

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: May 18, 2022

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Ashley Adsit, Director of Project & Performance Management, Office of Strategy, Budget & Performance

Subject: The Office of Strategy, Budget, and Performance is providing an analysis of 2021 Grant Development Activities and Accomplishments

File Type: Informational Report

REQUEST

The Project Management Office within the Office of Strategy, Budget & Performance is pleased to share an analysis of grant development activity that took place across Milwaukee County in Fiscal Year 2021.

POLICY

The Grants and Special Projects Division of the Department of Administrative Services was created in July 2020 by County Board File 20-534.

BACKGROUND

The Grants and Special Projects Division of the Department of Administrative Services launched in December 2020 with the hiring of two positions: Grants & Special Projects Director and Senior Grants Analyst. The Senior Special Projects Analyst was hired in March of 2021 to complete the unit. These three positioned worked to support grant development across Milwaukee County using a launch action plan and a structured framework for providing grant support.

Launching Grant Support

The Grants & Special Projects (GSP) Division focused its inaugural year on initiating systems and processes to enhance Milwaukee County's ability to compete in grant contests and implement projects. The GSP Division established the mission to amplify current grant efforts within Milwaukee County and provide targeted grant development support to increase success and ensure grant and special projects move Milwaukee County forward in achieving racial and health equity. The division has been working towards foundational goals to:

1. Establish model grant development systems in Milwaukee County.
Function A: Track, monitor and report Milwaukee County competitive grant application activity

- Function B: Uphold grant development and application best practices
- 2. Increase the capacity of County departments to compete for grant revenue.
 - Function C: Maintain a toolbox of grant resources
 - Function D: Facilitate professional development to build staff capacity
- 3. Cultivate grant and special project activity across Milwaukee County in 2021.
 - Function E: Conduct grant searches
 - Function F: Facilitate and support the work of grant development teams following tiered model
 - Function G: Guide the grant acceptance process
 - Function H: Support post-award grant and special project activities and monitoring

Operationalizing Grant Processes

Within its first six months, the division established two processes for the Administrative Manual of Operating Procedures (AMOPs) focused on tracking and establishing a system to effectively support grant writing efforts of county offices and departments. AMOP 11.01: [Grant Intent Notification](#) allows the County to quantify competitive grant activity across the organization to gauge success and pursuit of new grant funds. The County also adopted AMOP 11.02: [Grant System of Support](#) which provides a tiered structure for effectively supporting departments with grant writing. Lastly, the division organized AMOP 11.03: [Competitive Grant Agreement Review & Approval](#) to support onboarding of new grant awards.

Cultivating Grant Development

In 2021, Milwaukee County applied for 51 competitive grants totaling \$122,775,023 in requests. Grants ranged in size from \$2,750 to \$32,738,900, across nine departments. As of May 1, 2022, 34 proposals have been accepted, 12 denied, and 5 are pending. In total, Milwaukee County has secured \$41,675,339 in revenue from state, federal, and private sources. Please see Appendix B: Grant Development Overview 2021 Report for further details on 2021 grant activity.

This activity represents the work of nine different departments and dozens of subject matter project teams. Departments were supported at varying intensities dependent upon service area needs, using the Grant System of Support. This collaborative approach supported the County's success in pursuing and securing new revenue at a time when resources are most needed in the community.

The division also helped solicit federal earmarks, seek reimbursement of pandemic-related expenses through Federal Emergency Management Agency (FEMA), and project manage Milwaukee County's \$183M American Rescue Plan Act (ARPA) aid.

Aligning Services with Strategy & Project Management

As of January 2022, this division is now embedded within the Project Management Office (PMO) and is part of the new Office of Strategy, Budget & Performance. Staff

from this area work with departments to identify, apply for, and track grants from the county's state, federal, and private partners.

PMO resources will be focused on operationalizing grant development and planning strategies in 2022. This includes working closely will colleague departments to establish "plans on a shelf" which includes defining the department's strategic priorities, identifying resource gaps, and targeting revenue opportunities that can further those initiatives.

Additionally, for Milwaukee County to be increasingly successful in securing new grant revenue, we must increase the grant writing and project management capacity of our workforce. To do this, the PMO will maintain a grant writing toolbox and library of resources on CountyConnect. Grant staff will also offer virtual grant writing workshops to County employees. The content of the toolbox and workshop are based on results from an internal grant writing needs assessment survey disseminated across departments and consultation meetings with program areas.

ALIGNMENT TO STRATEGIC PLAN

The grant unit seeks to increase the County's grant writing capacity, contribute to existing grant writing efforts, diversify funding opportunities pursued and maximized the County's competitiveness for funding. The grant development system of support AMOP has been adopted by the Fiscal Health (3B) Strategy Team as a strategy to support the financial position of Milwaukee County.

The office also intentionally structures grant and special project systems, processes, and practices in ways that are intended to advance Milwaukee County's strategic objectives 2A, 3A and 3C. The grant writing capacity added by the office can support the advancement of strategic initiatives through new grant funds. Grant-funded projects impact numerous strategic objectives.

- 2A: Determine what, where, and how we deliver services to advance health equity
- 3A: Invest "upstream" to address root causes of health disparities
- 3B: Enhance the County's fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

FISCAL EFFECT

In 2021, the Milwaukee County applied for 51 competitive grants across all departments. Grants ranged in size from \$2,750 to \$32,738,900, across nine departments. As one can imagine the grant approval process can take time, therefore, as of May 1, 2022, 34 proposals have been accepted, 12 denied, and 5 are still pending. In total, Milwaukee County has secured \$41,675,339 in revenue from state, federal, and a few private grants.

TERMS

This informational item includes summary data for grant activity that took place from 1/1/2021-12/31/2021 in Milwaukee County.

VIRTUAL MEETING INVITES

Joseph Lamers, Heather Wolfgram, Nichole Todd, Bess Earl

PREPARED BY:

Heather Wolfgram, Senior Grants Analysis
Ashley Adsit, Director of Project and Performance Management

APPROVED BY:

Joseph Lammers, Director, Office of Strategy, Budget and Performance

Ashley Adsit

Joe Lamers

ATTACHMENTS:

Appendix A: Division of Grants & Special Projects Overview

Appendix B: Grant Development Overview 2021 Report

Appendix C: FY21 Submitted Grant Project Proposals

Appendix D: PowerPoint Presentation - 2021 Report

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk

APPENDIX A



MILWAUKEE COUNTY

Department of Administrative Services

DIVISION OF GRANTS & SPECIAL PROJECTS

GRANTS & SPECIAL PROJECTS OVERVIEW

Division Mission Statement

The Division of Grants & Special Projects will amplify current grant efforts within Milwaukee County and provide targeted grant development support to increase success and ensure grant and special projects move Milwaukee County forward in achieving racial equity and becoming the healthiest county in Wisconsin.

Division Core Functions

The Division of Grants & Special Projects will provide leadership and coordination within Milwaukee County on competitive grant proposal, implementation and monitoring activities. By deploying intentional systems of support, the division seeks to increase the County's grant writing capacity, contribute to existing grant writing efforts, diversify funding opportunities pursued and maximize the County's competitiveness for funding. The division will also support implementation of grant and special projects to ensure efficacy and impactful outcomes that benefit the function of Milwaukee County. To fulfill this work under the County Executive and Department of Administrative Services, division staff will create effective systems to:

- research and disseminate discretionary grant opportunities aligned with County priorities
- track county-wide grant application activity
- facilitate the work of grant development teams and decision-making processes
- create a grant writing toolbox and library of resources for County staff
- provide timelines, templates and technical support for grant writing
- control use of DUNS numbers and other organizational identifiers
- provide guidance for the acceptance, launch and implementation of grants and special projects
- manage a central repository of grant proposal files, login credentials and contact information
- support submittal of required program reports requested by funders
- facilitate on-demand and in-person professional development to build grant writing capacity
- monitor the status of proposals and report awards to County leadership and Board of Supervisors
- collaborate across county departments and divisions to troubleshoot grant and special projects, and
- support County strategic plan initiatives.

These efforts will position Milwaukee County to 1) be highly competitive in grant contests and 2) maximize the impact and effectiveness of grant funds and special projects.

Division Guiding Elements

Milwaukee County's success in securing discretionary grant funds are dependent on the elements below.



Milwaukee County's Strategic Vision and Action Plan



Public & Private Funding Opportunities



Systematic Approaches to Grant Development & Monitoring



County Program and Content Experts



Collaboration with Community Partners



Research, Data & Evaluation



MILWAUKEE COUNTY

Department of Administrative Services

DIVISION OF GRANTS & SPECIAL PROJECTS

2021 Foundational Division Goals

1. Establish model grant development and implementation systems in Milwaukee County.
 - Function A: Track, monitor and report Milwaukee County competitive grant application activity
 - Function B: Uphold grant development and application best practices
2. Increase the capacity of Milwaukee County departments to compete for grant revenue.
 - Function C: Maintain a toolbox of grant resources
 - Function D: Facilitate professional development to build staff capacity
3. Cultivate grant and special project activity across Milwaukee County in 2021.
 - Function E: Conduct grant searches
 - Function F: Facilitate and support the work of grant development teams following tiered model
 - Function G: Guide the grant acceptance process
 - Function H: Support post-award grant and special project activities and monitoring

Advisory Feedback & Input

Level/Focus	Agency/Group	Frequency & Tools
Strategic goal alignment	County Executive's Office	Monthly report, quarterly progress report
Key performance indicators (annual goals)	Fiscal Health Strategy Team	Monthly strategy team meeting, quarterly progress report
County goal and procedural alignment	DAS Leadership	Monthly activity and quarterly progress report, weekly one-on-one, DAS L10 meetings
Best practice alignment (grant development)	Cross-departmental advisory team of grant writing professionals	Bi-monthly meeting to discuss current grant happenings and process alignment
Best practice alignment (grant monitoring and special projects)	Cross-departmental advisory team of project implementation professionals	Bi-monthly meeting to discuss current grant activity, common challenges and process alignment
Progress monitoring and support	Division of Grants & Special Projects weekly team meeting	Grant intent form database, division dashboard

Division Staff Composition

Title	Focus
Director of Grants & Special Projects	Division systems development and oversight, grant development leadership and support, strategy alignment, tracking and reporting
Senior Analyst – Grants	Grant development and opportunity searches for competitive public grant proposals, grant writing capacity building and resource toolbox, pre-award guidance
Senior Analyst – Special Projects	Grant development and opportunity searches for competitive private grant proposals, monitoring and implementation project support, process alignment for project organization and launches
Senior Analyst – Pandemic Relief	Project management of ARPA aid, process creation, and grant application support for supplementary and aligned funding opportunities

APPENDIX B



**MILWAUKEE
COUNTY**

**GRANT
DEVELOPMENT
OVERVIEW**

2021

QUICK FACTS

51
COMPETITIVE GRANTS

In 2021 Milwaukee County applied for **51 competitive grants** across all departments for a total of **\$122,775,023** requested dollars.

\$122,775,023
REQUESTED

In total, Milwaukee County secured **\$41,675,339** in grant revenue from state, federal, and private sources from proposals submitted in 2021.

\$41,675,339 REVENUE SECURED

35

INVEST
IN EQUITY

27

BRIDGE
THE GAP

14

CREATE INTENTIONAL
INCLUSION

MANY PROJECTS
INFLUENCE MORE
THAN ONE STRATEGIC
FOCUS AREA

35 proposals stated their proposed project invested in equity, **27 proposals** stated their proposed project addressed bridging the gap, **14** indicated they addressed creating intentional inclusion, and **34 projects** claimed to address more than one of Milwaukee County's strategic focus areas.

34

TIER 1

7

TIER 2

10

TIER 3

The division provided **34 projects** at the Tier One level of support, **seven projects** at the Tier Two level of support, and **10 projects** at Tier Three level of support.

These quick facts represent the collaborative work of **nine Milwaukee County departments** and **dozens of subject matter project teams** who focused their efforts to secure additional revenue and resource for Milwaukee County.

9
DEPTS.

*By achieving racial equity,
Milwaukee is the healthiest county in Wisconsin.*

MILWAUKEE COUNTY VISION STATEMENT

THE GRANTS AND SPECIAL PROJECTS DIVISION of the Department of Administrative Services was created in July 2020 by County Board File 20-534. As of January 2022, this division is embedded within the Project Management Office and is part of the new Office of Strategy, Budget and Performance. Staff from this area work with departmental staff to identify, apply for, and track grants from the Milwaukee County's state, federal, and foundation partners.

Grant Development Functions

The Grants and Special Projects Division (GSP) provides leadership and coordination within Milwaukee County on competitive grant proposal, implementation, and monitoring activities. By deploying intentional systems of support, the GSP seeks to increase the County's grant writing capacity, contribute to existing grant writing efforts, diversify funding opportunities pursued and maximize Milwaukee County's competitiveness for funding. Staff have created effective systems to:

- Research and disseminate discretionary grant opportunities aligned with Milwaukee County priorities.
- Facilitate the work of grant development teams and decision-making processes.
- Create a grant writing toolbox and library of resources for Milwaukee County staff.
- Provide timelines, templates, and technical support for grant writing.
- Collaborate across county departments and divisions to troubleshoot grant projects.

Grant Development Activity Overview

In 2021 Milwaukee County applied for 51 competitive grants across all departments for a total of \$122,775,023 requested

dollars. Grants ranged in size from \$2,750 to \$32,738,900 across nine departments. As of May 1, 2022, 34 proposals have been accepted, 12 denied, and five are pending. In total, Milwaukee County has secured \$41,675,339 in revenue from state, federal, and a few private grants.

Strategic Focus Areas

Grant proposals submitted by Milwaukee County departments align with the three strategic pillars outlined in the County's strategic plan, and in many cases support more than one strategic focus:

Bridge the Gap — Determine what, where, and how we deliver services based on the resolution of health disparities, break down silos across county government to maximize access to and quality of services offered, and apply a racial equity lens to all decisions (27 projects).

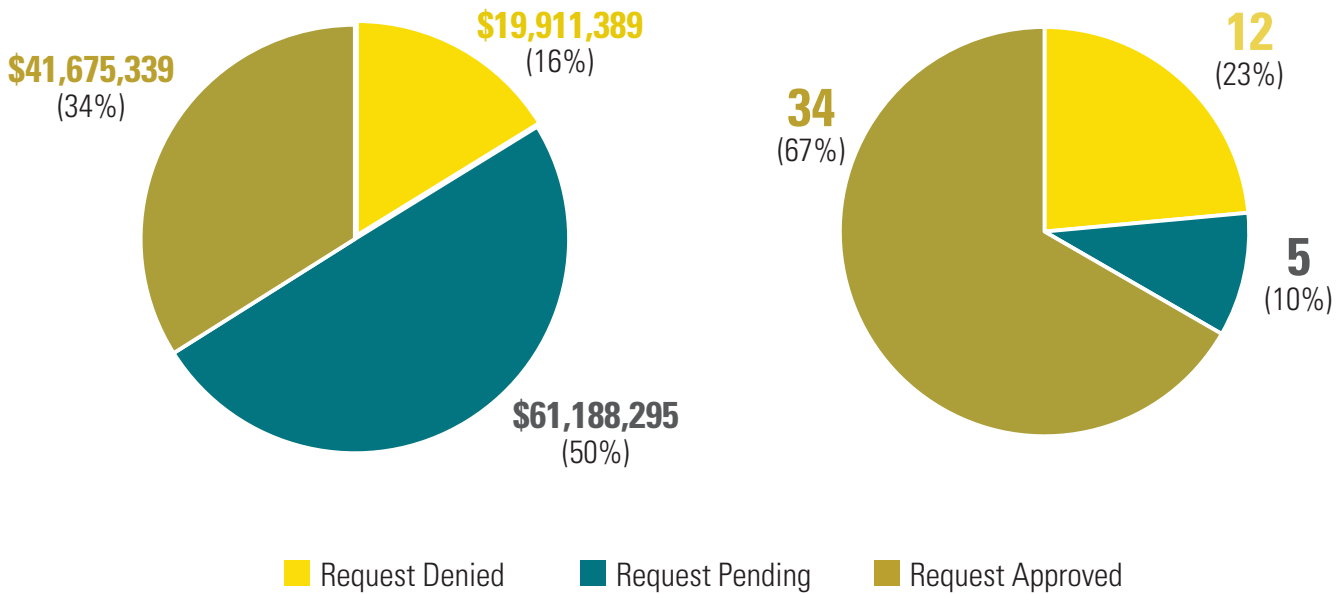
Create Intentional Inclusion — reflect the full diversity of Milwaukee County at every level of county government, create and nurture an inclusive culture across the county, increase the number of county contracts awarded to minority and women-owned businesses (14 projects).

Invest in Equity — Invest upstream to address root causes of health disparities, enhance the Milwaukee County's fiscal health and sustainability, and dismantle barriers to diverse and inclusive communities (35 projects).

Tiers of Support

The GSP provides grant development support to Milwaukee County departments based on a tiered structure of support. Tier One, known as universal support, is provided to all

Status of Proposals Submitted in 2021



departments. For Tier Two, collaborative support, GSP staff play a participatory role throughout the development process to meet the needs of the project team as an optional resource. Tier Three, lead support, occurs when GSP staff play a lead role throughout the development process to meet the needs of the project team as a requested resource.

The analysis of 2021 proposal found the GSP provided 34 projects at the Tier One level of support, seven projects at the Tier Two level of support, and 10 projects at Tier Three level of support. The level of support needed from the GSP is reflected in the size of the department, the capacity of department staff to search, write and submit grants, and often the level of collaboration between departments on project proposals. For example, the House of Correction (HOC) received a \$750,000 award to provide case management services to incarcerated parents. This was the HOC’s first grant award in recent years. HOC leaders partnered with the GSP and received Tier Three support.

Conversely, the Department of Health and Human Services (DHHS) has exceptional experience and success writing and submitting grants internally. The GSP provided Tier One support for 16 out of the 26 competitive proposals DHHS submitted in 2021.

Funding Sources

Proposals submitted by Milwaukee County departments were from four types of funding sources: federal (\$96,855,256),

GRANT DEVELOPMENT TIERS OF SUPPORT

Tier One Services

- **Conduct daily, weekly, and monthly grant searches** based on need and funding source.
- **Provide consultation** on the project idea and funder guidelines.
- **Review and provide feedback** on grant application.

Tier Two Services

- **Facilitate grant development meeting** with partner and stakeholder (assign roles, determine meeting cadence, and create project timeline).
- **Assist with writing**, researching and/or analyzing data for sections of the application.

Tier Three Services

All Tier Two services and:

- **Lead proposal writing.**
- **Facilitate multi-department grant development meeting** and ensure task completion by group members.

Proposals Submitted in 2021

Department	Proposals Submitted in 2021	Total Amount Requested
Administrative Services	3	\$1,186,933
Courts	3	\$950,000
Office of Emergency Management	3	\$1,204,701
Health and Human Services	26	\$40,009,112
House of Correction	1	\$750,000
Office on Equity	1	\$1,000,000
Parks	8	\$6,890,317
Transportation	3	\$60,383,900
Zoo	2	\$10,400,000
Total	51	\$122,775,023

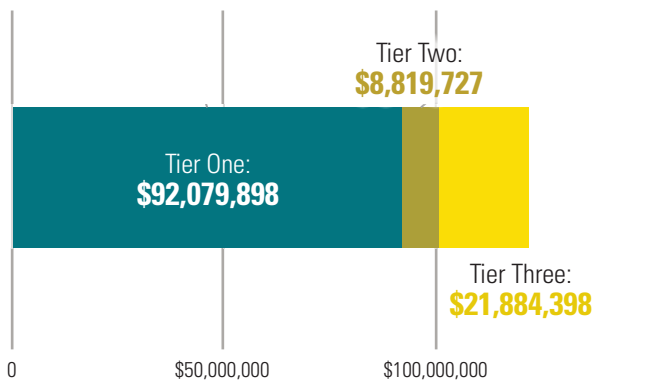
state (\$24,105,997), private/partner (\$1,813,771). In addition, 29 projects were new funding opportunities that Milwaukee County had not pursued in that past, totaling \$111,735,087 in requests (four significant projects are still pending).

Nine County departments submitted grant proposals in 2021. DHHS submitted 26 grant proposals totaling \$40,009,812 in requested revenue. The Parks Department also submitted a significant number of proposals totaling \$6,890,317. Other department such as the Zoo, House of Correction, Department of Transportation, Courts, Department of Administrative Services, and Office of African American Affairs (now Office on Equity) also submitted proposals in 2021.

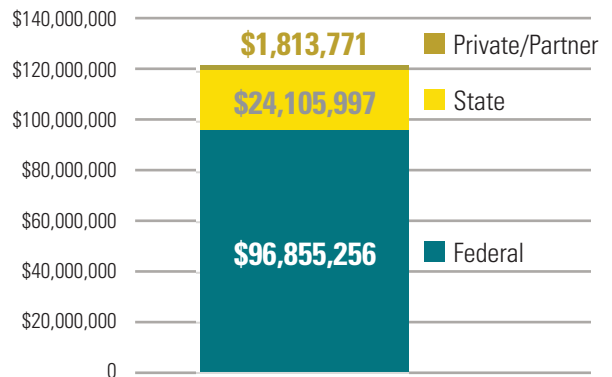
Outcome

Overall, Milwaukee County, in partnership with the GSP, has had significant success with grant development and securing additional resources that provide vital programming and services to our community. In 2021, 51 proposals were submitted by nine Milwaukee County departments. As of May 1, 2022, Milwaukee County has secured \$41,675,339 in revenue from 34 state, federal and a few private/partner grants. It is important to note that five significant proposals requesting \$61,188,295 in grant revenue are still pending, and 12 proposals requesting \$19,911,389 have been denied. Across Milwaukee County, proposal success remains high.

Revenue Requested by Tier of Support



Funding Sources for 2021 Proposals



SAMPLE PROJECTS

TIER ONE

**Department of Health
and Human Services
Behavioral Health Services
Greater Milwaukee
Foundation**

\$42,866
AWARDED

COVID-19 TELEHEALTH AND CONNECTIVITY FUNDING will allow Milwaukee County Behavioral Health Services to facilitate access to telehealth services for individuals with severe mental illness, high utilization rates of acute adult inpatient services, and under Wisconsin Statute 51.20 involuntary commitment for treatment. The target population are 30 individuals participating in the Assisted Outpatient Treatment Program funded by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) to enhance crisis treatment services for individuals unable to adhere to treatment and who cycle repeatedly from tenuous stability to psychiatric crisis. While telehealth has been a critical factor in helping behavioral health care address the COVID-19 pandemic that continues to have a devastating impact on the health of Milwaukee County residents, federal and/or state funds cannot be used to purchase devices for consumer use. Funding is also requested to collaborate on placement of phone-charging stations in community-based locations for use by consumers seeking primary care, behavioral health care, and crisis care.

TIER TWO

**Milwaukee County Zoo
Tourism Capital Grant,
State ARPA Funding**

\$3,500,000
AWARDED

ORIGINALLY DESIGNED IN THE 1980S, the Humboldt Penguin exhibit is viewable during all four seasons and welcomes guests upon arrival as the first animal habitat encountered when entering Milwaukee County Zoo grounds. The goal of the Humboldt Penguin exhibit project is to create an engaging, educational, and entertaining zoo entrance experience that inspires connection to nature and increases attendance and local tourism. This exhibit provides an opportunity to engage with this charismatic penguin species (and their zookeepers) and fulfill Milwaukee County Zoo's mission to "inspire public understanding, support, and participation in global conservation of animal species." The Humboldt Penguin exhibit is also the site of one of the Milwaukee County Zoo's most popular animal experience tours, "Wild Connections," which "meets" or "exceeds [the] expectations" of 97% of survey respondents.

TIER THREE

**House of Correction,
Office of Juvenile Justice and
Delinquency Prevention
FY2021 Second Chance Act
Addressing the Needs of
Incarcerated Parents
and Their Minor Children**

\$750,000
AWARDED

THE MILWAUKEE COUNTY HOUSE OF CORRECTION (HOC) proposes to develop and deliver a family centric program (FAM) to provide a safe, supportive environment for incarcerated parents to strengthen their relationships with their children. The FAM Services Program will design and open HOC child-friendly spaces for children who are visiting their incarcerated parents. Parallel to these facility changes, safety protocols and procedures will be integrated with a coordinated system of programs and services to support the needs of 50 incarcerated parents and their minor children. The services are designed to prevent violent crime, reduce recidivism and provide support for the children. The evidence-based services include effective parenting skills development, parent/child relationship engagement, healthy relationship education, family mediation, literacy education, college preparation and holistic family case management. FAM services also incorporate reentry and transitional services that focus on parental responsibility, including housing, nutrition, clothing, health insurance and legal. FAM builds on strong existing partnerships with the State of Wisconsin Department of Children and Families, Milwaukee Child Protective Services, Milwaukee County Youth and Family Services, The Center for Self-Sufficiency, University of Wisconsin Milwaukee Talent Search Program and University of Wisconsin Madison Division of Extension the Literacy Link.

ON THE COVER



MKE, WI

Artist: Rosy Petri

A series of gestural fabric portraits commissioned for display in the Milwaukee County Courthouse in 2020, "MKE, WI" represents the rich cultural diversity of Milwaukee County residents and serves as a reminder that we are all in this together.



**ONE COUNTY
ONE VISION**

By achieving racial equity, Milwaukee
is the **healthiest county in Wisconsin.**

county.milwaukee.gov/vision

APPENDIX C

FY21 Milwaukee County Submitted Grant Proposals

Managing Department	Request Amount	Award Status	Funder	Grant Name
Transportation	\$32,738,900	Pending	Federal Transit Administration	American Rescue Plan
Transportation	\$26,880,000	Pending	FTA	FY2021 Grants for Buses and Bus Facilities
Health & Human Services	\$8,410,244	Yes	U.S. Department of the Treasury	Emergency Rental Assistance Program (ERAP 2)
Health & Human Services	\$7,500,000	Yes	WI Department of Administration	Neighborhood Investment Fund
Zoo	\$6,900,000	Yes	Small Business Administration's Office of Disaster Assistance	Shuttered Venue Operators Grant
Health & Human Services	\$4,500,000	No	WI Department of Administration	Neighborhood Investment Fund
Parks	\$4,000,000	No	Federal Highway	RAISE
Zoo	\$3,500,000	Yes	WI Department of Administration	Tourism Capital Grant Program
Health & Human Services	\$3,127,911	Yes	HUD	Milwaukee County Shelter + Care/TRA (My Home Housing Program)
Health & Human Services	\$3,000,000	Yes	WI Department of Administration	Neighborhood Investment Fund
Health & Human Services	\$2,725,000	No	Substance Abuse and Mental Health Services Administration (SAMHSA)	FY 2021 Enhancement and Expansion of Treatment and Recovery Services for Adolescents, Transitional Aged Youth, and their Families
Health & Human Services	\$2,720,469	No	WI Department of Administration	Healthcare Infrastructure Capital Grant Program
Health & Human Services	\$2,000,000	Yes	SAMHSA	FY 2021 National Child Traumatic Stress Initiative – Category III Community Treatment and Service (CTS) Centers (Short Title` NCTSI - III)
Parks	\$1,436,663	No	State of Wisconsin DOA, DWD, and WEDC	Wisconsin Workforce Innovation Grant Program
Emergency Management	\$1,175,000	No	Department of Health and Human Services	Emergency Triage, Treat, and Transport (ET3) Model Medical Triage Line
Office on African American Affairs	\$1,000,000	No	Kellogg Foundation	Racial Equity 2030
Health & Human Services	\$1,000,000	Yes	OJJDP	Violence Prevention Reduction Program
Administrative Services	\$922,735	Yes	Department of Justice	JAG
Health & Human Services	\$895,031	Yes	HUD	Milwaukee County -DV-Bonus CoC

Managing Department	Request Amount	Award Status	Funder	Grant Name
Transportation	\$765,000	Pending	Federal Transit Administration	Areas of Persistent Poverty
Parks	\$750,000	No	US Environmental Protection Agency	US EPA State & Tribal Assistance Grant (STAG)
House of Correction	\$750,000	Yes	Office of Juvenile Justice and Delinquency Prevention	FY 2021 Second Chance Act Addressing the Needs of Incarcerated Parents and Their Minor Children
Health & Human Services	\$625,000	No	Substance Abuse and Mental Health Services Administration (SAMHSA)	FY 2021 Mental Health Awareness Training Grants (Short Title: MHAT)
Health & Human Services	\$600,000	Pending	US Department of Justice Office of Victims of Crime	OVC FY 2021 Housing Assistance Grants for Victims of Human Trafficking
Health & Human Services	\$587,256	Yes	HUD	Milwaukee County My Home RRH -FY 21 CoCR \$587,256
Courts	\$550,000	No	Bureau of Justice Assistance	Justice and Mental Health Collaboration Program
Health & Human Services	\$436,195	Yes	HUD	Milwaukee County -St. Anthony's -FY 21 CoCR
Courts	\$400,000	Yes	Wisconsin Department of Justice	Treatment Alternatives and Diversion
Health & Human Services	\$273,949	Yes	HUD	HUD
Health & Human Services	\$273,949	Yes	HUD	Milwaukee County/Mercy Housing SPC-FY21 CoCR \$273,949
Parks	\$249,999	No	DNR	Knowles-Nelson Stewardship local assistance grant program
Health & Human Services	\$204,395	Pending	Department of Justice, Bureau of Justice Assistance	FY 2021 Byrne Criminal Justice Innovation Program
Health & Human Services	\$200,000	Yes	Department of Health Services - Office of Resource Center Development	No Wrong Door COVID-19 Vaccine Access Supplemental Funding
Health & Human Services	\$200,000	Yes	Wisconsin Partnership Program (WPP), UW School of School of Medicine and Public Health	COVID-19 Response Grant Program Opportunity
Administrative Services	\$179,258	No	Public Service Commission of Wisconsin	Energy Innovation Grant
Parks	\$168,047	Yes	Milwaukee Metropolitan Sewerage District	2021 Green Infrastructure Partnership Program
Parks	\$166,589	Yes	Milwaukee Metropolitan Sewerage District	2021 Green Infrastructure Partnership Program
Health & Human Services	\$160,791	Yes	Wisconsin Department of Health Services	Expanding Access to COVID Vaccines Via the Aging Network

Managing Department	Request Amount	Award Status	Funder	Grant Name
Health & Human Services	\$120,000	Yes	US Department of Health and Human Services, Office of Minority Health	Advancing Health Literacy to Enhance Equitable Community Responses to COVID-19
Parks	\$116,269	Yes	Fund for Lake Michigan	Fund for Lake Michigan
Health & Human Services	\$103,900	Yes	HUD	Milwaukee County/Heartland Housing S+C FY 21-R CoCR \$103,900
Health & Human Services	\$101,078	Yes	DHS	ADRC COVID-19 Vaccination Community Outreach Grant
Health & Human Services	\$101,078	Yes	DHS	ADRC COVID-19 Vaccination Community Outreach Grant
Health & Human Services	\$100,000	Yes	WI Department of Health Services	Mobilizing Communities for a Just Response Grant Program
Administrative Services	\$85,000	Yes	WDNR	Urban Nonpoint Source & Storm Water Management Grant Program
Health & Human Services	\$42,866	Yes	Greater Milwaukee Foundation	Mental Health – Access to care and services to address trauma and mental health needs
Emergency Management	\$15,280	Yes	Wisconsin Emergency Management	Homeland Security Exercises 2020 - MRMC Full Scale Exercise
Emergency Management	\$6,640	Yes	Wisconsin Emergency Management	Homeland Security Exercises 2020 - MRMC Tabletop Exercise
Emergency Management	\$3,891	Yes	Wisconsin Emergency Management	Homeland Security Exercises 2020 - North Shore EOC Tabletop Exercise
Emergency Management	\$3,891	Yes	Wisconsin Emergency Management	Homeland Security Exercises 2020 - EAP Tabletop Exercise
Parks	\$2,750	Yes	DNR	SNOWMOBILE TRAIL REHABILITATION

APPENDIX D

2021 Grant Development Annual Report

Office of Strategy, Budget & Performance
Project Management Office



Division Structure

Designing the Division

OUR FOCUS

- Amplify current grant writing and implementation efforts
- Provide targeted grant development support to increase success
- Standardize the quality and content of proposals
- Develop special project and grant project tools
- Focus efforts on how grant and special projects move Milwaukee County forward in achieving racial equity and becoming the healthiest county in Wisconsin



Division Goals and Functions

1. Establish model grant development and implementation systems in Milwaukee County.

Function A: Track, monitor and report Milwaukee County competitive grant applications

Function B: Uphold grant development and application best practices

2. Increase the capacity of Milwaukee County agencies to compete for grant revenue.

Function C: Maintain a toolbox of grant resources

Function D: Facilitate professional development to build staff capacity

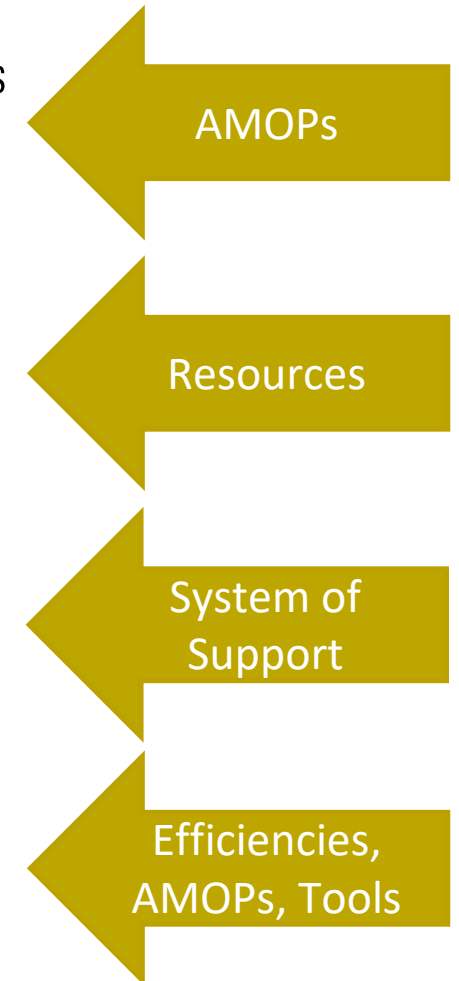
3. Cultivate grant and special project activity across Milwaukee County in 2021.

Function E: Conduct grant searches

Function F: Facilitate and support the work of grant teams following tiered model

Function G: Guide the grant acceptance process

Function H: Support post-award grant and special project activities and monitoring



Targeted Grant Support

What does this mean?

- Research and disseminate grant opportunities aligned with County priorities
- Contribute to writing, research and evaluation
- Provide timelines, templates, and technical support for grant writing
- Lead and coordinate county-wide development teams
- Implement a tiered system of support
- Create toolkit of resources, narratives and data library, tools
- Manage DUNS/UEI numbers
- Track grant application status



Tiers of Support

A model to maximize division resources to enhance and expand current grant application efforts.

Tier One: Universal Support

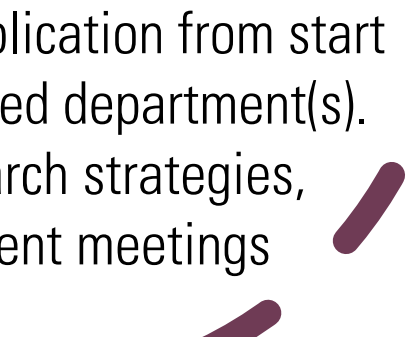
Universal support is provided to every County department interested in pursuing competitive grant funding. Support includes tracking proposals, conducting grant searches, building staff capacity, proofreading and editing, consulting and providing toolbox access.

Tier Two: Collaborative Support

Grant staff play a participatory role throughout the development process to meet the needs of the project team. Staff participate in development and provide research, written narrative, budget and submittal support.

Tier Three: Lead Support

Grant staff lead the development of the grant application from start to finish under the content expertise of the involved department(s). Staff may write narrative, develop budgets, research strategies, submit the proposal, and facilitate multi-department meetings and timelines.



Grant Development Activity

Grant Development Summary Data

This data represents the collaborative work of nine Milwaukee County departments and dozens of subject matter project teams who focused their efforts to secure additional revenue and resource for Milwaukee County.

51
COMPETITIVE GRANTS

In 2021 Milwaukee County applied for **51 competitive grants** across all departments for a total of **\$122,775,023** requested dollars.

\$122,775,023
REQUESTED

Those efforts resulted in

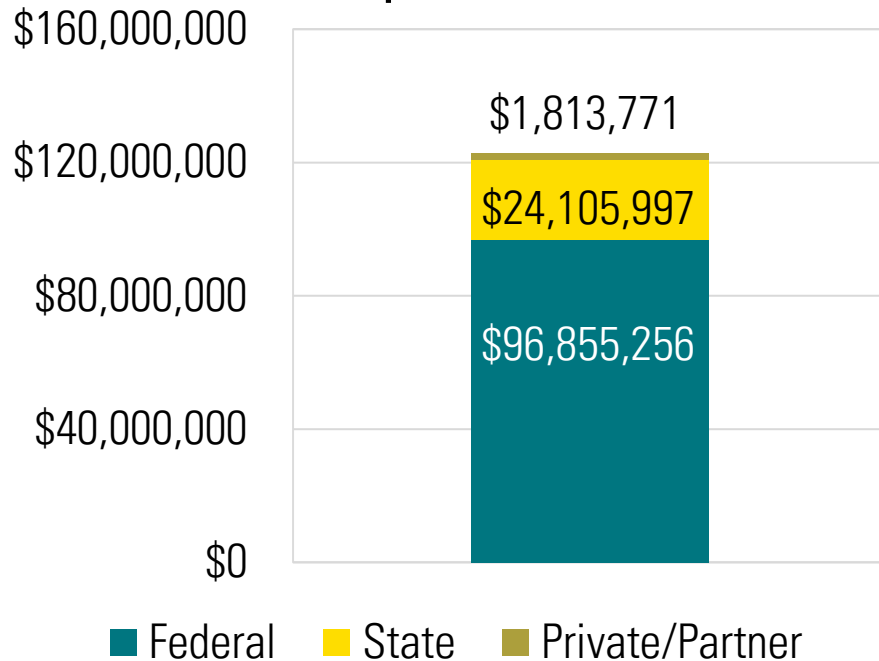
\$41,675,339 REVENUE
SECURED



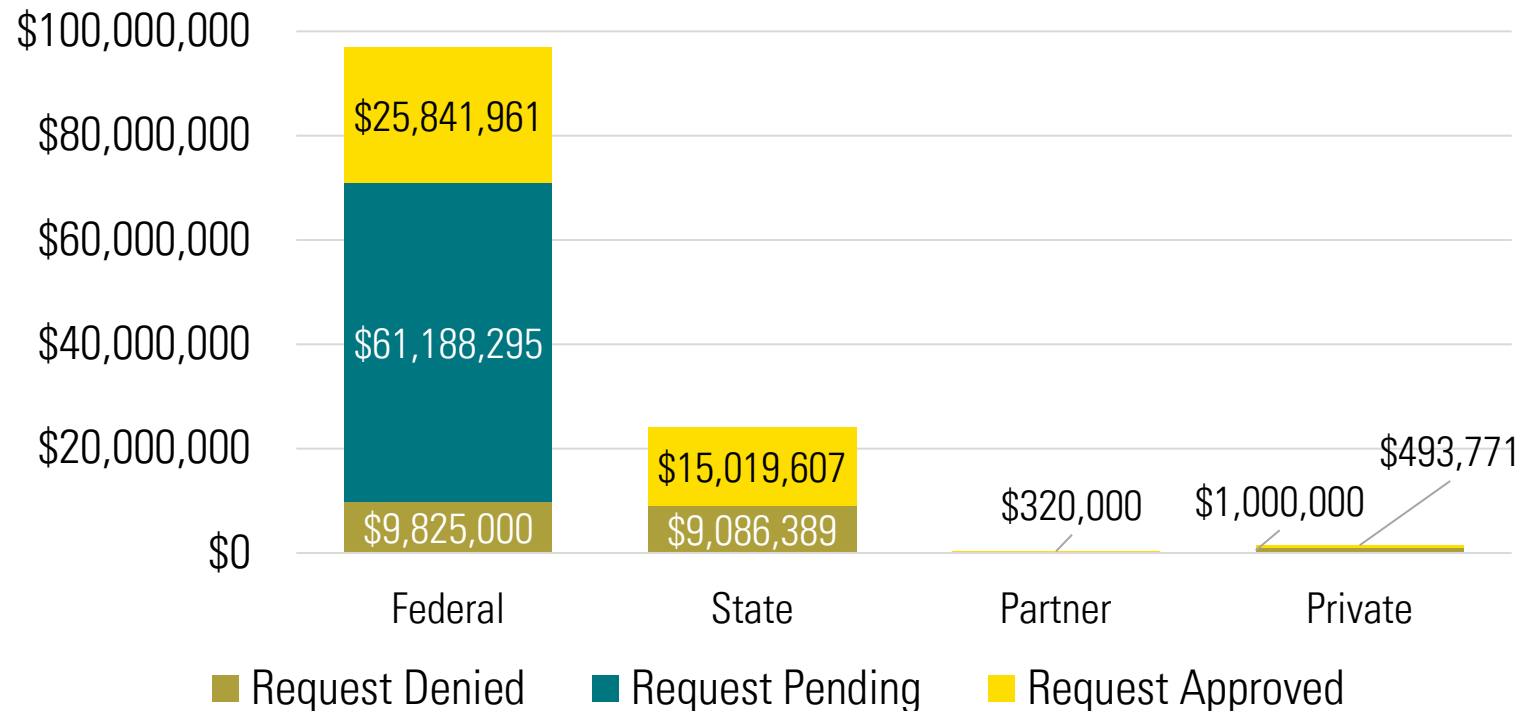
Proposal Overview

Grant proposals ranged in size from \$2,750 to \$32,738,900. The County pursued federal, state, and private or partnership grant opportunities, including 29 new opportunities that had not previously been pursued, totaling \$111.7M.

Funding Sources for 2021 Proposals



Status of Funding Sources for 2021 Grants



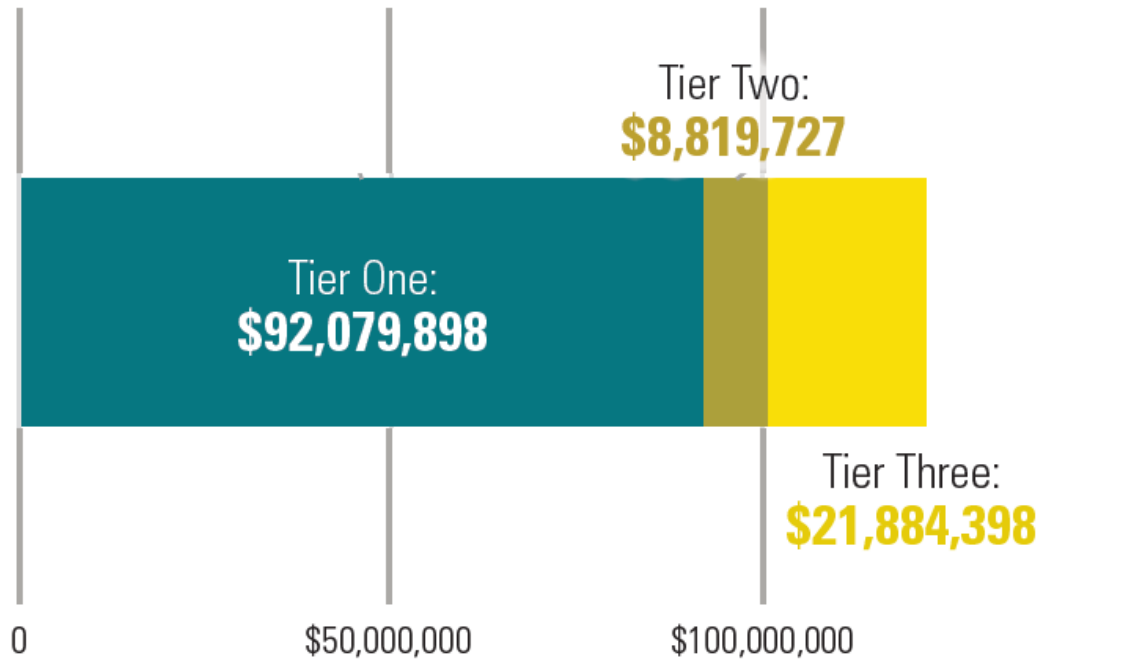
Department Leadership

Department	Proposals Submitted in 2021	Total Amount Requested
Administrative Services	3	\$1,186,933
Courts	3	\$950,000
Office of Emergency Management	3	\$1,204,701
Health and Human Services	26	\$40,009,112
House of Corrections	1	\$750,000
Office on Equity	1	\$1,000,000
Parks	8	\$6,890,317
Transportation	3	\$60,383,900
Zoo	2	\$10,400,000
Total	51	\$122,775,023

Tier of Support

The division provided varying intensity of support based on the needs of departments and capacity of the grant team to effectively pursue competitive grants.

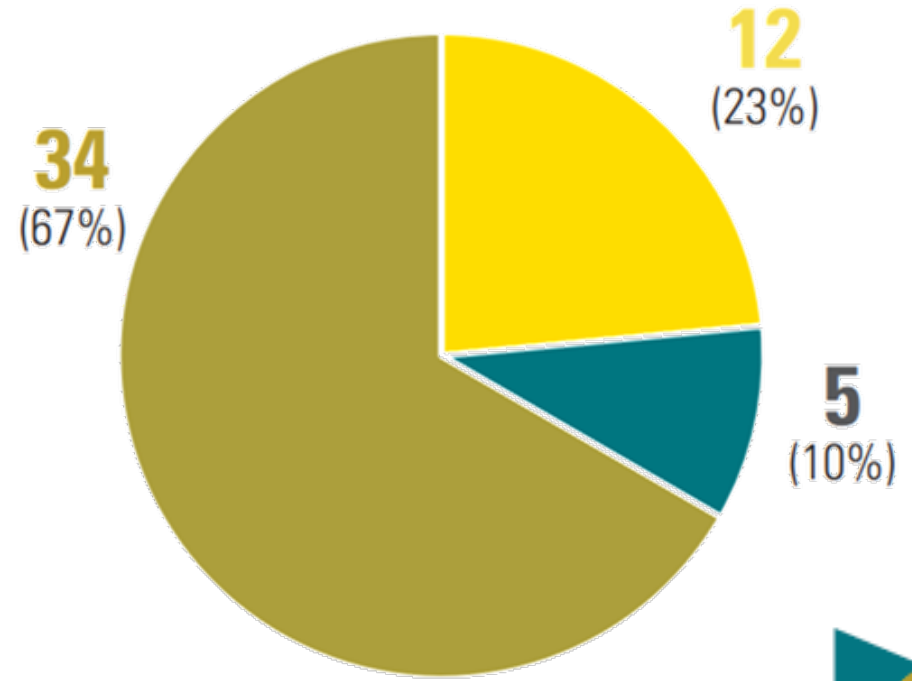
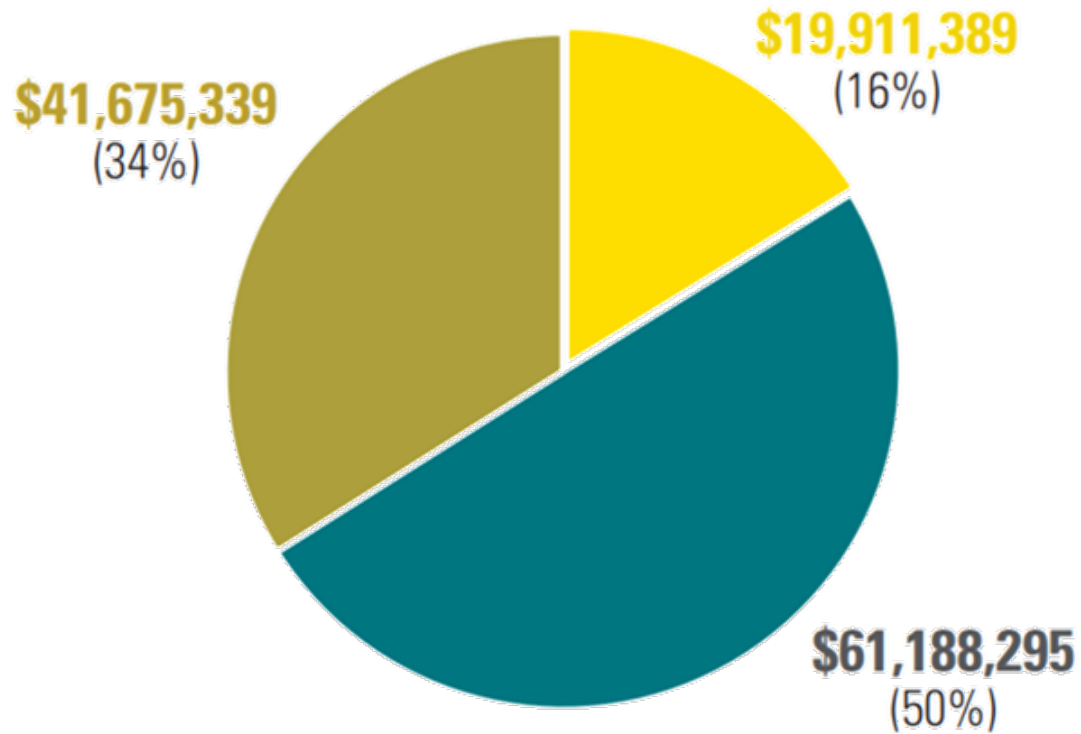
Request Amount by Tier of Support



Number of Projects Supported by Tier



Status of 2021 Submitted Proposals



■ Request Denied

■ Request Pending

■ Request Approved



Strategic Alignment

Of the 51 proposals submitted on behalf of Milwaukee County, all were designed to advance one or more of Milwaukee County's strategic pillars.



Majority of the County's proposals focused on investing in upstream services while also supporting the immediate needs of the community amidst the pandemic.



Project Spotlight

TIER ONE

Department of Health
and Human Services
Behavioral Health Services
Greater Milwaukee
Foundation

\$42,866
AWARDED

TIER TWO

Milwaukee County Zoo
Tourism Capital Grant,
State ARPA Funding

\$3,500,000
AWARDED

TIER THREE

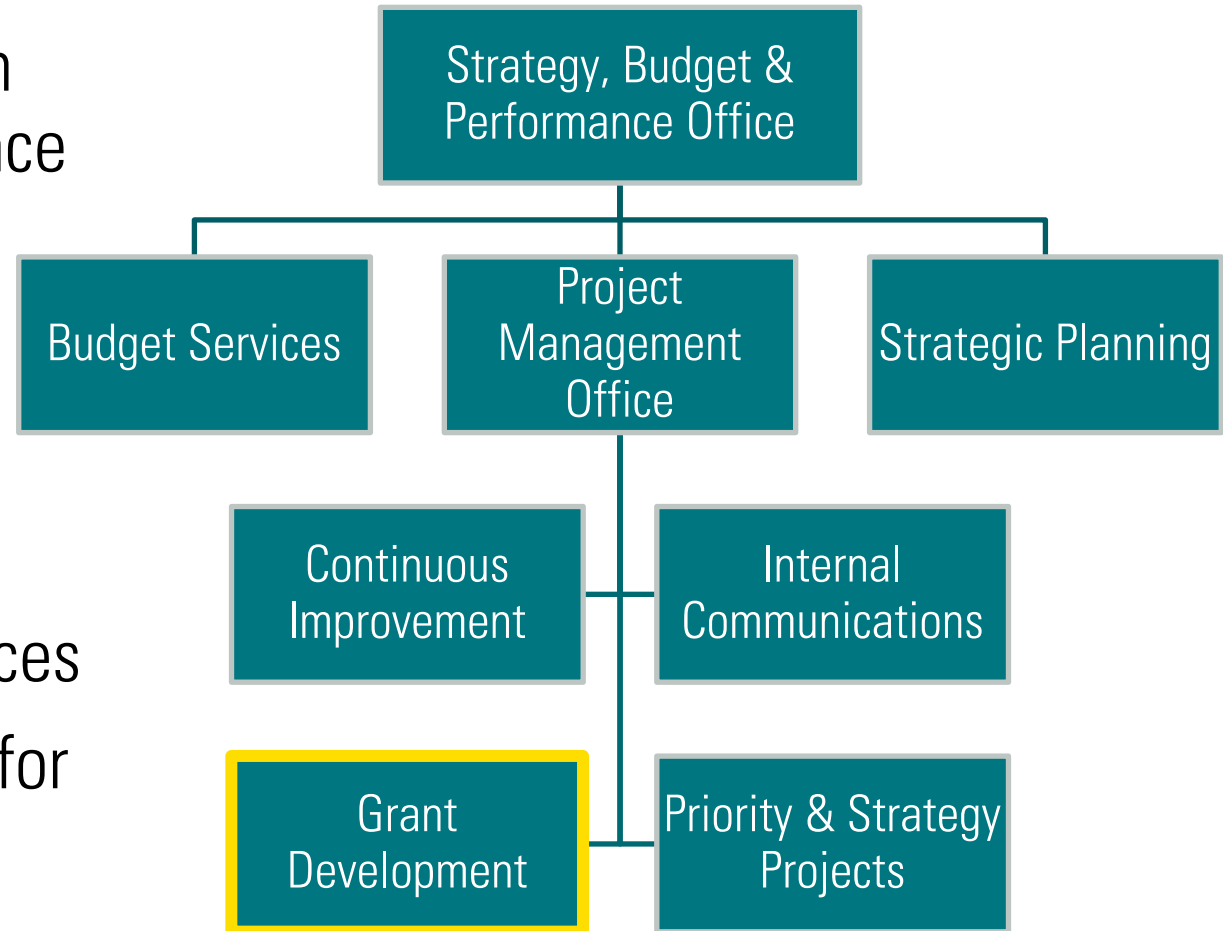
House of Correction,
Office of Juvenile Justice and
Delinquency Prevention
FY2021 Second Chance Act
Addressing the Needs of
Incarcerated Parents
and Their Minor Children

\$750,000
AWARDED

Project Management Office (PMO)

Grant development support will continue in 2022 within the PMO. The team will enhance support and focus on:

- Building grant capacity of the workforce
- Measuring grant program outcomes
- Removing barriers to seeking new grants
- Strengthening available tools and resources
- Developing and managing funding plans for priority or strategy projects





**MILWAUKEE
COUNTY**