

Administration of the Lead Service Line Replacement (LSLR) Program Expansion

City of Milwaukee | Milwaukee Water Works

Matt Bednarski,
PE, ENV SP

January 24, 2024



Let's Follow Our Water Progress!

NEWARK WATER QUALITY SAMPLING PROGRAM

Every household participating in the City's Lead Service Line Replacement Program will receive a **FREE**, 6-month post-replacement water sample kit from 120WaterLabs!

What do you need to do?
Follow the easy instructions included in the kit.

- 1 **Fill it**
- 2 **Secure it**



The graphic features a stylized map of Milwaukee in shades of blue and green. A large teal spiral graphic is overlaid on the bottom right of the map. A small green square is positioned above the title text.

Milwaukee's Equity LSLR Program



- Replace additional 1,200 LSLs in 2024
- Build the Foundation of a Program that will replace 70,000 LSLs over 15-20 years

A Successful Program Must:

- ✓ Achieve public buy-in and build public trust
- ✓ Identify funding options to reduce burden on residents
- ✓ Incorporate opportunities for equity, workforce, and jobs

We have designed, managed, and replaced more private -side LSLs than any other consulting firm



CHICAGO
**Largest Active
LSL Program**
400,000



NEWARK
**Largest
Completed**
24,000



NEWARK
**Largest
Replacements
Per Day**
100+ at peak



EVANSTON
**Over 90%
Participation**
2022 and 2023
Replacement
Programs



WASHINGTON, DC
**80 Stakeholder
Engagement
Activities**
Since January 2023



TOTAL LSLRs REPLACED NATIONWIDE:

OVER 40,000

Experienced, local, committed team ready to start day one



Matt Bednarski,
PE, ENV SP



Amrou Atassi,
PE, BCEE, PMP



Jon Meyer, PE, PMP



Kelly Roach, PE, PMP



Megan O'Connor



Keesha Jones
Sutton, MBA

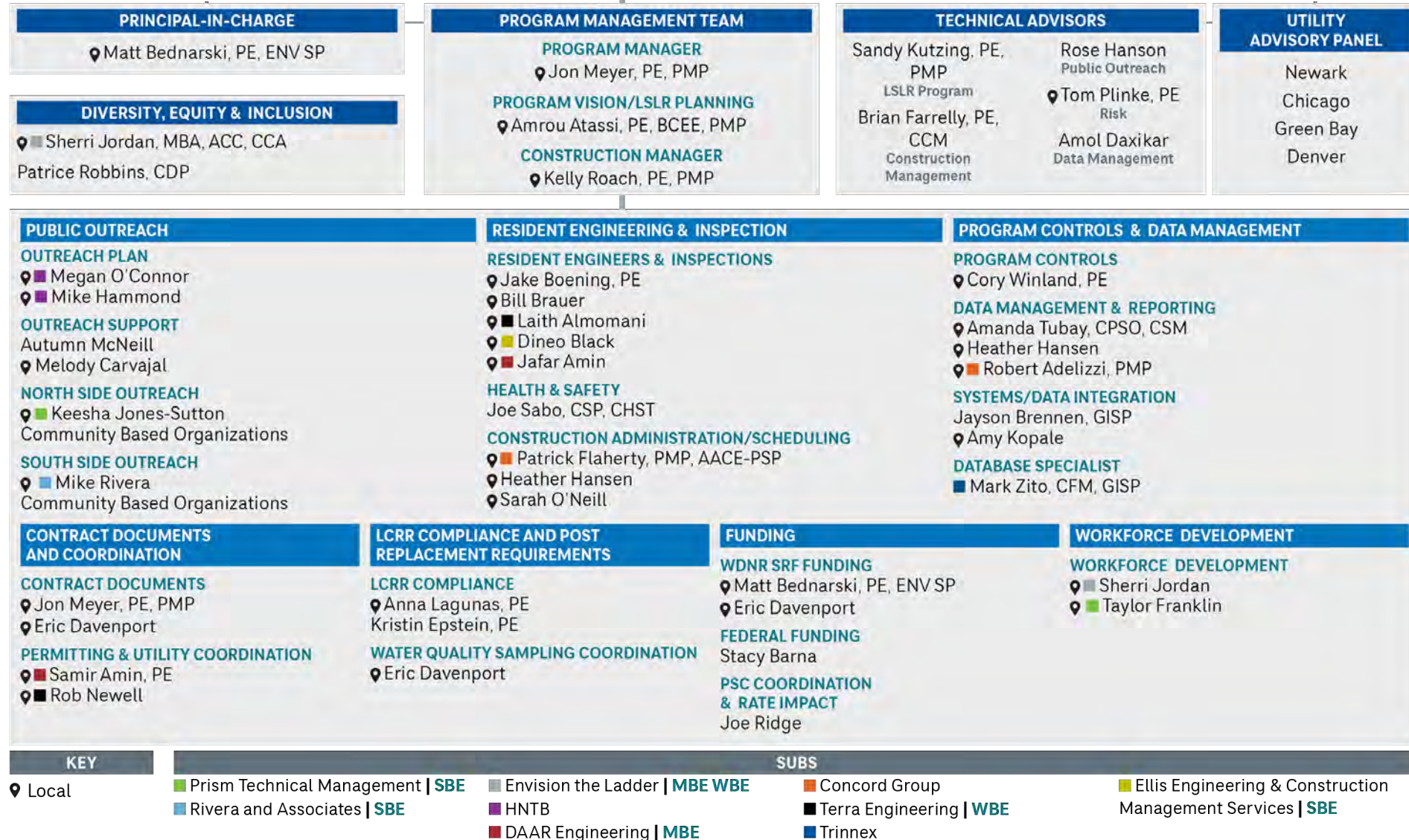


Sherri Jordan,
MBA, ACC, CCA



Cory Winland, PE

An adaptive team with resources and capacity for program expansion



Our Team understands the components and complexities of a Lead Service Line Replacement Program

Ordinances/
Legislation

Funding

Develop
Inventory

Verifications &
Prioritization
Plan

Outreach

Design &
Bidding

Right of Entry
Agreements

Program & Data
Tracking

Replacements

Filters &
Flushing

Restoration &
Paving

Post-
Replacement
Sampling



Best practices from our experience

- Homeowner - one source one contact
- Control of contractor/ onboarding training, field checks/ QC
- Coordination with community organization and other stakeholders
- Outreach and construction coordination (and data management coordination)
- Upfront planning and communication
- Home inspections prior to start of construction to verify private side material.
- Maximize block replacements

● Corrosion Control Studies
★ LCRR and/or LSLR Program





Proven Outreach



Bringing You The Right Team

Dedicated to equity, diversity, and inclusive outreach

Passionate about Milwaukee and engaging our neighbors

Bring well - connected community relationships

Local Government collaboration



Transparent and Equitable Planning



Equity
Prioritization Plan

Demographics
Analysis

Understand Individual
and Community Needs

Tailored
Approach



Success By Listening First

Connection
with Intention



Leveraging Trusted
Stakeholders and
Elected Officials



Building Trust Through Engagement



In-Person and Virtual Public Meetings



Community Events



Resident Champions/Block Watch Captains



Stakeholder Focus Group Workshops



Churches and Schools



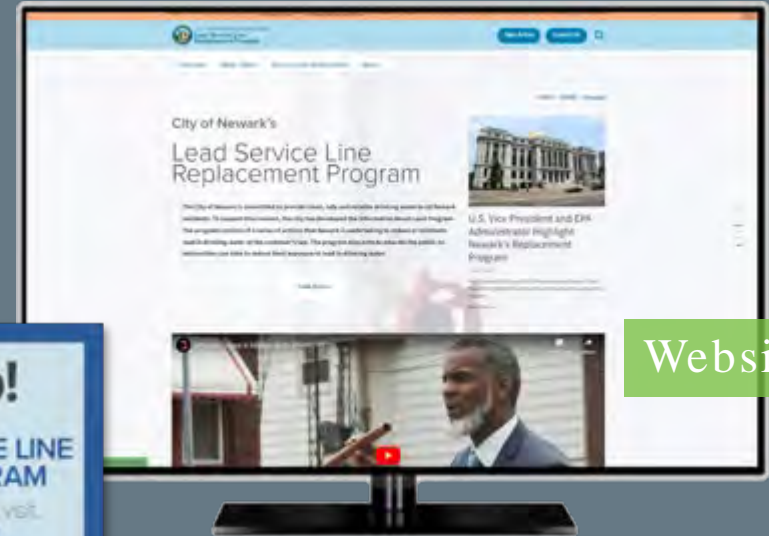
Canvassing

Communication Strategies

- Multilingual materials
- Educational Resources, FAQs
- Yard Signs, Door Hangers, Backpack Mail
- Tailored Toolkits
- Social Media, E-blasts, Website
- Instructional Videos



Yard Signs



Website



Post Replacement Testing Instructions

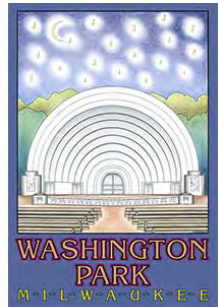


Outreach Flyer

Outreach Phases – 30th Street Corridor

1

Demographic & Material Analysis with Team Training



2

Elected Official Coordination



3

Community Based Organizations and Stakeholder Engagement



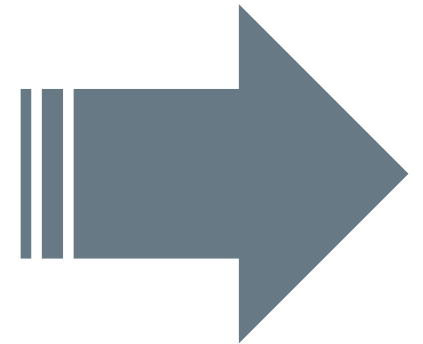
4

Distribute Mass Mailings, Attend Events, Promote Community Meetings & Canvass



5

Ongoing Outreach Through Construction





Successful Outreach Relies on Construction and Inspection Staff

Train & hire community members to work side by side with contractors

All team members are doing outreach

Align communication strategy with construction schedule

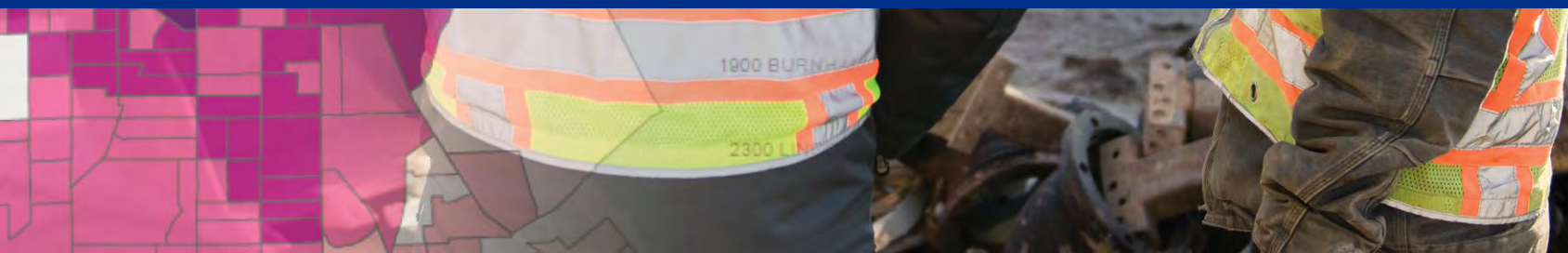
Neighbors engage neighbors

Fewer customer complaints

Customers know where to go for information



Commitment to Workforce Development & Equity, Diversity and Inclusion



LSLR program must incorporate workforce development opportunities

- Outreach
- Contract documents
- Contractor/ community outreach
- Partnership with unions and community organizations
- Should be monitored as a key performance indicator

Newark teaches America a lesson on lead pipes – and hiring local | Editorial

Updated: May. 03, 2021, 9:55 a.m. | Published: May. 02, 2021, 7:15 a.m.



Newark LSLR
Apprenticeship
Program

DC Water and the District Department of Employment Services Launch the Lead Free DC Community Activators Program

DC Community
Activators
Program





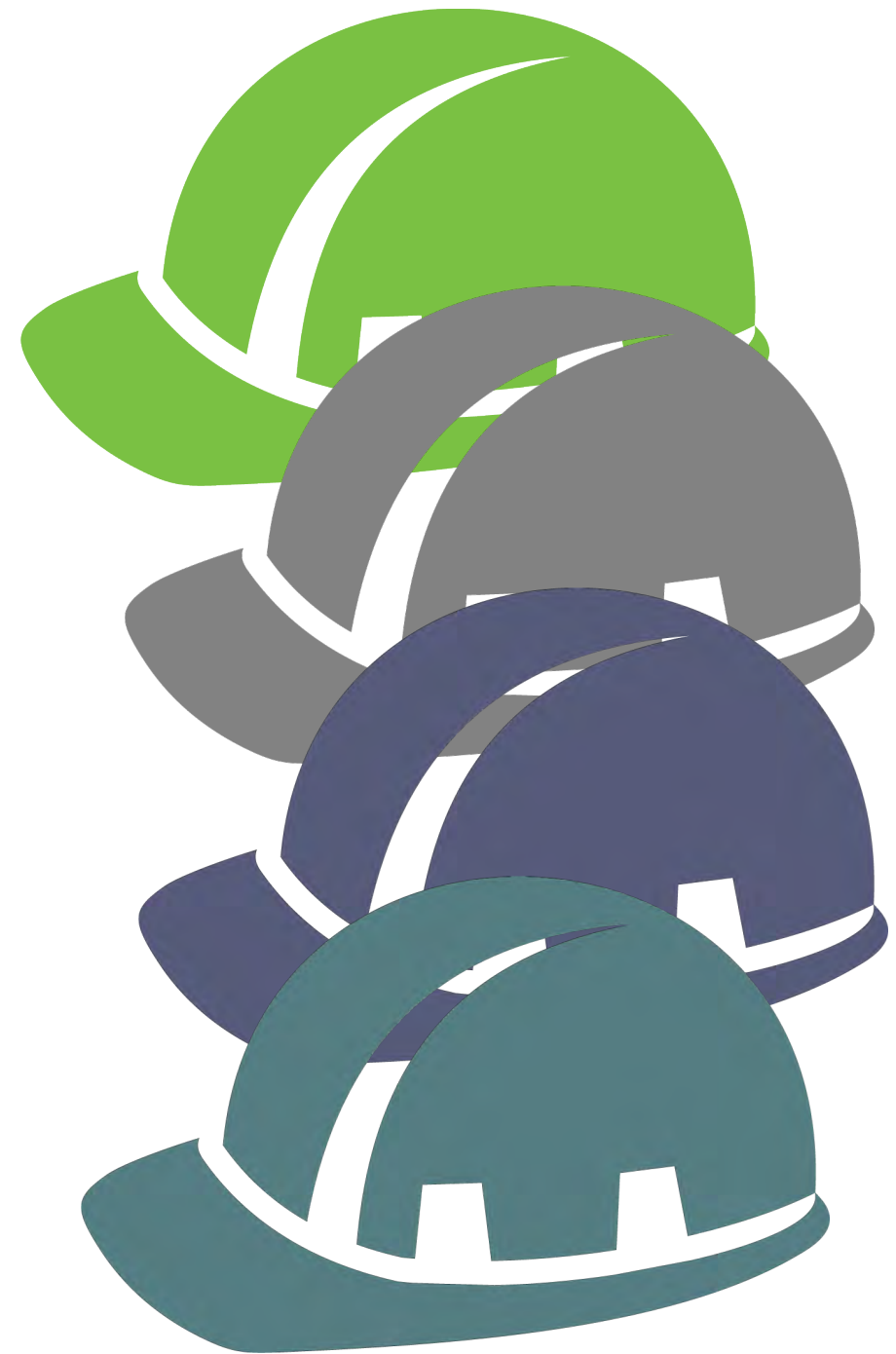
Once-in-a-Generation Opportunity for Workforce Development

Jobs include:

- Plumbers
- Equipment Operators
- Construction Laborers
- Engineers
- Water Works and Public Works Jobs
- Paving Jobs
- Equipment Fueling and Maintenance Jobs
- Traffic Control Jobs
- Trucking and Hauling Jobs
- Waste Management Jobs
- Community Outreach Jobs

Equity, Diversity and Inclusion (EDI)

- Integrating equity and fairness into the process
- Aligning our services to the City's equity goals
- Provide training and education for staff to foster a more inclusive and equitable work environment
- Identify opportunities for additional diversity in contractor selection
- Compliance with diversity and non-discrimination laws



Why CDM Smith Team?

- Local, experienced, adaptive, and committed team ready to start day one
- Program vision to cost effectively replace all 70,000 LSLs
- Proven outreach strategy critical for public trust
- Approach built on equity, workforce, and economic opportunity for Milwaukee residents
- Funding strategy to help City pay for this program
- Best industry practices based on 40,000 LSLs replaced in last five years



Don't take our word for it.....

“CDM Smith’s expertise and patience made the project possible. They have so much experience. No one else could have gotten Chicago to where we are today with LSLR.”

Andrea Cheng, Chicago DWM Commissioner

Mayor of Newark:

“I’m proud to say [that] we recently completed an unprecedented, Herculean task of replacing all the city’s 24,000 lead service lines in less than three years. No other city has replaced as many lines as fast and we are being touted as the ‘model city’ for lead line abatement.”

“I’m proud of what our city is accomplishing with the Lead Service Line Replacement Program. The city of Newark’s progress helps to ensure residents feel safe when they are drinking water from their tap.”

Kareem Adeem, director of Newark’s Department of Water and Sewer

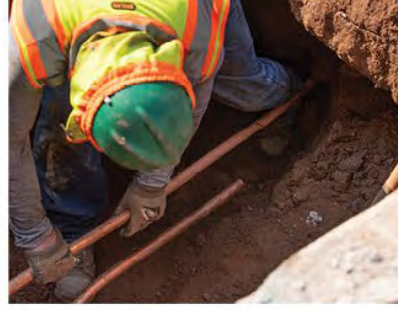
Assistant Director, Trenton Water Works:

“CDM Smith is an expert in LSL replacements. They have a deep understanding of regulations and project needs, and their advice is invaluable. It is a pleasure working with CDM Smith.”

“ What you have accomplished here in Newark [is] an example and a role model of what cities around our country are capable of doing”

Vice President Kamala Harris during a visit to Newark, NJ on the City’s LSLR program managed by CDM Smith





Thank you.



Let's Follow Our Water Progress!

NEWARK WATER QUALITY SAMPLING PROGRAM

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What do you need to do?
Follow the easy instructions included in the kit.

- 1 Fill it**
Fill the kit with water during the morning.
- 2 Secure It**
Seal the kit and return it to the City.





Funding



We will consider all funding options

Funding Option	Can be used for Public Side	Can be used for Private Side
BIL – WDNR SRF Program – Principal Forgiveness	Yes (only if full LSLR)	Yes
BIL WDNR SRF Program – Loan	Yes (only if full LSLR)	Only if loan is paid with non -rate revenues or as approved by PSC
HUD CDBG	Yes	Yes
EPA WIIN	Yes (only if full LSLR)	Yes
Federal Earmarks	Yes	Yes
EPA WIFIA Loan	Yes	Only if loan is paid with non-rate revenues
Property Tax Alternatives	Yes	Yes
Water Rates	Yes	If Approved by PSC
City Funds	Yes	Yes
TIF Funds	Yes	Depends
MMSD	Yes	Yes

LSLR Implementation in Newark (24,000 LSLRs)

	Initial Voluntary Program	Accelerated Mandatory Program
Timeline	8 years	3 years
Number of Homes	100-200 replacements per month	1,500-2,000 replacements per month (pre-COVID) 500-1,300 replacements per month (post-COVID)
Homeowner Cost	\$1,000 per homeowner	\$0 per homeowner
Contracting Strategy	3 publicly bid Contracts each year 500-homes per contract 12month duration	19 Contracts of varying sizes and duration 17 publicly bid (100 to 1,500 homes) 2 emergency contracts (5,000 homes)
Costs	~\$8,000/LSL	\$7,200/LSL (\$10M+ in savings)
Temp Agreement	Signed by homeowner committing to costs	Can be signed by tenant or homeowner