

## BUDGET SUMMARY

| Category                   | 2023 Actual      | 2024 Actual        | 2025 Budget      | 2026 Recommended Budget | 2025/2026 Variance |
|----------------------------|------------------|--------------------|------------------|-------------------------|--------------------|
| <b>Expenditures</b>        |                  |                    |                  |                         |                    |
| Personnel Costs            | 651,970          | 839,718            | 666,870          | 666,291                 | (579)              |
| 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                  |
| <b>Total Expenditures</b>  | <b>\$871,883</b> | <b>\$1,013,388</b> | <b>\$935,114</b> | <b>\$820,511</b>        | <b>(\$114,603)</b> |
| <b>Revenues</b>            |                  |                    |                  |                         |                    |
| State & Federal Revenue    | 41,166           | 0                  | 100,000          | 0                       | (100,000)          |
| <b>Total Revenues</b>      | <b>\$41,166</b>  | <b>\$0</b>         | <b>\$100,000</b> | <b>\$0</b>              | <b>(\$100,000)</b> |
| <b>Tax Levy</b>            | <b>\$830,717</b> | <b>\$1,013,388</b> | <b>\$835,114</b> | <b>\$820,511</b>        | <b>(\$14,603)</b>  |
| <b>Personnel</b>           |                  |                    |                  |                         |                    |
| <b>Full Time Pos (FTE)</b> | 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           | 13,851                  | 133                |

**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 County 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**

- In 2026, the Office of Equity will continue to deepen its impact and align with strategic goals. The OOE will shift emphasis to cultivating long-term partnerships that advance meaningful community outcomes, rather than prioritizing short-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:**

| <b>Vendor</b> | <b>Contract Description</b>   | <b>Contract Amount</b> |
|---------------|---|------------------------|
| Race Forward  | Countywide Membership, Professional Development and Technical Support | \$20,000               |

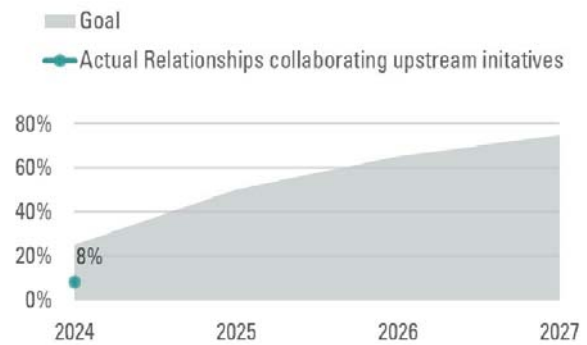
### OFFICE OF EQUITY STRATEGIC GOALS

**County departments' adoption of equity-centered tools and frameworks**



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

**Strategic Partnerships Engaged in Upstream Initiatives**



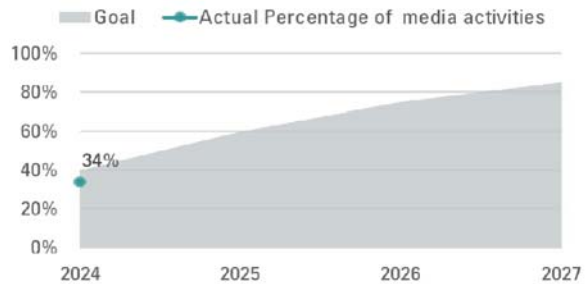
Office of Equity will cultivate an active network of strategic partnerships to support and scale upstream initiatives that address the root causes of inequities.

OOE sustainability plan complete.

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

Office of Equity will develop a comprehensive sustainability plan that includes fiscal planning, policy change, community investment, infrastructure development, health and racial equity advancement, relationship stewardship, and community engagement. The plan will emphasize continuous improvement through ongoing research and evaluation, prioritizing development that benefits communities most impacted by the social determinants of health.

**Community informed Media and Outreach Activities**



Office of Equity’s media and communications strategy is rooted in equity—ensuring Milwaukee County residents most affected by systemic barriers receive timely, consistent, and culturally relevant information through trusted formats and accessible platforms.

**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     | 820,511     | (114,603)          |
| Revenues            | 41,166      | 0           | 100,000     | 0           | (100,000)          |
| Tax Levy            | 830,717     | 1,013,388   | 835,114     | 820,511     | (14,603)           |
| 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         | 476         | 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:**

In 2025, the Office of Equity was awarded an 18-month \$100,00 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. If any grant funds remain at the end of 2025, the Office of Equity will request that they be rolled over to the 2026 Budget.