

BUDGET SUMMARY

Category	2024 Actual	2025 Actual	2026 Budget	2027 Requested Budget	2026/2027 Variance
Expenditures					
Personnel Costs	839,718	576,539	666,291	685,448	19,157
Operations Costs	173,671	151,920	153,920	120,111	(33,809)
Debt & Depreciation	0	2,849	300	300	0
Capital Outlay	0	0	0	0	0
Interdepartmental Charges	0	0	0	0	0
Total Expenditures	\$1,013,388	\$731,307	\$820,511	\$805,859	(\$14,652)
Revenues					
Other Direct Revenue	0	90,000	0	0	0
State & Federal Revenue	0	0	0	0	0
Total Revenues	\$0	\$90,000	\$0	\$0	\$0
Tax Levy	\$1,013,388	\$641,307	\$820,511	\$805,859	(\$14,652)
Personnel					
Full Time Pos (FTE)	8.00	7.00	7.00	7.00	0.00
Overtime \$	1,861	570	0	0	0
Seasonal/Hourly/Pool	0	11,551	13,851	13,851	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 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

- Building on the strong foundation established over the past several years, OOE's 2027 strategy expands the department's scope to advance economic mobility across Milwaukee County. Economic mobility means creating opportunities for people to improve their financial stability and overall well-being over time by reducing barriers to employment, education, housing, transportation, and other essential resources. By addressing the root causes that limit economic mobility, we can help ensure that residents throughout the county have greater access to stable housing, nutritious food, consumer protection, and the resources needed to achieve long-term stability and thrive. The department will also build upon the enterprise-wide standardization efforts established in 2025 and 2026 through the development of Administrative Manager Operating Procedures (AMOPs) that guide community engagement and language access practices across Milwaukee County. In 2027, the focus will shift to implementing and sustaining these standards by providing staff training, facilitating communities of practice to facilitate the No Wrong Door approach, promoting the use of tools and resources developed through these initiatives, and strengthening partnerships with community leaders. These efforts will support consistent, equitable, and meaningful engagement with residents across all County departments.

Strategic Program Area: Office of Equity**Service Provision:** Discretionary**How We Do It: Program Budget Summary**

Category	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2026/2027 Variance
Expenditures	1,013,388	731,307	820,511	805,859	(14,652)
Revenues	0	90,000	0	0	0
Tax Levy	1,013,388	641,307	820,511	805,859	(14,652)
Full Time Pos (FTE)	10.00	9.00	7.00	7.00	0.00

What We Do With It: Activity Data

Activity	2024 Actual	2025 Actual	2026 Target	2027 Target
Community Engagement and Outreach Activities Facilitated to Support Resident Voice and Participation	125	157	150	75
Community Partnership and Investment Initiatives Supported	23	20	0	20
Equity Learning and Organizational Capacity-Building Opportunities Delivered	4	81	20	50
Public Awareness and Information Campaigns Supporting Equitable Access to County Services, Opportunities, and Resources	7	25	13	25
Strategic Equity Initiatives Implemented or Supported Across Milwaukee County and Community Partners	5	5	10	12

How Well We Do It: Performance Measures

Performance Measure	2024 Actual	2025 Actual	2026 Target	2027 Target
Community-Based Organizations Engaged Through Strategic Equity Partnerships and Collaborative Initiatives	17	57	50	60
County Departments Supported in Implementing Racial Equity Strategies and Community Power-Sharing Practices	2	14	14	14
County Leaders and Employees Participating in Equity Learning and Professional Development Opportunities	237	157	150	100
Policies, Procedures, and Organizational Practices Reviewed Through an Equity Impact Lens	13	5	50	14
Residents Engaged in Equity-Centered Planning, Advocacy, and Shared Decision-Making Processes	0	535	220	500

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 economic determinants of health, OOE advances equity by promoting civic trust, fostering cross-sector partnerships, and increasing resident-based power.

The Office on African American Affairs (OAAA), established in 2015, evolved into the Office of Equity in 2022 to advance equity across Milwaukee County government. While OAAA initially focused on Milwaukee's African American communities, its evolution into OOE reflects a broader mission: to ensure every resident—regardless of race, age, gender, geography, ability, or identity—has access to a full, vibrant, and healthy life.

OOE is galvanizing a culture of equity and accountability by supporting inclusive community engagement, implementing 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:

The Office of Equity and Inclusion advances countywide strategies that strengthen equitable access to services, improve coordination across departments, and build lasting partnerships with communities. In 2027, the Office will continue implementing initiatives that help ensure County programs and services are accessible, responsive, and aligned with community needs.

Key implementation priorities include:

Strengthening community engagement. Continue advancing enterprise-wide community engagement practices by supporting departments with standardized approaches, training, technical assistance, and opportunities to learn from one another. These efforts help ensure residents have meaningful opportunities to inform County decisions and services.

Expanding language access. Support consistent implementation of Milwaukee County's language access standards by providing training, promoting shared tools and resources, and helping departments improve communication with residents who have limited English proficiency. This work increases equitable access to County information, programs, and services.

Coordinating the Milwaukee County Village initiative. Building on lessons learned from County Days and the We Care Crew, the Milwaukee County Village initiative provides a coordinated, countywide approach to community outreach. By partnering with departments and community organizations, the initiative brings County services directly into neighborhoods, connects residents with available resources, and strengthens relationships between communities and local government.

Developing an Economic Empowerment Blueprint. Lead the development of a countywide blueprint that identifies practical, cross-departmental strategies within Milwaukee County's authority to advance economic mobility and address the economic conditions that influence health and well-being. The blueprint will help align County efforts to expand opportunity and improve long-term outcomes for residents.

Advancing the Food Apartheid and Food Instability Intergovernmental Partnership. Continue collaborating with municipal, nonprofit, healthcare, and community partners to coordinate responses to increasing food insecurity and inequitable food access. This partnership focuses on identifying sustainable, community-informed solutions that improve access to healthy, affordable food throughout Milwaukee County.

Advancing LGBTQ+ health equity. Building on the completion of a countywide community survey, focus groups, and a report of recommendations, the OOE will work with County departments, healthcare providers, and community organizations to implement priority actions identified through the community engagement process. A key focus will be expanding access to affirming mental and physical health services for LGBTQ+ residents while advancing additional strategies that reduce barriers to care, improve health outcomes, and promote health equity across Milwaukee County.