

**What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?**

The Airport works with the County's Human Resources Recruitment Division to attract and retain a diverse workforce, though recruitment services are included in a general charge without a detailed cost breakdown. HR currently lacks access to some trade associations that could help diversify candidate pools, which the County should explore further.

To support inclusive hiring, the airport independently spends approximately \$160,000 annually on memberships and job postings with industry and diversity-focused associations like the Airports Minority Advisory Council.

The airport also invests around \$70,000 annually in training and professional development for 238 staff members, covering safety, trades, and specialized airport functions.

Additionally, the airport has partnered with community organizations to host job fairs and outreach events aimed at promoting airport careers to a broader and more diverse audience.

**How do you use professional development and advancement opportunities to promote equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?**

The Airport promotes workforce equity by providing accessible professional development and advancement opportunities for all staff. Training is supported through Milwaukee County resources (e.g., LMS, in-person classes), partnerships with the Department of Transportation, and industry-specific programs via trade associations.

Examples include out-of-state training for electricians and on-site sessions like airfield operations and painting, which are sometimes open to regional partners. These efforts have supported recent internal promotions and career growth.

The department allocates approximately \$70,000 annually to training and travel for 238 employees, helping ensure equitable access to skill development across all roles.

**Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?**

The Airport engages a diverse group of frontline employees to inform budget decisions. One key tool is our internal newsletter, MyMKE, which shares airport updates, highlights different roles, and includes a section for staff to submit ideas. It's distributed in both electronic and print formats throughout the airport.

Managers also meet regularly with staff in areas like Maintenance, Operations, Security, and Fire to gather direct input. Senior managers conduct ride-alongs and include frontline employees in decision-making meetings. These conversations help shape budget priorities throughout the year.

Employee input has led to real improvements—such as HVAC recommendations from our trades group and LED lighting upgrades led by our electricians. This year, we expanded involvement by educating more staff on the budget process and asking for input on issues in their work areas.

While plans to create smaller staff groups for more in-depth engagement were delayed due to turnover, they remain a priority. Overall, these efforts ensure employee voices are reflected in our planning and budgeting process.

**Are you tracking contracts with minority and women-owned business? If yes, please share percentages of each, if no why not?**

The airport does not track minority and women-owned businesses directly. The reason for this is that it is centrally collected through the county's Office of Economic Inclusion (OEI). As a federally regulated division, the airport is subject to federal DBE reporting requirements for race-based and race neutral participation of contracted services and concessions programming. This standardized reporting meets the federal government's reporting requirements for the goals established by the CDBP office.

Currently, the FAA approved DBE goal is 19.3% with 7.7% being race neutral and 11.6% race-conscious. By sector, the goal for construction is 20.6% and 6.6% for professional services. In addition, the airport's concessions-based DBE goal is 12% participation for non-rental car, and 3% for rental car.

**How and when have service users, in diverse and inclusive communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in your requested budget (who was involved, what was the forum, what were the results)?**

The airport's funding structure is unique to the rest of the county. By federal law, the airport is a self-sufficient operation that neither takes tax levy, nor provides revenues back to the county. Therefore, the stakeholder engagement that is conducted, by contract, is with the airlines as they are the funding partners of the airport.

**Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include source found in the resources section of this tool, department collected data, or any other relevant data from other sources.)**

As stated above, the airport is unique in funding and resource allocation. Resources are not distributed into the community like many other county programs. By federal law, resources are collected at the airport and are to be used at the airport, therefore, resource distribution is central to the needs of the airport itself.

**How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered? How does this help us achieve the vision of achieving equity and health?**

The Airport's budget reflects ongoing efforts to work across departments, despite the unique constraints of its funding structure, which requires careful management to ensure compliance and avoid subsidizing other County programs. Even within those limits, the airport has built strong interdepartmental partnerships to improve services and promote equity.

For example, the airport's law enforcement services are provided through a nearly \$9 million cross-charge agreement with the Sheriff's Office. We also work closely with the Office of Economic Inclusion (OEI) on required reporting and DBE goal development, and with DAS–Architecture & Engineering for capital improvement planning and project support. Additional internal cross-charges support various shared services.

Beyond formal budgeted collaborations, the airport has pursued creative partnerships to expand access and improve user experience. We work with the Office for Persons with Disabilities to improve navigation within airport facilities, with the Transit division on fare vending and route information, with the Parks department to promote County recreational opportunities, and with DHHS Housing through a change collection initiative both pre- and post-security.

These partnerships reflect our commitment to breaking down silos, highlighting County services, and enhancing the accessibility and quality of services for all travelers. In doing so, we contribute to the broader County vision of advancing equity and health through coordinated and inclusive service delivery.

**What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?**

- a. What analysis did you do to determine the expected benefits and potential unintended consequences?**
- b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?**

The Airport's budget focuses on maintaining essential infrastructure and services that support air travel for the entire community, including disadvantaged populations. Since airfare and airline service decisions are driven by external market forces, airport usage depends on individual choice and is not directly controlled by the budget. Our analysis shows that stable operations, supported by federal funding, help ensure consistent access without disruptions that could disproportionately affect disadvantaged groups. Much of the airport's work is contracted out, providing ongoing opportunities for businesses and individuals from disadvantaged communities to participate. While we do not expect significant unintended consequences, we mitigate potential impacts by prioritizing equitable contracting and collaborating with County equity-focused departments to monitor and address any issues.

**If your department were to receive some additional funding for addressing racial equity, what specific strategic plan would you address, what would be the project/activity and intended outcome, and how much would it cost?**

If the Airport were to receive additional funding to address racial equity, we would focus on recruitment, with an emphasis on conducting a comprehensive review of compensation rates. This review would assess external competitiveness and internal pay equity for incumbent employees. Many airport positions require specialized skills or experience often gained at other airports, and the current salary ranges are generally lower than those at peer or smaller airports. This makes it challenging to attract qualified candidates from diverse backgrounds. The project would involve adjusting compensation to be more competitive nationally, thereby improving recruitment and retention of a diverse workforce. The intended outcome is a more equitable and inclusive workforce that reflects the community. While the airport has some financial capacity to make these adjustments, support from the County would be essential to maintain balance within the broader county compensation structure. The estimated cost would depend on the scope of adjustments needed but would focus primarily on salary increases and recruitment efforts.

**What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs and other communications or accessibility barriers?**

The airport actively works to promote an inclusive environment for the entire community. The airport has diversified its advertising campaigns and promotes diversity using graphics and pictures to demonstrate that the airport is used all members of the community. We have also included aspects of diverse communities in our concessions program such as naming retail outlets after Milwaukee neighborhoods like Bronzeville Crossing. We support programs like the ACE program to provide exposure to under privileged youth to aviation careers. We support Goodwill's Project Search program that provide job training for individuals with disabilities. The airport was the first airport in the Midwest to institute the Aira program for visually impaired individuals helping them navigate the airport and allowing them to take full advantage of its resources and offerings. The airport underwent an FAA ADA audit and has worked through many of the preliminary recommendations, in some cases going above and beyond what is required. The airport has installed adult accessible changing facilities in each concourse as well as the terminal of the airport, unique to most airports and exceeding the ADA minimum standard. This has now been adopted as an additional grant assurance meaning if airports do not provide this level of service, they may lose grant funding. We have been ahead of this curve. We have also recently included pet relief stations in each concourse for those who need the use of service animals.

Staff members have worked with members of diverse communities individually to help them advance their career goals in aviation. The airport has developed its wayfinding materials in other languages and has bi-lingual interpretation to support non-English speaking travelers. The airport has trained its staff in human trafficking awareness. We have also adopted the Hidden Disabilities Sunflower Program to assist those who self-identify the need for more care and attention navigating the facility.