

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

**Date:** September 2, 2022

**To:** Milwaukee County ARPA Task Force

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

**Subject:** ARPA Expenditure Category Reallocations

**File Type:** Action Report

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**REQUEST**

Requesting approval of American Rescue Plan Act (ARPA) expenditure category reallocations based on current and projected allocation progress.

**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 and a process for reviewing and recommending ARPA funding allocations. Milwaukee County expenditure category allocations were approved for ARPA Task Force recommendation by major expense category including:

**Table A: Milwaukee County Expenditure Category Allocations Approved on 9/2/21**

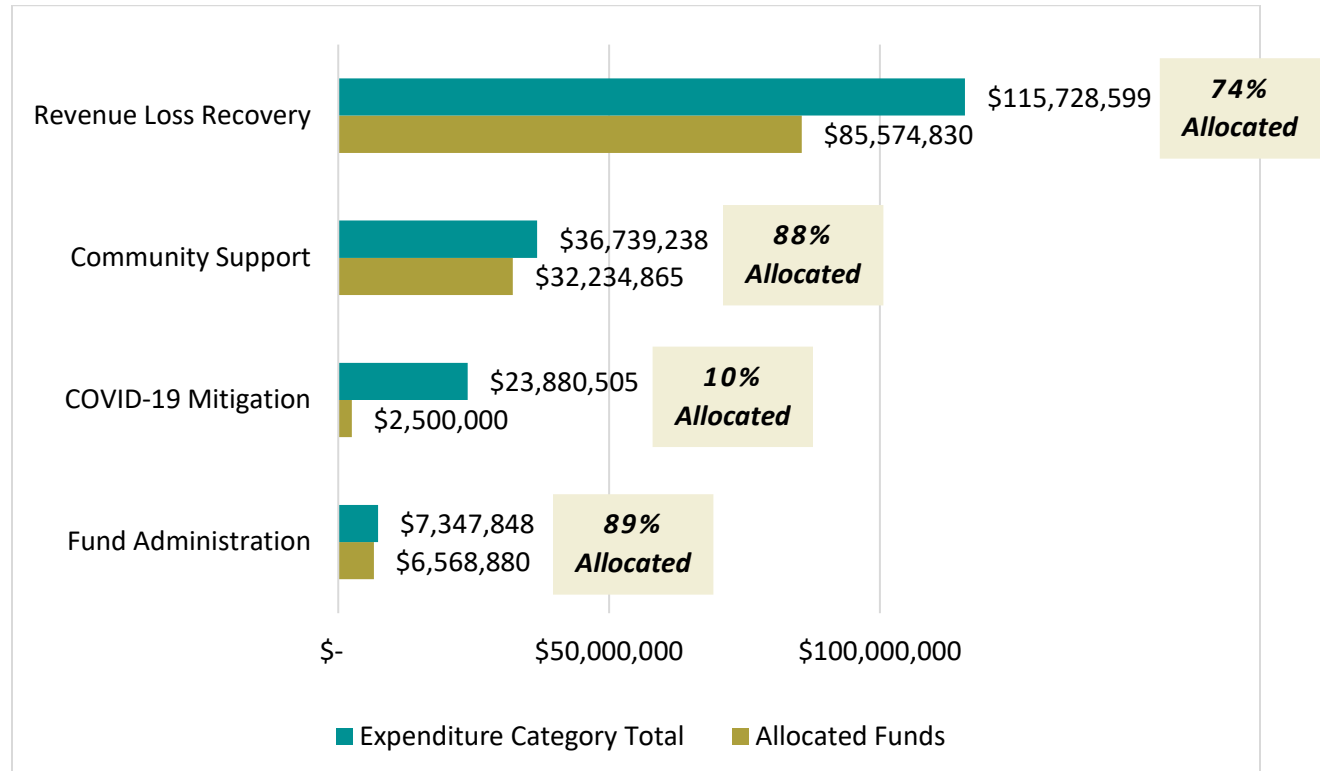
Expenditure Category	Initial Allocation	Percent of ARPA funds
Revenue Loss	\$115,728,599	63%
Community Support	\$36,739,238	20%
COVID-19 Mitigation	\$23,880,505	13%
Administration	\$7,347,848	4%
Total:	\$183,696,190	100%

Expenditure categories represent allowable uses of ARPA funds per federal guidance, strategic alignment with Milwaukee County goals, and awareness of the County’s [fiscal position](#), community needs and challenges. Upon approval of expenditure category allocations, the ARPA Task proceeded with a process to make service area-level allocations that align with the purpose of each category.

## Allocation Progress

To date, 69% or \$126,878,576 of Milwaukee County's ARPA funds have been allocated as demonstrated on the [ARPA Allocation website and dashboard](#).

**Chart A: Milwaukee County Expenditure Category Allocation Progress as of 8/31/22**



**Revenue Loss Recovery.** The Revenue Loss Recovery Subgroup successfully facilitated two rounds of the Fiscal Health Project Challenge to improve Milwaukee County's fiscal position through cost savings, revenue generation, and operational improvements. The Revenue Loss Recovery subgroup has since transitioned to assess and recommend capital project expenses that will support the County's fiscal health. The projects proposed for ARPA Task Force recommendation on 9/8/22 are represented in Table B below. For more information on this subgroup, please view the [Revenue Loss Recovery website](#).

**Community Support.** The Community Support subgroups focusing on Household Assistance, Mental & Behavioral Health, and Other Social Determinants of Health (SDoH) continue to meet monthly to review 1) new project submissions, 2) full proposals of requested projects, and 3) projects that have been placed on hold. In addition to the projects that are awaiting ARPA Task Force or Milwaukee County Board of Supervisors approval as represented in Table B, 14 projects have been invited to submit a full proposal, totaling \$10,444,178 (Attachment C).

Due to the quantity of high-quality projects currently in the pipeline and the limited remaining ARPA funds, administration proposes to close the project submittal window and entertain projects that have been received by 9/30/22. The County will communicate this update to the public and keep the resident priority ranking survey open indefinitely while projects continue to be weighed by subgroups. For more information on this subgroup, please view the [Community Support Programs website](#).

**Table B: Allocation Progress with Projects Awaiting Approval as of 8/31/22**

Expenditure Category	Projects Pending ARPA Task Force Approval	Projects Pending County Board Approval	Projects with Full Funding Approval	Remaining Amount
Revenue Loss	\$36,219,831	\$2,000,000	\$85,574,830	(\$8,066,062)
Community Support	\$2,765,629	\$0	\$32,234,865	\$1,738,744
COVID-19 Mitigation	\$0	\$0	\$2,500,000	\$21,380,505
Fund Administration	\$0	\$0	\$6,568,880	\$778,968
<b>Total:</b>	<b>\$38,901,472</b>	<b>\$2,000,000</b>	<b>\$126,878,576</b>	<b>\$35,916,142</b>

**COVID-19 Mitigation.** The COVID-19 Mitigation Subgroup continues to meet regularly to review projects and evaluate the most efficient way to approve project submissions. The subgroup continues to review membership that aligns with the COVID-19 Mitigation Charter. As of August 4, 2022, the subgroup has reviewed 21 requests for COVID-19 mitigation funds and approved \$1,877,412 in expenses of the \$2,500,000 COVID-19 Mitigation allocation approved by the Milwaukee County Board of Supervisors. Milwaukee County will continue to explore use of FEMA funds for eligible expenses prior to using ARPA funds.

**Fund Administration.** The Fund Administration Subgroup continues to meet monthly to discuss the following topics and related funding requests: Community Support Subgroup Progress, Community Engagement, Fiscal Tracking, Program and Fund Evaluation, Treasury Reporting, and Federal, State & Local Collaboration. On behalf of Milwaukee County, the Office of Strategy, Budget, and Performance submitted the quarterly Performance & Expenditure State and Local Fiscal Recovery Funds Report (Attachment A) and [Annual Recovery Plan Performance Report](#). The following table demonstrates the community priorities submitted through the Milwaukee County public webpage (Appendix B). Total Cumulative Expenditures at the time of the quarterly report equated \$95,596.80.

#### **Reallocation Recommendation**

In response to limited spending in the COVID-19 Mitigation expenditure category, administration recommends reallocating \$18,380,505 of COVID-19 Mitigation funds to the other three categories.

**Table C: Recommended Reallocation ARPA Funds**

Category	Initial Allocation	Variance	Recommended Revised Allocation	Notes
Revenue Loss	\$115,728,599	\$14,204,404	\$129,933,003	77% of reallocated amount
Community Support	\$36,739,238	\$3,676,101	\$40,415,339	20% of reallocated amount
COVID-19 Mitigation	\$23,880,505	(\$18,380,505)	\$5,500,000	77% reduction to category
Administration	\$7,347,848	\$500,000	\$7,847,848	3% of reallocated amount
Total	\$183,696,190	\$0	\$183,696,190	

Reallocating funds as outlined in Table C will allow Milwaukee County to continue to make important investments in the organization's fiscal health and direct community services focused on pandemic recovery. At this time, it is projected that \$5,500,000 will be sufficient to accommodate COVID-19 mitigation expenses that are not FEMA eligible through 2024. The initial allocation of \$23.8 million for COVID-19 mitigation was developed with consideration of expenditure patterns in 2020 and 2021. Since that timeline, spending on COVID-19 mitigation items has been reduced. In addition, the County is applying for FEMA reimbursement where eligible for COVID-19 expenditure needs which further reduces the need to dedicate ARPA funding to these costs. The additional funds will allow expenditure categories to achieve the following impactful goals:

- **Revenue Loss Recovery:** Use funds to provide government services to the extent of the reduction in revenue experienced due to the pandemic, with a focus on fiscal health and sustainability.
- **Community Support:** Recommend additional proposals that are in the pipeline for funding that have been ranked as high priority.
- **Fund Administration:** Respond to new U.S. Department of the Treasury guidance that will allow jurisdictions to obligate payroll costs to ensure continuation of services through 2026.

#### **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**

Approve the proposed expenditure category reallocations detailed in this 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:**

Ashley Adsit, Project Management Office Director

**APPROVED BY:**

N/A

**ATTACHMENTS:**

Attachment A: Quarterly Performance & Expenditure State and Local Fiscal Recovery Funds Report

Attachment B: Milwaukee County ARPA Community Engagement Feedback

Attachment C: Projects Invited for Full Proposal

Attachment D: Projects Pending Subgroup Review

Attachment E: Projects with Full Fund Authorization

Attachment F: ARPA Task Force Reallocation Presentation

**Attachment A:**  
**Quarterly Performance & Expenditure State  
and Local Fiscal Recovery Funds Report**

# SLFRF Compliance Report - SLT-0577-P&E Report Q2 2022

## Report Period : Quarter 2 2022 (April-June)

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### Recipient Profile

#### Recipient Information

Recipient UEI	F8GRJ6J3GV28
Recipient TIN	396005720
Recipient Legal Entity Name	Milwaukee County, Wisconsin
Recipient Type	Metro City or County
FAIN	
CFDA No./Assistance Listing	
Recipient Address	901 N. 9th Street
Recipient Address 2	
Recipient Address 3	
Recipient City	Milwaukee
Recipient State/Territory	WI
Recipient Zip5	53233
Recipient Zip+4	
Recipient Reporting Tier	Tier 1. States, U.S. territories, metropolitan cities and counties with a population that exceeds 250,000 residents
Discrepancies Explanation	
Who approves the budget in your jurisdiction?	Legislature + Executive
Is your budget considered executed at the point of obligation?	No
Is the Recipient Registered in SAM.Gov?	Yes

## Project Overview

Does your jurisdiction have projects to report as of this reporting period?	
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### Project Name: Flexible Housing Subsidy Pool (Rent, Mortgage, Utility Aid)

Project Identification Number	1AR02AR202
Project Expenditure Category	2-Negative Economic Impacts
Project Expenditure Subcategory	2.2-Household Assistance: Rent, Mortgage, and Utility Aid
Status To Completion	Completed less than 50%
Adopted Budget	\$1,500,000.00
Total Cumulative Obligations	\$163,596.80
Total Cumulative Expenditures	\$95,596.80
Current Period Obligations	\$54,810.00
Current Period Expenditures	\$54,810.00
Project Description	The Flexible Housing Subsidy Pool will provide flexible housing subsidies to address residents in need of emergency assistance. Eligible recipients include individuals or families dealing with homelessness, are precariously housed, or do not have a lease and are at-risk of becoming homeless. Currently, neither of these populations are eligible for emergency rental assistance through funding. The model allows families to access money for rent and housing-related needs either to prevent their homelessness. Milwaukee County is using a Housing First philosophy for prevention and housing programs, and most frequently uses a Rapid Rehousing model for families.
Please identify the dollar amount of the total project spending that is allocated towards evidence-based interventions	\$61,596.80
Is a program evaluation of the project being conducted?	Yes
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	4 Imp HHs that experienced increased food or housing insecurity
Secondary Impacted and/or Disproportionately Impacted populations	5 Imp HHs that qualify for certain federal programs
Is a program evaluation of the project being conducted?	Yes
Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	An increase in flexible rent assistance has become more important during the COVID-19 pandemic. The flexible rental assistance will provide emergency housing funds to keep individuals and families housed, while seeking stable housing. By providing immediate permanent housing options through the Housing First philosophy, other services can be offered to individuals during the housing process.
	Housing is one of the main social determinates of health and the Milwaukee community has declared a shortage of affordable housing amid the COVID-19 pandemic. Data shows that approximately 75% of those being served in

Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	homeless and eviction prevention programs are African-American households. This program adheres to the Housing First philosophy to provide immediate housing access and offer voluntary services once individuals are housed which has reduced homelessness by almost 50% since 2015.
Number of households served (by program if recipient establishes multiple separate household assistance programs)	49

### Project Name: Credible Messenger Program

Project Identification Number	1AR05AR111
Project Expenditure Category	1-Public Health
Project Expenditure Subcategory	1.11-Community Violence Interventions
Status To Completion	Completed less than 50%
Adopted Budget	\$1,201,200.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	<p>Violence among youth in the United States is a public health crisis and there has been an increase in youth activities related to gun violence, group-based violence and auto thefts. The COVID-19 pandemic has exacerbated the inequities across all social determinates of health and specifically impact justice involved youth and their families. The Credible Messenger program works with youth in the justice system, as well as youth referred from law enforcement who are engaging in high-risk activities. The Credible Messengers are individuals with lived experience who live in the same communities in which our youth live. The Credible Messengers engage the youth in mentoring and supportive activities seven days a week and are available 24 hours a day for crisis response. This program helps to target and engage youth to develop and maintain positive community connections, expand access to and knowledge of community-based services and engage youth in transformative mentoring to promote community safety. There are five community-based agencies engaged in this work in 2022 and the goal is to expand the work of these agencies moving forward to be able to engage more youth.</p>
Please identify the dollar amount of the total project spending that is allocated towards evidence-based interventions	\$0.00
Is a program evaluation of the project being conducted?	Yes
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	2 Imp Low or moderate income HHs or populations
Secondary Impacted and/or Disproportionately Impacted populations	5 Imp HHs that qualify for certain federal programs
Tertiary Impacted and/or Disproportionately Impacted populations	14 Dis Imp Low income HHs and populations

Is a program evaluation of the project being conducted?	Yes
Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	The Credible Messenger Program (CMP) includes five, community-based agencies trained in the Credible Messenger (CM) model. Goals and outcomes include: Youth will not receive any new charges, while receiving service. Youth engaged in a positive pro-social activity and with a positive, pro-social person, while in the program and upon completion. Youth will receive a minimum of 26 weeks/78 hours of time with the CM. Group based-violence injury/re-injury of youth will not occur while on CM caseload.
Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	The Credible Messenger Program (CMP) targets youth in the justice system who have been negatively impacted by racial inequities across all systems, exasperated by the pandemic. Credible Messengers are individuals who work and live within the same communities as the youth and families we serve and have lived experience, which support their work in engaging the youth. The CMP aims to improve social determinants of health across Milwaukee County.

**Project Name: In-Home Monitoring Program: Emergency COVID-19 Response 1.4 Q1FY22**

Project Identification Number	1.4Q1FY22
Project Expenditure Category	1-Public Health
Project Expenditure Subcategory	1.4-Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)
Status To Completion	Completed less than 50%
Adopted Budget	\$361,074.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	The In-Home Monitoring Program is an alternative youth detention program operated by a local community-based agency. The project expands the number of slots in this program and reduces the number of youth in the detention center that is at capacity and has a high potential of COVID-19 exposure.
Please identify the dollar amount of the total project spending that is allocated towards evidence-based interventions	\$0.00
Is a program evaluation of the project being conducted?	Yes
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	5 Imp HHs that qualify for certain federal programs
Secondary Impacted and/or Disproportionately Impacted populations	2 Imp Low or moderate income HHs or populations
Tertiary Impacted and/or Disproportionately Impacted populations	6 Imp For services to address lost instructional time in K-12 schools
Is a program evaluation of the project being conducted?	Yes

Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	The program includes face-to-face monitoring, group activity sessions and optional Global Positioning System (GPS) monitoring. It allows more youth to be released from the secure youth detention to the community safely and reduces their exposure to COVID-19. It decreases the census of youth in detention, reducing exposure to other youth and staff in the detention center. Each youth is assigned a Monitor who supports and monitors youth pending court and ensures compliance with court order.
Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	The population of youth in detention has been at or near capacity since mid-2021. There have been increases in youth allegedly committing delinquent acts and delays in the court process, which are linked to the impact of the pandemic. These factors contribute to a higher census of youth in detention. The In-Home Monitoring project is an alternative to secure detention and allows more youth to be safely released from detention to their homes and communities.

### Project Name: Senior Grants Analyst

Project Identification Number	1AR07AR601
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$86,844.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	The Senior Grants Analyst position performs oversight and project management of ARPA aid by coordinating funding allocations across the County; monitoring expenditures and documentation; satisfying fiscal and programmatic reporting requirements; and supporting supplemental grant proposals.

### Project Name: Courts Backlog Initiative & Grant Management

Project Identification Number	1AR09AR601
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$1,250,000.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
	The County has experienced a historic backlog in criminal court cases as a result of the COVID-19 pandemic. The project will expedite the backlog of Milwaukee County's

Project Description	criminal courts, ensuring public safety, and meeting the needs of those involved in the criminal justice system by processing and disposition of pending cases.
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### Project Name: Climate Action Plan & Lighting Upgrades

Project Identification Number	WY062502
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$2,171,566.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	The project will advance the County's Climate Action 2050 initiative by delivering a comprehensive plan for the County to reduce and offset its operational greenhouse (GHG) emissions. Additionally, the project will launch a Lighting Upgrades Program to reduce the County's largest source of greenhouse gas (GHG) emissions, reducing building energy use. The project will improve energy efficiency of County lighting systems in 3 million square feet of building space, resulting in an estimated \$258,664 of energy savings per year and 611 metric tons of carbon dioxide equivalent per year. Further, the program will actively seek participation by women, people of color, and residents of Qualified Census Tracts to help dismantle barriers to careers in the trades. The Plan will identify GHG emission mitigation and climate adaption strategies that provide financial, equity, and health co-benefits for communities of color and other vulnerable populations.

### Project Name: Purchase & Replace Kitchen Equipment & Traying Station in Correction Facilities

Project Identification Number	WY06250
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$6,268,000.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
	The Superintendent House of Correction, Sheriff's Office, Department of Health and Human Services, and the Office of Strategy, Budget, and Performance will purchase and/or replace kitchen equipment and traying equipment across corrections facilities. This will result in reduced operating

Project Description	costs in the future, including reductions in annual maintenance and repair costs, as well as a reduction in the price per meal when compared to the cost that would be needed if the County's food service vendor is required to replace equipment. Replacing the kitchen and traying equipment will result in an improvement in the reliability of food service equipment, including the ability to control food temperatures. A consultant study of overall food services was conducted in 2021, and a key finding of the study included a need to replace critical kitchen equipment beyond its useful life, as necessary for continued efficient food service operations.
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### **Project Name: Crime Prevention Through Environmental Design Program**

Project Identification Number	WY012302
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$1,149,500.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	Crime Prevention Through Environmental Design (CPTED) is an urban design strategy that focuses on addressing issues with the built environment in order to deter criminal activity and improve public safety. This proposal focuses on aspects of the built environment within Milwaukee County Parks that will improve visibility and access to parks in order to deter gun violence and criminal activity. Placement and alignment of physical improvements are selected not only to prevent criminal activity in the immediate area, but also to reduce criminal activity in the surrounding area. This includes alteration of existing landscaping and the physical elements of parks that limit visibility, the improvement of park lighting to improve visibility, installation of motion sensor lighting controls on buildings, addition of traffic control features like bollards and gates, and the removal and regrading of vacant facilities.

### **Project Name: Safe Routes to Parks Program**

Project Identification Number	WY012301
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$1,287,000.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00

Current Period Expenditures	\$0.00
Project Description	The Safe Routes to Parks program is a targeted investment to improve pedestrian safety and decrease reckless driving in and near our parks. As an amenity that is dispersed throughout Milwaukee neighborhoods – and, in many cases, adjacent to schools and other community gathering places – providing safe access to parks is critical to ensuring that the benefits of these greenspaces are able to be realized by all citizens. This funding will help provide pedestrian safety measures like curb extensions, raised crosswalks, crosswalk painting and signage, as well as collaboration with the City of Milwaukee for City rights of way.

**Project Name: Digital Transformation: Evaluation**

Project Identification Number	WY0726011
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$500,000.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	Milwaukee County will establish a digital transformation assessment project, with the output of an executable roadmap of follow-on projects. This assessment will allow Milwaukee County to use the full capability of existing information systems, to avoid operational inefficiencies coupled with increased expenses. The roadmap for Milwaukee County is necessary to identify projects to transform traditional manual process to modern, automated, or digitized processes. The County will contract the assessment for the third party's experience across other governmental organizations, knowledge of best practices, and the ability to easily work across departments during an assessment.

**Project Name: Emergency COVID-19 Response Q1FY22**

Project Identification Number	1.7Q1FY22
Project Expenditure Category	1-Public Health
Project Expenditure Subcategory	1.7-Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)
Status To Completion	Completed
Adopted Budget	\$39,235.86
Program Income Earned	\$0.00
Program Income Expended	\$0.00
Total Cumulative Obligations	\$39,235.86

Total Cumulative Expenditures	\$39,235.86
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	The Emergency COVID-19 Response project funded communications activities that informed internal and external stakeholders of transitional requirements related to evolving COVID-19 burden.
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	18 Dis Imp HHs residing in the U.S. territories or receiving services
Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	The objective of the communications contract was to develop public messaging and recommendations for the latter stages of the COVID-19 pandemic as the status transitioned into an endemic. Communications service providers made recommendations for dissemination of internal and external messaging as mitigation strategies were reduced and public spaces opened with fewer restrictions.
Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	Communications to the public and internal stakeholders were aligned with current CDC recommendations, as well as local data analysis on how COVID was affecting Milwaukee County.

**Project Name: Emergency Health & Healing Campaign**

Project Identification Number	1AR10AR112
Project Expenditure Category	1-Public Health
Project Expenditure Subcategory	1.12-Mental Health Services
Status To Completion	Completed less than 50%
Adopted Budget	\$545,600.00
Total Cumulative Obligations	\$22,500.00
Total Cumulative Expenditures	\$22,500.00
Current Period Obligations	\$22,500.00
Current Period Expenditures	\$22,500.00
Project Description	Milwaukee County will invest in a public awareness campaign about behavioral health issues while also making the public aware of services available through the Department of Health & Human Services, Behavioral Health Services (BHS). This campaign promotes and increases awareness about non-law enforcement community supports/responses and preventative/upstream services provided by BHS. The project will focus on providing awareness that supports the DHHS "No Wrong Door" initiative with an emphasis on neighborhoods hardest hit by COVID-19. Additionally, the project will have a primary focus on behavioral health and substance use disorder prevention, outreach, impact, and service navigation to include any efforts that decrease trauma and the impact of trauma for individuals and families. Funds will support agencies and organizations with innovative efforts that support community outreach and healing.
Please identify the dollar amount of the total project spending that is allocated towards evidence-based	\$22,500.00

interventions	
Is a program evaluation of the project being conducted?	Yes
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	2 Imp Low or moderate income HHs or populations
Secondary Impacted and/or Disproportionately Impacted populations	5 Imp HHs that qualify for certain federal programs
Is a program evaluation of the project being conducted?	Yes
Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	The Emergency Health & Healing Campaign will also promote Milwaukee County's Services 'No Wrong Door'. The No Wrong Door model has led the way in bridging the gap in health disparities by ensuring that no matter how an individual comes in contact with Milwaukee County, there is 'no wrong door' for someone to enter to receive all the services they may need. The objective of the project is to increase access to mental health and public safety services by raising awareness and visibility.
Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	The Milwaukee County Behavioral Health division will analyze demographic data to reach audiences who's economic, health, and trauma was most impacted during the COVID-19 Pandemic. The department will also analyze the data to identify areas within Milwaukee to target with the public awareness and wellness campaign. Known geographic areas of focus will be the northside and near southside of Milwaukee.

### **Project Name: Operational COVID-19 Mitigation Expenses**

Project Identification Number	1AR03AR601
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$70,260.00
Total Cumulative Obligations	\$70,260.00
Total Cumulative Expenditures	\$70,260.00
Current Period Obligations	\$70,260.00
Current Period Expenditures	\$70,260.00
Project Description	Milwaukee County invested funds to support operational expenses related to COVID-19 mitigation within the Milwaukee County Courthouse, the Department of Administrative Services, and the Office of Emergency Management. These funds included protecting jurors, cleaning facilities and communicating to internal and external stakeholders.

### **Project Name: Grant Accounting Services**

Project Identification Number	1AR20AR601
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services

Status To Completion	
Adopted Budget	\$373,887.00
Total Cumulative Obligations	\$13,973.10
Total Cumulative Expenditures	\$13,973.10
Current Period Obligations	\$13,973.10
Current Period Expenditures	\$13,973.10
Project Description	The Milwaukee County Comptroller's Office will provide grant accounting services include the following American Rescue Plan Act related services: (1) Setting up and maintaining the grant tracking system within the accounting software, (2) Providing data and guidance to the Office of Strategy, Budget, and Performance and/or recipient department fiscal staff as needed, (3) Reviewing proposed grant claims, (4) Recording claimed expenses and revenue in the accounting system, (5) Reconciling between grant claims and the accounting system, (6) Preparing information for the external auditors including single audit (and Federal auditors if needed), (7) Answering auditor questions and/or referring auditors to the appropriate County staff to do so, (8) Preparing grant financial reports, and (9) Reviewing the compliance of County subrecipients with the American Rescue Plan Act annual and single audit requirements.

**Project Name: Premium Pay for Correction Officer Staff**

Project Identification Number	102
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	
Adopted Budget	\$4,039,955.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	This allocation will address pay and retention within Correctional Officer positions through premium pay increases in response to recent and significant increases in vacancies. Funds will allow for implementation of a \$3.00 per hour premium pay increase for eligible Correction Officer staff in the House of Correction, Sheriff's Office, and Department of Health and Human Services effective to ensure stabilization of county services.

**Project Name: Capital Program Management Office**

Project Identification Number	103
Project Expenditure Category	6-Revenue Replacement
Project Expenditure Subcategory	6.1-Provision of Government Services
Status To Completion	

Adopted Budget	\$500,000.00
Total Cumulative Obligations	\$0.00
Total Cumulative Expenditures	\$0.00
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
Project Description	An ARPA Capital Program Management Office (CPMO) will be set up within the Facilities Management Division to provide overall organization of all approved ARPA capital projects through the Revenue Replacement Project Expenditure Category. This project will address Milwaukee County's backlog of capital projects and deferred maintenance. Its purpose is to establish procedures, provide oversight and controls, and provide uniform reporting of project status. Responsibilities would include project intake, assignments, record-keeping, procurement strategies, project accounting and reporting of all ARPA capital projects through the Revenue Replacement Project Expenditure Category. The CPMO shall meet regularly to provide oversight and guidance to the executing of approved projects. Funds will provide supplementary external resources, which will be procured via the County's standard bid process, to establish and operate the CPMO.

**Project Name: Flexible Housing Subsidy Pool & Services for Unhoused Persons**

Project Identification Number	1AR02AR216
Project Expenditure Category	2-Negative Economic Impacts
Project Expenditure Subcategory	2.16-Long-Term Housing Security: Services for Unhoused persons
Status To Completion	Completed less than 50%
Adopted Budget	\$1,500,000.00
Total Cumulative Obligations	\$120,570.00
Total Cumulative Expenditures	\$31,836.80
Current Period Obligations	\$31,836.80
Current Period Expenditures	\$31,836.80
Project Description	The Flexible Housing Subsidy Pool will provide flexible housing subsidies to address residents in need of emergency assistance. Eligible recipients include individuals or families dealing with homelessness, are precariously housed, or do not have a lease and are at-risk of becoming homeless. Currently, neither of these populations are eligible for emergency rental assistance through other funding. One of the program goals is to provide case management services to meet families where they are and to support them in resolving their housing crisis through social service support, connection, building and strengthening networks, and financial assistance. Families experiencing homelessness will be aided in resolving barriers to housing such as a lack of stable income. Milwaukee County is using a Housing First philosophy for prevention and housing programs, and most frequently uses a Rapid Rehousing model for families.
Please identify the dollar amount of the total project	

spending that is allocated towards evidence-based interventions	\$65,836.80
Is a program evaluation of the project being conducted?	Yes
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	4 Imp HHs that experienced increased food or housing insecurity
Secondary Impacted and/or Disproportionately Impacted populations	5 Imp HHs that qualify for certain federal programs
Is a program evaluation of the project being conducted?	Yes
Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	The flexible rental assistance will provide emergency housing funds to keep individuals and families housed, while seeking stable housing. This project provides individual-level assistance through case management services and assistance for groups of individuals through master leases to expand available shelter.
Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	Housing is one of the main social determinates of health and the Milwaukee community has declared a shortage of affordable housing amid the COVID-19 pandemic. Data shows that approximately 75% of those being served in homeless and eviction prevention programs are African-American households. This program adheres to the Housing First philosophy to provide immediate housing access and offer voluntary services once individuals are housed. This has reduced homelessness by almost 50% since 2015.
Number of households served (by program if recipient establishes multiple separate household assistance programs)	17

### Project Name: Right to Counsel Milwaukee

Project Identification Number	1AR01AR218
Project Expenditure Category	2-Negative Economic Impacts
Project Expenditure Subcategory	2.18-Housing Support: Other Housing Assistance
Status To Completion	Completed less than 50%
Adopted Budget	\$2,749,729.00
Total Cumulative Obligations	\$916,576.00
Total Cumulative Expenditures	\$527,553.12
Current Period Obligations	\$0.00
Current Period Expenditures	\$0.00
	<p>The Right to Counsel Milwaukee (RTCM) program provides legal counsel for persons facing eviction or foreclosure in Milwaukee County. The Right to Counsel program provides tenants facing eviction who meet certain criteria such as residing in a certain zip code, meeting a specified income status, and other eligibility requirements free legal representation.</p> <p>RTCM will ensure all families facing the complex eviction process in Milwaukee County have legal counsel to negotiate disputes, access supportive services, and provide in-court advocacy. Any family unable to afford a lawyer will be represented by one of RTCM's 12 attorneys specializing in housing law. This full representation model ensures</p>

Project Description	<p>proper time to develop legal strategy and defenses for each family, research, prepare motions and discovery, pursue out-of-court resolutions and advocacy at critical court dates. The RTCM bridges a gaping void by putting Milwaukee families on equal footing in court; decreasing frivolous proceedings; and significantly reducing the public costs associated with the court, criminal justice, and human service system response to evictions.</p> <p>The RTCM program in Milwaukee County would alleviate the stress of individuals and their families being evicted as they would have legal representation to advocate for them and help them understand the eviction process from beginning to end.</p> <p>Through the RTCM program, participants will maintain or increase housing stability, experience greater income security, and receive referrals to additional housing stability resources. Outcome measures include the number and percent of represented cases and participants.</p>
Please identify the dollar amount of the total project spending that is allocated towards evidence-based interventions	\$527,553.12
Is a program evaluation of the project being conducted?	Yes
What Impacted and/or Disproportionally Impacted population does this project primarily serve?	2 Imp Low or moderate income HHs or populations
Secondary Impacted and/or Disproportionately Impacted populations	4 Imp HHs that experienced increased food or housing insecurity
Is a program evaluation of the project being conducted?	Yes
Brief description of structure and objectives of assistance program(s), including public health or negative economic impact experienced	<p>RTCM will establish a new system to interrupt, delay or prevent eviction proceedings, improving the economic, mental and physical health of over 14,000 households. RTCM provides representation to develop legal strategy and defenses, investigate out-of-court resolutions, advocate at hearings, and address monetary damage judgments. RTCM will stabilize housing and alter an eviction culture that displaces individuals and families from their homes and neighborhoods to their lifelong detriment.</p>
Brief description of recipient's approach to ensuring that response is reasonable and proportional to a public health or negative economic impact of Covid-19	<p>National data shows that individuals who have been evicted are more likely to experience homelessness and extended usage of homeless shelters, lose their jobs, and have children who become chronically absent from school after eviction occurs. RTCM will serve households and communities disproportionately impacted by COVID-19 including households that reside in Qualified Census Tracts and households that experienced unemployment or increased unemployment.</p>
Number of households served (by program if recipient establishes multiple separate household assistance programs)	240

## Subrecipients

### Subrecipient Name: United Way of Greater Milwaukee & Waukesha County, Inc.

TIN	390806190
Unique Entity Identifier	
POC Email Address	
Address Line 1	225 W Vine Street
Address Line 2	
Address Line 3	
City	Milwaukee
State	WI
Zip	53212
Zip+4	3935
Entity Type	Subrecipient
Is the Recipient Registered in SAM.Gov?	Yes

### Subrecipient Name: Hope House of Milwaukee, Inc

TIN	
Unique Entity Identifier	
POC Email Address	<a href="mailto:wendyw@hopehousemke.org">wendyw@hopehousemke.org</a>
Address Line 1	209 W Orchard Street
Address Line 2	P.O. Box 04095
Address Line 3	
City	Milwaukee
State	WI
Zip	53204
Zip+4	2957
Entity Type	
Is the Recipient Registered in SAM.Gov?	Yes

### Subrecipient Name: St. Catherine's of Hope LLC

TIN	872342162
Unique Entity Identifier	
POC Email Address	
Address Line 1	1032 E Knapp Street
Address Line 2	
Address Line 3	
City	Milwaukee

State	WI
Zip	53202
Zip+4	
Entity Type	Contractor
Is the Recipient Registered in SAM.Gov?	No
In the preceding fiscal year, did recipient receive 80% or more of its annual gross revenue from federal funds?	No
In the preceding fiscal year, did recipient receive \$25 million or more of its annual gross revenue from federal funds?	No

## Subawards

### Subward No: contract1391

Subaward Type	Contract: Definitive Contract
Subaward Obligation	\$102,000.00
Subaward Date	3/1/2022
Place of Performance Address 1	1032 E Knapp Street
Place of Performance Address 2	
Place of Performance Address 3	
Place of Performance City	milwaukee
Place of Performance State	WI
Place of Performance Zip	53202
Place of Performance Zip+4	
Description	St. Catherine's of Hope LLC (St. Catherine's) provides women of diverse talents and needs stable, affordable housing for as long, or as brief, as needed. Ten units will be master leased, providing transitional family units at St. Catherine's. Families will be referred via the Family Initiative and placed in master leased units. The lease agreement details that Milwaukee County is the lessee. Families are provided case management services by Hope House staff. Outcomes include: 70% prevention rate of those families that enter the program do not become homeless within a year of leaving the program and 85% retention rate of those families housed within the program do not become homeless again within a year of leaving the program.
Subrecipient	St. Catherine's of Hope LLC
Period of Performance Start	3/1/2022
Period of Performance End	12/31/2022

### Subward No: 4021960500

Subaward Type	Grant: Lump Sum Payment(s)
Subaward Obligation	\$916,576.00
Subaward Date	9/1/2021
Place of Performance Address 1	225 W Vine Street
Place of Performance Address 2	
Place of Performance Address 3	
Place of Performance City	Milwaukee
Place of Performance State	WI
Place of Performance Zip	53212
Place of Performance Zip+4	
	United Way provides fiscal agent services to Legal Aid Society for legal representation in evictions for eligible

Description	households through RTCM. Legal Aid Society of Milwaukee leads program intake, legal advice and representation, training, and collaboration with Milwaukee County Small Claims Court. RTCM establishes a new system to interrupt, delay or prevent eviction proceedings, which will improve the economic, mental, and physical health of over 14,000 households. Expected outcomes include: (1) participants will maintain or increase housing stability, (2) participants will experience greater income security, and (3) participants will receive referrals to additional housing stability resources.
Subrecipient	United Way of Greater Milwaukee & Waukesha County, Inc.
Period of Performance Start	9/1/2021
Period of Performance End	12/31/2022

**Subward No: 4021960500a**

Subaward Type	Grant: Lump Sum Payment(s)
Subaward Obligation	\$99,000.00
Subaward Date	12/1/2021
Place of Performance Address 1	209 W Orchard Street
Place of Performance Address 2	
Place of Performance Address 3	
Place of Performance City	Milwaukee
Place of Performance State	WI
Place of Performance Zip	53204
Place of Performance Zip+4	
Description	Milwaukee County will contract with Hope House Milwaukee to provide case management services to support families experiencing homelessness in resolving housing crises through social service support, connection, building and strengthening networks and financial assistance. Outcomes include: (1) 70% prevention rate (families that enter the program do not become homeless within a year of leaving the program) and (2) 85% retention rate of (families housed with the program who were homeless do not become homeless again within a year of leaving the program).
Subrecipient	Hope House of Milwaukee, Inc
Period of Performance Start	12/1/2021
Period of Performance End	11/30/2022

# Expenditures

## Expenditures for Awards more than \$50,000

### Expenditure: EN-00420750

Project Name	Flexible Housing Subsidy Pool (Rent, Mortgage, Utility Aid)
Subaward ID	SUB-0327916
Subaward No	contract1391
Subaward Amount	\$102,000.00
Subaward Type	Contract: Definitive Contract
Subrecipient Name	St. Catherine's of Hope LLC
Expenditure Start	4/8/2022
Expenditure End	5/27/2022
Expenditure Amount	\$34,000.00

### Expenditure: EN-00275508

Project Name	Right to Counsel Milwaukee
Subaward ID	SUB-0032381
Subaward No	4021960500
Subaward Amount	\$916,576.00
Subaward Type	Grant: Lump Sum Payment(s)
Subrecipient Name	United Way of Greater Milwaukee & Waukesha County, Inc.
Expenditure Start	9/1/2021
Expenditure End	12/31/2022
Expenditure Amount	\$527,553.12

### Expenditure: EN-00391368

Project Name	Flexible Housing Subsidy Pool & Services for Unhoused Persons
Subaward ID	SUB-0032389
Subaward No	4021960500a
Subaward Amount	\$99,000.00
Subaward Type	Grant: Lump Sum Payment(s)
Subrecipient Name	Hope House of Milwaukee, Inc
Expenditure Start	5/21/2022
Expenditure End	5/31/2022

Expenditure Amount	\$10,266.80
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### **Aggregate Expenditures for Awards less than \$50,000**

Expenditure: EN-00275520

Project Name	Emergency COVID-19 Response Q1FY22
Subaward Type (Aggregates)	Aggregate of Contracts Awarded
Total Period Expenditure Amount	\$39,235.86
Total Period Obligation Amount	\$39,235.86

Expenditure: EN-00379381

Project Name	In-Home Monitoring Program: Emergency COVID-19 Response 1.4 Q1FY22
Subaward Type (Aggregates)	Aggregate of Grants Awarded
Total Period Expenditure Amount	\$0.00
Total Period Obligation Amount	\$0.00

Expenditure: EN-00379383

Project Name	Credible Messenger Program
Subaward Type (Aggregates)	Aggregate of Grants Awarded
Total Period Expenditure Amount	\$0.00
Total Period Obligation Amount	\$0.00

Expenditure: EN-00384419

Project Name	Flexible Housing Subsidy Pool (Rent, Mortgage, Utility Aid)
Subaward Type (Aggregates)	Aggregate of Direct Payments
Total Period Expenditure Amount	\$18,860.00
Total Period Obligation Amount	\$18,860.00

Expenditure: EN-00379378

Project Name	Emergency Health & Healing Campaign
Subaward Type (Aggregates)	Aggregate of Contracts Awarded
Total Period Expenditure Amount	\$22,500.00
Total Period Obligation Amount	\$22,500.00

Expenditure: EN-00384384

Project Name	Flexible Housing Subsidy Pool & Services for Unhoused Persons
Subaward Type (Aggregates)	Aggregate of Direct Payments
Total Period Expenditure Amount	\$11,610.00

Total Period Obligation Amount	\$11,610.00
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## Payments To Individuals

Expenditure: EN-00284484

Project Name	Flexible Housing Subsidy Pool (Rent, Mortgage, Utility Aid)
Total Period Expenditure Amount	\$40,786.80
Total Period Obligation Amount	\$40,786.80

Expenditure: EN-00384414

Project Name	Flexible Housing Subsidy Pool (Rent, Mortgage, Utility Aid)
Total Period Expenditure Amount	\$1,950.00
Total Period Obligation Amount	\$1,950.00

Expenditure: EN-00384387

Project Name	Flexible Housing Subsidy Pool & Services for Unhoused Persons
Total Period Expenditure Amount	\$9,960.00
Total Period Obligation Amount	\$9,960.00

# Report

## Revenue Replacement

Is your jurisdiction electing to use the standard allowance of up to \$10 million, not to exceed your total award allocation, for identifying revenue loss?	No
Base Year General Revenue	\$614,182,109.00
Growth Adjustment Used	5.20%
Base Year Fiscal Year End Date	12/31/2019
Total Estimated Revenue Loss	\$235,780,957.00
Are you reporting Actual General Revenue using calendar year or fiscal year?	Calendar Year

## 2020

Actual General Revenue	\$579,865,653.00
Estimated Revenue Loss Due to Covid-19 Public Health Emergency	\$66,253,926.00
Were Fiscal Recovery Funds used to make a deposit into a pension fund?	No
Please provide an explanation of how revenue replacement funds were allocated to government services	<p>The Milwaukee County Board of Supervisors approved two urgent projects to deliver government services. Those include providing premium pay increases in response to increases in Correctional Officer vacancies and establishing a Capital Project Management Office to manage ARPA capital projects.</p> <p>A number of government service projects in the approval process have been recommended by the Milwaukee County ARPA Task Force and Finance Committee. This includes the Marcia P. Coggs Human Services Center Renovation for \$32,335,694. The investment will stabilize government services, address the backlog of capital projects and deferred maintenance, achieve cost-saving and efficiency investments, and investment in revenue generation. In addition, the Digital Transformation Initiative will complete a digital transformation assessment and result in a roadmap of follow-on projects for \$500,000. Milwaukee County continues to seek projects to improve the fiscal health of the organization.</p>

## 2021

Actual General Revenue	\$604,833,567.45
Estimated Revenue Loss Due to Covid-19 Public Health Emergency	\$74,844,229.00
Were Fiscal Recovery Funds used to make a deposit into a pension fund?	No

<p>Please provide an explanation of how revenue replacement funds were allocated to government services</p>	<p>The 2021 year-end results are not yet completed. The amount shown is an estimate based on 2021 figures and will be revised in future reports.</p> <p>The Milwaukee County Board of Supervisors approved two urgent projects to deliver government services. Those include providing premium pay increases in response to increases in Correctional Officer vacancies and establishing a Capital Project Management Office to manage ARPA capital projects.</p> <p>A number of government service projects in the approval process have been recommended by the Milwaukee County ARPA Task Force and Finance Committee. This includes the Marcia P. Coggs Human Services Center Renovation for \$32,335,694. The investment will stabilize government services, address the backlog of capital projects and deferred maintenance, achieve cost-saving and efficiency investments, and investment in revenue generation. In addition, the Digital Transformation Initiative will complete a digital transformation assessment and result in a roadmap of follow-on projects for \$500,000. Milwaukee County continues to seek projects to improve the fiscal health of the organization.</p>
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## 2022

Actual General Revenue	\$620,380,320.49
Estimated Revenue Loss Due to Covid-19 Public Health Emergency	\$94,682,802.00
Were Fiscal Recovery Funds used to make a deposit into a pension fund?	No
<p>Please provide an explanation of how revenue replacement</p>	<p>The 2021 and 2022 year-end results are not yet completed. The amount shown is based on an analysis put together in 2021 after the 2022 year end close was final.</p> <p>Milwaukee County identified projects through the Milwaukee County Fiscal Health Challenge. The challenge allowed Milwaukee County departments to identify an opportunity to improve Milwaukee County's fiscal position by making limited, one-time investments that will impact the structural deficit. Projects were designed to influence one or more of the following areas: (1) Cost Savings, (2) Revenue Generation, (3) Capital Improvements &amp; Deferred Maintenance and (4) Operational Improvements. The Revenue Loss Recovery recommended 14 projects to the ARPA</p>

funds were allocated to government services

Task Force totaling \$24.2M in investment. Milwaukee County identified projects through the Milwaukee County Fiscal Health Challenge. The challenge allowed Milwaukee County departments an opportunity to identify operational needs which also improve Milwaukee County's fiscal position by making limited, one-time investments that will impact the structural deficit. Projects were designed to influence one or more of the following areas: (1) Cost Savings, (2) Revenue Generation, (3) Capital Improvements & Deferred Maintenance and (4) Operational Improvements. The Revenue Loss Recovery recommended 14 projects to the ARPA Task Force totaling \$24.2M in investment. These investments will provide lighting upgrades and other energy efficiency savings, provide health care and wellness services, address deferred maintenance needs, and fund necessary government services. These projects are anticipated to begin implementation and spending in the third quarter of 2022.

## Overview

Total Obligations	\$1,346,711.76
Total Expenditures	\$800,955.68
Total Number of Projects	18
Total Number of Subawards	3
Total Number of Expenditures	12

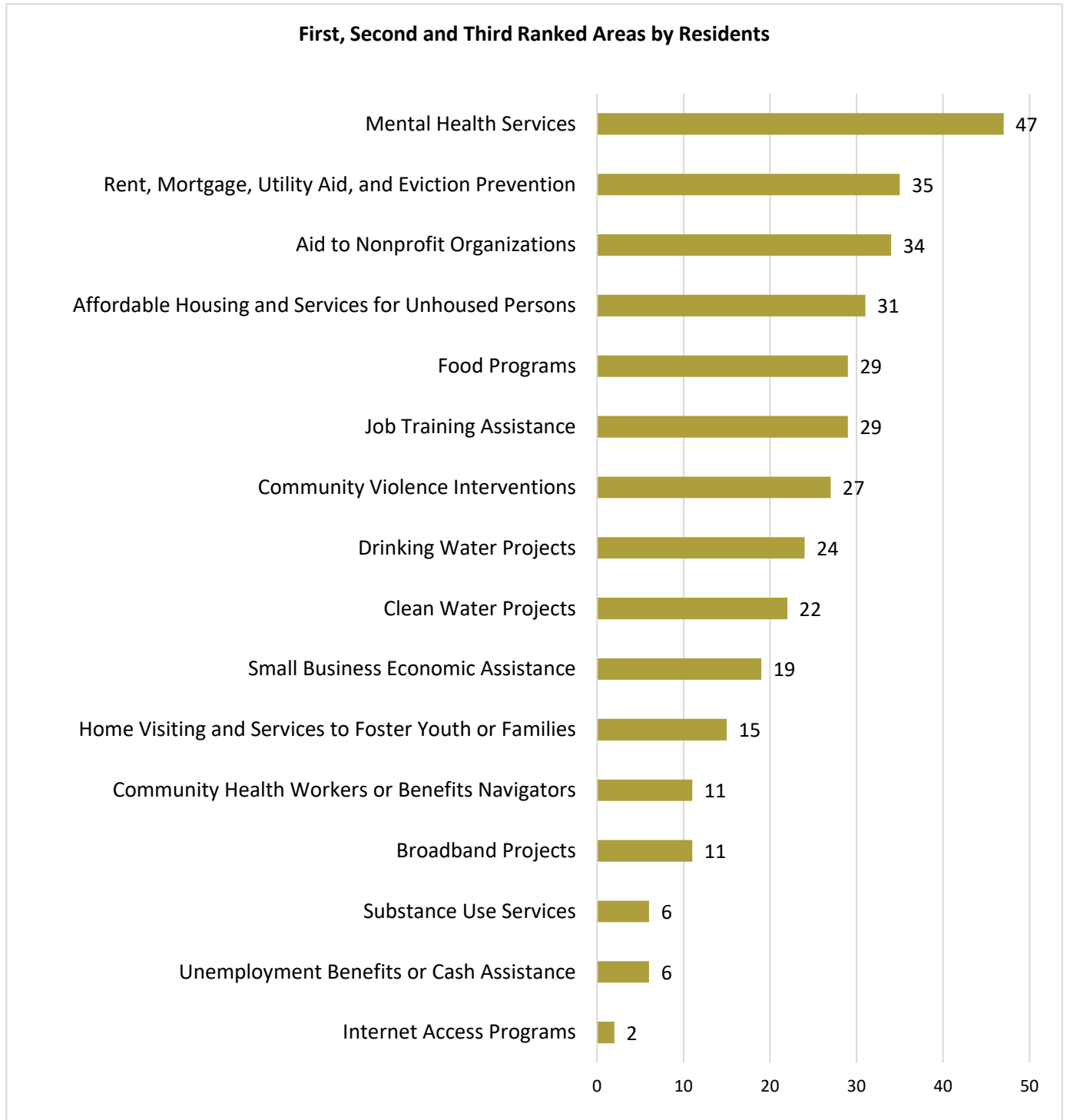
## Certification

Authorized Representative Name	Elizabeth Earl
Authorized Representative Telephone	(414) 739-5157
Authorized Representative Title	Senior Analyst, Pandemic Relief
Authorized Representative Email	<a href="mailto:bess.earl@milwaukeecountywi.gov">bess.earl@milwaukeecountywi.gov</a>
Submission Date	7/21/2022 12:47 PM

**Attachment B:**  
**Milwaukee County ARPA Community  
Engagement Feedback**

## Milwaukee County ARPA Community Engagement Feedback

Residents were asked to select the top three areas that Milwaukee County should prioritize to help the community recover from the pandemic. The chart below represents the number of times a resident prioritized each of the areas.



**Attachment C:**  
**Projects Invited for Full Proposal**

## Projects Invited for Full Proposal

Project Name	Description for Dashboard	Subgroup	Requested ARPA Amount
Access to Mental Health Care	City on a Hill (COAH) proposes to improve the care for the top ranked need in Milwaukee County – mental health (2019 Community Health Needs Assessment, Key Informant Report Survey). Through our work with patients and families in resilience training, we know that Adverse Childhood Experiences (ACEs) area a significant problem in our community. In the communities COAH serves, most families are caught in a cycle of generational poverty. The effects of generational poverty are trauma, isolation, elevated levels of stress, limited options, and hopelessness. By hiring dedicated health professionals to provide a greater level of care to these patients, we will improve the care we provide in our clinic setting and accelerate the healing process.	Mental & Behavioral Health	\$445,679
Art Reignites Places: Invest in Access and Welcome to Increase Racial Equity and Mental Health	To assist well-intentioned but under-equipped institutions and ensure that arts groups provide more inclusive spaces, we will convene learning cohorts made up of arts leaders, neighborhood residents, and community stakeholders to develop strategies for “radical welcome” where people of all backgrounds will feel welcomed in spaces that may have previously felt exclusive.	Mental & Behavioral Health	\$1,000,000
Art Reveals Potential: Invest in Artists and Creatives as Civic Strategists	Support 15 creatives to work in “civic residencies” with 15 community organizations and County departments. These residencies will harness the creative energy of cultural producers to advance social justice, increase public health, and maximize the vibrancy of our neighborhoods through projects such as developing strategies for constituent engagement, traffic calming murals, or storytelling highlighting community elders.	Other SDoH	\$1,000,000
Brew City Match - Small Business Assistance	The Local Initiatives Support Corporation (LISC) created Brew City Match (BCM) in 2019 out of the MKE United Strategic Action Agenda, an integrated economic development plan for inclusive economic growth, as a collaborative of Community Development Finance Institutions, business chambers, neighborhood groups and other organizations that together provide an ecosystem of support focused on getting ethnic and diverse and women-owned businesses access to capital and the technical assistance needed to ensure capital fuels micro/small business success in six targeted commercial corridors.	Other SDoH	\$1,350,000
Establishing a Creative Cooperative in the Historic Legacy Bank Building	Establish a creative cooperative and reactivate the historic Legacy Bank Building. The space will equip Milwaukee’s workforce and entrepreneurs with the necessary skills to access the creative economy and thrive.	Other SDoH	\$875,000

FlexRide Milwaukee On-Demand Transportation Program	Extend and expand FlexRide Milwaukee ( <a href="http://www.flexridemke.com">www.flexridemke.com</a> ), an on-demand transportation pilot program currently being led by UW-Milwaukee and the Southeastern Wisconsin Regional Planning Commission (SEWRPC).	Other SDoH	\$1,675,000
Marquette Estate Planning Clinic for Low-Income Milwaukee Residents & Veterans	Provide low-income families and veterans with free estate planning services hosted by the Marquette Volunteer Legal Clinics.	Other SDoH	\$187,566
MKE Impact Lab Pilot	The new “MKE Impact Lab” will be piloted with a focus on the youth mental health ecosystem in the Greater Milwaukee area to address key social issues by leveraging best practices in facilitated design thinking, lean startup, and strategic corporate innovation.	Mental & Behavioral Health	\$100,000
Neighborhood House of Milwaukee Early Childhood and School-Age Youth Programming	Neighborhood House of Milwaukee (NH) Early Childhood and School-Age Youth Programming provides a strong continuum of reliable, safe educational engagement and enrichment, support and care for low-income children from the tender age of six weeks to 19 years. This existing, critically important programming cluster is in need more than ever, as children, youth and families struggle to recover from pandemic-connected challenges, including learning loss, job loss, impact of isolation and trauma.	Other SDoH	\$583,333
Scaling Wellness In Milwaukee (SWIM): Addressing Equity Through Trauma-Focused Collaboration	Increase strategic partnerships among local service providers to address racial disparities in social determinants of health and the multi-generational trauma.	Mental & Behavioral Health	\$525,000
Sherman Park Re-Imagined Project - a Vision for renewed Vibrancy in this northside park	10 separate Park Improvement Projects in Sherman Park.	Other SDoH	\$1,800,000

UpStart Kitchen Cafe	Milwaukee County Division of Housing, in connection with the Housing First program, we've begun discussing the idea of creating a café in the property on 6th and Walnut where the renovated offices of the Housing Division will be located. The idea is to create a retail operation at this location, where entrepreneurs, affiliated with UpStart Kitchen could sell prepared meals and other products. This retail outlet would market to County employees working at this location as well as employees from the Sojourner Truth Center (across the street) and staff from the Salvation Army Shelter (just north of the new county offices), plus staff from other agencies in the area. This would also serve as a demonstration project for the concept and perhaps lead to other "UpStart Cafés" in other locations.	Other SDoH	\$350,000
UW Extension: Food Preservation & Recovery	Support the coordination of food recovery and distribution to help ensure that food insecure families have access to healthy foods while reducing food waste.	Other SDoH	\$327,600
Youth Outreach Programs: Providing a Pipeline to the Creative Industries	MIAD developed a pipeline to assist local low-income and minority youth in developing skills needed to pursue a college degree and succeed in the design industry to ensure equitable access to design education and maintaining a pipeline from high school, to college, to career.	Other SDoH	\$225,000

**Total: \$10,444,178**

**Attachment D:**  
**Projects Pending Subgroup Review**

## Project Pending Subgroup Review

Project Name	Description for Dashboard	Subgroup	Requested ARPA Amount
BRT & Bikeshare	Install bikeshare docks at all of the Bus Rapid Transit Stations. A report from the City of Seattle showed that pairing ebikes with transit made 35 percent more jobs reachable without extending commute times. In Milwaukee 80% of bikeshare stations are already co-located with MCTS stops and there are now e-bikes in the fleet.	Other SDoH	\$378,225
Mental Health Clinic for Youth & Young Adults	Maintain current mental health services and to expand programming into community outreach. Walker's Point Youth & Family Center is proposing two positions for growth. One would be a bilingual licensed professional counselor (LPC) who would be embedded into the youth development programming offered through Milwaukee Christian Center in the 53215 zip code and other program partners. This LPC would also serve our young adult clients in the transitional housing program, offering sessions in their residence to reduce barriers associated with transportation and childcare. The other LPC position would create LGBTQIA+ programming to work with our current residents and pilot outreach programs.	Mental & Behavioral Health	\$465,483
Milwaukee County War Memorial Center Energy Efficiency & HVAC Modernization	The Milwaukee County War Memorial and Milwaukee Art Museum operate with shared heating, cooling and ventilation systems. Energy efficiency and modernization of the War Memorial Center's HVAC system will help address our efforts to move closer to a zero emissions goal of the Milwaukee County strategic plan. Cost with the current system is the highest operating cost outside of staff. Conducting a ASHRAE Level 2 Energy Assessment, upgrading to FOCUS On Energy recommended improvements and modernizing these shared systems will provide a significant cost savings for both Milwaukee institutions.	Other SDoH	\$249,000
Sober Living, Saving Lives	The past year has been one of the toughest for addiction and substance abuse. More than 100,000 Americans – the most ever - died from drug overdoses in the yearlong period ending in April, driven by the pandemic. It was more deaths than gun violence and car accidents combined. During the pandemic, 4th Dimension Sobriety opened doors to a new sober living house, in Milwaukee at the corner of Center and Holton streets. The 8,000-square-foot building hosts 36 new, critically needed sober living beds that expand sober living housing in Milwaukee by 40%	Mental & Behavioral Health	\$1,000,000

**Attachment E:**  
**Projects with Full Fund Authorization**

## Projects with Fund Authorization

Project Name	Project Budget	Expenditure Category
Flexible Housing Subsidy Pool	\$1,500,000	Community Support
Pilot Right to Counsel Program	\$2,749,729	Community Support
Credible Messenger Program	\$1,201,200	Community Support
Trauma Response Program	\$1,971,200	Community Support
Emergency Health & Healing Campaign	\$545,600	Community Support
Safer Milwaukee Proposal	\$550,000	Community Support
Milwaukee Market Match	\$1,100,000	Community Support
Affordable Housing Development	\$15,000,000	Community Support
Foreclosure Rehabilitation	\$3,000,000	Community Support
Beach Ambassador Program	\$128,500	Community Support
Early Childhood and Family Support	\$1,538,636	Community Support
Girls Programming and Programming for special populations in CYFS	\$2,950,000	Community Support
<b>Community Support Total Allocation:</b>	<b>\$32,234,865</b>	
Emergency COVID-19 Mitigation Response	\$2,500,000	COVID-19 Mitigation
<b>COVID-19 Mitigation Total Allocation:</b>	<b>\$2,500,000</b>	
Senior Grant Analyst	\$86,844	Fund Administration
ARPA Evaluation	\$4,000,000	Fund Administration
Grant Accounting Services	\$394,536	Fund Administration
Community Engagement & Strategic Partnerships to Advance Health, Equity, and Community Resilience	\$2,087,500	Fund Administration
<b>Fund Administration Total Allocation:</b>	<b>\$6,568,880</b>	
Capital Program Management Office	\$500,000	Revenue Loss Recovery
Premium Pay for Correction Officer Staff	\$4,039,955	Revenue Loss Recovery
IMSD Digital Transformation Evaluation & Projects <sup>1</sup>	\$10,500,000	Revenue Loss Recovery
Marcia P. Coggs Human Services Renovation <sup>2</sup>	\$32,335,694	Revenue Loss Recovery
Safe Routes to Parks Program	\$1,287,000	Revenue Loss Recovery
Crime Prevention Through Environmental Design Park Programming	\$1,149,500	Revenue Loss Recovery
Kitchen Equipment & Traying Station Across Correction Facilities	\$6,268,000	Revenue Loss Recovery
Climate Action Plan & Lighting Upgrades	\$2,171,566	Revenue Loss Recovery

<sup>1</sup> County Board Approved \$500,000 for Digital Transformation Evaluation and Authorized \$10,000,000 for Project for Set-Aside.

<sup>2</sup> County Board authorized transfer of funds into an allocated contingency account.

Courts Backlog Initiative & Grant Management	\$1,250,000	Revenue Loss Recovery
King Community Center Building Exterior Improvements (Parks)	\$1,515,000	Revenue Loss Recovery
Boat Launch Electronic Pay Stations (Parks)	\$69,300	Revenue Loss Recovery
Golf Course Irrigation & Cart Path Construction (Parks)	\$6,435,000	Revenue Loss Recovery
Conversion to Bicycle & Pedestrian Trail (Parks)	\$2,648,800	Revenue Loss Recovery
System Wide Steam Boiler Replacements (Parks)	\$1,474,000	Revenue Loss Recovery
Energy Efficient Light Fixture Upgrades (Parks)	\$3,000,000	Revenue Loss Recovery
Historical Society Records Management Improvements	\$696,534	Revenue Loss Recovery
MCDOT Fleet Management Building Solar PV System	\$125,000	Revenue Loss Recovery
Medical Examiner Mass Spectrometer (LC-QToF)	\$550,000	Revenue Loss Recovery
Zoo Point-of-Sale System	\$1,938,767	Revenue Loss Recovery
Milwaukee County Onsite Health Clinic	\$1,813,000	Revenue Loss Recovery
Zoo Network Upgrade & Modernization	\$1,228,920	Revenue Loss Recovery
Facilities Management Division Lead Drinking Water Testing in County facilities	\$227,260	Revenue Loss Recovery
Parks Building Occupancy Controls	\$274,560	Revenue Loss Recovery
Children, Youth and Family Services Secure and Community Continuum of Care	\$4,076,974	Revenue Loss Recovery
<b>Revenue Loss Recovery Total Allocation:</b>	<b>\$85,574,830</b>	
<b>Total Amount Approved:</b>	<b>\$117,033,766</b>	

**Attachment F:**  
**ARPA Task Force Reallocation Presentation**

# ARPA Task Force Presentation

Office of Strategy, Budget & Performance

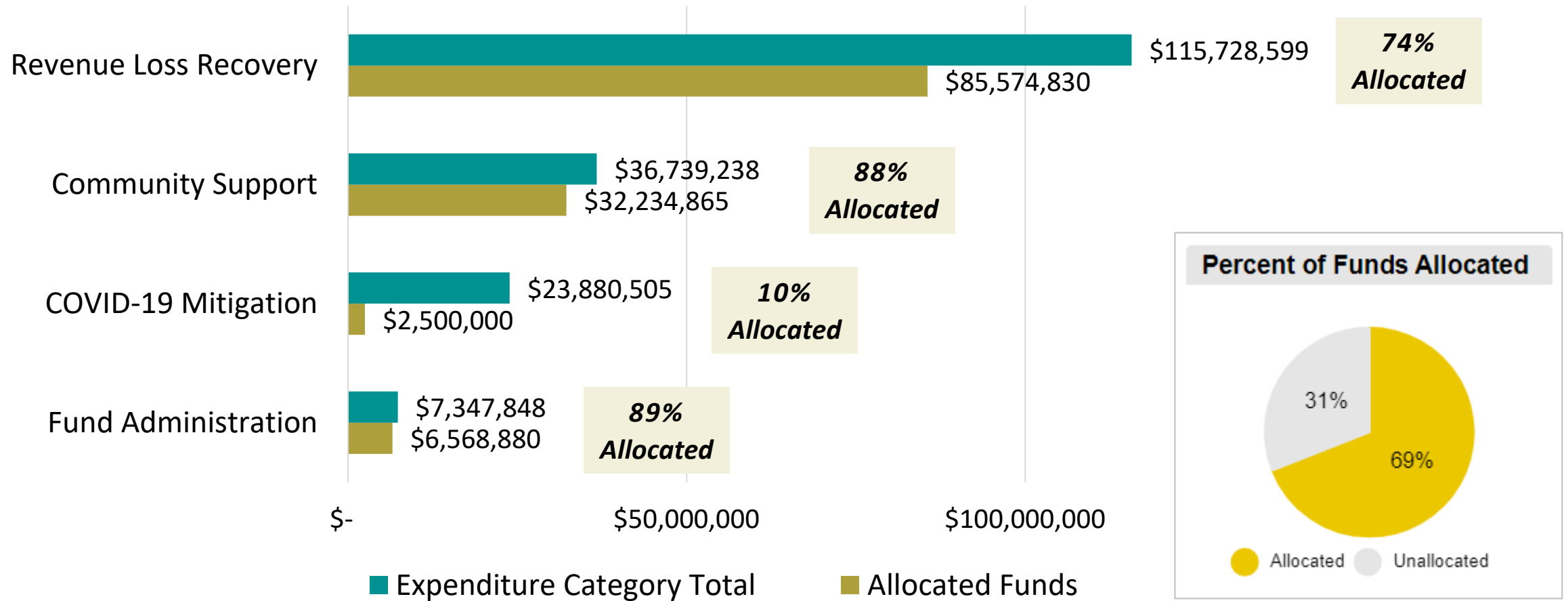
## Monthly Report & Reallocation Request

September 8, 2022



# Milwaukee County Board of Supervisors

## ARPA Allocation Progress



# Revenue Loss Recovery



# Revenue Loss Recovery

- Successfully facilitated two rounds of the Fiscal Health Project Challenge to improve Milwaukee County's fiscal position through
  - a) cost savings,
  - b) revenue generation, and
  - c) operational improvement projects.
- Transitioned to assess and recommend capital project expenses that will support the County's fiscal health.

# Revenue Loss Recovery Dashboard

## Summary Data on Project Ideas Received

**68**  
Total Unduplicated Projects Submitted

**\$228,027,108**  
Total Amount Requested



REVENUE LOSS RECOVERY

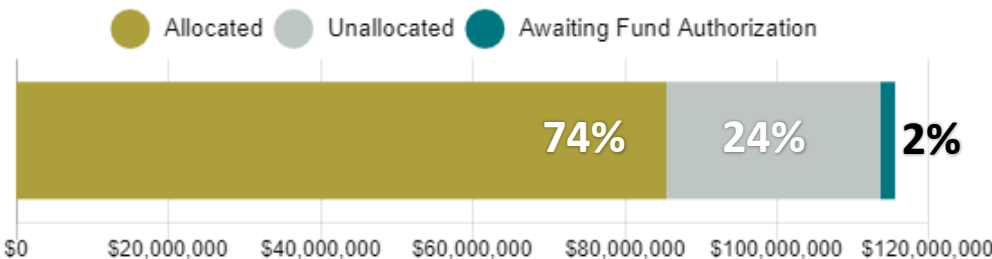
## Allocation Progress

**\$115,728,599**  
Expenditure Category Total

**\$85,574,830**  
Allocated

**\$30,153,769**  
Unallocated

## Revenue Loss Recovery Expenditure Category



## Summary Data on Community Support Project Pipeline

Projects Pending ARPA Task Force Approval	Projects Pending County Board Approval	Projects with Full Funding Approval	Remaining Amount
\$36,219,831	\$2,000,000	\$85,574,830	(\$8,066,062)

# Community Support



# Community Support Updates

The Household Assistance, Mental & Behavioral Health, and Other Social Determinants of Health (SDoH) Subgroups continue to meet monthly to review projects in the following categories in order to make funding recommendations:

- New project submissions
- Full proposals of requested projects
- Projects that have been placed on hold

For more on the Community Support project pipeline, visit [ARPA Community Support Dashboard](#)

# Community Support Dashboard

## Summary Data on Project Ideas Received

97

Unduplicated Project Requests

\$229,868,019

Total Amount Requested



COMMUNITY SUPPORT

## Allocation Progress

\$36,739,238

Expenditure Category Total

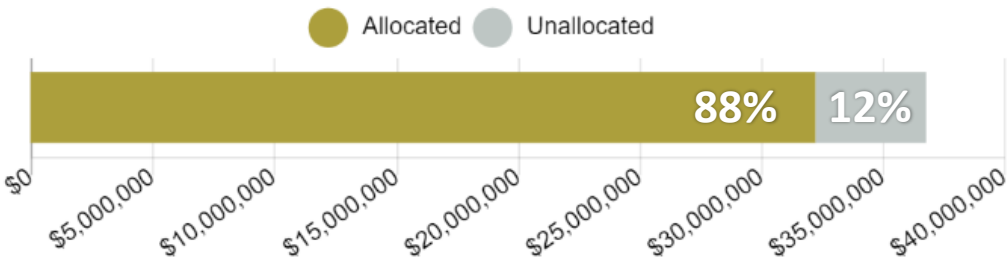
\$32,234,865

Allocated

\$4,504,373

Unallocated

## Community Support Expenditure Category



## Summary Data on Community Support Project Pipeline

4

Projects Pending Subgroup Review

14

Projects Invited for Full Proposal

2

Projects Pending Task Force Approval

0

Projects Pending County Board Approval

12

Projects with Full Funding Approval

4

Projects on Hold

61

Denied or Inactive Project Proposals

Projects Pending ARPA Task Force Approval

\$2,765,629

Projects with Full Funding Approval

\$32,234,865

Remaining Amount

\$1,738,744

Projects Invited for Full Proposal

\$10,444,178

# COVID-19 Mitigation



# COVID-19 Mitigation Updates

- The COVID-19 Mitigation Subgroup meets to review projects and evaluate requests.
- As of August 4, 2022, the subgroup has reviewed 21 requests for COVID-19 mitigation funds and approved \$1,877,412 in expenses.
- The County is applying for FEMA reimbursement where eligible for COVID-19 expenditures to reduce the need to dedicate ARPA funding to these costs.
- It is projected that \$5,500,000 will be sufficient to accommodate COVID-19 mitigation expenses through 2024.

# Fund Administration



# Fund Administration Updates

- In July, the Office of Strategy, Budget & Performance (SBP) submitted the:
  - Quarterly Program & Expenditure State Local Fiscal Recovery Funds Report
  - [Annual Recovery Plan Performance Report](#)
- The subgroup is working to develop project management systems that will use:
  - Data from the Comptroller-led budget re-estimates, and
  - Capital Project Management Office tracking systems
- The SBP is working with the Department of Health & Human Services and the Department of Administrative Services Procurement Division to release a Request for Proposal to contract for Phase One of the ARPA Evaluation Plan

# Evaluation Plan Update

- Project Lead: TJ Cobb, DHHS, Enterprise Quality, Director
- The ARPA Evaluation will be executed in phases:
  - Phase 1: Evaluation Assessment & Planning
  - Phase 2: Evaluation Design and Implementation
  - Phase 3: Sustainability and Operationalizing Evaluation Recommendations
- Phase One will results in an evaluability assessment and an evaluation framework.
- Results must be replicable and sustainable to contribute to the County's ability to build a functional evaluation infrastructure across the organization.

# Reallocation Recommendation



# Recommended Reallocation of Funds

In response to limited spending in COVID-19 Mitigation, administration recommends reallocating \$18,380,505 of COVID-19 Mitigation funds.

Category	Initial Allocation	% of Funds	Variance
Revenue Loss	\$115,728,599	63%	\$14,204,404
Community Support	\$36,739,238	20%	\$3,676,101
COVID-19 Mitigation	\$23,880,505	13%	(\$18,380,505)
Administration	\$7,347,848	4%	\$500,000
Total	\$183,696,190	100%	\$0

Recommended Revised Allocation	Recommended % of Funds
\$129,933,003	71%
\$40,415,339	22%
\$5,500,000	3%
\$7,847,848	4%
\$183,696,190	100%

# Reallocation Goals

- Reallocation of funds will allow expenditure categories to achieve the following impactful goals:
  - **Community Support:** Recommend additional proposals that are in the pipeline for funding that have been ranked as high priority.
  - **Fund Administration:** Respond to new U.S. Department of the Treasury guidance that will allow jurisdictions to obligate payroll costs to ensure continuation of services through 2026.
  - **Revenue Loss Recovery:** Use funds to provide government services to the extent of the reduction in revenue experienced due to the pandemic, with a focus on fiscal health and sustainability.



**MILWAUKEE  
COUNTY**