they must achieve a satisfaction rating in the area of customer service focus, then they are likely to perform better in their customer service delivery.</p> <p>Addressing the first set of recommended practices, there is likely to be a positive influence on the other areas scored low. For instance, motivation and satisfaction are outcomes directly impacted by the operating culture.</p>
<p>7. Implement strategies to address the Passive Aggressive behaviors/norms, specifically AVOIDANCE, identified as barriers and a hinderance to the ideal culture (what should be) as presented by the executive leadership of the City of Sun Prairie.</p>	<ul style="list-style-type: none"> • Establish a small core team (3 – 5) from among the Executive Leadership Team to focus on training and development, policies and practices, organizational development initiatives, etc. to: <ul style="list-style-type: none"> ○ Decrease defensive behavior (avoidance) norms where employees can see that not all decisions have to be pushed up; employees are assured that taking a few chances is acceptable and welcomed; where employees can observe and know that decisions made are not just because it is a popular thing to do. 	<p>Employee responses on the OCI/OEI indicate they are expected to leave all decision making to the “higher ups”, take few risks or chances operating outside of the known boundaries and accept that some decisions are made because they are popular.</p> <p>The employee focus group responses revealed perspectives of silos, misalignment of management words with</p>

<p>Use OCI report details to target change of specific aspects of the constructive and defensive culture norms</p>	<ul style="list-style-type: none"> ○ Decrease defensive behavior (approval) norms where employees are discouraged to do things just for the approval of others; where employees are discouraged in switching priorities just to please others. ○ Increase constructive behavior (self-actualizing) norms where employees are publicly encouraged, praised, and recognized for thinking in unique and independent ways; where employee interactions/relations with others (co-workers and supervisors) maintain their personal integrity; where leaders create an environment where employees enjoy their work. <ul style="list-style-type: none"> ● Establish shared collective goals among core team that drive the work; meet frequently (i.e. twice a month) to stay up to date and ensure quality time for planning and action while balancing other roles and responsibilities. 	<p>their actions, management’s lack of interest in some employee suggestions. These perspectives foster avoidance behavior and hinder self-actualizing behaviors.</p>
<p>8. Educate employees organization-wide on DEI, supervisors/managers specifically on how to implement and support efforts.</p>	<ul style="list-style-type: none"> ● Develop a basic employee orientation to DEI and clarify the city’s stance on its priority as part of the organization’s culture. ● Develop and implement ongoing in-service for employees to stay current and relevant in support for DEI efforts internally and externally and to address their concerns where identified. ● Implement leadership training (managerial, supervisor, director, etc.) in empowerment and use of positive (personal) bases of power to strengthen the competence levels to address resistance to change, differing views on DEI and the expected behavior to address violations of the expectations. 	<p>Employees are exposed to the local and national landscape of attitudes, behaviors and practices that are anti-DEI. Many will need a firm platform from city leadership to shift their paradigm.</p> <p>Employees, as indicated in focus group responses, are not clear as to why DEI nor how it is being infused into the city landscape, internal and external. There is not a complete acceptance of DEI as important.</p>

Recommendation	Strategies	Rationale										
<p>9. Use the Organizational Effectiveness Inventory report details to target change of specific operating components of the organization that need to be changed or modified (<i>structure, systems, technology, skills/qualities</i>) to increase effectiveness at the individual, group, and organizational level.</p>	<ul style="list-style-type: none"> • Items 1, 2, 4 are recommended to begin efforts to address needed changes. Leadership should review recommended strategies provided to determine what priorities are acceptable to leadership. Items, 5,6, 10 are recommended for consideration as the next priority. <table border="0" style="margin-left: 20px;"> <tr> <td>1. Articulation of Mission</td> <td>6. Goal Setting Clarity</td> </tr> <tr> <td>2. Customer Service Focus</td> <td>7. Autonomy</td> </tr> <tr> <td>3. Total Influence</td> <td>8. Feedback</td> </tr> <tr> <td>4. Employee Involvement</td> <td>9. Interdependence</td> </tr> <tr> <td>5. Use of Rewards</td> <td>10. Goal Emphasis</td> </tr> </table> • Reassess these components after 12-18 months if actions have been taken to address. 	1. Articulation of Mission	6. Goal Setting Clarity	2. Customer Service Focus	7. Autonomy	3. Total Influence	8. Feedback	4. Employee Involvement	9. Interdependence	5. Use of Rewards	10. Goal Emphasis	<p>Based upon the employee feedback through the OEI results, the OCI results, and the focus group input the 10 levers for change listed should be the focus of review, planning, and change where appropriate.</p> <p>All of these factors impact organizational outcomes at the individual, group and organizational level. These are also areas that impact employer of choice designation.</p>
1. Articulation of Mission	6. Goal Setting Clarity											
2. Customer Service Focus	7. Autonomy											
3. Total Influence	8. Feedback											
4. Employee Involvement	9. Interdependence											
5. Use of Rewards	10. Goal Emphasis											
<p>10. Continue the current efforts to solidify a Sun Prairie “Employee Service and Recognition Program” and infuse individual and department performance measures for DEI goal(s).</p>	<ul style="list-style-type: none"> • Develop specific and measurable goals related to DEI for the overall organization that moves down to department goals and then to individual member goals. Everyone gets on the same page to achieve the DEI goal(s), even if varying levels of achievement exist. • Connect this goal setting to DEI at department level and member performance specifically associated with measures of: <ul style="list-style-type: none"> ○ Customer satisfaction ratings from ethnic and demographic groups served ○ Employee Recognition (month/annual) – individual member highlighted for demonstrating behaviors in the workplace that exemplifies valuing and practicing DEI. ○ Task supervisors with leading efforts in their departments to establish department goals that mirror organizational goals and individual member goals that mirror and support department goals. • Secure recommended resource listed below that provides practical and cost-effective ideas for program implementation: “The 1001 Rewards & Recognition Field Book” Bob Nelson and Dean Spitzer 	<p>Document review revealed a policy and procedure document dated Jan 2015 that indicated HR is already working on the “Employee Service and Recognition Program” Tying in DEI can be added to the discussion and planning. This could be one way to begin to institutionalize DEI behaviors and practices among employees in the workplace.</p> <p>The Organizational Effectiveness Inventory report (SECTION 3) showed that employees currently rate the “Use of Rewards” below average. Thirteen (13) out of 20 subgroups also rated this area below average (subgroup report SECTION 7). These ratings only point to the need to keep going with your efforts to create and operate an effective “Employee Service and Recognition program with an inclusion of specific DEI goals and measures.</p>										

Recommendation	Strategies	Rationale
<p>11. Help all city departments develop a clear presentation (connect the dots) on what they are doing to address Diversity Equity Inclusion.</p>	<ul style="list-style-type: none"> • Facilitate department level review and discussions to make sure all employees understand the meanings of the terms. • Assess current activities being done against the clearly defined terms for DEI (when established). Determine and acknowledge those city departments and divisions where direct DEI activity has a limited presence based upon the nature of the departments or division’s work. 	<p>The document review revealed that DEI has various meanings to departments and thus various activities were presented to address DEI. Document review identified that not all department activities address DEI. The project team did not confirm if all departments were required to address DEI and at what level if so.</p>

Recommendation	Strategies	Rationale
EXTERNAL RECOMMENDATIONS		
<p>12. Continue to create a pathway for diversification of elected officials (city council, school board), appointed committee members (youth & family commission)</p> <p>13. Increase the span of diversity recruitment to include a broader representation of the current Sun Prairie demographic population, i.e. LGBTQ+, BIPOC, disabled</p>	<ul style="list-style-type: none"> • Review and update current practices to establish a formal written recruitment process and procedures for outreach, education, and onboarding for demographic populations not currently represented or represented in small numbers, i.e., single parents, senior citizens, diverse ethnic groups. • Provide orientation to community on how to get involved • Provide training for current leadership on succession planning and engagement of potential candidates to succeed them. 	<p>Elected officials interviewed communicated the efforts already happening to diversify the council, Youth & Family Commission, and the school board.</p> <p>Elected officials and appointed community members directly affect the process/efforts of the city. To this end, it is important to ensure a wide demographic representation of the community.</p> <p>Focus groups and stakeholder interviews indicate that representation has improved but only on a small scale, i.e more Black/African Americans recruited. Newly elected and appointed residents indicated they received minimal onboarding orientation.</p>
<p>14. Revisit the plans for affordable housing and accessible public transportation; evaluate childcare and mental health services with additional effort to collect input from targeted community members to identify gaps in meeting their needs, i.e senior citizens, disabled residents, low-income renters, residents without vehicles, etc.</p>	<ul style="list-style-type: none"> • Include community members in current public transportation, affordable housing, childcare and mental health planning for city residents. <ul style="list-style-type: none"> ○ Recruit community members to participate on any standing committees, task force, etc. ○ Provide ongoing information and updates to the general community with opportunities for community residents to provide ongoing feedback to the city. ○ Task the city planning department with oversight of community engagement at this level. Since the planning department is already engaging community members, in focus groups some relationships have been established 	<p>Just as much as residents expressed their satisfaction with living in Sun Prairie, public transportation and housing (accessibility and affordability) was brought up often as areas needing improvement to better meet their needs.</p> <p>Based on survey data from the demographic group respondents, these groups were “dissatisfied” or very dissatisfied” with the City’s efforts to improve Childcare (54%), Housing (49%),</p>

<p>Find the places where needs are not being met by current efforts.</p>	<p>with community members. These relationships can be leveraged.</p> <ul style="list-style-type: none"> • Create a mental health task force. <ul style="list-style-type: none"> ○ Task the Coordinated Response Specialist to address mental health crises in the community ake up should include community members directly impacted by mental health, community organizations, and city leadership • Consider initiatives such as sponsoring a speaker series focused on LGBTQ+ and mental health issues, collaborating with non-profit organizations to organize a comprehensive resource fair, or establishing a dedicated task force to identify locally relevant resources tailored to Sun Prairie's context. • Conduct regular needs analysis to identify gaps and unmet needs, i.e. annual, bi-annual 	<p>Transportation (47%), and Mental health (39%) services.</p> <p>Feedback from community members, organization representatives who serve community members, and the community survey responses shed light on how the needs of some are not being met.</p> <p>These collective actions would effectively contribute to bolstering mental health support for the community</p> <p>While there may be gallant efforts to address childcare, transportation, affordable housing, mental health needs, the residents engaged with the Project Team gave feedback on the extent to which the efforts are not meeting their needs.</p> <p>It is important to consider how current changes affect those who are served and how those services can continually be improved to better meet the needs of the public.</p>
<p>15. Re-evaluate and upgrade all current communications mechanisms from the city to residents to help ensure equitable distribution and access</p>	<ul style="list-style-type: none"> • Ensure delivery of culturally appropriate community messaging across the city’s website, publications, social media platforms, and other communication channels. • Develop consistent and reliable translation services for non-English speaking, Deaf and deaf residents to remove barriers to access city services, i.e. phone prompts for languages, counter 	<p>Based on survey findings, the data shows that social media is the primary source of information for a majority of responding residents (52%); focus groups and stakeholder interviews indicate that some senior citizens and low-income residents</p>

<p>to information and services for all residents. Determine how to better reach underrepresented populations and residents with barriers such as hearing and vision-impaired, non-English speaking, disabled, parents of children with disabilities, households without WIFI, etc. This may involve leveraging community influencers, partnering with local organizations, and utilizing platforms that are popular and accessible among specific demographics.</p>	<p>services (bilingual employees), keyboard accessible website with multiple contact and content options (subtitles/captions for video content, plain English, and easy navigation, assistive technologies, etc.), audio/video content summary, text transcripts for audio content</p> <ul style="list-style-type: none"> • Connect with partners to collaborate on information distribution that informs city residents of city services and community events, i.e. community partners, social service agencies, churches, etc. • Work with partners to have city of Sun Prairie website and resources on their website.” • Continue to evaluate user-friendliness of the city website and how people access information and services; Use the website to let people know where to find help in the city • Continue to collaborate with Media Center for messaging content and distribution appropriate for multiple audiences. • Continue building relationships with community advocates to distribute information (i.e., schools), • Expand the availability of multilingual information through other channels text notifications, newsletters, door hangers, backpack mail, community events, and direct mailings • Market the “service” chat box ability on the city website to the public. 	<p>show lower reliance on social media for information and often are unaware of city news; non-English speaking households often rely on their English-speaking children or family advocates to hear about what’s going on in the city. Recognizing these variations and tailoring communication strategies can help ensure equitable distribution and access to information for all residents customized to their communications preference. Project Team review of department documents shows translation services are available when needed. However, feedback from community focus groups and stakeholder interviews indicates a need to provide more bilingual employees and translation services as part of customer service to residents.</p> <p>The unique chat box for service on the website reflects an effort to make it easier to communicate with the city departments. That offering represents one more way to connect with the city beyond the traditional phone and website search. This is an example of demonstrating equity.</p>
<p>16. Initiate practices, activities, and communications to support a city-wide DEI initiative. Outreach and connect to the residents of Sun Prairie, through multiple channels of communication, initiatives,</p>	<ul style="list-style-type: none"> • Partner with the Chamber of Commerce to create a city-wide campaign asking local businesses to take a pledge to actively welcome people of all backgrounds and identities. <i>See link below for example.</i> • Create year-round citywide messaging – website, billboards, art installations, etc. to maintain a consistent and visible presence of DEI. 	<p>In order to support the city’s goal of a city-wide DEI program the city must make clear its position on DEI and include a clear definition of Diversity, Equity and Inclusion. The audit revealed that some people don’t understand the concepts of</p>

<p>partnerships, and activities, to educate, inform, and engage.</p>	<ul style="list-style-type: none"> • Ensure that efforts start with the internal environment of the city. <ul style="list-style-type: none"> ○ Upgrade city homepage with DEI information - <i>See link below for example.</i> ○ Include the city’s position of support for DEI ○ Educate residents to provide clarity on the definition of DEI. • Create a resource website page that provides information on the services that the city offers and where to find them <ul style="list-style-type: none"> ○ Create a “Residents Resource” tab to be a connector for specific demographic groups and diverse populations that includes information on city resources available and information related to seniors, LGBTQ+, new residents, parents with special needs children (autism, disabled), youth and a link to the Chamber of Commerce “City of Sun Prairie Guide” for other needs. <ul style="list-style-type: none"> ▪ See example of citywide communication https://nola.gov/next/mayors-office/news/articles/june-2023/2023-06-22-everyone%E2%80%99s-welcome-here-campaign/ ▪ See example video provided for LGBTQ+ https://vimeo.com/799976149/d27b9d9371 ○ Update website calendar to include BIPOC, LGBTQ+, youth and family events (Corn Fest, Multicultural Fair, etc.) and national observances (Cinco de Mayo, Juneteenth, National Disability Employment Awareness Month, Pride Month, etc.) • Through the library and media center host regular ongoing DEI information series and events that are open to the public (in-person and virtual) to educate, highlight and inform. (Live interviews, podcasts, cultural competency training, performances, etc.) 	<p>DEI, nor do they understand why the city is engaged in DEI efforts. While the city has made efforts to internally and externally address and foster inclusivity, the Project Team’s discussions with various groups and individuals revealed a noticeable divide. Some embrace the efforts and welcome the diversity, while others express dissatisfaction, feeling that Sun Prairie is rapidly losing its small-town charm. The community survey results also reflect this divide, with some residents expressing unhappiness about the city’s rapid growth and attention to newcomers.</p> <p>In launching a city-wide Diversity, Equity, and Inclusion (DEI) initiative, it is crucial to deliberately connect with and understand the perspectives of those who are not happy with the changes connected to DEI efforts and perceive themselves as losing out. Creating city-wide messaging can serve as a platform to address these concerns and foster greater understanding and empathy among residents.</p> <p>A review of the city’s website calendar 2023 revealed that many of the annual ethnically diverse community activities were not presented.</p>
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	<ul style="list-style-type: none"> • Engage community members and trusted organizations and agencies in year-round planning and hosting activities that bring the community together such as yoga in the park, Zumba classes, tax preparation, CPR training, English as a second language, etc. <ul style="list-style-type: none"> ○ The library, for instance, can use its relationship with community partners (Sunshine Place, Chamber, Colonial Club, Community Schools) to reach community residents where they regularly attend, feel comfortable and safe, and more likely to participate. • Invest in city leadership DEI training, workshops, and skill development to foster a more direct and positive impact on the internal culture of Sun Prairie. • Incorporate cultural competence training for staff to help them better comprehend the unique needs of the community. 	<p>By investing in leadership development with a focus on DEI, leaders can develop greater competence to champion and model inclusive behaviors, create a culture where diversity and equity are embraced and celebrated.</p>
<p>17. Create a city-wide campaign to identify city services and where they can be found and ensure that information is continuously pushed out in the community through different online and offline channels</p>	<ul style="list-style-type: none"> • Re-evaluate and acknowledge the impact of the EMS Outreach that connected residents with city services in real time of need and create support for refunding. • Expand efforts of resident evaluation and feedback collection <ul style="list-style-type: none"> ○ Survey kiosks in city and partner organization buildings ○ Short paper survey forms ○ Ro-text and calls • Ensure organizations like Colonial Club, Sunshine Place have readily available pamphlets, magnets, etc. to share with the public as their services are used • Leverage connections with community groups who can help distribute information in their meetings, i.e. Joining Forces Families, Youth and Family Commission, etc. • Create a billboard/social media/website/direct mailing QR code/phone number campaign to direct residents to city website page • Create a magnet direct mail campaign that lists major city service numbers/emails 	<p>Based on feedback received from several focus groups and stakeholder meetings, residents expressed confusion and unfamiliarity around what services the city of Sun Prairie offers and where to access resources. There were instances where residents had no knowledge of a service that is readily available to residents. The city has made efforts to partner with community organizations by convening meetings to talk about services available and updates.</p> <p>Interviews with residents and conversations during community events revealed great reviews and support for the EMS outreach services that are now unavailable. This service was also instrumental in connecting residents with services not available within Sun Prairie</p>

		<p>but accessible to Sun Prairie residents. The work of the EMS team also provided valuable data on residents and neighborhoods.</p>
<p>18. Expand the Neighborhood Navigator Program to increase the number of navigators available and expand the services they offer</p>	<ul style="list-style-type: none"> • Strengthen the Friends of Navigators group to be more involved and become champions of the program to increase visibility and sustainability funding. <ul style="list-style-type: none"> ○ Partner with organizations and technical assistance resources to strengthen navigators’ breadth of knowledge and capabilities, i.e. National Association of Community Health Workers. ○ Partner with local health care systems to provide increased mobile solutions that deliver services at underserved communities’ front door (i.e. breast cancer screening bus) • Increase the number of hours worked and number of workers and benefits to create a more family sustaining employment opportunity. <ul style="list-style-type: none"> ○ Expand the program to other areas of the community ○ Work to improve service delivery to ALL underserved communities ○ Train and support navigator teams with a range of development activities such as outreach, education, informal counseling, social support and advocacy ○ Actively engage navigators in policymaking processes related to strengthening equitable health outcomes, workforce diversity, community cultural resources and community wellness, i.e. seats on committees, advisory groups, task forces, etc. • Position the program to be at the helm of community education on topics related to health knowledge and self-sufficiency, For instance navigators can participate with Dream Bus visits, community school family events, etc. to engage with families in providing and/or coordinating education sessions, i.e. ESL, GED 	<p>While it may be called different things in different cities the role of the Sun Prairie Neighborhood Navigator is an important connector to needed services and resources. Based on feedback from surveys, stakeholder meetings and event interactions, residents have been positively impacted by the program, but they also acknowledge that its potential remains largely untapped.</p> <p>The navigators are trusted in the community for their ability to assist residents to navigate through city services and other daily needs. The program has provided employment opportunities to residents to not only support families but work in and give back to the communities where they live.</p>
<p>19. Continue to use the library as a hub for DEI information,</p>	<ul style="list-style-type: none"> • Collaborate with Media Center to offer virtual sessions 	<p>The library is well utilized, recognized as a source for information sharing and</p>

<p>education and training and engaging residents out in the community.</p>	<ul style="list-style-type: none"> • Capture the community’s interest in addressing LGBTQ+ and mental health issues through in person, virtual and recorded trainings. • Expand dream bus – time on site, locations, expand content offering – upgrade to be a source for information on city job openings, job openings in surrounding neighborhood, mental health resource information and city services. <ul style="list-style-type: none"> ○ Create a dedicated Dream Bus position to coordinate and collaborate, and do outreach • Continue to host open forums, lectures, classes, seminars, and other events to educate community members about local history, marginalized groups, various cultures, and the importance of acceptance and diversity in community building. 	<p>learning, seen as a safe space, and has demonstrated over the past few years a clear example of addressing diversity, equity and inclusion. Taking the library out into the community with the Dream Bus has shown a clear example of equity even if on a small scale.</p> <p>The Dream Bus is an impactful initiative that has received rave reviews from the community and the agencies involved. This effort is the epitome of equity. It goes directly to different neighborhoods to bring services like the library to the community and connects in many meaningful ways.</p>
<p>20. Continue to build upon the momentum of departments such as the Parks, Recreation and Forestry and Sun Prairie Public Library regarding efforts to create positive and equitable opportunities in the Sun Prairie community</p>	<ul style="list-style-type: none"> • Remind/demonstrate safety to community by continuing to gather opportunities that showcase messages and acts of inclusivity (community field day – carnival/competitions that target and showcase the diversity of the community) • Keep building on the work to expand the Multicultural Fair representation of local ethnic restaurants. • Ensure programming includes people of all mental and physical abilities, ethnic, cultural and socioeconomic backgrounds 	<p>Based on survey data, over 90%+ of residents are “very satisfied” or “satisfied” with Parks and Forestry and Recreation and Aquatics, the Library</p> <p>These departments have made many strides in helping the community feel engaged and belonging.</p> <p>These departments doing the work and having an impact on the community. They are good models for others to follow</p>
<p>21. Involve youth in planning for change to make Sun Prairie more youth friendly and fun – include all levels of youth and involve parents with children with special needs in the planning</p>	<ul style="list-style-type: none"> • Replicate the Youth & Family Commission event (that had a good turnout) held several years ago that asked diverse students: “What’s going right with the City, what could we change, what needs improvement and what could we do to help’? There was a facilitator, and although adults were in the room, only students could speak. 	<p>Youth participants in Sun Prairie, spanning elementary to high school ages, generally enjoy living in the city, particularly using its parks. However, the sentiment expressed in the focus groups revealed that the youth perceived Sun Prairie as not being youth friendly. The</p>

	<ul style="list-style-type: none"> • Re-evaluate play areas and plan to include inclusive play equipment into new play areas and upgrade of current areas, (i.e. wide ramps, sensory play opportunities, braille panels, balance beams, sensory gardens, etc.) <ul style="list-style-type: none"> ○ Create park and rec summer programs for children with special needs; ensure staff are with expertise (special needs children) and are capable of providing service to families with children with special needs . 	<p>older participants expressed a need for more opportunities for teen recreation and social gatherings, as they felt that the focus was primarily on younger children. The younger children expressed a desire for more indoor and outdoor play areas, similar to places like Urban Air, and parks with enhanced amenities.</p> <p>Focus groups and interviews with parents of children with special needs revealed the need for parks and recreation facilities to be more inclusive and accommodating to children with special needs, including the installation of appropriate fencing.</p>
<p>22. Distribute the full Audit report to the City of Sun Prairie. Create a public response to honor the input of city employees and community residents</p>	<ul style="list-style-type: none"> • Post to website along with DEI statement. • Distribute a press release announcing the completion of the report and actions the city will take based on the recommendations • Host a community event that gives an overview of the report and lays out the actions the city will take based on the recommendations • Engage community members and trusted organizations and agencies in planning and hosting activities that bring the community together to hear the report results 	<p>Transparency is key to the city’s DEI efforts. Feedback from focus groups, stakeholder meetings and other resident encounters showed that residents want to know what is happening, want their voice heard and are looking forward to hearing about the results of the audit.</p>