Program Theory of Change: If the division strategically and collaboratively plans aging services with attention to racial and heath equity, Milwaukee County senior citizens will experience statistically fewer health disparities in comparison to other counties in the state.

through collaborative in and process improvement	Aging unit provides exceptional put from stakeholders with att nt tools, then older adults will ne advocacy and social services.	ention to social equity	• •	ivery of quality public served quality of life and life ex Ider adults.	
Inputs 2021 Budget Racial Equity Budget Tool Collaboration with departments, staff, boards and other governing bodies (including COA, Advisory Council, ADRC Governing Board, and committees) Input, feedback and transparency from constituents Area Plan COA Public Policy Priorities Information systems Strategic planning team Support from County Executive, Board of Supervisors and department heads Fed, state and local laws EA/APS Pilot	 Activities Map formal Aging unit goals to formal DHHS goals. Establish <i>No Wrong Door</i> integration objectives. Establish and convene strategic planning team meetings. Adopt best practices for steering change management and communicating protocols to stakeholders. Gather and compile documentation to define and assess the current and desired states for Aging subunits. Draft problem/opportunity statement Define high-level milestones. Prepare a risk matrix to gauge key concerns and probability. Develop a project charter for DHHS/Aging integration. Create a dashboard for tracking strategic planning metrics and action plans. Develop training using best practices to improve quality of experience. 	Outputs Goals/Obj/need Org chart Subunit logic models Process maps (current and desired state) Storyboards Root cause analysis: o 5 Whys o Fishbone diagrams o Pareto chart(s) Risk matrix EA/APS Pilot data Performance metrics Employee feedback Customer feedback Gustomer feedback # Complaints Call hold/wait time # Call transfers \$ Budget variance #/\$ Staff by position # Applicants # Staff trained # Participants # Program attendance # Service referrals Net promoter score	6 months - 1 year)re direct access to an anded array of trices such as eviction ventionroved access to ntal health and energy stancecker turnaround in trice delivery for comers resulting in aced stigma and better comes	Intermediate Outcomes (1-2 years) Improved Net Promoter Score on annual survey. Improved employee perception of Aging unit Increased diversity in new hires and promotions within Aging unit Increased perception of administration-commission trust Increased # of unique program participants	 Long-term Outcomes (3-5 years) Decreased salary disparities within Aging unit (gender, race, etc.) Increased job satisfaction and staff engagement within Aging unit Decreased senior citizen morbidity Decreased senior citizen mortality Reduced chronic care health gaps (e.g., diabetes, obesity, mental and physical health)