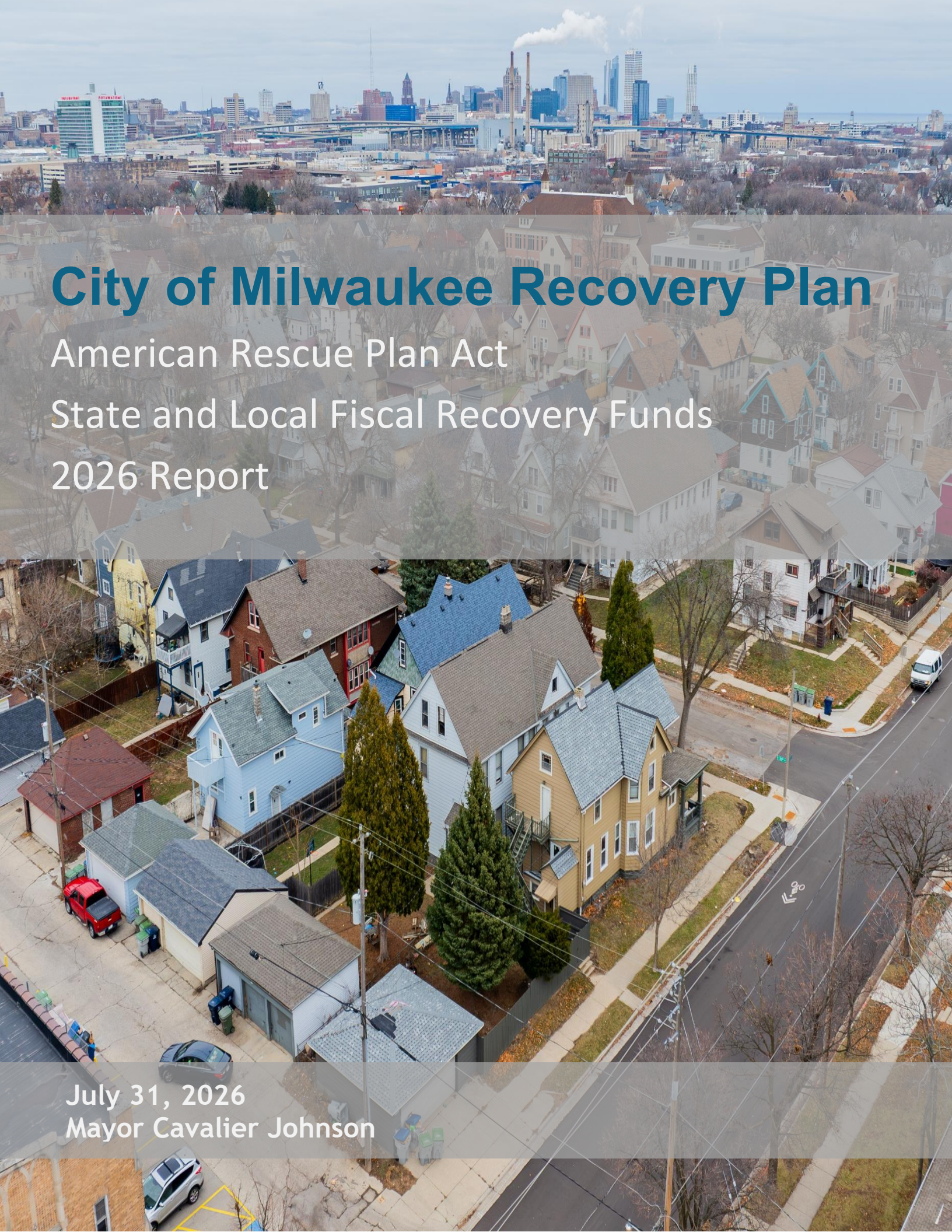


An aerial photograph of a residential neighborhood in Milwaukee, Wisconsin. The foreground shows several houses with colorful siding (blue, yellow, red) and grey roofs. A red pickup truck is parked on the street. In the background, the city skyline is visible, including the Potomac building and the Milwaukee skyline. The text "City of Milwaukee Recovery Plan" is overlaid in a large, bold, blue font.

City of Milwaukee Recovery Plan

American Rescue Plan Act

State and Local Fiscal Recovery Funds

2026 Report

July 31, 2026

Mayor Cavalier Johnson

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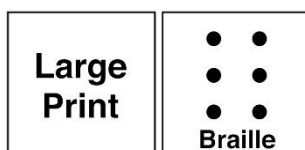
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EXECUTIVE SUMMARY

City of Milwaukee Recovery Plan

Executive Summary

Impacts of the COVID-19 Pandemic on Milwaukee

On March 13, 2020, the City of Milwaukee Health Department (MHD) confirmed Milwaukee's first case of COVID-19. In the three years that followed until the end of the COVID-19 Public Health Emergency, there were over 181,000 reported confirmed positive COVID-19 cases and 1,120 COVID-19 associated deaths in the City of Milwaukee.¹ However, the impacts to the City of Milwaukee and its residents extend far beyond the virus itself. The COVID-19 pandemic has impacted nearly every aspect of life in the City of Milwaukee. Families, neighborhoods, communities, businesses and city government have all felt the personal and financial toll of the pandemic.

In many cases, the pandemic exacerbated challenges already facing the City of Milwaukee. Before COVID-19, many residents struggled with housing, food, or healthcare insecurity, joblessness, or lacked access to necessary services such as childcare. Those struggles were only worsened by the pandemic. Milwaukee's experiences in the areas of employment, housing, and child care provide insight into the scope and scale of the negative economic impacts of the pandemic.

Employment

The COVID-19 pandemic had an immense and widespread impact on Milwaukee workers. Over a third of the city's labor force filed a claim for unemployment benefits during the first eleven months of the pandemic. From March 2020 through January 2021, approximately 100,000 workers living in the City of Milwaukee filed unemployment claims. Among Milwaukee workers, the top industry sectors for workers with unemployment claims were health care and social assistance, administrative and waste management, accommodation and food service, manufacturing, and retail trade.

Housing

Because the majority of Milwaukee households are renters, struggles to pay rent and threats to housing stability were heightened during the pandemic. On March 27, 2020, Governor Evers issued Executive Order #15, placing a 60-day moratorium on most evictions. That decision reflected the severity of job loss from the pandemic and the health threat from households being forced into congregate settings. When the statewide moratorium ended on May 26, 2020, Milwaukee evictions spiked throughout that summer until the Centers for Disease Control (CDC)'s issuance of a federal eviction moratorium on September 4, 2020, concluding on August 26, 2021 due to a US Supreme Court ruling.

For home owners, challenges present before the pandemic continued. Driven largely by the economic downturn and foreclosure crisis, homeownership in one- and two-family structures in the city declined by 12% between 2005 and 2020, resulting in over 15,000 less owner-occupied homes in city neighborhoods. More recently, a strong real estate market has resulted in a lack of supply of affordable home ownership options for city residents. This trend was exacerbated by the pandemic.

¹ COVID-19 Cases, Deaths, and Vaccinations by Race/Ethnicity in the City of Milwaukee as of April 5th, 2023, City of Milwaukee Health Department (April 2023)

Child Care

The impact of the COVID-19 pandemic on the child care sector and child care providers in Milwaukee has been extensive. As the Wisconsin Policy Forum noted in a July 2020 report, “COVID-19 health concerns and restrictions have produced considerable turmoil in Wisconsin’s child care sector, which will play a critical role in efforts to fully re-open the state’s economy. Financial losses and the potential permanent closure of child care centers could exacerbate longstanding challenges with access to quality care and may require intervention by policymakers to ensure adequate support for providers, families, and employers.”² In Milwaukee County, 31% of child care providers self-reported that they were closed as of May 19, 2020. Over half of the providers that reported being closed were licensed group providers, which serve larger numbers of children than licensed family providers.

City Government

The COVID-19 pandemic not only exacerbated the struggles facing Milwaukee residents, it has also exacerbated the struggles facing city government. To help build a safer, stronger, and more prosperous city for all Milwaukee residents, city government must fund core city services, invest in the public health and safety of its neighborhoods, and sustain an interconnected network of infrastructure and utility services. Unfortunately, in the years leading up to the pandemic, the city’s ability to fund services, invest in neighborhoods, and sustain infrastructure had been severely curtailed by shrinking revenues and increasing expenses. The structural realities the city faced during the start of the pandemic – frozen revenue from the state and more than inflationary increases in annual pension obligations – forced the city to consider cuts that may have permanently reduced its core service delivery and ability to maintain infrastructure. In addition, the city expended significant funds to directly fight the pandemic itself, and to mitigate the resulting economic impacts.

City of Milwaukee ARPA Planning Process

The City of Milwaukee was awarded approximately \$394.2 million in Local Fiscal Recovery Funds under the American Rescue Plan Act, administered by the US Department of the Treasury. In May 2021, the city received the first half of its allocation, \$197.1 million (the “first tranche”), and in June 2022, the city received the second allocation of \$197.1 million (the “second tranche”). To meet federal requirements, these funds must be obligated by the end of 2024 and spent by the end of 2026. The city has engaged in a considerable planning process to ensure the effective stewardship of its ARPA funding in the pandemic recovery process.

The planning process has involved collaboration between the Mayor’s Office and the Milwaukee Common Council, as well as individual city departments and city residents. On June 15, 2021, the Milwaukee Common Council made its first formal allocation of first tranche ARPA funding to the Earn & Learn program administered by Employ Milwaukee, which provides job training and assistance to youth, including in areas of the city severely impacted by COVID-19. Shortly after, on July 13, 2021, former Mayor Tom Barrett released his [Milwaukee Recovery and Resilience Plan](#) (also referred to as the City of Milwaukee Stronger Summer Plan). That plan proposed allocating approximately \$93 million of the first tranche to a slate of programs including employment, job training, affordable and sustainable housing, city services, pandemic response, small business and economic development, community health, and early childhood education.

The Milwaukee Recovery and Resilience Plan was considered by the Common Council in July 2021, and over the next year, the Council funded a subset of the proposed programs that provided city-wide recovery and

² [Wisconsin’s child care sector needs care itself](#), Wisconsin Policy Forum (July 2020)
City of Milwaukee 2026 Recovery Plan Performance Report

corresponded to residents' expressed areas of need. During that time, the city also designated a significant portion of its first tranche funding to support ongoing, critical city services. While this funding did not, for the most part, fund new initiatives, it ensured the continuation of those government services that form a part of residents' everyday lives and are critical components of the pandemic recovery.

In June 2022, the city received its second tranche ARPA allocation. The projects funded from the second tranche included a second significant investment in streetlighting, which is a safety concern for residents, a significant investment in housing programs, a significant investment in fire department operations, funding for library services, and funds for administrative and compliance staff to manage the city's ARPA budget and grants. The city also hired a City ARPA Director to manage compliance and project planning, and established an "ARPA Task Force," comprised of elected officials and community members to recommend equitable selection and funding of second tranche projects. The task force is described in more detail in the Community Engagement section of this Plan.

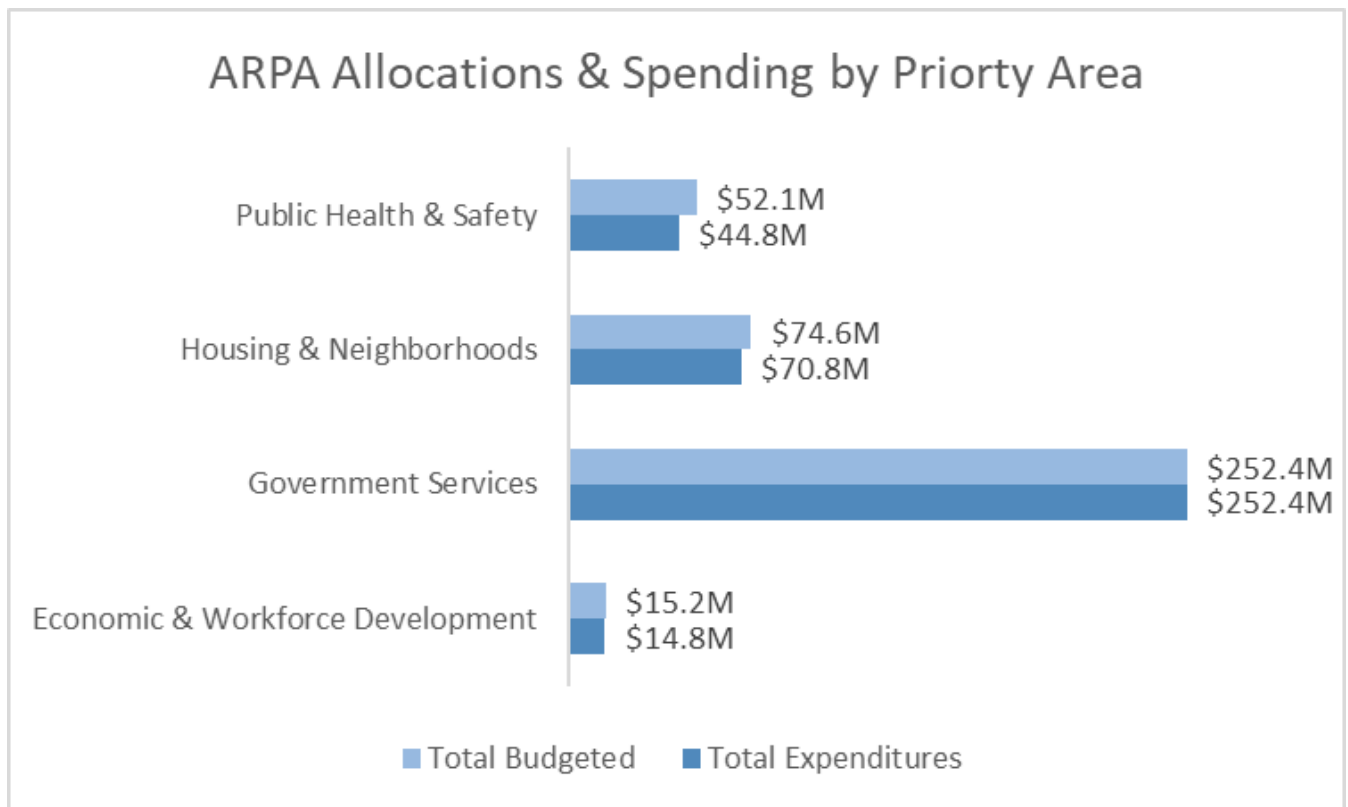
As the Task Force engaged in its planning process, the city also engaged in its 2024 budgeting process. That budgeting process resulted in a recommendation to allocate most of the remaining second tranche funds to fill a significant budget gap in city operating expenses. That recommendation was ultimately accepted, and was made possible through realizing significantly more "revenue loss" than expected by the city's original, conservative, estimates. The allocation to city operating allowed the Council to set aside several million levy dollars to fund future community-informed, transformational projects.

In October of 2024, the City of Milwaukee Common Council reallocated a total of \$1,750,604 of American Rescue Plan Act funds to six (6) projects (Common Council Files 240971, 240972, 240973, 240974, 240863, and 240864) available through the city's [Legistar website](#). Reallocated projects included: 1) Existing Affordable Housing Programs (down payment assistance), 2) Courage MKE, 3) Your Move MKE, 4) Eviction Free MKE, 5) The Bridge Project and, 6) Concordia 27. All reallocated funds were contractually obligated before the year-end of 2024. Additional program information is located in the Project Inventory section of this report.

Most recently in May of 2026, The City of Milwaukee Common Council reallocated \$617,214.37 of American Rescue Plan Act funds (Common Council File 252047) to two (2) previously obligated projects which include: 1) Eviction Free MKE and, 2) The Bridge Project (Common Council File 240863).

Progress to Date

Within its project portfolio, the City of Milwaukee has spent \$382.7 million, which represents 97% of total ARPA funds.



Within the city's four main priority areas, 63.6% of funds have been allocated for government services, 19.3% for housing and neighborhoods, 13.2% to public health and safety, and 3.9% for economic and workforce development.

ARPA BY THE NUMBERS



Total ARPA funds:
394.2 million



Total Spending:
382.7 million



Projects in
progress:

13



Total Projects:
79



Completed
Projects:

66

The city currently has a total of 79 ARPA-funded projects. Of those, 13 projects are currently in progress, and 66 projects have been completed. The largest number of completed projects is in the government services priority area.

Please note: One (1) additional program entitled Opioid Treatment BLS Personnel was originally funded under the EC 6.1 category but was never started and funding was reallocated. The program is tracked in all U.S. Treasury P & E reports bringing the total programs to eighty (80).

OBJ



USE OF FUNDS

City of Milwaukee Recovery Plan

Use of Funds

The City of Milwaukee has taken a thoughtful and measured approach to the allocation of its ARPA funding, recognizing results should be both immediately impactful and enduring. Specifically, the city recognizes that the impact of these funds should address the city's immediate needs resulting from the COVID-19 pandemic, and should also provide long-lasting responses to city challenges that have been exacerbated by COVID-19.

City of Milwaukee ARPA Goals & Strategies

Early in the planning process, the city identified four major priority areas for ARPA funding: government services, housing and neighborhoods, public health and safety, and economic and workforce development. Within each of these priority areas, the city is implementing several key strategies, outlined below. The strategies are intended to help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn while also advancing the city's existing plans and goals.

PRIORITY AREA	 Government Services	 Housing & Neighborhoods	 Public Health & Safety	 Economic & Workforce Development
GOAL	All people in Milwaukee have access to city government resources and services.	All people in Milwaukee have a quality, affordable, stable home.	All people in Milwaukee live in healthy and safe environments.	All people in Milwaukee have the skills and training to gain family-supporting jobs.
STRATEGIES	- Continue to provide core city government services - Address budget shortfalls exacerbated by the COVID-19 pandemic - Provide translation and interpretation services to individuals who speak a language other than English	- Support housing rehabilitation and new affordable housing development projects - Assist individuals in purchasing a home for owner occupancy - Provide legal assistance and eviction prevention services to families facing eviction	- Respond to the COVID-19 public health emergency - Reduce lead hazards in households with children at risk of lead poisoning - Advance efforts to address reckless driving - Support violence prevention initiatives	- Provide summer youth employment opportunities for young people - Assist workers with education, job training, and placement - Support, grow, and retain the early childhood education workforce

Government Services

The goal of the city's ARPA funding for government services is to ensure that all people in Milwaukee continue to have access to core city government resources and services. To do this, the city has allocated funding to cover operating costs in departments such as the Health Department, Fire Department, and Milwaukee Public Library as well as funding for translation and interpretation services to individuals who speak a language other than English or individuals requesting American Sign Language (ASL) interpretation. In 2024, the city made a significant investment to fund city employee salaries as a means of addressing a significant budget gap, which was structural but was also exacerbated by the long-term effects of the COVID-19 pandemic on worker salaries, the cost of goods and services, and unexpected expenses incurred by the city to respond to the pandemic.



Housing & Neighborhoods

The goal of the city's ARPA funding related to housing and neighborhoods is for all people in Milwaukee to have a quality, affordable, stable home. The city has focused on several strategies to achieve this. One is to support housing rehabilitation and new affordable housing development projects to increase the supply of affordable housing in the city. A second is to assist individuals in purchasing a home for owner occupancy to address declining citywide rates in home ownership as well as the considerable racial and ethnic disparities in the city's home ownership rates. A third is to provide legal assistance and eviction prevention services to families facing eviction to help ensure housing stability for Milwaukee renters, who represent a majority of city households.



Public Health & Safety

The primary goal of the city's ARPA-funded public health and safety projects is for all people in Milwaukee to live in healthy and safe environments. Continuing to respond to the COVID-19 public health emergency has been a key component of this work. Another component is reducing health hazards in households with children at risk of lead poisoning. Advancing efforts to address reckless driving in the city and supporting the city's violence prevention efforts are also critical strategies to promote public health and safety.



Economic & Workforce Development

The central goal of the city's ARPA-funded economic and workforce development projects is for all people in Milwaukee to have the skills and training to gain family-supporting jobs. The city is working to achieve this through a combination of strategies. One is to provide summer youth employment opportunities to young people. A second is to assist workers with education, job training, and placement, particularly in the field of lead abatement. And a third is to support, grow, and retain the early childhood education workforce.



Use of Funds by Expenditure Category

While the city organizes its ARPA-funded projects into the four major priority areas described above, each project must also fit within an approved “expenditure category” identified by the U.S. Department of the Treasury. These expenditure categories (“ECs” below), are organized into seven major categories, and within each category, Treasury has defined approved sub categories. Treasury’s major categories are: Public Health impacts of the pandemic (EC1), Negative Economic Impacts of the pandemic (EC 2), Public Health-Negative Economic Impact: Public Sector Capacity (EC 3), Premium Pay for essential workers (EC 4), Infrastructure projects (EC 5), Revenue Replacement for local governments (EC 6), and Administrative expenses associated with the ARPA grant (EC 7). A full list of the expenditure categories can be found starting on page 55 of U.S. Treasury’s Compliance and Reporting Guidance, at <https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf>.

The following is a summary of the city’s funding allocations as of July 2026 in the categories established by the US Department of the Treasury. Additional details on individual projects can be found in the Project Inventory section of this Recovery Plan.

Public Health (EC 1)

The U.S. Department of the Treasury established the “Public Health” expenditure category to include projects that directly respond to the COVID-19 public health emergency and its broader health impacts. The city has four projects totaling \$9,028,193 in the Public Health expenditure category. Funds are allocated to support the City of Milwaukee’s 911 dispatch system, gun violence reduction, and emergency medical services (EMS) support at vaccination clinics and mobile sites as well as testing and quarantine locations. Projects include:

Other COVID-19 Public Health Expenses (EC 1.7)

- COVID-19 Public Health (Fire Department)

Community Violence Interventions (EC 1.11)

- Gun Violence Reduction
- Department of Emergency Communications
- Support for Computer Aided Dispatch System

Negative Economic Impacts (EC2)

Treasury’s “Negative Economic Impacts” category includes programs that respond to the negative economic impacts of COVID-19 and the COVID-19 public health emergency, including impacts to households and small businesses. The city has 4 projects totaling \$31,117,040 in the Negative Economic Impacts expenditure category. The city’s major programmatic initiatives within this category focus on workforce training, increasing affordable housing and housing support for Milwaukee residents, and decreasing lead exposure in Milwaukee children. Projects include:

Assistance to Unemployed or Underemployed Workers (EC 2.10)

- Employ Milwaukee Earn & Learn Program

Housing Support: Other Housing Assistance (EC 2.18)

- Right to Counsel eviction support
- Housing personnel and land management

- City of Milwaukee Lead Hazard Reduction Project

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)

The “Public Health – Negative Economic Impact: Public Sector Capacity” category established by Treasury is comprised of expenditures that support public sector workforce and capacity, including public sector payroll, rehiring of public sector workers, and building of public sector capacity. The city has one completed project totaling \$5,697,666 in this expenditure category. Funds were used to support training and recruitment of Milwaukee Fire Department Recruits and Fire Cadets. Spending in this category was designed to ensure the health and continuation of the city’s critical emergency ambulance and fire services for the residents who need them.

Premium Pay (EC 4)

“Premium Pay” is a funding category established the U.S. Department of the Treasury to provide premium pay to workers who delivered necessary services during the pandemic and meet strict eligibility criteria, and is also intended to prioritize low-income workers. The city has one completed project totaling \$500,000 in this expenditure category. Because economically disadvantaged voters are often the most directly impacted by the closure of polling places, the city provided premium pay to election workers to ensure that no polling places were closed in 2022.

Water, Sewer, and Broadband Infrastructure (EC 5)

The city has not allocated any ARPA funds to water, sewer, or broadband infrastructure projects.

Revenue Replacement (EC 6)

The “Revenue Replacement” category (also known as “revenue loss”) is designed by the U.S. Department of the Treasury to replace public sector revenue that local governments did not collect because of the COVID-19 pandemic. This spending category is the most flexible, because revenue loss funds can be spent on most traditional government services, even if those services do not directly respond to the pandemic. In providing this flexible category, Treasury recognized that local governments must continue providing regular services to their residents, even in the face of significantly decreased pandemic revenues.

Treasury provided local governments with the option of either calculating their actual lost revenue, or electing a standard allocation of \$10 million (similar to a standard deduction on a tax return). Because the City’s lost revenue far exceeded the standard allocation, the city calculates its actual revenue loss according to the formula provided by Treasury. The city’s revenue was first calculated for a pre-pandemic “base” year in 2019. Then, the hypothetical revenue that the city should have received absent the pandemic, was calculated in 2020 by multiplying the pre-pandemic base revenue by the 5.2% growth adjustment set by U.S. Treasury. The difference between the hypothetical revenue and the city’s actual revenue in 2020 was the amount of the city’s original \$394.2 million ARPA allocation that could be dedicated to the more flexible revenue loss category. This process was repeated at the end of 2021, 2022, and 2023.

The city originally made a conservative calculation based on purposefully low projections of future revenue in 2021. As the city determined its actual revenue of the next few years, the number of projects that could be categorized as revenue loss has greatly expanded. As a result, some projects that were originally categorized as other expenditure categories have been recategorized as revenue loss to permit more flexible contracting practices, a broader program scope, and in some cases, to address errors in the federal reporting forms that prevented the city from closing out completed projects. In most cases (for example, early childhood education programs), the recategorized programs have maintained their original purpose and scope, despite recategorization to revenue loss for administrative reasons.

The city currently has 69 projects totaling \$347,883,750 in the Revenue Replacement expenditure category. Funds are used for the continuation of regular government services, including support for the Milwaukee Fire Department's emergency response services and operating expenses, housing projects, library construction, city street lighting improvements, translation services, reckless driving reduction, early childhood education, city operating expenses, and various other government service expenditures. Projects include:

Provision of Government Services (EC 6.1)

- 2024 Salary Allocation (21 projects)
- 53206 ARPA Survey
- ARPA Administration & Compliance (Comptroller)
- ARPA Administration & Compliance (DOA)
- Big Clean
- City of Milwaukee ECE Workforce Stipend Program
- City of Milwaukee COVID-19 Response and Recovery
- Clean City
- Community Supported Traffic Safety Improvements Project (Reckless Driving)
- Compliance Loan Program
- Concordia 27
- Courage MKE
- Covid-19 Public Health (Library)
- COVID-19 Revenue Loss 2023 (Library)
- Demolition, Deconstruction and Site Restoration
- Early Childhood Education (City of Milwaukee)
- Earn & Learn Summer Youth Internship Program (SYIP)
- Education and Outreach Personnel
- Energy Efficiency Upgrades to Homes Remediated for Lead
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- Homes MKE project to renovate vacant city-owned foreclosed residential properties
- Housing Code Planning Update
- Housing Trust Fund
- Improving Covid-19 Public Health Services Access
- Language Translation Services
- Lead Abatement Workforce Program
- MADACC
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- MFD Emergency Response
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- Milwaukee Emergency Medical Services Augmentation Project
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- Modular Housing
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- Retention Pay for City Employees
- Revenue Replacement - Energy
- Salaries for Various Infrastructure Programs and Energy Usage
- Street Lighting Circuit Reliability Improvement
- STRONG Homes Loan Program
- The Bridge Project
- The Literacy Lab's Leading Men Fellowship
- Translation/Multilingual Services
- Vacant Lot Maintenance
- Violence Prevention, Interruption, and Resilience
- Westlawn Choice Neighborhood Implementation
- Your Move MKE

Please note: One (1) additional program entitled Opioid Treatment BLS Personnel was originally funded under the EC 6.1 category but was never started and funding was reallocated. The program is tracked in all U.S. Treasury P & E reports bringing the total programs under this category to sixty-nine (69).

Other Federal Recovery Funds

Complementing the city's SLFRF programming are multiple subawards and beneficiary awards from the State of Wisconsin Department of Administration's SLFRF award. These funds support the city's violence prevention programming, neighborhood improvements, housing programs, police services, port of Milwaukee improvement, remediation of the nuisance Northridge Mall property, and COVID-19 response.



COMMUNITY ENGAGEMENT

City of Milwaukee Recovery Plan

Community Engagement

The City of Milwaukee has taken a multifaceted approach to incorporate community engagement into its ARPA decision-making processes and to promote transparency and information sharing with the public. This includes developing the city's ARPA website and dashboard, hosting a variety of public meetings and hearings, administering public surveys (including online and mail surveys), convening focus groups and stakeholder listening sessions, and creating the ARPA Funding Allocation Task Force.

Website

The city's ARPA website ([Milwaukee.gov/ARPA](https://milwaukee.gov/ARPA)) acts as a central location for information on ARPA planning, engagement, implementation, and reporting. The website includes links to funding allocation actions, public engagement efforts, quarterly and annual reports, as well as the city's [ARPA dashboard](#) is regularly updated with information on planned funding, project spending, project recipients, maps, performance measures, and other relevant project data.

Public Meetings

The city has held a variety of public hearings, meetings, and information sessions throughout the ARPA planning and implementation process to provide the community with updates on the funding allocation process and to gather feedback on funding priorities. Meetings have been held in person at various locations throughout the city and through online meeting platforms, and have included language interpreter services for limited English proficient populations. Elected officials including the Mayor and Common Council members have participated, as well as key city staff such as the Budget Director and ARPA Director. Meeting presentation slides and video recordings for many of the meetings are available on the city's ARPA website and detailed in prior years' reports.



Awareness: Outreach and Marketing

In its work to implement its ARPA-funded housing programs, the city and its partners have employed a number of different strategies to promote awareness of ARPA resources in the community. These include direct resident contact through door-to-door canvassing in neighborhoods with populations most impacted by the pandemic, participating in community events with local grassroots neighborhood partners, churches and schools, and the use of media. Overall, the goal is to “meet people where they are” and to ensure that populations most impacted by the pandemic have access to not only ARPA resources, but based on their needs – other opportunities and resources that may be available to them. Examples of outreach and marketing efforts include:

- The city’s homebuying counseling agency partners have conducted a number of credit repair and homebuying education workshops for prospective homeowners with local churches, lenders and community organizations, promoting the city’s ARPA funded down payment and turnkey home ownership program.
- The city’s community outreach coordinator has gone door to door on blocks surrounding ARPA-funded housing development activity, promoting awareness of home purchase opportunities, as well as connecting residents to other housing resources and jobs related to ARPA housing renovation activity.
- The city has reached out to local schools and daycare centers to connect with parents and families to make them aware of ARPA housing resources and home ownership opportunities.
- The city has used social media, radio interviews, websites and press events to promote awareness of programs in the community.

Homes MKE, led by the city’s Department of City Development, structured its Request for Proposal (RFP) process specifically to provide development opportunities for emerging developers. The city is committed to supporting the advancement of emerging developers, and had a programmatic goal of awarding 40% of program funding to emerging developers. Emerging developers include developers who are working to build their capacity and business and are graduates of Milwaukee’s Associates in Commercial Real Estate (ACRE) program or with education and/or background in a real estate development related field, with a limited portfolio of development work. When evaluating proposals, the submittals were divided into for-profit, non-profit, established, and emerging categories. In the end, over 50% of the initial contract awards went to emerging developer teams.

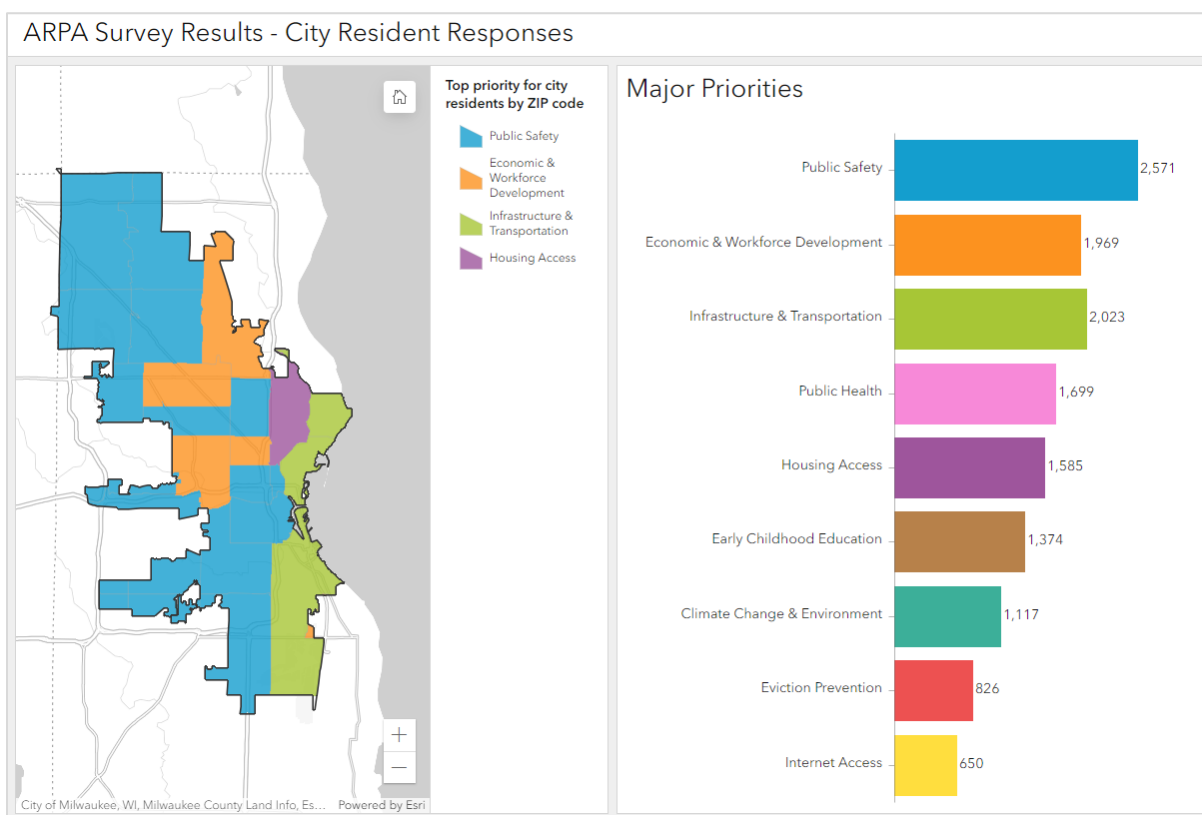
Public Surveys

Online Survey

Before allocating its ARPA funds, the city administered a public survey, available in English, Spanish, and Hmong to identify the funding priorities of survey respondents in the areas of housing access, eviction prevention, internet access, early childhood education, economic and workforce development, infrastructure and transportation, public health, and public safety. Between June 2, 2021 and September 28, 2021, the city received a total of 5,972 survey responses. Demographic information including city residency, language, gender, age, race/ethnicity, and ZIP code was collected to better understand responses by geography and demographics.



Top priorities varied by geography, with people living on the northwest and southwest sides of the city ranking public safety as a top priority, people living in the north side of the city ranking economic and workforce development as a top priority, and people living along the eastern boundary of the city ranking infrastructure and transportation as a top priority. A more detailed [summary of the survey results](#) is available on the city's ARPA website. A second round of the online survey was launched in 2023, to gain additional community feedback related to the second tranche of funding.



Targeted Mail Survey

While the initial 2021 online survey received nearly 6,000 responses, city leaders recognized the unbalanced response rates across the city and chose to conduct a targeted mail survey in areas of the city with lower response rates. The mail survey was sent to approximately 11,466 households in two areas of the city: residents of the 53206 ZIP code on the north side, and a select area of the south side. The 53206 ZIP code has a Black population of 93% and the south side area is predominantly Hispanic or Latino with a considerable proportion of the population that speaks Spanish (mailed surveys included both English and Spanish versions).

Focus Groups and Stakeholder Listening Sessions

To more specifically engage historically underserved and underrepresented communities, the city contracted with Prism Technical Management & Marketing Services, LLC to conduct a series of additional community engagement efforts. Those efforts included twelve stakeholders' meetings and six coordinated focus groups between September 2021 and May 2022, among other activities. Working closely with the city, Prism engaged with the community, including but not limited to Black or African American, Hispanic or Latino, LGBTQ+, elderly, disabled, and Hmong specific communities. Examples of facilitated focus groups and listening sessions include:

- November 14, 2021 – Milwaukee Public Library Teen Council via Zoom
- November 20, 2021 – Milwaukee Fatherhood Initiative Listening Session at Gee’s Clippers
- January 20, 2022 – Sherman Park BUILD Association via Zoom
- February 16, 2022 – Independence First via Zoom
- March 7, 2022 – FORGE via Zoom
- March 16, 2022 – Journey House via Zoom
- May 4, 2022 – Hmong Wisconsin Chamber of Commerce via Zoom



The areas of highest need identified by the communities with which Prism engaged were housing access, mental health, and public safety. Prism concluded that “the City’s allocated priorities predominantly align with the identified needs of residents who participated in the community engagement events.” A more detailed summary of Prism’s engagement activities and findings are available in its [Community Engagement Report](#).

ARPA Funding Allocation Task Force

The city’s ARPA Funding Allocation Task Force was created in June 2022 through Common Council Resolution Number 211910. The Task Force was established to provide recommendations to the Common Council for the allocation of the remaining second tranche of ARPA funding. Members of the task force included: the Mayor or designee, the Common Council President or designee, the chair of the Finance and Personnel Committee or designee, two Common Council members who represent one or more qualified census tracts, the Comptroller or designee, the Budget Director or designee, the Chief Equity Officer or designee, the director of the Community Development Grants Administration, and two community members.

As a part of the creation of the task force, the Common Council committed to allocating the remainder of the second tranche of ARPA funds in a way that prioritizes financial sustainability and maintains essential services, builds upon racial and economic equity, with special consideration for qualified census tracts, is community-informed, supports Milwaukee’s recovery and those communities hardest hit by the COVID-19 pandemic, follows a clear and collaborative process, and adheres to federal guidelines.

The task force met regularly in open session, which community members could view either in person, or remotely. The task force also held a series of three well-attended community meetings in February of 2023 to solicit feedback from the public on spending priorities and to communicate information about the decision-making process. The activity of the task force is available through the city’s [Legistar website](#). While the Task Force has been inactive since the completion of the 2024 budget process, in which the majority of the remaining funding was allocated to offset the city’s substantial budget gap and maintain essential city services in 2024, members of the Task Force were instrumental in creating a levy-funded transformational fund that remains available to fund other community-oriented projects.



LABOR PRACTICES

City of Milwaukee Recovery Plan

Labor Practices

The US Department of the Treasury requires local governments to provide information on the labor practices that they utilize for any infrastructure and capital expenditure projects being pursued. The city has not allocated ARPA funds to water, sewer, or broadband infrastructure projects. Although the city identified a number of capital projects in its 2022 Recovery Plan, those projects have since been reclassified under the “Revenue Loss” expenditure category to allow greater flexibility in bidding procedures, the inclusion of local workforce, and to more easily accommodate blended funding streams.

The city is utilizing its own strong labor practices for projects involving construction work. Specifically, the city will:

- Incorporate its **living wage requirements** (see Section 310-13 of the Milwaukee Code of Ordinances)
- Within the Revenue Loss category, leverage employment opportunities for city residents who fit specific unemployment or underemployment criteria through the city’s **Residence Preference Program**. The city’s Department of Public Works, which administers many of the construction contracts, requires that at least 40% of all hours worked on individual city contracts be allocated to unemployed residents of the target area.
- Assist small and emerging businesses through its **Small Business Enterprise (SBE) Program**. This program requires that SBEs, typically firms owned by one or more individuals who are at an educational, social, economic or other disadvantage, be utilized for 25% of all dollars spent on construction projects in the city.
- Within the revenue loss category, promote local business through the city’s **Local Business Enterprise Program**. Under this program, local contractors may be awarded a contract if their submitted bid does not exceed the lowest bid by more than 5% or \$25,000, whichever is lower. While the city does not utilize this program in the majority of its ARPA-funded contracts because local preferences are not permitted by 2 CFR §200.319(c), the city will utilize it for construction projects because the Final Rule specifically encourages local hiring in this context.

The Residents Preference Program, Small Business Enterprise Program, and Local Business Enterprise Program all ensure that local residents and businesses alike benefit from economic development in the city. With regard to the Westlawn Choice Neighborhood Implementation Project, the Housing Authority of the City of Milwaukee utilizes Davis Bacon wages, Section 3 workers, and Wisconsin Housing and Economic Development Authority (WHEDA) workforce development requirements.



USE OF EVIDENCE

City of Milwaukee Recovery Plan

Use of Evidence

In preparation for this report, the city re-reviewed the evidence basis of each of its programs, and in some cases, has revised and streamlined evidence reporting from that provided in previous years' reports. A subset of the city's ARPA-funded programs incorporates interventions with strong or moderate evidence, as defined by the US Department of the Treasury guidance. Additional details on use of evidence are provided in the Project Inventory section of this report.

Much of the funding addressed in this report is not associated with evidence-based interventions as defined by the US Department of the Treasury guidance, because such funds are used to support existing city operating expenses, existing programs, or programs that are not designed to provide a direct evidence-based intervention. However, as a good steward of public funding, the City of Milwaukee regularly uses other types of evidence, research, best practices, and program reviews develop city services and programming. The city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents. The city is continuing to collect performance data for those projects that have been reclassified to revenue loss; such reclassification does not represent a change to a program's evidence basis or data collection.

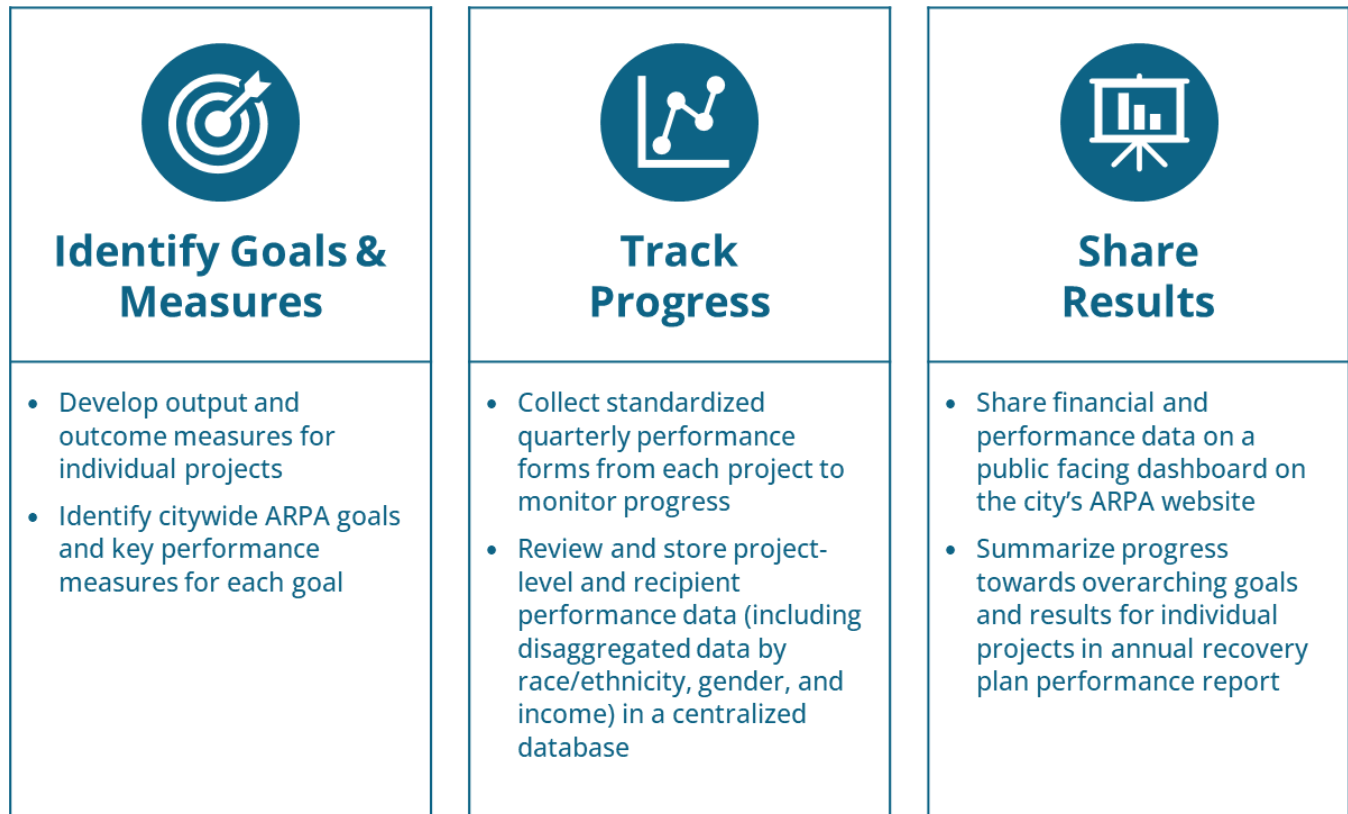


PERFORMANCE REPORT

City of Milwaukee Recovery Plan

Performance Report

The city's performance management approach for ARPA funding (outlined below) involves setting both citywide and individual project goals and performance measures, developing a standardized data collection and management process for obtaining quarterly performance data for each project, and developing data visualizations, dashboards, and reports to track and share progress with the public.



City of Milwaukee performance management approach for ARPA funding

Identifying Goals and Measures

The city has developed goals, intended outcomes, and measures for ARPA funding on both a citywide and individual project level. As the city's portfolio of projects was developed, all project administrators were instructed to identify output and outcome measures for the project and to track any mandatory indicators that apply to the project's expenditure category. These output and outcome measures have been refined over time as the projects have progressed.

Furthermore, in an effort to better share the broad overarching impacts of its ARPA funding, the city has recently identified four citywide goals and a set of crosscutting performance measures that combine project outputs and outcomes from similar projects. Many of these crosscutting measures align with the mandatory indicators required by the US Department of the Treasury.

PRIORITY AREA			
	 Housing & Neighborhoods	 Public Health & Safety	 Economic & Workforce Development
GOAL	All people in Milwaukee have a quality, affordable, stable home.	All people in Milwaukee live in healthy and safe environments.	All people in Milwaukee have the skills and training to gain family-supporting jobs.
KEY PERFORMANCE INDICATORS	• Number of households receiving eviction prevention services • Number of new homebuyers assisted • Number of affordable housing units preserved or developed	• Number of housing units that receive lead hazard reduction	• Number of people participating in summer youth employment programs • Number of early childcare workers receiving a stipend • Number of workers enrolled in sectoral job training programs • Number of workers completing sectoral job training programs

Tracking Progress

Performance monitoring is tracked by the responsible department/agency for each project, and performance measures are reported to the city's Community Development Grants Administration office. In addition to the Community Development Grants Administration office, management of the city's ARPA funding is also overseen by the City ARPA Director, Budget and Management Division, and Office of the Comptroller. Together, and in partnership with the individual departments administering each project or expenditure, the city provides comprehensive oversight of the ARPA funds to which it has been entrusted.

Grant monitors in the Community Development Grants Administration office collect standardized performance forms from each project on a quarterly basis to monitor progress. The data from the quarterly performance forms is reviewed and stored in a centralized database.

Financial information on each of the city's ARPA projects is regularly tracked using the city's Financial Management Information System (FMIS). When evaluating the city's progress, it is important to distinguish between allocations and expenditures. Allocations (identified in the Project Inventory as the project "Budget") are the total amount of funding set aside for each project out of the city's ARPA grant. Expenditures represent the amount of money that the city has actually paid to vendors, subrecipients, or beneficiaries for each project. Low expenditures are not an indication that a project is lagging behind projected outcomes. Expenditures for many of the projects will extend over multiple years, and in many cases, expenditures will not be made until the city or its subrecipients have completed detailed planning and procurement processes.

Sharing Results

To inform the public and promote transparency, the city shares financial and performance data on a public facing [dashboard](#) on the city's [ARPA website](#). The dashboard includes details on project spending as well as more detailed information on project beneficiaries. For example, users can view recipient data by project type and project to better understand the demographic and geographic distribution of project beneficiaries.

In addition to the data contained on the city's ARPA dashboard, more detailed performance data, including mandatory indicators required by the US Department of the Treasury are included in the Project Inventory section of this report.



PROJECT INVENTORY

City of Milwaukee Recovery Plan

Project Inventory

As part of the 2026 Recovery Plan reporting process, we reviewed all performance measures for accuracy and relevance. As a result, we have eliminated some performance measures that did not accurately reflect revised project scopes. We also note that some projects incorporate funding from multiple sources, either because the ARPA-funded portion was part of an ongoing program, or because the scope of the project was large enough to require a wide range of funding sources and partners. As a result, many of the performance measures in this report cannot be attributed solely to ARPA funding. Where possible, we have attempted to report on only the ARPA-funded portion of the project, but in some projects such disaggregation of outcomes is not possible.

PUBLIC HEALTH & SAFETY

City of Milwaukee COVID-19 Response and Recovery

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Health Department
<i>Project ID</i>	RG1513811110
<i>Budget</i>	\$6,036,682
<i>Expenditures to Date</i>	\$4,037,419
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds significant components of the Milwaukee Health Department's COVID-19 response, including testing, vaccination, and contact tracing. Major activities include: (1) COVID-19 testing: collect sample specimens for laboratory analysis through community-based testing sites, targeted place-based testing clinics (e.g., homeless shelters, long-term care facilities, congregate workplaces), and home visits on a limited basis; (2) COVID-19 vaccinations: administering vaccinations through mass vaccination sites, enduring community-based sites, mobile "pop-up" vaccination clinics (e.g., schools, shelters, long-term care facilities, community centers), and by appointment for individuals who are homebound, and continuing vaccination care for vulnerable populations after the conclusion of the public health emergency; (3) COVID-19 isolation: support those who are COVID-19(+) or at greater risk of poor health outcomes if exposed to/infected with COVID-19, and are housing unstable/homeless or unable to safely isolate otherwise; (4) COVID-19 hotline: serve as a community resource to ask questions and seek out credible public health advice, counseling and services related to COVID-19; (5) Medical Respite Care (MRC), and (6) support for public health partners serving vulnerable populations that sustained significant financial impacts from the COVID-19 pandemic.

CONTEXT: Since March 2020, the COVID-19 pandemic has had a significant and widespread adverse impact on the city of Milwaukee and its residents. The Milwaukee Health Department has played a critical role in the city's COVID-19 response and recovery. The Milwaukee Health Department continues to provide support to vulnerable populations and public health partners.

INTENDED GOALS & OUTCOMES: Reduce the transmission of COVID-19 and the public health impacts of COVID-19 on Milwaukee's residents; close the gap in vaccination rates, access to testing, and overall disease burden between the general population and underserved groups.

PARTNERS: Milwaukee Fire Department, Milwaukee Continuum of Care, and Federally Qualified Health Centers, and organizations serving Milwaukee's unhoused population.

TIMELINE: June 2022 through December 2026

WEBSITE: <https://city.milwaukee.gov/coronavirus>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: This program was recategorized as revenue loss in Q2 2024 to permit a broader use of funds after the public health emergency. The remaining balance will be used to purchase COVID-19 vaccines to the end of 2026.

Performance

Type	Measure	Goal	Project Total
Output	Number of at-home COVID-19 tests distributed	200,000	162,018
Output	Number of people receiving a COVID-19 test	250,000	55,186
Output	Number of people receiving a COVID-19 vaccine	50,000	29,874
Outcome	Percent of city residents vaccinated for COVID-19	>80%	63.91%
Outcome	Vaccination rate disparity between disproportionately impacted populations and the general public	<5%	8.65%
Outcome	COVID-19 hospital admissions per 100,000 in disproportionately impacted populations	<10	4.69

City of Milwaukee Lead Hazard Reduction Project

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Negative Economic Impacts 2.20 - Social Determinants of Health: Lead Remediation
<i>Department</i>	Health Department
<i>Project ID</i>	RG1513813100
<i>Budget</i>	\$23,666,040
<i>Expenditures to Date</i>	\$20,002,173
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds a comprehensive lead poisoning abatement program led by the Milwaukee Health Department. Major activities include: (1) Provide nurse case management, including phone call check-ins, health education, and home visits to children in the city of Milwaukee with an elevated blood lead level of 10 micrograms per deciliter and above. For the most difficult cases, this will also include social worker support; (2) Provide lead water filters and lead safe home kits to all project beneficiaries; (3) Provide lead hazard reduction, at an average cost across all partners of \$51,000 per unit to all addresses associated with each lead poisoned child (representing an increase over the original estimated cost of \$25,000 due to significant increases to the costs of labor and materials). This will include close coordination with nonprofit/community partners and working with local contractors to ensure properties are safely abated of lead. The primary delivery mechanisms of the project include public health nurse case management and social worker support; delivery of lead safe home kits and lead water filters; and significant lead hazard reduction of all units associated with program beneficiaries either directly through non profit/community partners or direct contracts between MHD and lead abatement contractors.

CONTEXT: Lead poisoning, even at low levels in a child's body, can cause permanent brain damage and negatively affect children's behaviors and their ability to learn. Due to the COVID-19 pandemic, a significant number of children have remained home more than previous years because of school closures. Additionally, a significant number of children have missed Woman, Infant, and Children (WIC) and primary care provider visits due to the pandemic. Consequently, this has increased the at-home exposure to lead and will most likely increase lead poisoning city-wide.

INTENDED GOALS & OUTCOMES: Reduce childhood lead exposure, particularly in children with elevated blood lead levels; reduce lead hazards in city of Milwaukee homes.

PARTNERS: Revitalize Milwaukee, Habitat for Humanity, and past partners include the Social Development Commission.

TIMELINE: This project is expected to be complete in 2026.

Use of Evidence

\$23,666,040 in ARPA funding has been allocated toward evidence-based interventions for this project. Funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

EVIDENCE BASE: As a strategy to reduce lead exposure, lead paint abatement is considered 'Scientifically Supported' by the County Health Rankings & Roadmaps (a program University of Wisconsin Population Health Institute). This is the highest rating given by CHR&R and signifies that lead abatement has been tested in many robust studies with consistently positive results. A review of the evidence and scientific studies can be found here: <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/lead-paint-abatement-programs>

Status

In progress: Remediation of lead hazards in homes are in progress via the City's subrecipients. Following a review of subrecipient progress, the City expects to increase successful subaward(s) and bring some remediation work in-house to complete in 2026.

Performance

Type	Measure	Goal	Project Total
Output	Number of households receiving lead education, lead safe home kit, and water filter	600	237
Output	Number of unit referrals to ARPA partners	600	1486
Output	Number of project beneficiaries receiving clinical nurse case management	250	279
Outcome	Number of housing units that receive lead hazard reduction (permits issued)	450	270
Outcome	Number of completed enrollments	450	412

Community Supported Traffic Safety Improvements Project (Reckless Driving)

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Public Works - Infrastructure
<i>Project ID</i>	RG1515236100
<i>Budget</i>	\$5,945,703
<i>Expenditures to Date</i>	\$5,121,614
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds the installation of traffic safety improvements along various streets in the city of Milwaukee to address reckless driving. The safety improvements will focus on reducing motor vehicle speeds and passing on the right, which are primary threats to the safety of people walking, biking, taking transit, and driving. The proposed treatments may include curb extensions, pedestrian refuge islands, raised crosswalks, pedestrian signals, pavement markings, new bikeway and transit accommodations, street trees, and green infrastructure. A portion of the project includes rapid implementation improvements that use cost effective materials such as pavement markings and flexible delineator posts to address traffic safety issues. These improvements can be quickly installed as an interim or pilot measure to address immediate hazards. This interim approach on select corridors allows the Department of Public Works to work closely with community partners to identify solutions that increase traffic safety, and are supported by people living and working nearby. These improvements will be complemented by speed limit reductions on various corridors, neighborhoods, and/or citywide, as well as by revising the assessment to property owners for speed humps to ensure more people can afford to install speed humps on their block.

CONTEXT: The City of Milwaukee is experiencing an epidemic of reckless driving and traffic violence that has negatively impacted safety, public health and quality of life. A recent Milwaukee Crash Analysis report (<https://www.milwaukee.gov/MKECrashAnalysisReport2022.pdf>) found that annual traffic fatalities have increased from a low of 32 in 2013 to nearly 90 in 2020. In addition, vulnerable street users (pedestrians, bicyclists, and motorcyclists) are disproportionately likely to be killed or seriously injured when a crash occurs.

INTENDED GOALS & OUTCOMES: Increase traffic safety, reduce reckless driving, and eliminate fatal and severe crashes along the most dangerous streets in Milwaukee.

TIMELINE: This project is estimated to continue through 2026.

WEBSITE: <https://city.milwaukee.gov/VisionZero>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: This project is in progress, and construction is estimated to continue through 2026.

Performance

Type	Measure	Goal	Project Total
Output	Number of rapid implementation projects	10	16
Output	Number of intersections improved	50	110
Output	Miles of traffic safety improvement projects	25	10
Output	Number of speed humps constructed	300	421

Covid-19 Public Health (Fire Department)

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Public Health 1.7 - Other COVID-19 Public Health Expenses
<i>Department</i>	Fire Department
<i>Project ID</i>	RG1513281130
<i>Budget</i>	\$770,974
<i>Expenditures to Date</i>	\$770,974
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries for fire paramedics in the Milwaukee Fire Department to provide emergency medical services (EMS) support at vaccination clinics and mobile sites as well as testing and quarantine locations.

INTENDED GOALS & OUTCOMES: Support the city's direct COVID-19 response and recovery efforts.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Outcome	Percent of time the Milwaukee Fire Department is able to meet health department requests for support for COVID-19 clinics	100%	100%

Covid-19 Public Health (Library)

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Milwaukee Public Library
<i>Project ID</i>	RG1518611110
<i>Budget</i>	\$293,170
<i>Expenditures to Date</i>	\$293,170
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the purchase of chromebooks, cleaning and sanitation supplies, and other operating expenses including contracted security guards to support the restoration of public facing services in the Milwaukee Public Library during COVID-19.

INTENDED GOALS & OUTCOMES: Support library services during the COVID-19 pandemic.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of ARPA-funded hotspot checkouts	9,163	6,193
Output	Number of ARPA-funded chromebook checkouts	10,347	7,400

Improving Covid-19 Public Health Services Access

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511511240
<i>Budget</i>	\$21,440
<i>Expenditures to Date</i>	\$21,440
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project was originally intended to fund remodeling projects to create socially distanced, accessible, and safe spaces for partner agency and staff activities. Due to contracting timelines and alternate funding sources, the project was significantly scaled back from its original \$400,000 budget and unused funds were reallocated to different programs. The revised budget primarily funded cleaning services.

CONTEXT: This program created access for all residents in the areas of employment, education, job training, housing, health care, voting rights, and business ownership. The office, located on the city's north side acted as a one-stop-shop for multiple services and organizations, including government agencies and non-profits.

INTENDED GOALS & OUTCOMES: Ensure accessibility and safe for public access.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Because the project primarily funded cleaning services, relevant performance data was not collected.

Milwaukee Emergency Medical Services Augmentation Project

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Fire Department
<i>Project ID</i>	RG1513281100
<i>Budget</i>	\$9,929,026
<i>Expenditures to Date</i>	\$9,929,026
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds subsidies to two private ambulance providers, Bell and Curtis, to stabilize their existing operations and provide basic life support ambulance services to all portions of the city.

CONTEXT: The Milwaukee Fire Department has long partnered with private ambulance providers to handle the important basic life support (BLS) transports for the emergency medical services (EMS) system. A variety of factors, including flat or declining reimbursement rates, has recently caused the number of private ambulance providers to decrease down to just two providers. This service deficit was worsened by increased system demands during the COVID-19 pandemic.

INTENDED GOALS & OUTCOMES: Meet the demands on the 911 system for basic life support ambulance service in the city of Milwaukee.

PARTNERS: Private ambulance providers

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/MFD/Bureaus/EmergencyMedicalServices>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of BLS service calls handled by private providers using project funds	110,000	105,714
Outcome	Percent of BLS service calls handled by private providers		100%

Reckless Driving Reduction Initiative

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Police Department
<i>Project ID</i>	RG1513316100
<i>Budget</i>	\$1,150,000
<i>Expenditures to Date</i>	\$1,150,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds overtime costs for the Milwaukee Police Department's Traffic Safety Unit and other patrol personnel for reckless driving enforcement. The project also funds the purchase of Milwaukee Police Department patrol vehicles for use as a part of the department's reckless driving enforcement efforts. MPD will deploy the Traffic Safety Unit (TSU) and other patrol personnel for reckless driving enforcement with the goal to reduce fatal and severe crashes. Many such crashes involve pedestrians and have a disproportionate negative impact on communities of color. Increased traffic enforcement will decrease victims of reckless driving and address racial equity outcomes.

CONTEXT: The Milwaukee Police Department partners with the Department of Public Works and the Wisconsin Department of Transportation as a part of a multi-faceted effort to curb reckless driving.

INTENDED GOALS & OUTCOMES: Increase traffic safety, reduce fatal and severe crashes.

PARTNERS: Department of Public Works, Wisconsin Department of Transportation

TIMELINE: This project is complete.

WEBSITE: <https://mpdsu.org/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
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Output	Hours of overtime funded by project	N/A	13,369.20
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Violence Prevention, Interruption, and Resilience

<i>Priority Area</i>	Public Health & Safety
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Community Wellness & Safety
<i>Project ID</i>	RG1513813120
<i>Budget</i>	\$4,250,000
<i>Expenditures to Date</i>	\$3,455,353
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds violence prevention, interruption, and resilience services through the City of Milwaukee Department of Community Wellness and Safety's (DCWS) partnerships with the Medical College of Wisconsin's 414 Life program, Unarmed First Responder Initiative with the Benedict Center, and other critical violence reduction programming in the City of Milwaukee. The program is actively assessing current violence prevention and interruption needs.

CONTEXT: The Department of Community Wellness and Safety provides strategic direction and oversight for city efforts to reduce risk of violence through linked strategies in partnership with government, non-profit, neighborhood, and faith organizations.

INTENDED GOALS & OUTCOMES: Reduce and prevent violence; address the social, behavioral, and environmental factors that contribute to violence.

PARTNERS: Medical College of Wisconsin, Benedict Center, UNCOM, Westcare Wisconsin, and a wide variety of community organizations.

TIMELINE: In Progress: This program will continue until 2026.

WEBSITE:

<https://city.milwaukee.gov/staysafe>

414 LIFE

<https://www.froedtert.com/trauma/violence-interruption>

Status

In Progress: This project was recategorized as revenue loss in the second quarter of 2024 to permit a broader use of funds. The project's performance measures were updated by quarter 4 of 2024 to reflect contracted obligations. 414Life continues effort to include additional target neighborhoods in violence prevention including adding on additional staff with community credibility who will be trained in interruption. The partnership with UNCOM continues to provide youth violence reduction strategies.

Westcare's Promise Keeper's MKE and the Critical Response Teams provide engagement, outreach, data collection and neighborhood visibility. Multiple community collaborations addresses trauma among youth exposed to family and community violence through clinical practice, follow-up, and resource referral throughout the community at-large.

Performance

Type	Measure	Goal	Project Total
Output	Number of referrals to 414 LIFE	1000	981
Output	Number of referrals to the Trauma Response Team (TRT)	200	218
Output	Number of participants actively engaged in case management & youth engagement – Promise Keepers & 414Life	1040	512
Output	Number of participants in OCWS - Promise Zone sponsored trainings & events	2000	1,516
Output	Number of referrals to the Benedict Center	100	0
Outcome	Number of victims successfully referred & engaged in services	400	455
Outcome	Number of TRT referrals that result in successful contact with families	200	56

HOUSING & NEIGHBORHOODS

Big Clean

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Clerk
<i>Project ID</i>	RG1511316110
<i>Budget</i>	\$119,324
<i>Expenditures to Date</i>	\$119,324
<i>Project Status</i>	Completed

Project Overview

DESCRIPTION: The Big Clean MKE project provides enhanced litter and debris collection services across the city, focusing on qualified census tract areas. It is these areas that are often most adversely affected by disproportionate amounts of litter, debris, and dumping. Using local nonprofit organizations, neighborhood groups, churches and schools, this project will establish higher standards and resident expectations for neighborhood cleanliness. This project will leverage local nonprofit agencies' enhanced services, public education, and community involvement to help foster community pride and sustain a cleaner Milwaukee for years beyond the funded project period. The project will include a public information campaign; equipment, materials and incentives for bi-monthly neighborhood clean-ups coordinated by community-based organizations; on-demand accident debris and bulky waste removal by contracted community partner using City truck/trailer; and contracted rapid response pick-ups for accident debris and bulky waste.

INTENDED GOALS & OUTCOMES: Reduce neighborhood blight.

PARTNERS: Local nonprofit organizations, neighborhoods, churches, schools

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/CommonCouncil/Initiatives/bigcleanmke>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to

evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of Big Clean MKE neighborhood events	150	113
Output	Number of Big Clean mobile units purchased	3	2
Output	Number of participant gift cards distributed	1,000	421
Outcome	Percent of Big Clean neighborhood clean-up request satisfied	100%	100%

Clean City

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Public Works - Operations
<i>Project ID</i>	RG1515456110
<i>Budget</i>	\$1,840,022
<i>Expenditures to Date</i>	\$1,840,022
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries in the Department of Public Works Operations Division to perform activities including garbage and recycling collection, street sweeping, leaf pick up, brush collection and bulky waste pick up.

INTENDED GOALS & OUTCOMES: Reduce neighborhood blight.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Hours of salary time funded by project	N/A	67,257

Concordia 27

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511516110
<i>Budget</i>	\$500,604
<i>Expenditures to Date</i>	\$500,604
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: Concordia 27 is the development of the historic Cecelia buildings located at 801-31 N 27th Street in the Near West Side of Milwaukee. The 33 residential units are located above 40,000 SF of commercial space used by various community partners, including Near West Side Partners (NWSP), Centers for Independence (CFI), Scaling Wellness in Milwaukee (SWIM) and Fruition MKE. Concordia 27 is a community asset serving Milwaukee residents most in need by providing high-quality affordable housing units, job training and resources to grow businesses, and access to mental health, wellness, and fresh food. Wiegand Enterprises LLC is the developer representing the Concordia 27 ownership entity and managing the project following completion.

CONTEXT: Concordia 27 is home to a diverse mix of tenants that reflect the vibrancy of the Near West Side community. From locally-owned businesses to community-focused nonprofits, each one contributes to the dynamic ecosystem of the space. Together, they ensure Concordia 27 remains a hub for economic growth, cultural enrichment and community development.

INTENDED GOALS & OUTCOMES: Creation of high-quality low-income affordable mix-income housing in the Near West Side of Milwaukee.

TIMELINE: This project is complete.

WEBSITE: <https://www.concordia27apartments.com/>

Use of Evidence

This project is not an evidence-based intervention as defined by the Department of the US Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of residential units renovated	33	33
Output	Number of units designated as affordable housing (60% AMI)	16	16

Compliance Loan Program

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Neighborhood Services
<i>Project ID</i>	RG1513603110
<i>Budget</i>	\$1,919,694.53
<i>Expenditures to Date</i>	\$1,919,694.53
<i>Project Status</i>	Completed

Project Overview

DESCRIPTION: The project funds the Department of Neighborhood Service's Compliance Loan Program. The Compliance Loan Program is designed to prevent city tax delinquency and tax foreclosure by helping low income, owner occupants address observable building code violations at their homes. The program provides 0% interest, deferred payment loans up to \$25,000 for homeowners to fix observable code violations on the exterior of homes.

CONTEXT: The program uses DNS inspectors as a referral source for owners at risk of tax delinquency to address critical structural and mechanical issues as an alternative to court actions.

INTENDED GOALS & OUTCOMES: Maintain owner occupancy and prevent tax foreclosure.

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/DNSPrograms/CLP>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of affordable housing units preserved or developed	122	118
Output	Number of households served	122	118

Courage MKE

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Neighborhood Services
<i>Project ID</i>	RG1511316120
<i>Budget</i>	\$200,000
<i>Expenditures to Date</i>	\$200,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The purpose of the project is to increase the number of staffing hours for crisis stabilizer team staff positions associated with the Milwaukee Courage MKE group home C2 apartments which cater to youth aged 12-17 to avert both police interventions and/or hospitalizations with apartment clientele. The Courage MKE crisis stabilization team has established connections with employers and resident advocates who assist youth in overcoming obstacles to securing and sustaining employment.

CONTEXT: The program aims to fund crisis stabilizers for the Courage MKE group home C2 apartments, which support youth ages 12-17. The trained staff and crisis team are available C2 apartment residents and assists in connecting residents with employers and advocates to assist youth in finding and maintaining employment.

INTENDED GOALS & OUTCOMES: Assisting youth facing crisis; advance the lives of young adults by providing them with meaningful work experiences and career exposure; prevent violence by employing young adults.

TIMELINE: This project is complete.

WEBSITE: <https://courageplus.org/what-we-do/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
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Output	Minimum number of Case Management hours attended	312	225
Outcome	Percent of residents obtaining and remaining employed	90%	100%

Demolition, Deconstruction and Site Restoration

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Neighborhood Services
<i>Project ID</i>	RG1513602100
<i>Budget</i>	\$3,871,974
<i>Expenditures to Date</i>	\$3,715,314
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds contracts for the mechanical demolition and/or the deconstruction of both city-owned and privately-owned condemned blighted and damaged buildings in primarily Qualified Census Tracts. The project also includes the post demolition restoration of vacant lots to code compliant dust-free and erosion-free conditions through landscaping and seeding.

INTENDED GOALS & OUTCOMES: Reduce neighborhood blight and promote neighborhood revitalization.

TIMELINE: This project is expected to continue until 2026.

WEBSITE: https://city.milwaukee.gov/DNS/Inspections_Sections/Condemnation/Demobids

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In Progress

Performance

Type	Measure	Goal	Project Total
Output	Number of primary buildings (single family, duplexes, commercial) razed and removed	66	200
Output	Number of secondary/accessory buildings (garages, sheds, etc.) razed and removed	4	53

Outcome	Percent of demolitions occurring on city-owned property	N/A	80%
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Energy Efficiency Upgrades to Homes Remediated for Lead

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511512200
<i>Budget</i>	\$2,000,000
<i>Expenditures to Date</i>	\$1,733,076
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds energy efficiency retrofits to homes receiving lead remediation and lead hazard reduction services through a separate city ARPA-funded initiative. Participating households will receive a free home energy audit that identifies improvements that can reduce energy costs. The audit will be reviewed with the homeowner to determine the final project list, including identification of potential energy and cost savings. Funding will assist qualifying homeowners with the cost of improvements through payments to contractors. The program will be managed by the Department of Administration Environmental Collaboration Office (DOA ECO), which will coordinate with lead remediation projects to maximize efficiency. Eligible home improvements anticipated with this funding may include insulation, air sealing, electrical wiring upgrades (including replacement of dangerous knob and tube wiring); cold-climate air source heat pumps, water heaters and replacement of gas appliances with electric. The funding includes consulting services to assist with program coordination with the Milwaukee Health Department's lead abatement efforts, including their lead abatement pathways through direct city efforts, Revitalize Milwaukee, Habitat for Humanity, and potentially other city partners.

INTENDED GOALS & OUTCOMES: Improve energy efficiency in Milwaukee homes and reduce energy costs for households.

TIMELINE: In progress: This project is expected to continue through 2026.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: The project is continually evaluating subcontractors and adjusting to increase efficiency. This project is expected to continue to December 2026.

Performance

Type	Measure	Goal	Project Total
Output	Number of homes receiving energy efficiency retrofits	100	57
Outcome	Estimated weather-adjusted energy use savings per home weatherized	30%	21%

Eviction Free MKE

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Neighborhood Services
<i>Project ID</i>	RG1511516100
<i>Budget</i>	\$567,214.37
<i>Expenditures to Date</i>	\$250,000
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: Legal Aid's Eviction Free MKE helps qualifying tenants in Milwaukee who earn at or below 200% of the federal poverty level by providing legal advice, representation, and educational resources. The team includes 10 professionals, such as attorneys and support staff, who help clients during the eviction process and with financial issues. This program aims to reduce evictions by ensuring tenants have legal support when facing eviction notices. It serves low-to-moderate income individuals and offers education on tenant rights and responsibilities, as well as connections to additional services after legal proceedings, such as the Milwaukee Rental Housing Resource Center.

CONTEXT: The program provides legal help and resources for tenants in Milwaukee at or below the federal poverty level.

INTENDED GOALS & OUTCOMES: To improve housing security for the health and prosperity of individual households and the community overall, while ensuring fair and equitable procedures in eviction court.

TIMELINE: This project is expected to be complete by 2026.

PARTNERS: City of Milwaukee, Milwaukee County, Legal Aid Society of Milwaukee, United Way of Greater Milwaukee & Waukesha County

WEBSITE: <https://www.evictionfreemke.org/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: \$317,214 in prior obligated funds were reallocated to project in 2026.

Performance

Type	Measure	Goal	Project Total
Output	City MKE clients whose cases closed who had goal of preventing an eviction judgment	850	775
Outcome	Percent of City MKE clients assisted with prevention of an involuntary eviction or move	70%	61%

Existing Affordable Housing Programs

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Development
<i>Project ID</i>	RG1511913130
<i>Budget</i>	\$5,388,000
<i>Expenditures to Date</i>	\$5,388,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project augments the city's existing affordable housing programs including the Milwaukee Home Down Payment Assistance Program, which offers forgivable grants to assist first time homebuyers in the purchase of a home for owner occupancy. Funds also help support existing, full-time staff positions that administer and support affordable housing programs. This program received an additional \$250,000 due to reallocated unspent ARPA funds in Quarter 4 of 2024. These funds supported an additional 31 Strong Homes forgivable loans.

CONTEXT: Driven largely by the economic downturn and foreclosure crisis, homeownership in one and two family structures in the city declined by 12% between 2005 and 2020, resulting in over 15,000 less owner occupied homes in city neighborhoods. More recently, a strong real estate market has resulted in a lack of supply of affordable home ownership options for city residents.

INTENDED GOALS & OUTCOMES: Assist Milwaukee residents in purchasing homes for owner occupancy.

PARTNERS: ACTS Housing, Housing Resources, Inc., United Community Center

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/DCD/NIDC/MILWAUKEE-HOME-DOWN-PAYMENT-ASSISTANCE-PROGRAM>

Use of Evidence

This project is not an evidence-based intervention as defined by the Department of the US Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of new homebuyers assisted	311	741

Homes MKE

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Development
<i>Project ID</i>	RG1511913100
<i>Budget</i>	\$14,502,133
<i>Expenditures to Date</i>	\$11,944,747
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The project funds the Homes MKE program which is designed to renovate up to 150 vacant houses in the city's inventory of tax-foreclosed residential properties. The renovated homes will be returned to productive use with a priority for affordable homeownership and secondarily, affordable rental opportunities. The program identifies developers to renovate the properties through a request for proposals process. Property developers receive workforce subsidies for hiring local residents for the renovation work. Developers are proposing a number of creative approaches to support homeownership for Milwaukee families ranging from lease to own programs to community land trusts, as well as traditional home purchase. Home buyers will be required to receive eight hours of home buying counseling from one of the city's non-profit home buying counseling agencies.

CONTEXT: Driven largely by the economic downturn and foreclosure crisis, homeownership in one and two family structures in the city declined by 12% between 2005 and 2020, resulting in over 15,000 less owner occupied homes in city neighborhoods. More recently, a strong real estate market has resulted in a lack of supply of affordable home ownership options for city residents. The city's inventory of tax foreclosed properties represents an opportunity to add supply to the real estate market and address this need.

INTENDED GOALS & OUTCOMES: Provide home ownership opportunities to city residents, provide development opportunities for emerging developers, provide construction and job opportunities, coordinate redevelopment efforts in a manner that results in a positive impact for the surrounding neighborhood. Rehabilitate up to 150 in-rem homes.

PARTNERS: Acts Community Development; Advanced Investors; FIT Investment Group, LLC/Westcare Wisconsin, Inc.; Maures Development Group; One 5 Olive/Milwaukee Community Land Trust; Rico Love Foundation LLC/Mayfield Properties; Strong Blocks; CME Development, LLC; Ezekiel Community Development; Servant Manor; T.A.S. Solutions, LLC; Walnut Way Conservation Corp.; and Walters Renovations, LLC

TIMELINE: This project is expected to continue through 2026.

WEBSITE: <https://city.milwaukee.gov/DCD/NIDC/Homes-MKE>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: This project is expected to continue to December 2026.

Performance

Type	Measure	Goal	Project Total
Outcome	Number of affordable housing units preserved or developed	150	93
Output	Number of properties preserved or developed	150	75
Output	Number of individuals housed in affordable housing units	N/A	214

Housing Code Planning Update

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Development
<i>Project ID</i>	RG1511916110
<i>Budget</i>	\$100,000
<i>Expenditures to Date</i>	\$100,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The Department of City Development (DCD) will lead an effort to amend the Citywide Policy Plan. The amendment will recommend updates to the City of Milwaukee's Zoning Code regulating housing development to advance the City's goals for housing growth and choice and will result in proposed updates to Milwaukee's zoning code. The project will include significant community engagement to explore issues of housing diversity, housing opportunity, and community goals for housing growth. DCD, with the support from a zoning consultant, will also undertake an analysis of the City's Zoning Code. This analysis will define areas of the code that need to be updated to align with evolving national best practices, incorporate recommendations from the City's more recent planning efforts, and accommodate future population growth and evolving housing needs.

INTENDED GOALS & OUTCOMES: Goals include supporting new housing that creates walkable urban neighborhoods, increasing transit options and access to jobs, and providing more quality, affordable housing choices for all Milwaukeeans. This project will also advance Mayor Cavalier Johnson's vision for economic prosperity, which includes updating the City's Zoning Code to support new development and growth.

TIMELINE: This project is complete.

WEBSITE: [Milwaukee.gov/growingMKE](https://milwaukee.gov/growingMKE)

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	% of in-person engagement activities in NRSA/QCT areas	75%	83%
Output	Individuals engaged during public engagement	1,000	10,285

Housing Trust Fund

Priority Area	Housing & Neighborhoods
Expenditure Category	Revenue Replacement 6.1 - Provision of Government Services
Department	Department of Administration
Project ID	RG1511513130
Budget	\$9,583,765
Expenditures to Date	\$9,417,015
Project Status	In progress

Project Overview

DESCRIPTION: The project funds a selection of projects recommended by the Housing Trust Fund Advisory Board and approved by the Common Council in the areas of homelessness, rental housing, homeownership, and accessibility. The following are Housing Trust Fund awards by organization:

- Acts Homeownership Acquisition Fund: \$1,250,000 | A homeownership program which will purchase, rehabilitate, and sell single family and duplex properties to low-income individuals for owner-occupancy.
- FS Apartments E. Becher St. - Bear Development: \$835,000
- MLK Library - General Capitol: \$1,500,000 | A mixed-use mixed income 93-unit apartment development that will include a 17,000 square foot state of the art replacement Milwaukee Public library.
- Riverwest Apartments - General Capitol: \$1,000,000 | New construction low-income apartments
- Edison School - Gorman & Company: \$965,000 | Rehab senior apartments - new construction - town homes
- Milwaukee Habitat for Humanity: \$1,250,000 | An affordable homebuyer construction program which will construct 60 new, single-family homes and provide complimentary services to the future homeowners such as basic construction training, financial literacy, and budgeting.
- 2436 N. 50th Street - KG Development: \$500,000 | Rehab of Existing Structure for Supportive Housing
- Eighteen87 N Water - Moving Out/Rule Enterprise: \$783,765 | New construction low-income apartments
- Revitalize Milwaukee: \$1,250,000 | Rehabilitation of owner-occupied homes
- Wisconsin Community Services: \$250,000 | Rehabilitation of existing building for persons at risk of homelessness

A project previously awarded to the Social Development Commission was reprogrammed in 2024.

CONTEXT: The Housing Trust Fund (HTF) improves housing conditions for low-income persons, provides housing for individuals experiencing homelessness, and provides support for developers and governmental entities in the acquisition, construction, rehabilitation and accessibility modification of affordable housing.

INTENDED GOALS & OUTCOMES: Increase affordable housing for renters and home owners; reduce homelessness.

TIMELINE: This project is expected to continue through 2026.

WEBSITE: <https://city.milwaukee.gov/commoncouncil/HTF>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: Majority projects have come to completion. There are only two (2) on-going projects remaining: 2436 N. 50th Street, and 135 E. Becher St. Both projects are expected to be complete by December 2026.

Performance

Type	Measure	Goal	Project Total
Output	Number of affordable housing units created	225	260
Output	Number of homes rehabilitated	75	293

MLK Library

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Milwaukee Public Library
<i>Project ID</i>	RG1518616120
<i>Budget</i>	\$4,200,000
<i>Expenditures to Date</i>	\$4,200,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project partially funds the replacement of the outdated Martin Luther King (MLK) branch library with a mixed-use public/private development. The new 17,000 square foot MLK branch library will serve over 100,000 patrons and anchor a mixed-use development featuring 93-units of mixed-income workforce housing. A second ARPA grant, from the State of Wisconsin Department of Administration, also contributes significant support to this project.

CONTEXT: In recent years Milwaukee Public Library has replaced multiple branch libraries with new library facilities that are part of mixed-use projects. The new facilities help the city continue to improve library service and save ongoing operating costs, while anchoring catalytic community development projects for each of the neighborhoods and business districts in which the projects are located.

INTENDED GOALS & OUTCOMES: Improve library services to meet the evolving needs of library patrons.

PARTNERS: The project is a partnership of MPL and developers the Emem Group and General Capital Group. MPL's project architect is Moody Nolan, the largest African-American owned architecture firm in the US.

TIMELINE: This project is complete.

WEBSITE: https://www.mpl.org/hours_locations/mlking.php

Use of Evidence

This project is not an evidence-based intervention as defined by the Department of the US Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of jobs created (direct and indirect)	149	57
Output	Number of affordable housing units created	93	93
Outcome	Percent of construction contracts awarded to SBE firms	25%	34%
Outcome	RPP hours worked as a percentage of total project hours	40%	34%

Modular Housing

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511513210
<i>Budget</i>	\$152,067
<i>Expenditures to Date</i>	\$152,067
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the development of a public-private manufacturing partnership to design, prototype, and build affordable, durable, climate-ready housing, while creating family supporting jobs. The project will build two model net zero energy homes using off-site construction techniques, with an eye toward attracting a new housing manufacturing facility to Milwaukee.

CONTEXT: Housing is a critical aspect of Milwaukee's infrastructure, with impacts on our economy, environmental sustainability, human health, and quality of life. The City of Milwaukee's Environmental Collaboration Office (ECO) in collaboration with other city housing agencies including DCD and HACM aim to develop a new model for efficiently and affordably producing new net-zero energy homes in the City of Milwaukee as a piece of the forthcoming Climate and Equity Plan. This planning effort aims to address multiple public policy issues: climate change; housing affordability; human health and safety, racial equity, housing aesthetics, flood resilience, and job creation. This strategy complements other governmental efforts to retrofit existing housing and city support for larger multifamily housing. The overall philosophy is to encourage private enterprise economic growth, bolstered by government leadership and supported by a combination of private and public financial support in order to achieve economic and social equity goals. The majority of the program was reprogrammed in 2024.

INTENDED GOALS & OUTCOMES: Increase the availability of affordable, net zero energy housing.

PARTNERS: City of Milwaukee Environmental Collaboration Office, Department of City Development, Housing Authority of the City of Milwaukee

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of affordable housing units preserved or developed	2	0
Output	Number of new affordable, net zero energy housing units built	N/A	N/A
Outcome	Procure and install factory upgrades for Milwaukee Habitat for Humanity's housing factory (in Riverwest) that will produce increasing affordable housing units per year once fully operational.	N/A	N/A

Right to Counsel

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Negative Economic Impacts 2.18 - Housing Support: Other Housing Assistance
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511512110
<i>Budget</i>	\$1,800,000
<i>Expenditures to Date</i>	\$1,800,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the Right to Counsel program, a/k/a Eviction Free MKE, seeks to reduce evictions and related crises by connecting tenants to legal representation when served with an eviction summons and complaint. Tenants must be a Milwaukee County resident and at or below 200% of the federal poverty guidelines. Eviction Free MKE provides tenants with education and resources on rights and responsibilities and assists in navigating the complex and fast-paced eviction process. Eviction Free MKE also connects tenants to wraparound services after the legal proceeding concludes, inclusive of the Milwaukee Rental Housing Resource Center for additional resources.

CONTEXT: In Milwaukee County, less than 3% of individuals facing eviction had any form of representation prior to the start of the Right to Counsel program.

INTENDED GOALS & OUTCOMES: Assist low-income residents in maintaining affordable housing and prevent the devastating consequences associated with an eviction for the health and stability of an individual, household, and the community overall.

PARTNERS: City of Milwaukee, Milwaukee County, Legal Aid Society of Milwaukee, United Way of Greater Milwaukee & Waukesha County

TIMELINE: This project is complete.

WEBSITE: <https://www.evictionfreemke.org/>

Use of Evidence

\$1,725,000 of ARPA funds have been allocated toward evidence-based interventions for this project. A program evaluation of the project is being conducted and approximately \$75,000 of total project spending is allocated towards program evaluation.

<https://www.stout.com/-/media/pdf/evictions/stouts-independent-evaluation-report--efmfinal20250121.pdf>

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>The "number of affordable housing units preserved or developed" mandatory indicator does not apply to this project because this project does not directly preserve or develop housing units.</i>		
Mandatory Indicator	Number of households receiving eviction prevention services (including legal representation)	2,000	2,083
Output	Number of households served	2,000	2,083
Output	Number of EFM eviction cases dismissed or without judgment	1,000	1,428
Outcome	Percent of EFM clients assisted with prevention of an involuntary eviction or move	85%	69.3%
Outcome	Percent of EFM eviction cases dismissed or without monetary judgment	85%	80%

Street Lighting Circuit Reliability Improvement

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Public Works - Infrastructure
<i>Project ID</i>	RG1515236300
<i>Budget</i>	\$19,231,200
<i>Expenditures to Date</i>	\$18,896,079
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: This project was originally intended to fund the conversion of 28 series circuits in the city's street lighting system to modern multiple circuits. After initial attempts to contract resulted in prohibitively expensive bids, the project pivoted to replacing a significant portion of the city's high-pressure sodium light fixtures with more efficient and reliable LED fixtures. The project is expected to reduce energy costs, and outage events.

CONTEXT: The city owns and operates nearly 77,000 street lights. Many of the street lights operate on older series circuits, which can result in multi-block outages when a single street light goes out.

INTENDED GOALS & OUTCOMES: Improve the reliability of the city's street lighting system and reduce multi-block street light outages.

TIMELINE: This project is expected to continue through 2026.

WEBSITE: <https://city.milwaukee.gov/dpwservices/StreetLighting>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: This project is in progress, both in the conversion of a reduced number of circuits, and in the new primary focus of transitioning the city street lights from high-pressure sodium to LED. The final two circuit replacements funded by ARPA are currently underway, while two circuits funded by ARPA have been successfully completed. The procurement of lighting materials funded by ARPA is currently in progress. The project is expected to continue work through 2026. The goal for "Number of circuits replaced" was corrected from 5 to 29 to reflect the established project goal. The previously listed goal of 5 was entered in error. As of Q2 2026, 4 of the 29 planned circuits had been replaced.

Performance

Type	Measure	Goal	Project Total
Output	Number of circuits replaced	29	4
Output	Number of LED lights upgraded	4,533	4,533
Outcome	Percent change in area outages	95% decrease	13.79% decrease
Outcome	Percent change in energy consumption in the mass LED upgrade area	50% decrease	50% decrease

STRONG Homes Loan Program

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Development
<i>Project ID</i>	RG1511916100
<i>Budget</i>	\$1,200,000
<i>Expenditures to Date</i>	\$1,200,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the STRONG Homes Loan Program, which provides partially forgivable loans to owner occupants of 1-4 family properties in the city of Milwaukee for emergency and essential home repairs.

CONTEXT: This program makes affordable loans available to owners who are able to repay a loan, but are unable to access market financing due to: low- or fixed-incomes, high loan-to-value ratios ('underwater', or close to it), or other factors preventing private lenders from financing repairs.

INTENDED GOALS & OUTCOMES: Maintain owner occupancy and prevent tax foreclosure for low- and moderate-income homeowners.

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/DCD/NIDC/STRONGloan>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of affordable housing units preserved or developed	12	108
Output	Number of households receiving loans/grants	50	90
Outcome	Number of existing home ownership properties preserved	50	90

Westlawn Choice Neighborhood Implementation

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Development
<i>Project ID</i>	RG1511913110
<i>Budget</i>	\$9,000,000
<i>Expenditures to Date</i>	\$9,000,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds a portion of a multi-phase housing project to revitalize Westlawn, a Choice Neighborhood Initiative project of the Housing Authority of the City of Milwaukee. The funding will fill the financing gap of two phases of the low income and affordable housing component of the Westlawn revitalization project. The Westlawn revitalization project is also supported by a significant ARPA grant from the State of Wisconsin Department of Administration.

CONTEXT: The Choice Neighborhood Initiative (CNI) is a City of Milwaukee project focused on helping the emerging area of Westlawn Gardens and the surrounding neighborhood on the northwest side of Milwaukee reach its full potential as a sustainable, green community with quality housing, schools, businesses, services, and amenities.

INTENDED GOALS & OUTCOMES: Increase the availability of affordable housing; support youth aging out of foster care.

TIMELINE: This project is complete.

WEBSITE: <https://www.hacm.org/home>

Use of Evidence

\$9,000,000 in ARPA funding has been allocated toward evidence-based interventions for this project. Funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: The ARPA-funded portion of this project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of affordable housing units preserved or developed	141	141
Output	Number of youth aging out of foster care housed	22	22
Output	Number of individuals housed in affordable housing units in ARPA funded development	380	380
Outcome	Percent of total contract dollars to Emerging Business Enterprises (EBEs)	25%	44%
Outcome	Percent of total labor hours on project performed by Section 3 workers	20%	11.3%

Your Move MKE

<i>Priority Area</i>	Housing & Neighborhoods
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Neighborhood Services
<i>Project ID</i>	RG1511316130
<i>Budget</i>	\$200,000
<i>Expenditures to Date</i>	\$170,240
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: A local nonprofit community center committed to assisting Milwaukee youth and families by offering multi-generational programming. The drop-in center operates over 50 hours each month. Your Move MKE offers a variety of free services, such as the Hip Hop Chess Club, restorative practices, urban trade skills workshops, dance classes, and access to resources like Free Fresh Threads closet, which provides clothing and laundry services. The ARPA award will raise direct programming hours from 12 to 20 hours per week and offer more service hours for both referred and local youth participants.

CONTEXT: The nonprofit community center located in Milwaukee provides a variety of youth and family focused programming and services.

INTENDED GOALS & OUTCOMES: To increase programming hours from 12 to 20 per week and expand services for local youth.

TIMELINE: This project is expected to be complete by 2026.

WEBSITE: <https://www.yourmovemke.org/home>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: This project is expected to be complete by 2026.

Performance

Type	Measure	Goal	Project Total
Output	Number of younger youth mentees paired through the mentorship program	24	27
Outcome	Percentage of youth interns completing Urban Trade Skills program	90%	77%

ECONOMIC & WORKFORCE DEVELOPMENT

City of Milwaukee ECE Workforce Stipend Program

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511513150
<i>Budget</i>	\$4,896,500
<i>Expenditures to Date</i>	\$4,896,455
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The City of Milwaukee Early Childhood Education Workforce Stipend Program, administered by WECA (Wisconsin Early Childhood Association) provides \$1,500 stipends in an effort to increase compensation and decrease turnover. All childcare professionals employed in City of Milwaukee childcare programs that are regulated by the Wisconsin Department of Children and Families in direct caregiving roles are eligible to receive a stipend of \$1,500, disseminated in three installments with the goal of retention of those workers who can look forward to each installment.

CONTEXT: Early childhood professionals are highly educated, skilled and experienced, yet they are often undercompensated. Their work is critical for healthy development of children and supporting Milwaukee's economy by allowing parents and caregivers of young children to work and be productive, dependable employees.

INTENDED GOALS & OUTCOMES: Increase wages and decrease turnover for early childcare professionals, and keep program participants in the field for the duration of the program.

PARTNERS: Wisconsin Early Childhood Association (WECA)

TIMELINE: This project is expected to continue through 2026.

WEBSITE: <https://wisconsinearlychildhood.org/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: The program was complete in activity and the last cost reimbursement will occur in the next P&E report in October 2026.

Performance

Type	Measure	Goal	Project Total
Outcome	Number of early childcare workers receiving a stipend	3,035	3,479

Earn & Learn Summer Youth Intern Program (SYIP)

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Negative Economic Impacts 2.10 - Assistance to Unemployed or Underemployed Workers
<i>Department</i>	City Development
<i>Project ID</i>	RG1511912120
<i>Budget</i>	\$125,000
<i>Expenditures to Date</i>	\$125,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project partially funds the Department of City Development's Summer Youth Internship Program (SYIP). The program employs Milwaukee residents ages 16-19 to work in city government departments. Program participants receive a subsidized wage and work 20 hours per week over the course of eight weeks during the summer work cycle.

CONTEXT: According to a 2018 report by The National Center for Education Statistics, nearly 13 percent of young people are neither in school nor working. Additionally, a US Conference of Mayors survey found that 51.6% of employers had no interest in hiring young adults, even when assisted by agencies that gather work-ready individuals. The lack of educational and workforce experience coupled with the highly competitive job market creates substantial barriers in young people's pursuit of employment and competitive wages.

INTENDED GOALS & OUTCOMES: Advance the lives of young adults by providing them with meaningful work experiences and career exposure.

PARTNERS: Department of City Development, participating city departments

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/earnandlearn/jobs/syip>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>The "number of workers completing sectoral job training programs" and "number of workers enrolled in job training programs" mandatory performance indicators do not apply to this program.</i>		
Mandatory Indicator	Number of people participating in summer youth employment programs	75	96
Output	Number of career-based sessions provided	8	8
Output	Number of hours of training provided to summer youth interns	160	160
Outcome	Percent of summer youth interns completing the program	90%	85%

Employ Milwaukee Earn & Learn Program

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Negative Economic Impacts 2.10 - Assistance to Unemployed or Underemployed Workers
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1512115120
<i>Budget</i>	\$4,975,000
<i>Expenditures to Date</i>	\$4,975,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project partially funds Employ Milwaukee's Earn & Learn Program. The program employs Milwaukee area residents ages 14-24 to work at private, non-profit, and faith-based organizations and businesses. Program participants receive a subsidized wage and work up to 20 hours per week for seven weeks during the summer work cycle. Major activities include: (1) Structured, well-organized work-based learning experiences; (2) Role models that encourage youth to continue in or return to school; (3) Career assessment, awareness, and exploration as part of the learning experience; and (4) Opportunities that may lead to unsubsidized employment for youth making the transition from school. Each Friday, Employ Milwaukee hosts professional development and job readiness skill workshops and enrichment activities.

CONTEXT: According to a 2018 report by The National Center for Education Statistics, nearly 13 percent of young people are neither in school nor working. Additionally, a US Conference of Mayors survey found that 51.6% of employers had no interest in hiring young adults, even when assisted by agencies that gather work-ready individuals. The lack of educational and workforce experience coupled with the highly competitive job market creates substantial barriers in young people's pursuit of employment and competitive wages.

INTENDED GOALS & OUTCOMES: Advance the lives of young adults by providing them with meaningful work experiences and career exposure; prevent violence by employing young adults.

PARTNERS: Employ Milwaukee selects a diverse assortment of private, non-profit, and faith-based organizations and businesses to provide meaningful career and employment opportunities for participants.

TIMELINE: This project is complete.

WEBSITE: <https://www.employmilwaukee.org/Employ-Milwaukee/Programs--Services/Job-Placement/Earn--Learn-Summer-Youth-Employment.htm>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>The "number of workers completing sectoral job training programs" and "number of workers enrolled in job training programs" mandatory performance indicators do not apply to this program.</i>		
Mandatory Indicator	Number of people participating in summer youth employment programs	535	2,822
Output	Number of participants who receive job readiness training		2,217
Outcome	Percent of participants completing the program (%)		90%

Lead Abatement Workforce Development Program

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511512140
<i>Budget</i>	\$3,000,000
<i>Expenditures to Date</i>	\$3,000,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds Employ Milwaukee's Healthy Homes Construction Careers Program, which is designed to connect trained workers with lead abatement certifications to contractors who are paid by the City of Milwaukee Health Department to remediate high lead risk homes. Major activities of the program include: (1) occupational skill training; (2) paid work experience; (3) worker support; and (4) contractor/employer resources. The program aims to connect trained workers with Lead Abatement certifications to contractors who are paid by the City of Milwaukee Health Department (MHD) to remediate high lead risk homes. The training is free to the student, including the cost of training, certification, exam fees, stipends, incentives, and wages during work experience. Students are offered a full set of supportive services to fund transportation, childcare, equipment, and other needs related assistance.

CONTEXT: The city of Milwaukee is investing more than \$25 million in ARPA funding to remediate lead paint hazards in over 800 homes in the next two years, creating a strong demand for qualified construction workers.

INTENDED GOALS & OUTCOMES: Provide a supply of trained and certified workers to take jobs remediating lead paint hazards in Milwaukee homes.

PARTNERS: The program was developed by Employ Milwaukee in partnership with the Coalition on Lead Emergency (COLE), Social Development Commission (SDC), and Revitalize Milwaukee.

TIMELINE: This project is complete.

Use of Evidence

\$3,000,000 in ARPA funding has been allocated toward evidence-based interventions for this project. Funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and

effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

In progress: This project is complete. This project was recategorized to Revenue Replacement in Quarter 1 of 2026.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>The "number of people participating in summer youth employment programs" mandatory performance indicator does not apply to this program because it is not a summer youth employment program.</i>		
Mandatory Indicator	Number of workers enrolled in sectoral job training programs	350	381
Mandatory Indicator	Number of workers completing sectoral job training programs	300	346
Output	Number of individuals receiving certifications and/or skills training	300	277
Outcome	Number of individuals placed in unsubsidized employment	230	138
Outcome	Number of small businesses receiving business solutions information and/or assistance	200	99

MATC Early Childhood Education - Preschool Certificate Dual Enrollment Academy

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511513160
<i>Budget</i>	\$ 257,291.50
<i>Expenditures to Date</i>	\$ 257,291.50
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds a Dual Enrollment Academy for early childhood education through the Milwaukee Area Technical College (MATC). As a part of the program, MATC offers eight 3-credit classes to closed cohorts of students, with funding available for books/materials. Participants earn the Registry's Preschool credential and a MATC technical diploma. Throughout the program, students also participate in academic and career coaching in partnership with the Wisconsin Early Childhood Association (WECA) and receive a job placement stipend.

CONTEXT: MATC Dual Enrollment Academy participants receive college-level training to begin careers in high-demand fields. Throughout their senior year of high school, students earn high school and college credits while spending the majority of their school day, both fall and spring semesters, at MATC. The program is designed for students attending high schools within MATC's district.

INTENDED GOALS & OUTCOMES: Prepare Milwaukee's future workforce in the early childhood education industry; reduce the time and cost to complete a technical diploma or associate degree; increase the number of childcare workers with the city of Milwaukee.

PARTNERS: City of Milwaukee, Milwaukee Area Technical College, Wisconsin Early Childhood Association

TIMELINE: This project is complete.

WEBSITE: <https://www.matc.edu/academics/academic-resources/dual-enrollment/dual-enrollment-academy.html>

Use of Evidence

The full amount of this project's funding (\$269,337) has been allocated toward evidence-based interventions. Although no project funds are being spent on program evaluation, an evaluation is being funded wholly by Milwaukee Succeeds and conducted by the Wisconsin Evaluation Collaborative of the Wisconsin Center for Educational Research at the University of Wisconsin-Madison. The evaluation design is mixed methods, encompassing quantitative data from MATC and qualitative data received via focus

groups and interviews. Where data can be disaggregated by race without a breach of confidentiality, outcomes will be reported by demographics. An annual summary report will be available in August 2023, with a final report to follow in 2026.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of dual enrollment academy participants	36	38
Outcome	Percent of participants that complete at least 6 early childhood credits and receive Early Childhood Education career exploration experiences	100%	76%
Outcome	Percent of participants that complete a credential	75%	55%

MKE Rising (I Can Teach)

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511513170
<i>Budget</i>	\$436,659.82
<i>Expenditures to Date</i>	\$436,569.82
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project partially funds the MKE Rising fellowship program. MKE Rising is a developmental teacher residency program that provides persons, ages 18-24, with a year-long fellowship to work alongside a veteran lead/certified teacher throughout the school year.

CONTEXT: This program aims to provide persons with paid internship experience in Pre-K-12 classroom settings with the goal of encouraging a career in early childhood education.

INTENDED GOALS & OUTCOMES: Increase the number of persons who work as early childhood educators.

PARTNERS: We Will All Rise, Milwaukee Succeeds, Malaika Early Learning Center, Next Door, Milwaukee Public Schools, The Greater Milwaukee Foundation, Herb Kohl Philanthropies, Bader Philanthropies City of Milwaukee

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of children served by childcare and early learning (preschool/pre-K/ages 3-5)	35	124
Output	Number of MKE Rising Program participants (2022-2025)	24	8
Outcome	Percent of program participants retained throughout the program	50%	85%

The Bridge Project

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511516120
<i>Budget</i>	\$650,000
<i>Expenditures to Date</i>	\$250,500
<i>Project Status</i>	In progress

Project Overview

DESCRIPTION: The Bridge Project's program in Milwaukee opened applications in April 2024 with philanthropic funding from the Milwaukee-based Zilber Family Foundation. The City of Milwaukee's American Rescue Plan funds are supporting Milwaukee participants from January 2025 - December 2026.

CONTEXT: The Bridge Project seeks to eradicate childhood poverty. It is Milwaukee's first unconditional cash program for moms and their babies, nurturing them from pregnancy through the first three years of life. This transformative program, launched in April 2024, provides unconditional cash to eligible low-income individuals to empower families and the community through financial assistance. Funding for the initial launch of the program was supported by the Zilber Family Foundation and The Monarch Foundation.

INTENDED GOALS & OUTCOMES: The Bridge Project seeks to eradicate childhood poverty and empower families and the community through financial assistance.

PARTNERS: The Zilber Family Foundation

TIMELINE: This project is in progress.

WEBSITE: <https://zilberfamilyfoundation.org/portfolio-items/the-bridge-project-milwaukee/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance.

Status

This project will continue through December 2026. \$300,000 in additional reallocated funds were added in 2026 to increase the number of program participants.

Performance

Type	Measure	Goal	Project Total
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Output	Number of participants in the program	128	29
Outcome	Improved mental health of participants across various domains, including reduced anxiety or depression. Measured via surveys and focus groups.	Improve by 50%	TBD

The Literacy Lab's Leading Men Fellowship

<i>Priority Area</i>	Economic & Workforce Development
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511513180
<i>Budget</i>	\$845,712.21
<i>Expenditures to Date</i>	\$845,712.21
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project partially funds the Literacy Lab program which provides persons, ages 18-24, with the opportunity to serve as paid preschool literacy tutors while receiving training, coaching, and professional development. The program provides rigorous training and coaching of the fellows, economic empowerment through paid work experience (working 25-30 hours per week at \$15 per hour), comprehensive personal and professional development services, and targeted higher education and career guidance.

CONTEXT: This program aims to provide young persons will internship experience in Pre-K-12 classroom settings with the goal of encouraging a career in early childhood education.

INTENDED GOALS & OUTCOMES: Increase the availability of early childhood educators, create opportunities for young persons in the field of education.

PARTNERS: Next Door, Malaika Early Learning Center, Starms Early Childhood, MKE Academy of Science

TIMELINE: This project is complete.

WEBSITE: <https://theliteracylab.org/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
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Output	Number of children served by childcare and early learning (pre-school/pre-K/ages 3-5)	525	491
Output	Number of students served by Leading Men Fellowship tutoring	525	491
Output	Number of Leading Men Fellowship participants	35	29
Outcome	Percent of fellows who complete the program	80%	76%
Outcome	Percent of fellows who continue on a career path in early childhood education	50%	78%

GOVERNMENT SERVICES

2024 Salary Allocation

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Various Departments
<i>Project ID</i>	Various Project IDs
<i>Budget</i>	\$110,244,148
<i>Expenditures to Date</i>	\$110,244,148
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: This project funds the provision of government services through the funding of salaries in various city departments.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

This program funds salaries across multiple city departments and therefore performance data is not collected.

53206 ARPA Survey

Priority Area	Government Services
Expenditure Category	Administrative 7.1 - Administrative Expenses
Department	City Clerk
Project ID	RG1511317100
Budget	\$14,647
Expenditures to Date	\$14,647
Project Status	Complete

Project Overview

DESCRIPTION: The project funds the mailing and return postage of a printed version of the city's ARPA survey in targeted areas of the city which saw low response rates to an initial online survey. Residents of the 53206 ZIP code on the city's north side received mailed surveys in early 2022. Residents in targeted areas of aldermanic districts 8 and 12 on the city's south side received mailed surveys in 2023. Attendees of a series of ARPA community meetings also receive printed copies of the survey.

INTENDED GOALS & OUTCOMES: Improve community participation and feedback on ARPA funding priorities in underrepresented areas of the city, including residents of a substantially Spanish-speaking census tract.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of surveys mailed to residents	11,466	11,466
Output	Number of survey responses received	573	521
Outcome	Survey response rate (%)	5%	4.5%

ARPA Administration & Compliance (Comptroller)

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Administrative 7.1 - Administrative Expenses
<i>Department</i>	Comptroller
<i>Project ID</i>	RG1512117000
<i>Budget</i>	\$540,000
<i>Expenditures to Date</i>	\$540,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries and related expenses in the City Comptroller's office to perform overall ARPA administration and compliance tasks. The project will fund allowable ARPA administrative expenses, including for oversight, reporting and ensuring compliance with legal, regulatory and other requirements.

INTENDED GOALS & OUTCOMES: Support administrative and compliance functions related to ARPA funding.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Hours of salary time funded by project	N/A	7,871,70

ARPA Administration & Compliance (DOA)

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511517000
<i>Budget</i>	\$1,610,000
<i>Expenditures to Date</i>	\$1,610,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project primarily funds salaries and related expenses in the Department of Administration to perform overall ARPA administration and compliance tasks, oversight, reporting and ensuring compliance with legal, regulatory and other requirements. The program was recently reclassified as "Revenue Loss" to permit a broader use of funds across Department of Administration salary expenses.

INTENDED GOALS & OUTCOMES: Support administrative and compliance functions related to ARPA funding.

TIMELINE: Project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Hours of salary time funded by project	N/A	24,599.70

COVID-19 Revenue Loss 2023 (Library)

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Milwaukee Public Library
<i>Project ID</i>	RG1518616130
<i>Budget</i>	\$1,355,788
<i>Expenditures to Date</i>	\$1,355,788
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds existing operations of the Milwaukee Public Library.

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

This program funds regular operations across multiple library branches, therefore performance data is not collected.

Department of Emergency Communications

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Public Health 1.11 - Community Violence Interventions
<i>Department</i>	Department of Emergency Communications
<i>Project ID</i>	RG1513401100
<i>Budget</i>	\$1,477,520
<i>Expenditures to Date</i>	\$1,477,520
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds additional 911 telecommunicator staff within city government to support dispatch operations and the city's new emergency dispatch system.

CONTEXT: The city is transitioning from two separate Emergency Communications Centers in the Fire and Police Departments to a single unified Department of Emergency Communications (DEC). DEC is working with MPD and MFD prior to consolidation, to meet national emergency call answering standards.

INTENDED GOALS & OUTCOMES: Achieve and maintain national emergency call answering standards. National Emergency Number Association standards are 90% of calls answered in 15 seconds or less, and 95% of the calls answered in 20 seconds or less.

PARTNERS: Department of Emergency Communications, Milwaukee Police Department, Milwaukee Fire Department

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/DEC>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>Mandatory indicators for expenditure category 1.11 do not apply to this project because this project is not a sectoral job training program or a summer youth employment program.</i>		
Output	Hours of salary time funded by project	N/A	29,388
Output	Number of additional dispatchers hired	17	17
Outcome	Percent of emergency calls answered in 15 seconds or less	90%	83%
Outcome	Percent of emergency calls answered in 20 seconds or less	95%	85%

Early Childhood Education (City of Milwaukee)

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration
<i>Project ID</i>	RG1511513190
<i>Budget</i>	\$304,154
<i>Expenditures to Date</i>	\$304,154
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds existing operations of the city's Office of Early Childhood Initiatives, acting as a force multiplier to a suite of early childhood programming and outreach work operating under a blended and braided funding network. Programming targets families with children ages 0-8 with special emphasis on prenatal to age 3 through conversations, sharing of educational materials (hand-outs, children's books, onesies), and marketing campaigns providing families with access to resources related to early brain and child development.

CONTEXT: The City of Milwaukee's Office of Early Childhood Initiatives works collaboratively to ensure that all Milwaukee children from birth to three years old have access and exposure to learning environments that promote social-emotional development, cognitive growth, and lifelong success.

INTENDED GOALS & OUTCOMES: Support early learning in the home, child care, and community; increase awareness of early childhood learning resources.

TIMELINE: This project is complete.

WEBSITE: <https://www.oecimke.com/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project was reclassified as revenue loss in 2024 to accommodate a technical issue in quarterly reporting and a broader use of funds .

Performance

Type	Measure	Goal	Project Total
Output	Number of businesses that create a public space dedicated to promoting early brain and child development	5	28
Outcome	Families from low-income neighborhoods have access to tools and resources that promote early brain development, as measured by the number of businesses that share tools and resources and the number of families the business reports serving.	1,000	3,000

Education and Outreach Personnel

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Milwaukee Public Library
<i>Project ID</i>	RG1518612100
<i>Budget</i>	\$1,146,614
<i>Expenditures to Date</i>	\$1,146,614
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries to support existing outreach and children's programming in the Milwaukee Public Library during the COVID-19 pandemic. Activities include information and guidance related to reading and library services delivered at schools, fairs, and other venues; delivery of materials to child care centers; and outreach to prepare preschool children for school reading.

CONTEXT: Milwaukee Public Library engages with the community through branch libraries located in various Milwaukee neighborhoods. The libraries successfully perform outreach and education services to the city's K-12 population and library staff develop programming and services that support the literacy and academic achievement of K-12 students whether in the library or through outreach.

INTENDED GOALS & OUTCOMES: Continue to fund existing outreach and children's programming in the Milwaukee Public Library.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project was reclassified as revenue loss in the second quarter of 2024 to accomodate a broader range of services. This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of individuals attending school age programs (all program attendees including children and adults)	4,389	2,724

Output	Number of individuals attending early literacy programs (all program attendees including children and adults)	894
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Gun Violence Reduction

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Public Health 1.11 - Community Violence Interventions
<i>Department</i>	Police Department
<i>Project ID</i>	RG1513311110
<i>Budget</i>	\$6,427,734
<i>Expenditures to Date</i>	\$6,427,734
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries in the Milwaukee Police Department for community policing, community engagement, and police training functions. The project also funds overtime for the Criminal Investigation Bureau personnel investigating firearms related crime. Community Liaison Police Officers work with the community on a daily basis to identify and resolve crime and neighborhood safety/nuisance issues. Monthly public crime and safety meetings are held to share information and resources, increase department transparency and accountability, and engender trust between the community and the police. The Office of Community Outreach & Education conducts youth and community training focused on problem-solving, citizen engagement and career development. Programs include Public Safety Cadet, Police Auxiliary, Citizen Academy, theft deterrence, and community event outreach to foster positive police interactions. Federal funds will also be used for overtime related to investigation of violent gun crime.

CONTEXT: Since 2020, the city of Milwaukee has experienced considerable growth in gun violence resulting, in part, from the COVID-19 pandemic. The level of gun violence continues to rise with significant increases in homicides over the last several years.

INTENDED GOALS & OUTCOMES: Reduce and prevent gun violence; foster positive police interactions.

PARTNERS: The Milwaukee Police Department partners with a variety of organizations and groups as a part of its community outreach meetings and public engagement events.

TIMELINE: This project is complete.

WEBSITE: <https://city.milwaukee.gov/police/Police-Units-Partners/Community-Outreach-Education>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>Mandatory indicators for expenditure category 1.11 do not apply to this project because this project is not a sectoral job training program or a summer youth employment program.</i>		
Output	Number of community meetings held	84	601
Output	Number of public engagement events	20	686
Output	Number of citizens trained	18	741
Outcome	Percent change in non-fatal shootings	10% decrease	0.5% increase
Outcome	Percent change in fatal shootings	10% decrease	12.7% increase
Outcome	Percent change in gun crime clearance rate	10% increase	3.3% decrease
Outcome	Percent change in guns recovered	10% increase	1% decrease

Health Department - Public Health O&M

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Health Department
<i>Project ID</i>	RG1513811300
<i>Budget</i>	\$4,394,992
<i>Expenditures to Date</i>	\$4,394,992
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds existing operations of the Milwaukee Health Department.

INTENDED GOALS & OUTCOMES: Continue to provide public health services to the residents of the City of Milwaukee.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete. Unspent original awarded funds were reallocated to other programs in 2024.

Performance

Type	Measure	Goal	Project Total
Output	Clients served - STI (includes HIV Prevention)	5,000	7,348
Output	New clients served - Doula	65	90
Output	New clients served - PNCC	50	58

Housing Personnel and Land Management

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Negative Economic Impacts 2.18 - Housing Support: Other Housing Assistance
<i>Department</i>	City Development
<i>Project ID</i>	RG1511913140
<i>Budget</i>	\$676,000
<i>Expenditures to Date</i>	\$676,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the holding expenses and maintenance costs of city-owned tax foreclosed properties. This primarily involves staff time, water bills, and repair supporting the existing housing stock in the city's inventory. The program goal is to maintain these affordable housing properties until such time as they can be placed back into use by city residents as affordable housing.

CONTEXT: The city of Milwaukee has roughly 500 city-owned tax foreclosed properties in its inventory. These properties are in various conditions when they are acquired by the city and some are occupied by tenants who have been renting the properties.

INTENDED GOALS & OUTCOMES: Maintain city-owned properties until they can be sold and put back on the tax rolls.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>The mandatory indicators "number of households receiving eviction prevention services" and "number of affordable housing units preserved or developed" do not apply to this program because this program does not provide eviction prevention services or directly preserve or develop housing units.</i>		
Output	Total dollar amount of property maintenance (\$)	\$676,000	\$683,234

Language Translation Services

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	City Clerk
<i>Project ID</i>	RG1511316100
<i>Budget</i>	\$103,936
<i>Expenditures to Date</i>	\$103,936
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds language translation and interpreting services, including American Sign Language, for city departments and elected officials.

CONTEXT: Over 20% of the city's population speaks a language other than English at home. Spanish and Hmong are two of the most commonly spoken languages other than English among city residents. Approximately 15.2% of the population speaks Spanish and 2.9% of the population speaks Asian and Pacific Island languages, which includes Hmong. Language barriers prevent non-English speaking populations from accessing government services, including COVID-19 services.

INTENDED GOALS & OUTCOMES: Reduce barriers to participation and improve accessibility to city activities, resources, and services.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of hours of interpreter services provided at public meetings and city-sponsored events	50	133.5
Output	Number of pages translated into a non-English language	1,040	1,615
Outcome	Percent of requests for translation/interpretation met	100%	99%

MADACC

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Neighborhood Services
<i>Project ID</i>	RG1513606120
<i>Budget</i>	\$1,867,000
<i>Expenditures to Date</i>	\$1,867,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the city's payment to the Milwaukee Area Domestic Animal Control Commission (MADACC).

CONTEXT: The Milwaukee Area Domestic Animal Control Commission (MADACC) provides animal regulation and care services which protect the health, public safety and welfare of people and animals in Milwaukee. An intergovernmental agreement establishes the city's annual payment to MADACC for the government services it provides.

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

TIMELINE: This project is complete.

WEBSITE: <https://madacc.org/>

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of animals admitted to MADACC	N/A	8,810
Outcome	Percent of animals reclaimed by owner	25%	19%

MFD Emergency Response

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Fire Department
<i>Project ID</i>	RG1513286110
<i>Budget</i>	\$25,374,372
<i>Expenditures to Date</i>	\$25,374,372
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries in the Milwaukee Fire Department for emergency response for fire and other emergency calls, and related operating costs for the Milwaukee Fire Department.

CONTEXT: Of the more than 55,000 calls per year the Milwaukee Fire Department receives, about 75 to 80 percent are medical emergencies.

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Outcome	Maintain response times for first engine to 5:20 or less	100%	92.5%

MFD Emergency Response 2023

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Fire Department
<i>Project ID</i>	RG1513286120
<i>Budget</i>	\$77,603,523
<i>Expenditures to Date</i>	\$77,603,523
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: This project funds MFD Emergency Response for Various Fire and Emergency Response Calls and Operating Support of MFD Services.

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Hours of salary time funded by project		1,280,580
Outcome	Maintain response times for first engine to 5:20 or less		94.05%

MFD EMS and Training Activities

Priority Area	Government Services
Expenditure Category	Public Sector Capacity 3.2 - Public Sector Workforce: Rehiring Public Sector Staff
Department	Fire Department
Project ID	RG1513282150
Budget	\$5,697,666
Expenditures to Date	\$5,697,666
Project Status	Complete

Project Overview

DESCRIPTION: The project funds training activities for the Milwaukee Fire Department, including new cadet and recruit training as well as continuing training for current MFD members

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>Mandatory performance indicators do not apply to this program because this program does not rehire full-time employees.</i>		
Output	Number of hours of training (all members)	232,764	243,540
Output	Number of cadets in training	52	52
Output	Number of recruits in training	85	37

Premium Pay for Election Workers

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Premium Pay 4.1 - Premium Pay: Public Sector Employees
<i>Department</i>	Election Commission
<i>Project ID</i>	RG1511704100
<i>Budget</i>	\$500,000
<i>Expenditures to Date</i>	\$500,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds premium pay for election workers to support staffing of polling places.

INTENDED GOALS & OUTCOMES: Ensure adequate staffing of polling places during the COVID-19 pandemic.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	Number of workers served	1,800	1,942
Output	Average amount of premium pay (\$)	\$90	\$90
Outcome	Percent of polling places remaining open for Spring and Fall 2022 election cycles	100%	100%

Retention Pay for City Employees

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Employee Relations
<i>Project ID</i>	RG1511654100
<i>Budget</i>	\$1,050,564
<i>Expenditures to Date</i>	\$1,050,564
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds a 1% increase in pay for all general city employees who have been employed by the city for at least 5 years as a means of retaining such employees.

INTENDED GOALS & OUTCOMES: Retain city of Milwaukee employees; increase compensation for long-term employees in light of high inflation triggered, in part, by the COVID-19 pandemic.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of workers served		2,112
Output	Average amount of retention pay (biweekly average per person)		\$25
Outcome	Change in percent of employees working for the city for more than 5 years separating from city services before and after retention pay instituted		30%

Revenue Replacement - Energy

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Public Works - Operations
<i>Project ID</i>	RG1515456120
<i>Budget</i>	\$4,585,435
<i>Expenditures to Date</i>	\$4,585,435
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries in the Department of Public Works Operations Division to offset operating costs associated with purchasing fuel for city vehicles. This includes salaries for positions such as vehicle services technicians, operations driver/workers, and fleet maintenance technicians, among others.

CONTEXT: The Department of Public Works maintains an average fleet of 2,240 vehicles. The services that DPW provides to residents is highly dependent on vehicular equipment, and fuel is a significant part of the department's budget.

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Hours of salary time funded by project	N/A	48,443

Salaries for Various Infrastructure Programs and Energy Usage

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Public Works - Infrastructure
<i>Project ID</i>	RG1515236410
<i>Budget</i>	\$4,245,000
<i>Expenditures to Date</i>	\$4,245,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds energy costs for select city-owned facilities as well as salaries for various programs within the Department of Public Works Infrastructure Services Division.

CONTEXT: The Department of Public Works Infrastructure Services Division is responsible for the design, construction, and maintenance of the city's infrastructure systems including streets and alleys, bridges, sewers, sidewalks, traffic control devices, street lights, and underground conduits. The division also manages the city's building facility assets.

INTENDED GOALS & OUTCOMES: Continue to fund an existing city government service.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Electricity used (Kilowatts) funded by the project	N/A	12,583,481
Output	Natural gas used (Therms) funded by the project	N/A	424,830.6
Output	Steam used (million lbs) funded by the project	N/A	21595.0

Output	Hours of salary time funded by project	N/A	86,058
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Support for Computer Aided Dispatch System

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Public Health 1.11 - Community Violence Interventions
<i>Department</i>	Department of Administration - ITMD
<i>Project ID</i>	RG1511511250
<i>Budget</i>	\$351,965
<i>Expenditures to Date</i>	\$351,965
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds salaries in the Department of Administration - Information Technology Management Division to provide IT support for the development of a new public safety 911 dispatching system. This includes funding for three new positions, two public safety systems administrators and one geographic information systems analyst.

CONTEXT: The city is transitioning from two separate Emergency Communications Centers in the Fire and Police Departments to a single unified Department of Emergency Communications (DEC). This transition includes the implementation of a new computer-aided dispatch (CAD) system that will improve the 911/Emergency Communications Center, as well as Milwaukee Police Department and Milwaukee Fire Department operations.

INTENDED GOALS & OUTCOMES: Improve the safety of citizens and public safety personnel; improve police and fire response times to life critical incidents.

PARTNERS: Department of Administration - Information Technology Management Division, Department of Emergency Communications, Milwaukee Police Department, Milwaukee Fire Department

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Mandatory Indicator	<i>Mandatory indicators for expenditure category 1.11 do not apply to this project because this project is not a sectoral job training program or a summer youth employment program.</i>		
Output	Hours of salary time funded by the project in support of CAD system	5,300	5,266

Translation/Multilingual Services

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Department of Administration - ITMD
<i>Project ID</i>	RG1511517100
<i>Budget</i>	\$300,000
<i>Expenditures to Date</i>	\$300,000
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the translation of the city website into Spanish, with specific pages/programs also translated into other frequently-requested languages. The project provides automatic translation of all city web pages and online services, and will provide professional translation of heavily-utilized content.

CONTEXT: Over 20% of the city's population speaks a language other than English at home. Spanish and Hmong are two of the most commonly spoken languages other than English among city residents. Approximately 15.2% of the population speaks Spanish and 2.9% of the population speaks Asian and Pacific Island languages, which includes Hmong. Language barriers prevent non-English speaking populations from accessing government services, including COVID-19 services, which has disproportionately impacted these populations.

INTENDED GOALS & OUTCOMES: Increase access to city government information, programs, and services, particularly for limited English proficiency individuals.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of web pages translated	2,000	2,309

Output	Number of words translated	500,000	1,836,248
Outcome	Unique visits to translated pages	5,000	7,103

Vacant Lot Maintenance

<i>Priority Area</i>	Government Services
<i>Expenditure Category</i>	Revenue Replacement 6.1 - Provision of Government Services
<i>Department</i>	Public Works - Operations
<i>Project ID</i>	RG1515453100
<i>Budget</i>	\$730,482.70
<i>Expenditures to Date</i>	\$730,482.70
<i>Project Status</i>	Complete

Project Overview

DESCRIPTION: The project funds the maintenance of city-owned vacant lots and foreclosed properties in Qualified Census Tracts that were hard-hit by the COVID-19 pandemic.

CONTEXT: On average the city maintains approximately 4,200 city-owned vacant lots and foreclosed properties by picking up litter, mowing grass and shoveling sidewalks.

INTENDED GOALS & OUTCOMES: Maintaining vacant lots until they can be put back into residential or other use preserves the habitability of neighborhoods in Qualified Census Tracts, discourages violence, and increases the likelihood that affordable housing units and/or job-creating businesses will be built on those lots.

TIMELINE: This project is complete.

Use of Evidence

This project is not an evidence-based intervention as defined by the US Department of the Treasury guidance, and funds have not been allocated to a program evaluation designed to generate evidence. However, the city regularly reviews project output and outcome data for all ARPA-funded projects to evaluate progress and effectiveness against established program goals in the context of other long-term efforts of the city to provide services to its residents.

Status

Complete: This project is complete.

Performance

Type	Measure	Goal	Project Total
Output	Number of vacant lots maintained with ARPA funding	1,600 per quarter	6,400