



# MILWAUKEE COUNTY

## OFFICE OF EQUITY 2023-2027 STRATEGIC PLAN

The Office of Equity shares the vision of Milwaukee County as a whole, which is by achieving racial equity, Milwaukee is the healthiest county in Wisconsin. The Office of Equity's mission is to be catalytic to Milwaukee County's vision. We value and empower residents to identify and create impactful change through awareness, responsibility, and action. We work to challenge and change policies, practices, and power structures that have resulted in historic and persistent barriers to equity.

The Office of Equity strategically strengthens connections among Milwaukee County government departments, external systems, and resident-based leaders. The office provides guidance to countywide departments, demystifies equity concepts, and equips leaders with tools for effective action to maximize resources and impact. The office prioritizes strategic partnerships with entities influencing social and economic determinants of health, employing a community-centric systems lens to align interventions with community needs.

The Office of Equity's values align to those of Milwaukee County (**Inclusion, Influence** and **Integrity**). Specifically, The Office of Equity attends to equity, power, collaboration, joy, change-making, and health and well-being in all we do.

As an enterprise-wide office serving every part of Milwaukee County government, the Office of Equity concentrates efforts on **the Milwaukee County strategic goals highlighted in teal below:**

### MILWAUKEE COUNTY GOALS

#### Create Intentional Inclusion

- 1A Reflect the full diversity of Milwaukee County at every level of county government.
- 1B Create and nurture an inclusive culture across Milwaukee County.
- 1C Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.

#### Bridge The Gap

- 2A Determine what, where and how we deliver services based on the resolution of health disparities.
- 2B Break down silos across Milwaukee County government to maximize access and quality of services offered.
- 2C Apply a racial equity lens to all decisions.

#### Invest in Equity

- 3A Invest "upstream" to address root causes of health disparities.
- 3B Enhance Milwaukee County's fiscal health and sustainability.
- 3C Dismantle barriers to diverse and inclusive communities.

More specifically, the Office of Equity delivers on its mission by advancing three overall goals, in service to Milwaukee County’s Health and Equity Framework. The table below shows the Office of Equity’s goals and strategies. It also explains how we will know when we successfully achieve each of the 2027 goals. The Office of Equity team establishes annual and quarterly goals within this plan and regularly assesses progress.

2027 Goals	Milwaukee County Goal Alignment	Strategy	We Will Know We’re Successful When:
<b>Integrate best practice frameworks that address racism and promote equity across Milwaukee County.</b>	1A: Diverse Workforce 1B: Inclusive Culture 1C: Equitable Contracting 2A: Resolve Health Disparities 2B: Break Down Silos 2C: Racial Equity Lens 3A: Invest Upstream 3B: Fiscal Sustainability 3C: Diverse & Inclusive Communities	Ensure equity-informed community engagement is clear, standardized, and integrated countywide.	Whenever Milwaukee County engages residents, county representatives and community members know why they are there, what level of engagement is needed, and how the County and community are better off because of the engagement. Leaders and practitioners share success stories of their community engagement.
		Develop processes for identifying or addressing community health needs with cultural competence and strengths- and asset-based approaches.	
<b>Implement strategies for internal and external accountability to increase civic trust.</b>	2B: Break Down Silos 2C: Racial Equity Lens 3C: Diverse & Inclusive Communities	Influence County accountability efforts (e.g., dashboards) in ways that increase public trust and understanding.	Neighborhoods, municipalities and County personnel cite data repositories as meaningful data sources.
		Demonstrate and model departmental accountability through OOE communications, project management, research and community engagement efforts.	OOE consistently receives improving, high satisfaction ratings on surveys (regarding accountability, trust, relationships, and efficacy) distributed to our internal and external partners.
		Establish cross-departmental initiatives with system partners and resident-based leaders to increase civic engagement and trust.	Milwaukee County demonstrates a commitment to partnerships related to social determinants of health through increased collaboration with municipalities, systems and communities.
<b>Increase community leaders in decision-making processes in Milwaukee County to grow resident-based power.</b>	2C: Racial Equity Lens 3A: Invest Upstream 3C: Diverse & Inclusive Communities	Catalyze County policies and procedures updates to ensure equitable representation on Community Advisory boards (CAB) and task forces (TF).	Membership in Milwaukee County CAB/TF bodies reflects the county’s demographics. Appointment processes demonstrate alignment with core County concepts of justice, fairness, and inclusion.
		Establish processes with community stakeholders to provide organizations with technical assistance, capacity building, and county funding or resource connections.	Community stakeholders credit OOE and Milwaukee County for support in reaching their organizations’ goals.
		Create cross-department, cross-sector initiatives focusing on economic impact through education, workforce, healthcare, housing, and wealth-building access.	Milwaukee County dismantles barriers to economic well-being and increases investment in community initiatives, which bridges the economic gap and fosters growth.

To learn more about Milwaukee County’s journey toward racial equity, please visit [county.milwaukee.gov/Vision](https://www.county.milwaukee.gov/Vision).

To learn more about the Office of Equity, please visit [county.milwaukee.gov/EN/Office-of-Equity](https://www.county.milwaukee.gov/EN/Office-of-Equity).

