



MILWAUKEE COUNTY AMERICAN RESCUE PLAN ACT ALLOCATION
Community Support Program Proposal
PRISM EDC: Creating new markets for UpStart Entrepreneurs

COMMUNITY SUPPORT CATEGORY

Please select the community support category that applies to this proposal:

- Household Assistance.** Proposals 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 people.
- Mental & Behavioral Health.** Proposals may include expenditures related to mental health services; substance abuse services; and other public health services.
- Other Social Determinants of Health.** Proposals may include expenditures related to job training assistance; small business economic assistance; aid to nonprofit organizations; aid to other impacted industries; healthy childhood environments: home visiting and services to foster youth or families involved in child welfare system; social determinants of health: community health workers or benefit navigators and community violence interventions; clean water; drinking water; and broadband.

PROJECT DESIGN

Provide an overview of how the community support project being proposed addresses an urgent community need brought on by the COVID-19 pandemic. Demonstrate how the project provides a feasible solution to the demonstrated need and is being coordinated with partners. Include any collaboration that will occur during the project. Explain how the proposal falls within Milwaukee County's scope of services. (500-word max response)

PRISM EDC was founded to bring hope and opportunity by and for the residents of the Sherman Park neighborhood. PRISM is a hub for food-related development, with two main programs: UpStart Kitchen, where food entrepreneurs launch and build their businesses, and Brigade MKE, an accelerated skills-based career track to get youth trained and into the workforce earning a livable wage.

UpStart Kitchen serves as an incubator for entrepreneurs who want to start or grow their food-oriented businesses. UpStart provides access to 1,350 sq. ft. of affordable, state-of-the-art, fully-equipped, and code-compliant commercial kitchen space, and also provides supportive services, training, mentoring, and community connections to help those businesses succeed. Business resources and technical assistance, including business planning, proposal writing and coaching, is provided directly by UpStart and in collaboration with partner organizations.

The physical kitchen space includes separate kitchen areas for hot food prep, cold prep, and baking as well as cold and dry food storage and a shared coworking space. Food entrepreneurs apply to become member-clients of UpStart Kitchen and are then able to rent one of the three above-mentioned kitchen areas.

PRISM seeks to influence the social determinants of health, improving the conditions in which people live, work and age. UpStart also has a lengthy waitlist for new member-clients, when we know that participation has the potential for both individual economic opportunity and greater community health and wellness. UpStart Kitchen has seen a steady stream of inquiries for membership. Currently, there are over 300 individuals on our waitlist and UpStart is poised to grow into spaces that will foster economic development throughout the city for entrepreneurs who are already in our pipeline, eager to begin.

PRISM is working to develop retail platforms where member-clients of UpStart can market their products and gain exposure to new clientele, with partners like Sherman Phoenix Marketplace and the new state office building on 6th and Walnut. We also want to develop contractual relationships that will lead to enhanced business activity and economic growth for the entrepreneurs affiliated with UpStart Kitchen.

UpStart Kitchen has had tremendous growth and results since its start in 2020, with ambitious growth planned for 2023 and beyond. Funding from Milwaukee County will allow for sustained operations while growing access to the UpStart Kitchen program for member-clients on the waiting list, for expansion into new facilities, and for broadening access to new markets by our entrepreneurs.

TRACKABLE PERFORMANCE INDICATORS

Provide an overview of the project's goals, objectives, outcomes, and/or outputs that will be achieved by December 31, 2024. Please ensure that proposed project outcomes align with the Milwaukee County vision to achieve racial equity and eliminate health disparities. (250-word max response)

The culinary and hospitality industries are exploding with job opportunities, and we are working to make sure these are accessed by all County residents. Each of our programs seek to capitalize on the excitement around entrepreneurship in our community with high quality training that immediately translates into marketable businesses and career-building jobs. Our outcomes and outputs include, but are not limited to:

- Projected average monthly number of member-clients using the network of kitchens
- Number of new culinary entrepreneurs started or scaled
- Net new jobs created
- Number of current or aspiring culinary entrepreneurs getting connected to a business coach, mentor, or additional small business training
- Number of current or aspiring culinary entrepreneurs receiving culinary skills training, coaching or continuing education through UpStart Kitchen
- Self reported indicators of community health and wellness
- Overall increase in entrepreneurial initiatives and start-ups in the city of Milwaukee

INVEST IN EQUITY & INTENTIONAL INCLUSION

Provide an overview of how the proposed project supports historically underserved, marginalized and/or adversely affected groups. Projects will be scored by their alignment with Milwaukee County's strategic objectives to (1) achieve racial and health equity, (2) dismantle barriers and (3) invest "upstream" to address root causes of health. Demonstrate how this proposal supports any or all of these objectives. If applicable, include how this proposal was informed by community input and builds capacity of community organizations. (500-word max response).

PRISM is well-positioned to support communities hit hardest by economic divestment and the pandemic, including our Black business owners. Black community members make up 81.8% of the population in PRISM's 53216 ZIP code. It also has an 8.37% unemployment rate, which is far greater than Milwaukee's overall 4.9% unemployment rate. The median household income is \$39,806 compared to Milwaukee County's overall \$54,231.

Recently, PRISM has hired their first Black Executive Director, Dr. Glenn Mathews. While the board has always been predominantly African American, founded by Pastor Walter Harvey, it was difficult to find executive leadership with the experience needed to operate a young but growing nonprofit serving a diverse and economically challenged neighborhood in Milwaukee.

In addition to commercial kitchen space and technical assistance, UpStart helps reduce the social isolation that low-income urban communities often face. Current member-clients of UpStart Kitchen are very vocal in communicating their opinions about what works and what they need in terms of support services. As a result, we are constantly modifying our practices and procedures to be more responsive to their needs. UpStart is a place of peer-learning, encouragement, and collaboration. Member-clients become part of a certified and strategic food community while learning to produce, scale and sell their product; they also become connected to relationships and resources that bring capacity to their business, instill confidence and increase their success.

Inequitable investment in workforce development solutions will continue to perpetuate disparities, and thus opportunities for individuals to rise out of economic insecurity. Consequently, there is tremendous need for additional economic opportunity in challenged neighborhoods, which UpStart Kitchen provides. We are uplifting Milwaukee's urban landscape by providing the community with both opportunity and nourishment. We embrace the challenge of transforming our beloved community and the local economy one recipe at a time.

EVIDENCE-BASED STRATEGY

Please select the statement that aligns with the community support project. This project was developed with:

- Strong Evidence:** can support casual conclusions for the specific program with the highest level of confidence. This consists of one or more well-designed and well-implemented experimental studies conducted on the proposed program with positive findings on one or more intended outcomes.
- Moderate Evidence:** reasonably developed evidence base that can support casual conclusions. The evidence-base consists of one or more quasi-experimental studies with positive findings on one or more intended outcomes OR two or more nonexperimental studies with positive findings on one or more intended outcomes. Examples of research that meet the standards include well-designed and well-implemented quasiexperimental studies that compare outcomes between the group receiving the

intervention and a matched comparison group (i.e., a similar population that does not receive the intervention).

Preliminary Evidence: can support conclusions about the program’s contribution to observed outcomes. The evidence-base consists of at least one nonexperimental study. A study that demonstrates improvement in program beneficiaries over time on one or more intended outcomes OR an implementation (process evaluation) study used to learn and improve program operations would constitute preliminary evidence. Examples of research that meet the standards include: (1) outcome studies that track program beneficiaries through a service pipeline and measure beneficiaries’ responses at the end of the program; and (2) pre- and post-test research that determines whether beneficiaries have improved on an intended outcome.

Provide an explanation to support the statement that most aligns with the project. Include the experimental studies conducted on the proposed project. *Evidence-based strategies can be found through the following: [Results First Clearinghouse Database](#) | [The Pew Charitable Trusts \(pewtrusts.org\)](#) and [Homepage | CLEAR \(dol.gov\)](#). (250-word max)

Adult vocational training is cited in the Results First Clearinghouse Database with the highest rating, meaning the program had a positive impact based on the most rigorous evidence. While we have not had a formal evaluation of the UpStart program, research and opinion pieces the Milwaukee Journal Sentinel featured a story by Mike Gousha and John Johnson, from the Marquette University Law School Lubar Center, which examined the Milwaukee economy during the pandemic and spoke very favorably about the work of UpStart Kitchen. Specifically, the fact that post-pandemic business license growth in the city has been fueled strongly by food trucks and catering businesses, where “the most remarkable increase was in district 7, which includes the Sherman Park neighborhood. The 7th district added 31 new businesses. Much of this activity can be attributed to Upstart Kitchen”. While the demand for our programming is high, appropriate kitchen space is at a premium, and the road to production and access to markets is full of barriers.

Entrepreneurship is a catalyst of community transformation, yet across Milwaukee, more support is needed. The increase in the number of people starting their own businesses in the US hit a 13-year high in 2020 according to an analysis of Census Bureau data. Meanwhile, research released in 2017 by The Kauffman Foundation found that among the forty largest metro areas, Milwaukee was second to last in start-up activity and last in launching entrepreneurs.

ARPA REPORTING REQUIREMENTS

Provide a detailed overview of the applicant’s experience managing federal funds. Detail any experience ensuring accurate data collection and adherence to federal reporting requirements. If this is an internal application, detail any experience managing contracts and ensuring reporting deadlines are met. If this is an external applicant, detail any experience receiving funding from Milwaukee County and ensuring reporting deadlines are met.

The UpStart Kitchen program began operation in 2020 and has not received any federal funding up to this point. PRISM EDC has held several County contracts, each requiring detailed fiscal reports provided in a timely fashion by our external accountant. We have received funding for our training programs from the Health and Human Services, and our Community Meals program was a partner of the Milwaukee County Housing First initiative until Summer 2022.

Our program data is collected by our Business Manager who tracks our client information in HubSpot. Tracked is the number of people served, the number of vendors contracted, and the program in which the individual is connected. When UpStart was receiving EFSP funding for the meals program through Hunger Task Force, the data processes were sufficient for those requirements.

ARPA FUNDS REQUESTED

Provide the total request amount to be spent between 2022 – 2026. Explain how funds will be incurred and encumbered by December 31, 2024. Include if the project has matching funds or resources. (250-work max)

We are requesting \$375,000 of funding for UpStart Kitchen facilities in three locations in Milwaukee County. For the three projects that are subject of this grant request, we really don't know the actual projected costs at this point. The estimates provided above are just that, estimates. The budget is subject to change as we get more specific estimates. We are confident that we will generate funds from other sources alongside Milwaukee County to ensure that each project is successful. We have, for example, already applied to the City of Milwaukee CDBG for help in covering the costs for the 6th & Walnut and the 22nd & Lapham projects. Additionally, we received or are in consideration for funds we would be able to match from WEDC, United Way, and more.

BUDGET

Complete the short-form budget and provide a formula for your calculation by defining the expense item, number of units, and cost per unit for the requested project period. Please add rows as necessary. In the table below, outline any matching funds or resources. Please note: all costs needed for a project should be included in the budget below (example: staffing capacity, rent/space, utilizes, etc.).

Expense Item	Description	Total Cost
Personnel Expenses (including fringe benefits)		
1. Project manager	Fiscal management & oversight	\$20,000
2.		
3.		
Professional Services		
1. Construction management	Owner's rep to oversee and manage facility improvements	\$20,000
2. Architectural & engineering	For needed design and engineering work	\$25,000
3. Construction services – construction, electrical, plumbing, HVAC	For facility improvements	\$250,000
Supplies & Equipment		
1. Kitchen Equipment	Equipment for the renovated facilities	\$60,000
2.		

3.			
Capacity Building Resources for Implementation			
1.			
2.			
3.			
Total Calculations			
Total Expenses			\$375,000

Other Revenue Source (s)	Committed or Available Revenue Amount	Potential Revenue Amount
For the three projects that are subject of this grant request, we really don't know the actual projected costs at this point. The estimates provided above are just that, estimates. The budget is subject to change as we get more specific cost estimates. We are confident that we will generate funds from other sources once we get better cost estimates. We have, for example, already applied to the City of Milwaukee CDBG for help in covering the costs for the 6 th & Walnut and the 22 nd & Lapham projects.		
Total Other Revenue Amount	\$0	\$0