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IMPROVING EQUITY FOR COMMUNITIES OF COLOR

During my tenure as Director of the Department of Administration (DOA) for the City of Milwaukee, I have shaped and spearheaded many quality of life initiatives for the good of African American and people of color as well as the broader community. This document highlights:

- Examples of some of my personal accomplishments related to racial equity
- DOA workforce demographics
- My future plans should the Common Council confirm my reappointment

WORKFORCE DEMOGRAPHICS

The Department of Administration's (DOA) commitment to fostering diversity in the workplace is strong. In my role as Administration Director, I have set the tone for all recruitment and hiring practices within each DOA division and office to be inclusive. DOA has become significantly more diverse during my tenure as Administration Director, and we have hired more people of color based on merit due to these inclusive practices. Following is an analysis of our success in promoting diversity in the workplace based on recent Department of Employee Relations data.

As of June 2020 DOA's demographics are:

- 57% White
- 27% Black
- 14% Hispanic
- 1% American Indian
- 1% Asian

The City government demographics (excluding public safety) are 48% people of color. This represents a significant increase from 2014 when the representation was 40%.

An analysis of new hires from 2015 to the present reveals that in DOA (excluding ITMD) there have been 27 new hires and 49% of them involved people of color. In ITMD, there have been 33 new hires with 36% of them involving people of color.

An analysis of promotions for the same time period reveals that in DOA there have been 38 promotions and 53% involved people of color. In ITMD, there have been 30 promotions with 43% of them involved people of color.

MAJOR ACCOMPLISHMENTS

Following is a list of major accomplishments I have advanced in my capacity as the City's Administration Director. All place special focus on African Americans and other people of color.

Government Reform

Shortly after assuming the post of Administration Director, Mayor Tom Barrett tasked me with leading **strategic planning** efforts to help frame the work of Barrett Administration. This effort led to the creation of the following inclusive mission statement and a specific racial equity goal.

Mission Statement: The mission of City government is to increase the prosperity and quality of life of all of our residents by working directly and through partnerships with community stakeholders.

Community Goal #5 To promote racial, social and economic equity for all residents.

Every budget cycle, all City departments are required to establish objectives and strategies consistent with our established mission statement and community goals.

I formed the intradepartmental team that developed and implemented the **Accountability in Management (AIM)** program, the Mayor's primary tool for overseeing city operations and managing for results based on performance driven data. This tool is very helpful in keeping City departments on track with achieving racial equity goals. One example of a significant early AIM success story involves analyzing data at an AIM meeting regarding childhood immunization rates. The data revealed that the local school district was non-compliance. AIM led to the City forming a partnership with Milwaukee Public Schools and community-based organizations to provide greater access to immunizations. As a result, the rates increased by double digits.

Black Male Achievement/Racial Equity

Well before **black male achievement** became a common name, I identified a first of its kind grant opportunity announced by the National League of Cities and Open Society Foundations Campaign for Black Male Achievement to promote black male achievement. I co-wrote a responsive proposal and it resulted in Milwaukee being chosen as one of the first of eleven cities to receive technical assistance to promote black male achievement. A key outcome of the effort

was the creation of the Milwaukee Black Male Achievement Advisory Council and My Brother's Keeper Action Plan and new equity positions including an Equal Rights Specialist.

In addition to working with the Mayor to develop a financing plan to transform the chosen site for the **Office of African American Affairs**, I have been working with the Department of Public Works and other DOA team members to transform the OAAA into a one-stop shop that will allow African Americans to regularly access to health care, employment, legal services and more offering in one central location. The doors will open soon. This effort complements the policymaking requirements of Chapter 375 of the Milwaukee Charter and Code of Ordinances.

After forming an interdepartmental **Government Alliance on Race and Equity (GARE)** learning team, the Mayor signed the City up to be a formal GARE member. In addition to working with the Department of Employee relations to roll out implicit bias training, DOA will be introducing a GARE Racial Equity Toolkit in the very near future to ensure all City departments make decisions through a racial equity lens. Our GARE efforts complement the Common Council adopted resolution declaring racism a public health crisis. Through these efforts, the Barrett Administration will be able to leverage the Equal Rights Commission created in the Milwaukee Charter and Code of Ordinance to promote and protect equal rights.

2020 Census Outreach

The upcoming 2020 Census is one of the most important civil rights issues of the day. As Chair of the Greater Milwaukee Complete Count Committee, I have been working to mobilize individuals and community-based organizations to spread the word about the importance of the census with special focus on African American, Latino and other communities of color.

In 2010, I also formed a CCC and our final count concluded that the number of people residing in the city declined by less than four-tenths-of-one-percent. This effort helped to safeguard the City's portion of the billions of dollars the federal government distributes annually based on census data. In 2007, I also worked with the Mayor to orchestrate a successful challenge of the U. S. Census Bureau's July population estimates. As a result, our population estimates were adjusted upward by well over 20,000 people and our federal formula aid was adjusted upward.

Education/Workforce Initiatives

I have shaped and spearheaded a number of educational initiatives along with the Mayor and other community partners that seek to reduce educational disparities.

I Have A Dream Milwaukee was launched in 2008 and began with a cohort of 1st and 2nd graders from Clarke Street School. The program provides academic and social programming and guaranteed college tuition support for every active Dreamer (over 95% are African American). Approximately, 40 Dreamers are now attending higher education institutions. Past and current donors include the City of Milwaukee, Milwaukee Public Schools, Ted and Mary Kellner, the Brady Foundation, Betty Brinn Foundation, Herzfeld Foundation, Weiss Family Foundation and Manpower Inc.

Fund My Future Milwaukee was launched last fall in 2019. It is an action item in the City's *Growing Prosperity* Plan. The program is providing over 1,000 K-5 kindergarteners with children's savings accounts (CSA) to jump-start savings for their higher education and

connecting their families to financial empowerment services. Past and current donors include: Great Lakes Guaranty Higher Education Corp, Greater Milwaukee Foundation, United Way of Greater Milwaukee and Waukesha County, Bader Philanthropies, Kohl Philanthropies and Associated Bank.

Other notable efforts that have been launched under my watch as Administration Director include **Milwaukee GOT IT**, a digital inclusion initiative led by DOA and backed by One Economy Corp and AT&T. This program provided free computers and access to the Internet to low-income youth.

The **Urban Trade Partnership Initiative (UTPI)**, a workforce development program associated with Manpower Tax Incremental Financing (TIF) was the catalyst for other TIF job training programs such as the Northwestern Mutual new headquarters build out. I worked closely with former Alderman Joe Davis, the Gilbane Company, Wisconsin Regional Training Partnership (WRTP), Building Industry Group Skills Trade Employment Program (BIG STEP), and the Milwaukee Area Workforce Investment Board (now Employ Milwaukee) to implement this program. DOA served as program administrator. Approximately 80% of the participants were African American and completed the training course and many gained employment in the construction industry with wages averaging \$14-\$15 per hour.

All of these efforts combine reflect multi-million dollar investments in people and our community.

CURRENT AND FUTURE PLANS

The accomplishments noted in the previous section of this document is not a complete or exhaustive list of my racial equity and inclusion accomplishments, but all demonstrate my strong commitment to these issues and the importance of leveraging and building strategic partnerships to carry out this equity work. Following is a list of my current and future goals and priorities:

Budget/Grants

- Aggressively pursuing public and private grants with the Community Development Grants Administration team (including additional competitive CARES Act dollars) to support city programs and services.
- Addressing structural budgetary challenges with the Budget and Management Division team, and working to help the Mayor produce a responsible 2021 Executive Budget that is responsive to the needs of local residents, including African Americans and other people of color, while protecting the fiscal foundation of the city.
- Working with the Intergovernmental Relations Division to safeguard State of Wisconsin shared revenue payments, explore creative revenue generation options, and advancing a legislative package in the interest of city residents and the Milwaukee community.

Education

- Expanding the reach and impact of Fund My Future Milwaukee by adding additional schools and students. The program is operating in more than 20 schools (a mix of public,

private, choice and charter schools). It is serving over 1,000 young low-income children. The ultimate goal is to offer the program to every 5-year-old kindergartener in the city, the vast majority are African American and LatinX students.

- Strengthening relationships with colleges and universities attended by program participants of I Have A Dream Milwaukee. This program guarantees college tuition support for every Dreamer.

2020 Census

- Working to ensure a complete 2020 Census count to ensure Milwaukee receives its fair portion of the \$675 billion the federal government allocates each year based on census data and ensure fair political representation in the U. S. Congress and more fair elections.
- Reinvigorating the Greater Milwaukee Complete Count Committee in light of the fact that the local and state COVID-19 stay-at-home orders have been lifted. Milwaukee has until October 31, 2020 to encourage self-responses.

Racial Equity/Inclusion

- Taking actionable steps related to the City's membership with the Government Alliance on Race and Equity and Council adopted resolution that declared racism a public health crisis. This includes rolling out implicit bias training for City employees in partnership with the Department of Employee Relations and introducing a GARE racial equity toolkit that will provide an enhanced structure for institutionalizing racism.
- Providing high quality service at the Office of African American Affairs, a one-stop shop that will offer African Americans access to a wide range of quality of life services (i.e., employment, health, fatherhood, legal, financial literacy and more).
- Supporting the work of the Mayor's newly formed Working Group on Race, Equality and Justice. Plans will soon be announced concerning this effort that is designed to dismantle racism and injustice starting with the transformation of community policing.

Other

- Assisting the Election Commission with upcoming election efforts including emergency response planning.
- Working with the DOA graphics position to set standards for City department social media sites.
- Working to advance public engagement in budgeting to ensure that city residents have the opportunity to learn more about the fundamentals of city budgeting and share their insights on budget priorities. This effort is underway, but will be expanded in 2021.
- Working to advance a pilot universal basic income program by garnering community support including from the local foundations.

This is not an exhaustive list of what's ahead for DOA under my leadership, but it reflects major initiatives underway and in the planning process. If you have questions concerning this report, I can be reached at 414-286-3828.