

ARPA EVALUATION FRAMEWORK & ANNUAL REPORT UPDATE



**MILWAUKEE
COUNTY**

AGENDA

- 1 Overview and Context
- 2 Evaluation Goals and Strategy
- 3 Evaluation Questions
- 4 Evaluation Processes and Tools
- 5 Project Evaluation Plans
- 6 SLFRF Annual Report

Overview & Context

Milwaukee County received **\$183 million** in American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF). These funds have supported 70+ ARPA projects, vetted by the ARPA Task Force and approved by the Board of Supervisors.

Milwaukee County Strategic Objectives

1. Create Intentional Inclusion

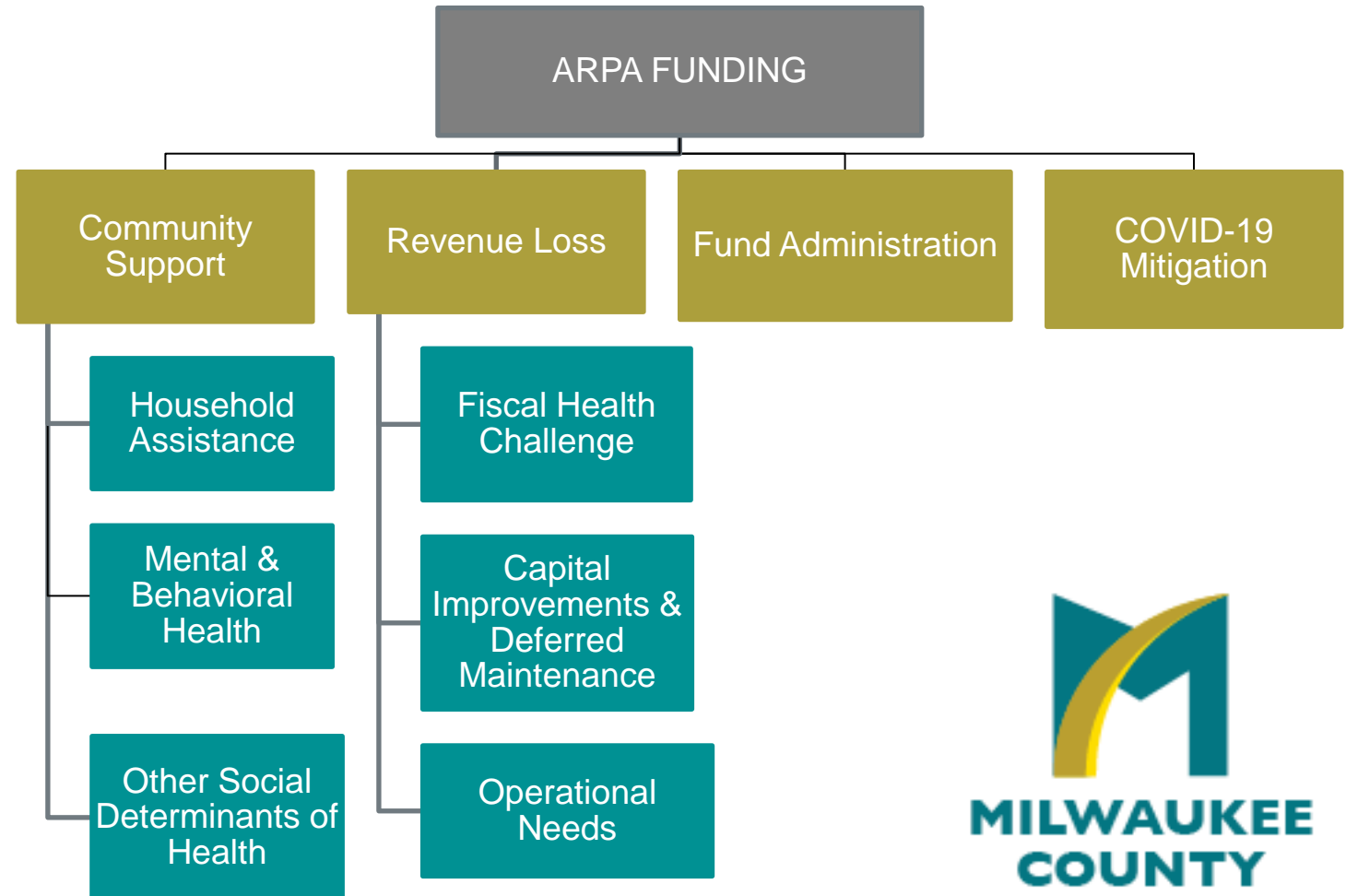
- A. Reflect the full diversity of the County at every level of County government
- B. Create and nurture an inclusive culture across the County
- C. Increase the number of County contracts awarded to minority and women-owned businesses

2. Bridge the Gap

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

3. Invest in Equity

- A. Invest “upstream” to address root causes of health disparities
- B. Enhance the County’s fiscal health and sustainability
- C. Dismantle barriers to diverse and inclusive communities



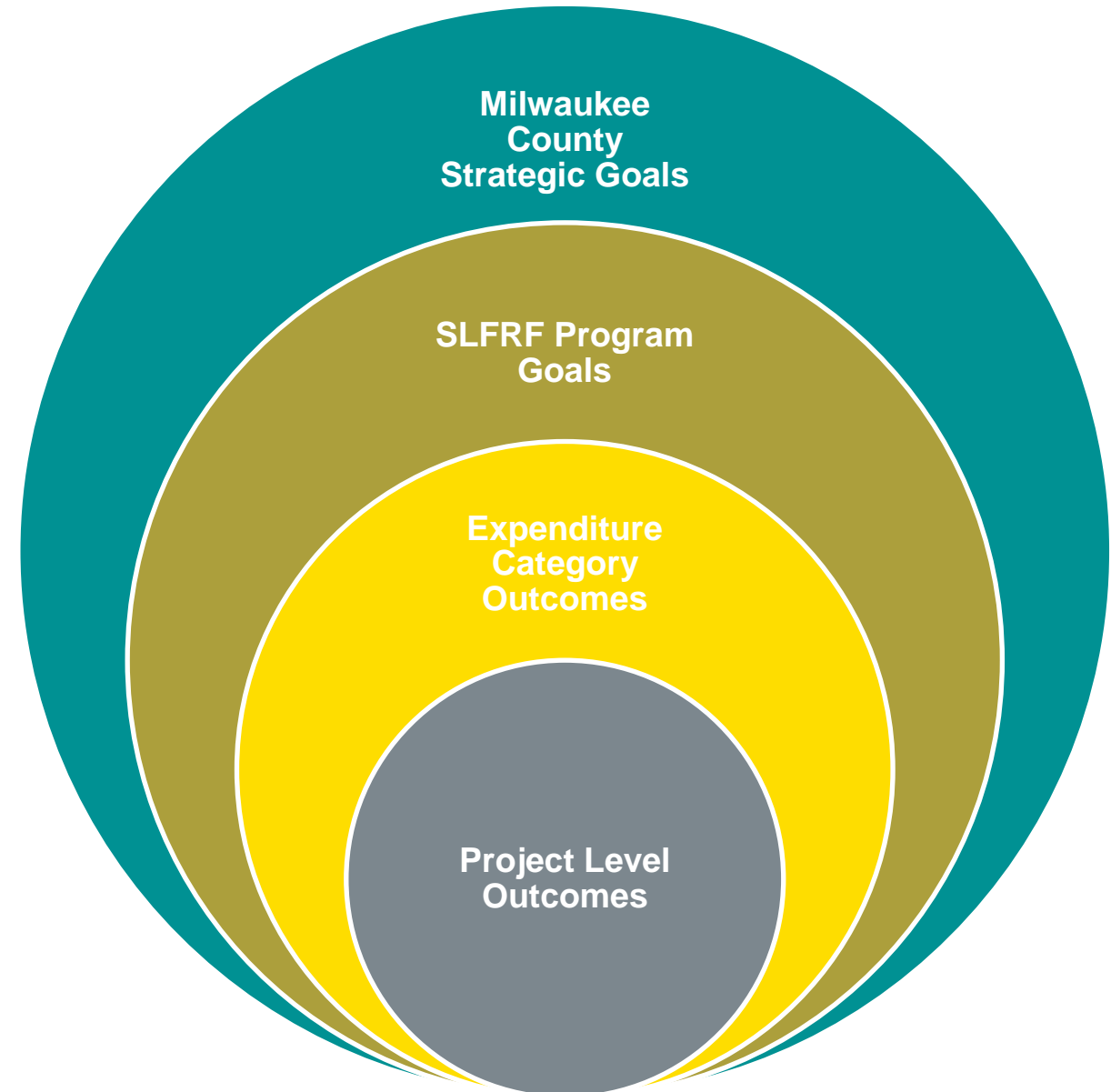
Performance Measurement & Evaluation Process

Phase 1 (Complete)	Define County ARPA evaluation questions, metrics, and strategy, and develop project logic models
Phase 2	Promote the results and findings of the first phase of ARPA Evaluation
	Introduce data collection tools, templates, and processes across all ARPA projects
	Train County employees and relevant partners on evaluation purpose, value, and process
	Begin regularly collecting quarterly impact data for all projects
Phase 3	Aggregate project data to show progress and answer evaluation questions to show impact
	Assess and communicate County-wide progress and impact of ARPA investment in final report



ARPA Evaluation Strategy

- Milwaukee County will evaluate ARPA projects to:
 - ✓ Understand and communicate return on investment
 - ✓ Assess progress towards goals and Intended Outcomes
 - ✓ Share impact on residents, communities, and the County's internal fiscal health.
- Milwaukee County Evaluation will:
 - ✓ Measure how projects achieved their goal
 - ✓ Ladder up to the County's Strategic Objectives
 - ✓ Build capacity for future performance management, measurement, and evaluation.



Data Collection and Reporting Priorities

Standardizing data collection tools is a critical step to improve evaluation readiness and feasibility for Milwaukee County. The County will use a Smartsheet for all metrics collection that is accessible to both County employees and project partners.

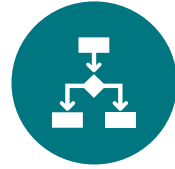
Internal & External Data Collection and Reporting Priorities



Compliance

Federal

The County submits *quarterly* and *annual* reports to the US Treasury.



*Impact &
Decisions*

County

Project-specific data give more information to internal County decision-makers.



Transparency

Public

Select project data inform public-facing reports and dashboards.



Evaluation Questions: Strategic Alignment

Did the County meet its intended outcomes and advance its Strategic Objectives through the allocation and expenditure of ARPA funds, particularly towards **addressing disparities** and **advancing equity**? In particular, how did the County:

- **Create Intentional Inclusion**
 - Prioritize employee health and safety?
 - Promote diversity in hiring and retention?
- **Bridge the Gap**
 - Ensure equity in funding decisions?
 - Engage communities in planning and implementation?
 - Improve internal operations?
- **Invest in Equity**
 - Address health disparities?
 - Strengthen diverse communities and community organizations?
 - Improve fiscal health?

Additionally, what were the key **lessons learned** throughout the ARPA process and how is the County working to ensure **ongoing sustainability**?



Evaluation Questions: Strategic Alignment

Metrics

- Number of **people served**
- Number of **organizations supported**
- Number of projects and dollar amount **aligned with each strategic objective**
- Number of projects and dollar amount used to provide **new** County services
- Number of projects and dollar amount used to sustain or enhance **existing** County services
- Amount of **additional or matching funding** received as a result of ARPA investments (e.g., housing, grants, right to council, capital bonding)
- Number and dollar amount of contracts awarded to minority-owned and/or women-owned businesses (**MBE/WBE**)
- Number of projects with non-ARPA funding streams intended to **continue beyond the ARPA period** (December 31, 2026)
- Description of **equitable project selection** process
- Description of **community engagement** efforts



Overall ARPA Evaluation Timeline

Activity	Lead, Support	2024			2025				2026				2027		
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Confirm evaluation strategy	SBP, Evaluation Partner	★	All Project Logic Models												
Develop and share data collection spreadsheets	Evaluation Partner														
Host required training on evaluation purpose, value, process, and standards with County project staff	Evaluation Partner, SBP														
Workshop and finalize all logic models (revisit as needed)	Project Leads, Evaluation Partner														
Provide project teams with ongoing project-, department-, and topic-specific technical assistance, as needed/per request	Evaluation Partner, SBP														
Hold partner data collection and capacity-building training(s), as needed	Evaluation Partner, Project Leads														
Aggregate and review quarterly metrics (performance tracking)	Project Leads, Partners														
Conduct regular review and maintenance of all project metrics	Department Leads, Project Leads, SBP, Evaluation Partners														
Aggregate data for required Annual Treasury Reports	SBP, Evaluation Partner	★	Annual Report			★	Annual Report			★	Annual Report				
Update public-facing ARPA dashboard(s) to show progress and impact	SBP, Evaluation Partner														
Complete all project-level data aggregation	Project Leads, Evaluation Partner														★
Respond to all project-level evaluation questions	Project Leads, Evaluation Partner														★
Aggregate all project metrics, distinguish by Expenditure Category, Evaluation priority Area, and any other topical groupings	SBP, Evaluation Partner														
Analyze metrics within each group to capture progress, compare to baseline data where available, and create visualizations where applicable	Evaluation Partner, SBP														★
Summarize progress towards Intended Outcomes and Strategic Objectives in Final Report	SBP, Evaluation Partner														★

★ = Key deliverable

Project Evaluation Plans

Project Evaluation Plans

- Milwaukee County's ARPA Project Evaluation Plans follow a standard template.
- Project-specific evaluation plans were developed based on information available in early Spring 2024.
- Project leads and departments are strongly encouraged revisit their plans at least annually to ensure they accurately reflect their projects.



How to Read Project Evaluation Plans

Project information from existing materials are included at on the top left. The top right table includes the **evaluation readiness** score, whether the project is **collecting data**, and the **recommended evaluation approach** and related **support needs** as of March 2024 (subject to change).

Priority evaluation questions and accompanying **metrics** were pulled from a pool designed for each Expenditure Category to help **connect project-specific logic models** to the County's **Strategic Objectives**.

Project Name

Department		Beneficiary
Project Lead		Evidence Base
Partners		Evaluation Readiness
Project Description		Existing Data?
		Evaluation Approach(es)
Expenditure Category	Budget	Additional Resource Commitment

Strategic Priority Area Alignment

County:
DHHS:


Project Logic Model

Goal:

Inputs	Activities	Outputs	Outcomes & Impacts

Priority Evaluation Questions

1. From Core Evaluation Questions
2. From Core Evaluation Questions
3. From Core Evaluation Questions



How to Read Project Evaluation Plans



Each **evaluation question** is matched with related **performance measures, methods** to answer the questions, a **proposed frequency** to conduct those methods, and a **lead** responsible.

Each project has a timeline of major **evaluation activities**. Many projects have similar steps, particularly within the same department, Evaluation Topic Area, or that have the same recommended evaluation approach.

Project Name

Evaluation Plan				
Evaluation Question	Performance Measures	Methods/Data Sources	Proposed Frequency	Lead

Detailed Activities & Timeline												
Activity	Lead	2024			2025				2026			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ex. Finalize logic models and performance measures												
Ex. Develop and share partner data collection spreadsheet												
Ex. Hold training workshop on performance measurement processes and standards with County project staff												
Ex. Hold partner data collection and capacity-building training												
Ex. Aggregate and review quarterly metrics												
<i>Ex. Design participant survey and identify distribution methods</i>												
<i>Ex. Identify focus group size, participants, location (virtual or in-person)</i>												
<i>Ex. Share participant survey</i>												
<i>Ex. Collect and aggregate survey responses</i>												
Ex. Aggregate project lifecycle measures												
Ex. Draft and finalize written responses to evaluation questions												

  – Key deliverable

Logic Model Template

Logic models are visual representations of program theory—they describe what the project intends to accomplish and how. Logic models provide the foundation for all forms of evaluation. Each Milwaukee County ARPA project has a logic model based on the template below.

Goals: Overall intent(s) or objective(s) of the program

Inputs:

Resources needed to operate the program

Activities:

Operations to ensure outputs are achieved

Outputs:

Measurable results, products, or services

Outcome & Impacts:
(Outcome Measures)

Ultimate impacts of project outputs
(short- and long-term)

What the program invests in and does
(captured in program design and operations)

What the program is intended to result in
(captured through qualitative and quantitative data)

Beach Ambassador Program

Department	Parks Department		Beneficiary	Residents	
Project Lead	Jeremy Lucas		Evidence Base	Preliminary	
Partner(s)	Various coalition partners		Evaluation Readiness	Nearing Evaluation Readiness – project activities ongoing (see Evaluability Assessment)	
Project Description	This project will address safety concerns at Lake Michigan beaches resulting from the lifeguard shortage and inequities in swim ability. Milwaukee partners will provide beachgoers with face-to-face water safety information.		Existing Data?	Yes	
			Evaluation Approach(es)	Performance Measurement and Monitoring	
Expenditure Category	Community Support – Other Social Determinants of Health	Budget	\$128,500	Additional Resource Commitment	Internal: 0.5 FTE additional needed to collect and aggregate data; output data is being collected but outcome measure data is not. May occasionally request technical assistance from an evaluation partner.

Strategic Priority Area Alignment

County: Invest in Equity

Project Logic Model

Goal: The Beach Ambassador Program’s long-term goal is to have safe Milwaukee beaches by undertaking efforts that provide useful water safety information and resources to the public and supplement the County’s lifeguard program.

Priority Evaluation Questions

1. How, and how effectively did the County address community and resident needs, particularly those of marginalized and disadvantaged communities and populations?
2. How did the County address health disparities and improve health outcomes for residents?
3. What communities received ARPA funding? What communities benefited from ARPA-funded services and how did they benefit?

Inputs	Activities	Outputs	Outcomes & Impacts
<ul style="list-style-type: none"> • Funding • Partners • Staff time 	<ul style="list-style-type: none"> • Face-to-face communications with beachgoers • Distribution of water safety information to beachgoers • Update signage • Updated flag systems • Updated information systems 	<ul style="list-style-type: none"> • # of individuals receiving water safety information • Demographic data (as available) • # and type(s) of water safety resources and tools provided to beachgoers • # of signs installed/updated • # of flag systems installed/updated • # and location(s) of events held • # of information campaigns held • # of new ambassadors hired with ARPA funding • # of ambassadors employed 	<ul style="list-style-type: none"> • Reduction in drownings • Increase in number of individuals receiving water safety information • Increase in distribution of information to historically underserved populations • Increase in new ambassadors hired that represent historically underserved populations • Percentage of ambassadors employed that represent historically underserved populations

Beach Ambassador Program

Evaluation Plan

Evaluation Question	Performance Measures	Methods/Data Sources	Proposed Frequency	Lead
How, and how effectively, did the County address community and resident needs, particularly those of marginalized and disadvantaged communities and populations?	Description of activities, # of people reached, information distributed	Performance tracking, qualitative description	Quarterly, post-funding period (2020 vs. 2026)	Project Lead, coalition partners
How did the County address health disparities and improve health outcomes for residents?	Reduction in drownings	Performance tracking, qualitative description	Quarterly, post-funding period (2020 vs. 2026)	Project Lead, coalition partners
What communities received ARPA funding? What communities benefited from ARPA-funded services and how did they benefit?	Demographic data, description of activities	Performance tracking, qualitative description	Quarterly, post-funding period	Project Lead, coalition partners

Detailed Activities & Timeline

Activity	Lead	2024			2025				2026				
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Finalize logic models and performance measures, revisit as needed	Project Lead												
Develop and share data collection spreadsheet	Evaluation Partner, Project Lead												
Hold training workshop on performance measurement processes and standards with County project staff	Evaluation Partner												
Hold partner data collection and capacity-building training	Evaluation Partner, Project Lead												
Aggregate and review quarterly metrics (performance tracking)	Project Lead												
Aggregate all project lifetime data	Project Lead												
Draft and finalize written responses to evaluation questions	Project Lead												

 = Key deliverable



**MILWAUKEE
COUNTY**