

BUDGET SUMMARY

Category	2023 Actual	2024 Actual	2025 Budget	2026 Requested Budget	2025/2026 Variance
Expenditures					
Personnel Costs	651,970	839,718	666,870	659,894	(6,976)
Operations Costs	219,913	173,671	267,944	153,920	(114,024)
Debt & Depreciation	0	0	300	300	0
Interdepartmental Charges	0	0	0	0	0
Total Expenditures	\$871,883	\$1,013,388	\$935,114	\$814,114	(\$121,000)
Revenues					
State & Federal Revenue	41,166	0	100,000	0	(100,000)
Total Revenues	\$41,166	\$0	\$100,000	\$0	(\$100,000)
Tax Levy	\$830,717	\$1,013,388	\$835,114	\$814,114	(\$21,000)
Personnel					
Full Time Pos (FTE)	9.00	8.00	7.00	7.00	0.00
Overtime \$	1,193	1,861	0	0	0
Seasonal/Hourly/Pool	0	11,551	13,718	13,718	0

Department Mission:

The mission of the Office of Equity (OOE) is to be catalytic to Milwaukee County’s vision: By achieving racial equity, Milwaukee County is the healthiest county in Wisconsin.

Department Description:

The Office of Equity strategically strengthens connections among Milwaukee County government departments, external systems, and resident-based leaders. The Office guides 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 system lens to align interventions with community needs.

The Office of Equity engages County residents and builds the capacity of County leaders to assess and transform policies, practices, and power structures to make Milwaukee a region where every resident is welcomed, healthy, and thriving.

The Office of Equity’s values align with 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 it does.

OOE defines racial equity as the just and fair inclusion of people of color in a society where all people can participate, prosper, and reach their full human potential. This definition is made operational by:

- Building the capacity of county leaders, departments, and municipalities.
- Socializing shared language, definitions, and concepts to apply a racial equity lens to all decision-making.
- Engaging county residents and community partners in power-sharing across sectors and systems.
- Facilitating collective impact to assess and transform policies, practice, and power structures.

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:

1. Integrate best practice frameworks that address racism and promote equity across Milwaukee County.
2. Implement Strategies for internal and external accountability to increase civic trust.
3. Increase the involvement of community leaders in the decision-making processes of Milwaukee County to grow resident-based power.

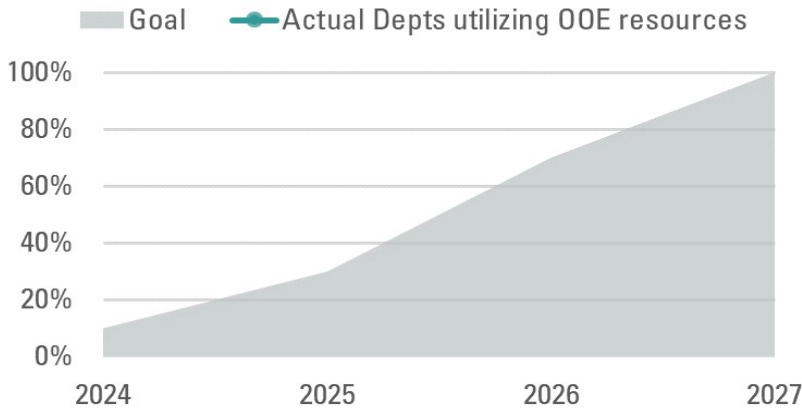
Major Changes

- From 2025 to 2026, the strategy continues to evolve to deepen impact and align with strategic goals. One key shift is a greater emphasis on cultivating long-term partnerships that advance meaningful community outcomes, rather than prioritizing shorter-term, single-event participation. This strategic approach is designed to foster sustained collaboration and measurable progress.
- In 2024, the Office transitioned from conducting widescale policy reviews—which helped to identify policies in need of change—to a more focused, in-depth process that allowed for actual policy modifications. Building on that momentum, the 2026 strategy will include efforts to modernize select Milwaukee County policies that affect both staff and the communities served, ensuring the system reflects current needs and policy priorities

The following contracts are included in the 2026 Budget in lieu of separate review and approval from the County Board during the fiscal year:

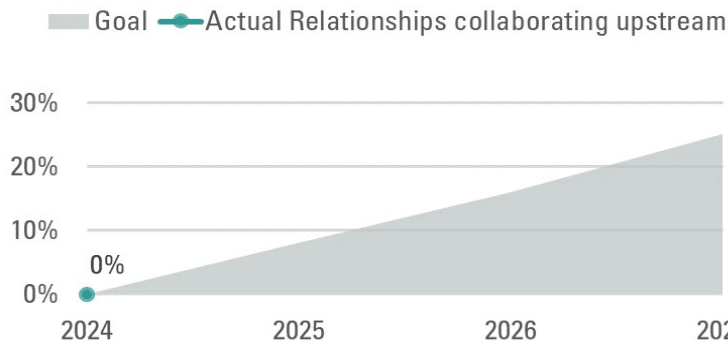
Vendor	Contract Description	Contract Amount
Race Forward	Countywide Membership, Professional Development and Technical Support	\$20,000

100% of County departments utilize OOE-provided resources by 12/2027.



Office of Equity (OOE) will integrate best practice frameworks that address racism and promote equity by implementing the Community Engagement Program, Equity Practices Technical Assistance Program, and Community Engagement Connection Program.

By 12/2027, 25% of OOE's mapped relationships are actively collaborating on upstream issues.



As of July 11, 2024, Office of Equity (OOE) has 127 relationships categorized by Debra Mashek's expanded version of Arthur T. Himmelman's original Collaboration Continuum. The continuum has 6 levels of relationships: immuring, networking, coordinating, cooperating, collaborating and intergrating. Office of Equity will increase collaborating relationships that are working to reduce social and/or institutional inequities.

Office of Equity will establish an active network/system of cross-sector partners, that can be leveraged county-wide, that will work to achieve structural and institutional change for those most impacted the by social determinants of health.

OOE sustainability plan complete.

**Goal target completion date
12/31/2027**

Office of Equity (OOE) will develop a sustainability plan that will include strategies such as, fiscal planning, policy change, community investment, infrastructure development, advancing health and racial equity, stewarding relationships, connecting with community, and ensuring continuous improvement through on-going research and evaluation.

This plan will foster development that benefits those most affected by the social determinants of health.

Strategic Program Area: Office of Equity

Service Provision: Discretionary

How We Do It: Program Budget Summary

Category	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2025/2026 Variance
Expenditures	871,883	1,013,388	935,114	814,114	(121,000)
Revenues	41,166	0	100,000	0	(100,000)
Tax Levy	830,717	1,013,388	835,114	814,114	(21,000)
Full Time Pos (FTE)	10.00	10.00	7.00	7.00	0.00

What We Do With It: Activity Data

Activity	2023 Actual	2024 Actual	2025 Target	2026 Target
Number of advanced equity learning and other capacity building services and opportunities offered to County leaders, departments, staff, and municipalities	7	4	4	20
Number of community engagement and outreach events produced, attended, and or sponsored	0	125	25	150
Number of community support partnership programs sponsored	75	23	50	0
Number of public awareness campaigns to educate impacted residents about the County's vision, services, strategic priorities, workforces and contracting opportunities	10	7	10	13
Number of strategic equity initiatives launched or supported (internal and external)	5	6	10	12

How Well We Do It: Performance Measures

Performance Measure	2023 Actual	2024 Actual	2025 Target	2026 Target
Number of County departments supported in creation and/or implementation of power sharing models and/or racial equity strategy	N/A	2	12	14
Number of County leaders and employees participating in specialized equity advancement learning and capacity building activities	12	237	150	150
Number of Cross Departmental Policy Review Projects Created	1	3	2	2
Number of residents of color engaged in strategic program planning, advocacy activities, and decision making	248	0	200	220
Number of unique Milwaukee County policies and procedures reviewed	373	13	150	50
Strategic partnership development – Number of community based organizations engaged in OOE community engagement initiatives	15	17	22	50

Strategic Overview:

The Office of Equity (OOE) serves as a strategic hub supporting Milwaukee County departments, community partners, and residents to embed equity across policies, programs, and practices. Rooted in upstream approaches that address the root causes of health and racial disparities, the Office advances equity by promoting civic trust, fostering cross-sector partnerships, and increasing resident-based power.

Evolving from the Office on African American Affairs, OOE now leads countywide initiatives that ensure all residents—regardless of race, identity, geography, or ability—have equitable access to opportunity and wellbeing. Through technical assistance, consultation, and tools such as the Health & Racial Equity Accelerator, the Office equips departments to advance equity in decision-making, resource distribution, and service delivery.

OOE is galvanizing a culture of equity and accountability by supporting inclusive community engagement, implementing racial equity frameworks, and creating space for transparent power sharing. These efforts help position Milwaukee County as a national leader in equity-centered governance and bring the county closer to becoming the healthiest in Wisconsin.

Strategic Implementation:

OOE works collaboratively with County leaders, departments, and staff to examine and reshape policies, systems, and practices that perpetuate inequities. This includes providing technical assistance to implement racial equity tools, embed inclusive strategies, and align efforts with Milwaukee County's strategic goals.

The Office also leads robust community engagement initiatives—such as County Days and the We Care Crew—that build relationships, meet residents where they are, and expand access to critical services. By equipping staff with equity frameworks, delivering training, and supporting research and policy reform, OOE helps departments translate equity commitments into measurable, sustainable action. These strategies are designed to shift institutional culture and build the County's capacity for transformative change.

Additional Program Details:

The 2025 budget included the renewal of a \$100,000 grant from the City of Milwaukee. The Office of Equity did not receive the \$100,000 renewal grant from the City of Milwaukee for 2025. However, the Office of Equity has been awarded an 18-month CityStart grant funded by the Cities for Financial Empowerment Fund, Inc. This national initiative supports jurisdictions in building cross-sector plans to strengthen residents' financial stability and economic wellbeing. Any remaining funding at the end of 2025 from the CityStart grant, will be carried forward through a fund transfer.