

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

**Date:** September 21, 2021  
**To:** Milwaukee County ARPA Task Force  
**From:** ARPA Task Force Member Ashley Adsit  
**Subject:** Update on Planning for Service Area Subgroups  
**File Type:** Informational Report

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**REQUEST**

This report is intended to provide an update on the initial steps necessary to launch the review and recommendation process for American Rescue Plan Act (ARPA) funding allocations that was approved during the Milwaukee County ARPA Task Force Meeting on September 2, 2021.

**POLICY**

Milwaukee County Board file 21-555: “A resolution to create a Task Force to review and recommend funding allocations to the Milwaukee County Board of Supervisors for monies received by the County in the Federal American Rescue Plan Act of 2021”

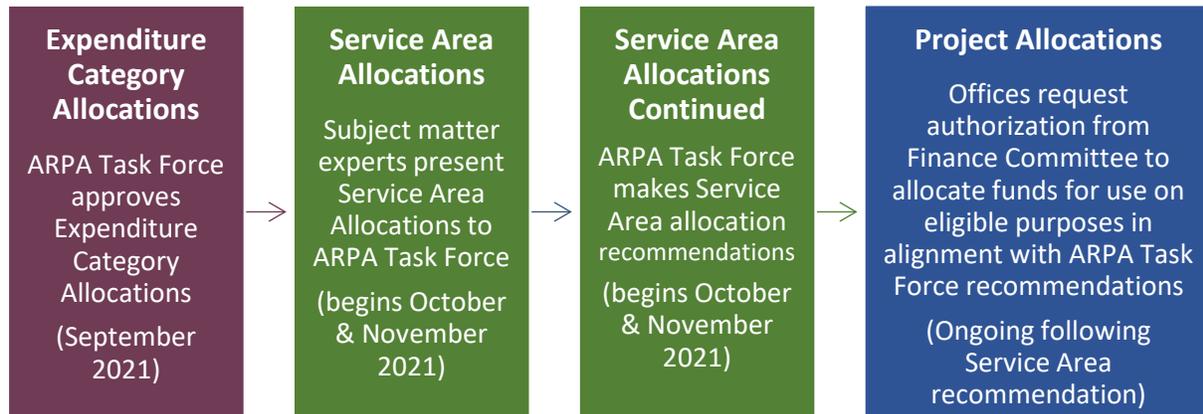
**BACKGROUND**

On September 2, 2021, the ARPA Task Force approved ARPA Expenditure Categories (Table A) and a process for reviewing and recommending ARPA funding allocations (Diagram A). This report serves to demonstrate the immediate next steps underway to ensure the Service Area Subgroups involved in this process are assembled and prepared for their critical role.

**Table A: Milwaukee County ARPA Expenditure Categories**

<b>Category</b>	<b>% of ARPA</b>	<b>Total Allocation</b>	<b>Purpose</b>
Revenue Loss Recovery	63%	\$115,728,599	Use funds to provide government services to the extent of the reduction in revenue experienced due to the pandemic.
Community Support Programs	20%	\$36,739,238	Respond to economic harms to workers, families, small businesses, impacted industries, and the public sector.
COVID-19 Mitigation	13%	\$23,880,505	Fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff.
Fund Administration	4%	\$7,347,848	Manage and coordinate use of ARPA funds to ensure strong programmatic and fiscal accountability, timely reporting, and alignment with supplementary funding.

**Diagram A: Process and Timeline for Task Force Recommendations and Fund Authorization**



With direction from the September 2, 2021 ARPA Task Force meeting, the Grants & Special Projects Division has identified the following items for immediate attention:

1. **Subgroup Charter** – The document will outline a standard for subgroup membership as well as the responsibilities of the lead facilitator and members. A draft of this document for the Community Support Programs expenditure category is included in Appendix A of this report.
2. **Service Area Criteria Rubric** – This tool will standardize the application of ARPA criteria as service area subgroups research and assess strategies for recommendation to the task force. Members will use the tool to objectively review proposed ideas from internal and external source for alignment with approved criteria, ARPA allowable uses guidance, and feasibility of implementation during the deliberation period. Projects that meet 90% of criteria and address an urgent community need should be prioritized and presented to the ARPA Task Force.
3. **Subgroup Recommendation Memo** – A standard memo template is in development and will be provided to the service area subgroups. The memo will be used by subgroup leaders to propose a portfolio of projects for ARPA Task Force recommendation at a scheduled meeting. Subgroups will use the memo template to A) define the local challenge that each strategy addresses, B) demonstrate alignment with ARPA Task Force approved criteria, and C) detail the expected outcome of each investment. Recommendations are expected to be made throughout the allocation period (ending 12/31/2024).

As the subgroups form over the next month, lead facilitators will be confirmed and orientated on their role. It is anticipated that the following offices and departments will lead the service area subgroups through this recommendation process, following the framework outlined in the subgroup charter.

**Table B: Service Area Subgroup Leadership**

<b>Service Area Subgroup</b>	<b>Lead Facilitator</b>
Revenue Loss Recovery	Office of Performance, Strategy & Budget (PSB) and Office of the Comptroller
Community Support: Household Assistance	Department of Health & Human Services
Community Support: Mental & Behavioral Health	Department of Health & Human Services
Community Support: Other Social Determinants of Health	Department of Health & Human Services
COVID-19 Mitigation	PSB with the Office of Emergency Management and reopening task force
Fund Administration	PSB and Grants & Special Projects Division

The subgroups will rely on a variety of inputs to inform their prioritization of projects, including, but not limited to:

- local and organizational data
- community engagement data and input
- consultation with community partners and consumers
- research on evidence-based practices
- program implementation experience and data

This data is expected to be reviewed and considered on a regular basis as a meeting cadence is set by each subgroup (monthly minimally). Patience is encouraged as subgroups explore opportunities and identify those with the highest likelihood of successfully helping Milwaukee County recover from the impacts of the pandemic and improve its fiscal health.

Upon ARPA Task Force recommendations for service area allocations, administrative staff will follow protocol to request authorization from Finance Committee to allocate funds. This process will be repeated minimally every six months or more frequently as needed until all funds have been allocated.

**ALIGNMENT TO STRATEGIC PLAN**

Describe how the item aligns to the objectives in the [strategic plan](#):

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 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

**RECOMMENDATION**

This is an informational item.

**FISCAL EFFECT**

N/A

**TERMS**

The term of the ARPA Task Force began on July 13, 2021. The Task Force will endure until all of the ARPA monies are fully allocated.

**VIRTUAL MEETING INVITES**

N/A

**PREPARED BY:**

ARPA Task Force Member Ashley Adsit

**APPROVED BY:**

N/A

**ATTACHMENTS:**

N/A

# APPENDIX A



## Milwaukee County American Rescue Plan Act Aid Community Support Service Area Subgroup Charter

### Background

On September 2, 2021, the Milwaukee County American Rescue Plan Act (ARPA) Task Force approved [expenditure categories](#) as well as a [process to review and recommend](#) funding allocations for consideration by the Milwaukee County Board of Supervisors. With expenditure category allocations in place, service area subgroups will be established to generate project recommendations to the ARPA Task Force.

### Description

Service area subgroup members will collaborate to make subject matter, equity-based spending and investment recommendations that will maximize the positive impact of ARPA funds in Milwaukee County. Subgroups will use local and organizational data, community input, partner consultation, and/or research on evidence-based practices for their service area focus. Criteria for reviewing internal and external project ideas will be provided, in alignment the published U.S. Department of Treasury guidance and guiding principles established by the ARPA Task Force. Recommendations will be made by the subgroup through 2024.

### Goals

1. Develop a portfolio of priority strategies that provide targeted benefits and measurable outcomes.
2. Communicate the immediate needs and other considerations of the service area as related to the strategic investment of the one-time, limited term ARPA resources to the task force.
3. Align recommendations with upstream evidence-based interventions and solutions by applying a rubric of proposal criteria approved by the ARPA Task Force.
4. Ensure that all proposed projects and services have a clear racial and health equity lens.

### Membership

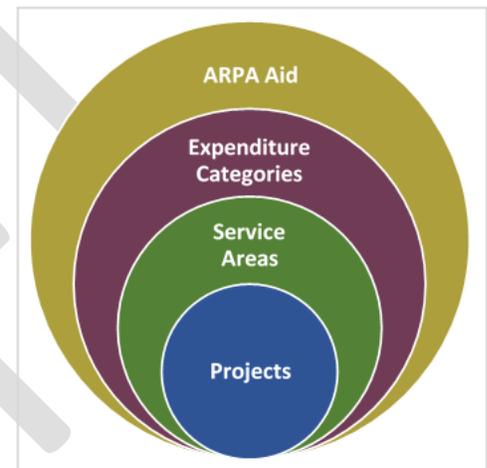
There will be between five to seven members in each subgroup, consisting of at least:

- Two Milwaukee County staff members with expertise and experience in the subject matter;
- One community member who is directly affected by the service area (e.g. consumer); and
- One community partner/stakeholder who has developed expertise in the subject matter and does not stand to personally benefit from the recommendations, directly or indirectly.

### Member Responsibilities

- Balance the immediate needs of the community with the limited term nature of ARPA funds and long-term goals of Milwaukee County within the subgroup's discussions and recommendations

Diagram A: Illustration of Terms



- Explore and use local and organizational data, community input, partner consultation, and/or research on evidence-based practices for their service to inform the group's recommendations
- Ensure that recommended projects and services are informed by community input
- Maintain focus on the total amount allocated within the expenditure category to making the most strategic recommendations possible
- Report the subgroup's recommendations periodically to the ARPA Task Force
- Support department representatives in requesting fund authorization by Finance Committee

#### **Subgroup Lead Responsibilities**

- Recruit and sustain members
- Determine meeting cadence and ensure regular meetings occur with a quorum
- Maintain consistent communication with and among subgroup members
- Document the subgroup's process and the decisions regarding recommendations, including providing all necessary supportive information
- Identify an individual to present recommendations to the ARPA Task Force

#### **Member Benefits**

- Explore innovative approaches to problem-solving within and across subject matter areas
- Contribute to effective projects and services that measurably reduce racial and health disparities
- Participate in an inclusive and transparent approach to decision-making with community input

#### **Meeting Cadence**

The ARPA subgroups will meet regularly until all Community Support funds have been allocated by December 31, 2024.

### **Milwaukee County ARPA Subgroups**

**Household Assistance:** Respond to economic harms to workers and families. Recommended projects must follow ARPA guidelines and may include expenditures related to: Food Programs; Rent, Mortgage, and Utility Aid; Cash Transfers; Internet Access Programs; Eviction Prevention; Unemployment Benefits or Cash Assistance to Unemployed Workers; Housing Support: Affordable Housing; and, Housing Support: Services for Unhoused Persons.

**Mental & Behavioral Health:** Support public health response to the pandemic. Leverage the existing behavioral health (mental health and substance use) services that Milwaukee County administers to integrate targeted services. Recommended projects must follow ARPA guidelines and may include expenditures related to: Mental Health Services; Substance Use Services; and, Other Public Health Services.

**Other Social Determinants of Health:** Build a strong and stable system of support for Milwaukee County residents to help communities recover from the effects of the COVID-19 pandemic. Recommended projects must follow ARPA guidelines and may include expenditures related to: Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives); Small Business Economic Assistance; Aid to Nonprofit Organizations; Aid to Other Impacted Industries; Healthy Childhood Environments: Home Visiting; Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System; Social Determinants of Health: Community Health Workers or Benefits Navigators; Social Determinants of Health: Community Violence Interventions; Clean Water; Drinking Water; and, Broadband.