



# AMERICAN

RESCUE PLAN

1st Tranche Update  
April 13, 2022



City  
of  
Milwaukee





# Agenda

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1. Strategy, Timeline, and Process
2. Racial Equity and Inclusion/Community Engagement
3. Federal Procurement, Management, Compliance, and Reporting
4. Dashboard
5. Project Status: Lead, Housing, Early Childhood, Street Lights, Reckless Driving
6. Communication Plan with Council
7. 2nd Tranche Discussion

# 1st Tranche Strategy

Expend ARPA funds in a way that:

- Builds upon racial and economic equity
- Preserves financial sustainability and maintains essential services
- Employs residents and grows city businesses
- Follows a clear and collaborative process
- Adheres to federal guidelines

# ARPA TIMELINE 2022







# Notable Projects

1

Housing Trust  
Fund

\$10 M

2

Early Childhood

Stipends \$5.1 M  
Dual Enrollment \$309 K  
MKE Rising \$529 K  
Leading Men Fellowship \$1 M  
ECE Capacity \$315 K



# Racial Equity and Inclusion

Community Engagement

Sharon Robinson & Nikki Purvis





# Racial Equity and Inclusion

## MWSBE/LSA Participation Goals

Nikki Purvis





# Federal Procurement

## Rhonda Kelsey





# APRA Management

## Eric Pearson





# Subrecipient Relationships

## Eric Pearson





# ARPA Dashboard Update

**Allocation**  
**\$197 million**

**Expenditure**  
**\$ 11 million**

# Of the 47 First Tranche Projects:

- **90% have accepted budgets and are now able to expend funds**
- **All service delivery projects have been analyzed through a racial equity lens**
- **All have an assigned Compliance Manager to ensure monitoring and compliance**
- **All have been updated on the ARPA dashboard**
- **All have participated in procurement update calls**





# Notable Projects

3

In - Rem Housing  
Rehab

\$15 M

4

Westlawn Gardens

\$9 M





# Notable Projects

5

Lead Abatement

\$26 M

6

Lead Abatement  
Workforce

\$3 M



# WHERE ARE WE NOW WITH ARPA

- Budget Approval (Complete)
- Drafting Subaward agreements with the following:
  - Social Development Commission
  - Revitalize Milwaukee
  - Habitat for Humanity
- MHD as an ARPA Manager starting May 5th
- Equipment Upgrades
- Enhancing our database for community partners





# WHAT'S NEXT (Now through June)

- Continue with MHD hiring
  - ARPA Project Manager
  - Public Health Strategist
  - Social workers
  - Enforcement Manager
  - Community Outreach/Education Coordinator
  - Public Health Nurse Coordinator
- Finalize Subawards (April/May)
  - This triggers community partners to begin hiring and invoicing



CITY OF MILWAUKEE  
HEALTH DEPARTMENT

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# WHAT'S NEXT (JULY THROUGH DECEMBER)

- Lead Paint Hazard Reduction begins
  - This will essentially be a pilot phase to get all of our cross-organizational processes and workflows going.
- Transparent Reporting and Co-learning Process
  - Shared data
- Significant hiring and contractor development
- Improved Enforcement
- Integrate Energy Efficiency – RFP under review





# 2023

- Significant implementation



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# QUESTIONS



**LIVING YOUR BEST LIFE.**

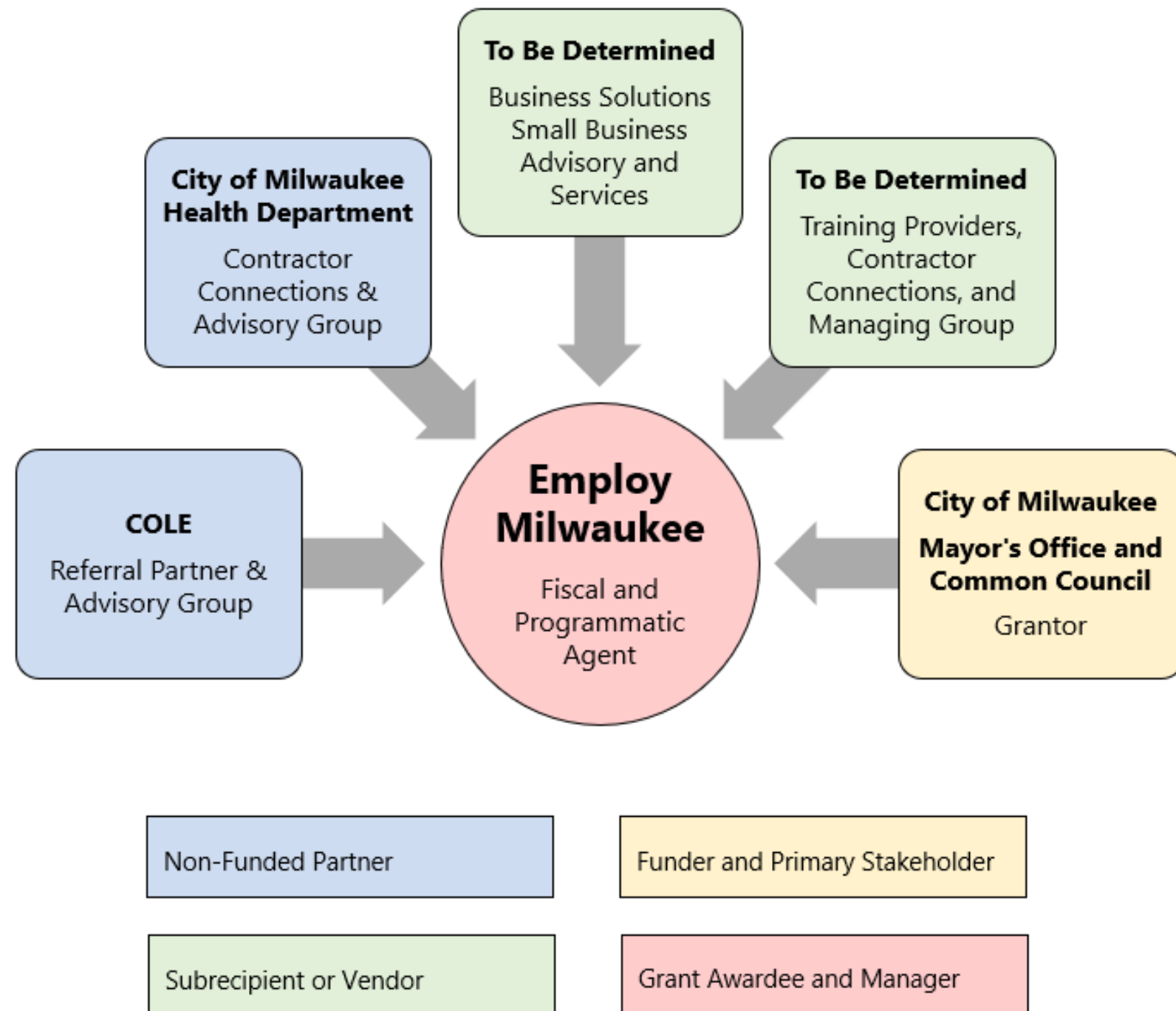




# Lead Abatement Workforce Training Program

Provided by Employ Milwaukee, Inc.

*In partnership with the Coalition on Lead Emergency (COLE) and the Milwaukee Health Department*



- **Funding:** \$3M allocated to EMI for a workforce development program to complement MHD's lead remediation project allocation
- **Goals:** Train city residents to enter jobs remediating lead paint hazards in homes targeted by MHD/DHS and assist city contractors in obtaining contracts to do the remediation work.
- **Procurement:** Per ARPA requirements (federal Uniform Guidance) procurement requires a Sole Source justification; therefore, EMI sub awardees must have both a lead abatement training program and be a recipient of MHD/State funds to do remediation work.
- **Providers:** Current qualifying training providers -
  - Social Development Commission
  - Revitalize MKE
  - Other providers can be added later through formal RFP process, as demand and need is reflected through the project period.

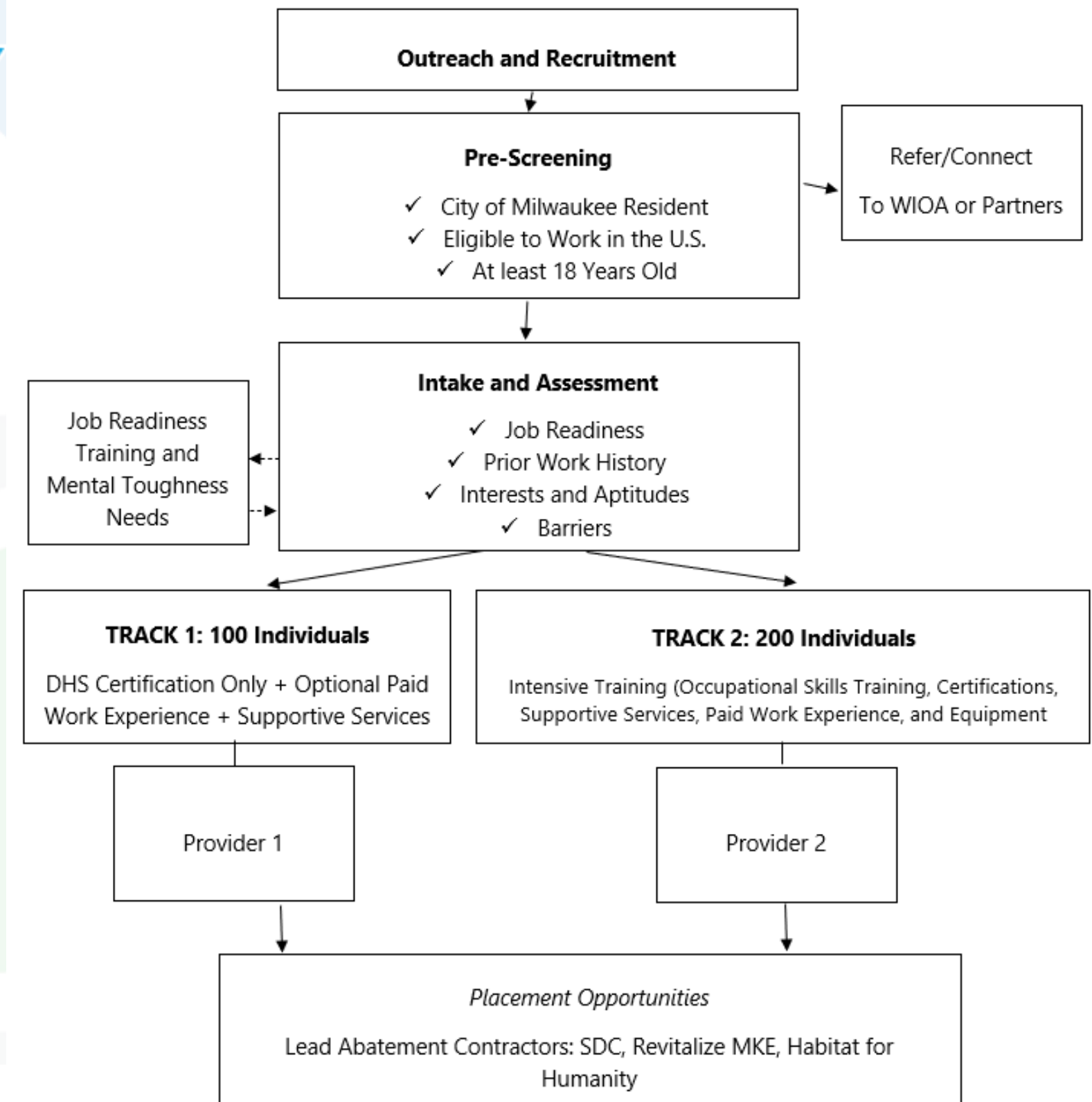


# Lead Abatement Workforce Training Program

## Performance Outcome Goals



## Service Delivery Model



\*Additional tracks may be added based on project need and funding.



# Lead Abatement Workforce Training Program

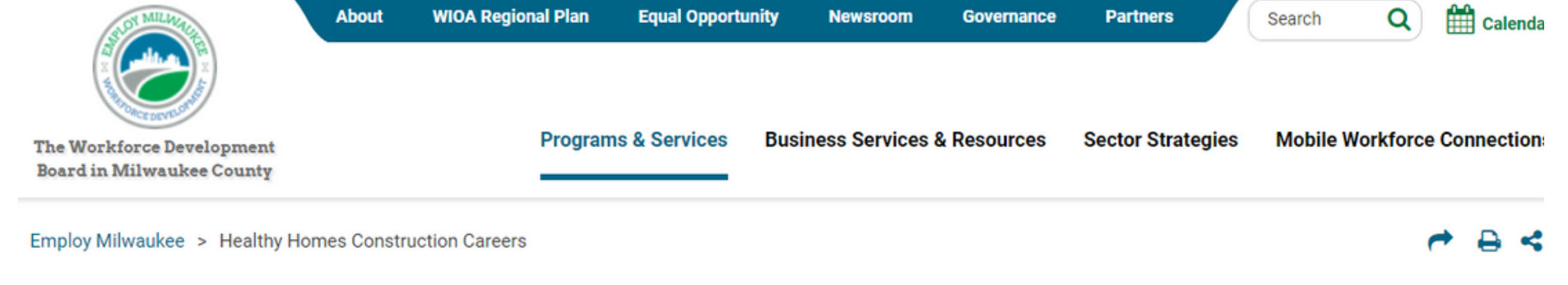


## 2021 Activities

- Council approves \$3M ARPA allocation in October
- Hired Project Manager and Workforce Specialist
- Developed Implementation Plan
- Scheduled weekly/monthly partner meetings with COLE, training providers and MHD
- Developed ARPA Policy Memo and participant intake/application materials
- Built participant tracking database (Efforts to Outcomes)
- Scheduled and conducted routine site visits to current training providers (SDC/Revitalize MKE)
- Hired bilingual (Spanish) Workforce Specialist

## 2022 Quarter 1 Activities

- Finalized Scope of Work with training provider (SDC)
- Trained providers on data entry and reporting requirements
- Posted Request for Information (RFI) for business service consultants to assist contractors (3/25/22)
- Developed and added Health Homes Construction Careers to EMI's [website](#)
- Developing recruitment communications in English, Spanish and Hmong
- Graduated first SDC Absolute Advantage Plus graduation on April 7, 2022



### Adult and Youth Programs

Adult and Dislocated Worker

America's Promise

BankWork\$

Compete Milwaukee

Fresh Coast Tech Up

Healthy Homes Construction Careers

Reentry

Skillful Transitions

Summer Jobs and Beyond / Career Plus

Veterans

WIOA Out-of-School Youth Program

Workforce Innovation and Opportunity Act (WIOA)

YouthBuild

## Healthy Homes Construction Careers

The Healthy Homes Construction Careers (HHCC) program was developed by Employ Milwaukee in partnership with the Coalition on Lead Emergency (COLE), Social Development Commission (SDC), and Revitalize MKE to provide a supply of trained and certified workers to take jobs remediating lead paint hazards in Milwaukee homes.

HHCC is generously funded through the City of Milwaukee via the American Rescue Plan Act (ARPA). 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. MHD's efforts have been boosted by a \$26M City of Milwaukee ARPA investment that will remediate over 800 homes in the next two years, creating a strong demand for qualified construction workers.

HHCC provides multiple tracks for job seekers based on interest, aptitudes, and past work experience.

**Track 1:** Individuals with construction training and experience can become Lead Abatement and/or Lead Abatement Supervisor certified in less than two weeks. Successful completers will be connected to local contractors for paid work experience and/or immediate employment.

**Track 2:** Individuals with no formal construction training can complete the SDC Absolute Advantage pre-apprenticeship course. The course is twelve (12) weeks in length and uses the "Core Curriculum: Introductory Craft Skills" from the National Center for Construction Education and Research (NCCER) which covers math, safety, hand and power tool use, blueprints, and rigging. In addition to contributing to the rehabilitation of homes in the City of Milwaukee, participants gain the following certifications:

- OSHA 30
- Asbestos Abatement Worker
- Lead Abatement Worker
- Construction Safety







# Job Seeker Services: Health Homes Construction Careers

- Branded the training program to simplify messaging to job seekers, align provider programming, and expand placement opportunities to weatherization and other healthy homes construction improvement projects.
- One cohort graduated from SDC on 4/7/22:
  - 20 individuals received lead abatement worker and lead safe renovator State certifications
  - Asbestos Abatement Worker, First Aid/AED-13, OSHA 30-13, NCCER-13, and certified pre-apprenticeship in construction







# Lead Abatement Contractor Services

## Development Workshops

- SDC hosted one contractor meeting in March with 11 businesses represented
- Contractors received information on how to reply to an RFP for contracting work
- Employ Milwaukee presented on On-the-Job and Paid Work Experience training resources
- COLE, SDC, and Revitalize MKE are collaborating on the creation of a City Lead Abatement Contractors Network to distribute and receive information, share best practices and technical assistance, and coordinate hiring needs and events.

**RFI for Business Services:** <https://www.employmilwaukee.org/Employ-Milwaukee/Partners/RFPs.htm>

- EMI is seeking business services consultants to assist with connecting trained graduates with city contractors for employment, while also providing access to business development resources, whether the consultant provides them directly or refers them to other partners/resources already available.
- By aligning these services, city contractors can grow their workforce as well as receive additional business development support to also grow their businesses.
- Proposals will be accepted through April 15, 2022.

# Lead Abatement Workforce Development Program



## Next Steps and Milestones

- Obtain final City contract
- Finalize SDC contract and begin Revitalize MKE scope of work
- Hire business services consultant/s
- Create City Lead Abatement Contractors Network
- Continue to fund cohorts of training while tracking and reporting participant data including demographics, place of residence, credentials earned, placement, employer, and wage rates
- Continue to meet weekly/monthly with COLE and partners

*\*City trainee placements with city contractors are contingent upon the Milwaukee Health Department obtaining authorization and funding to proceed with the lead paint remediation work in homes. More work = more jobs to fill!*





# Notable Projects

7

Street Lighting

\$10 M



8

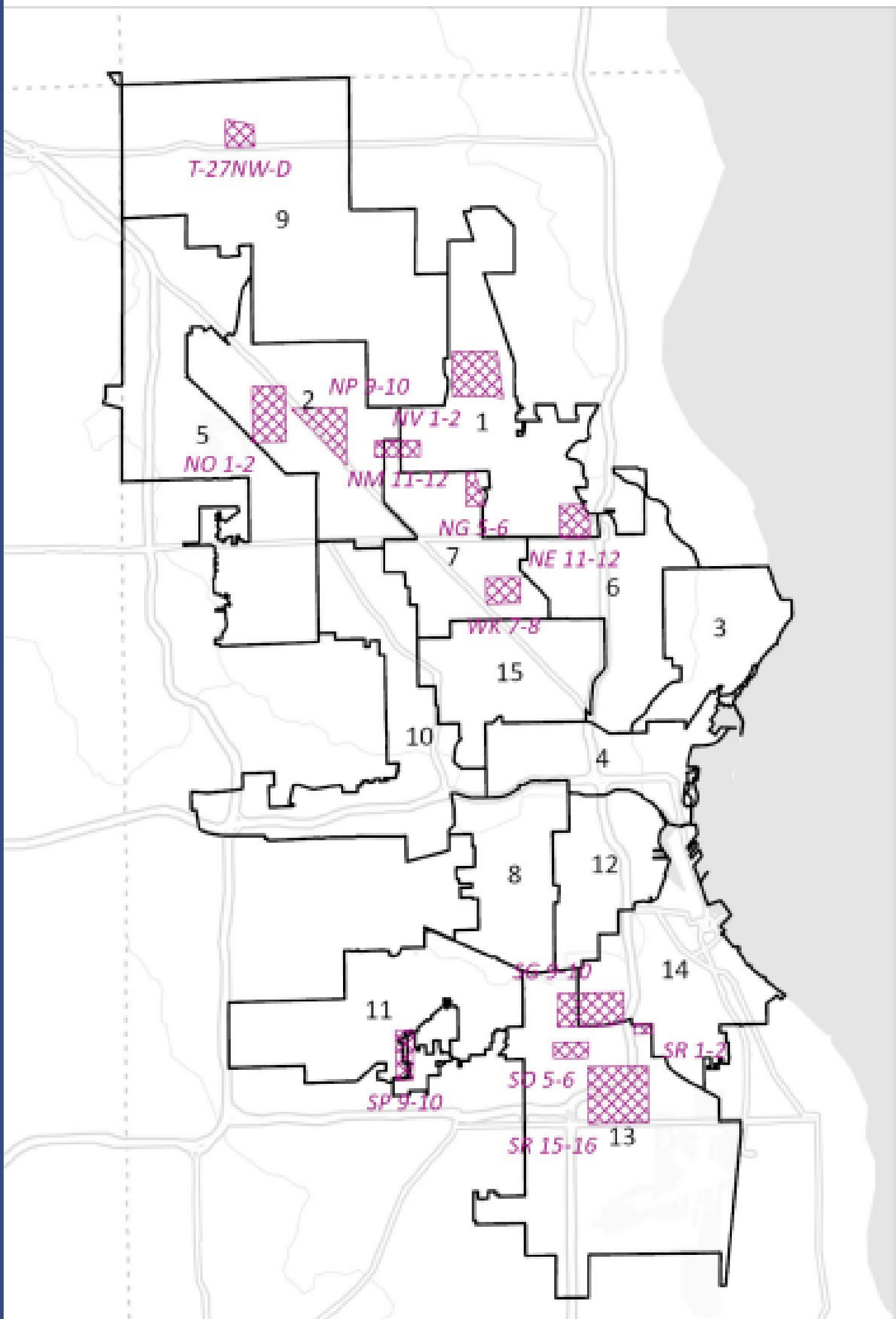
Reckless Driving  
Infrastructure

\$6 M



# Street Lighting Circuit Reliability Improvement

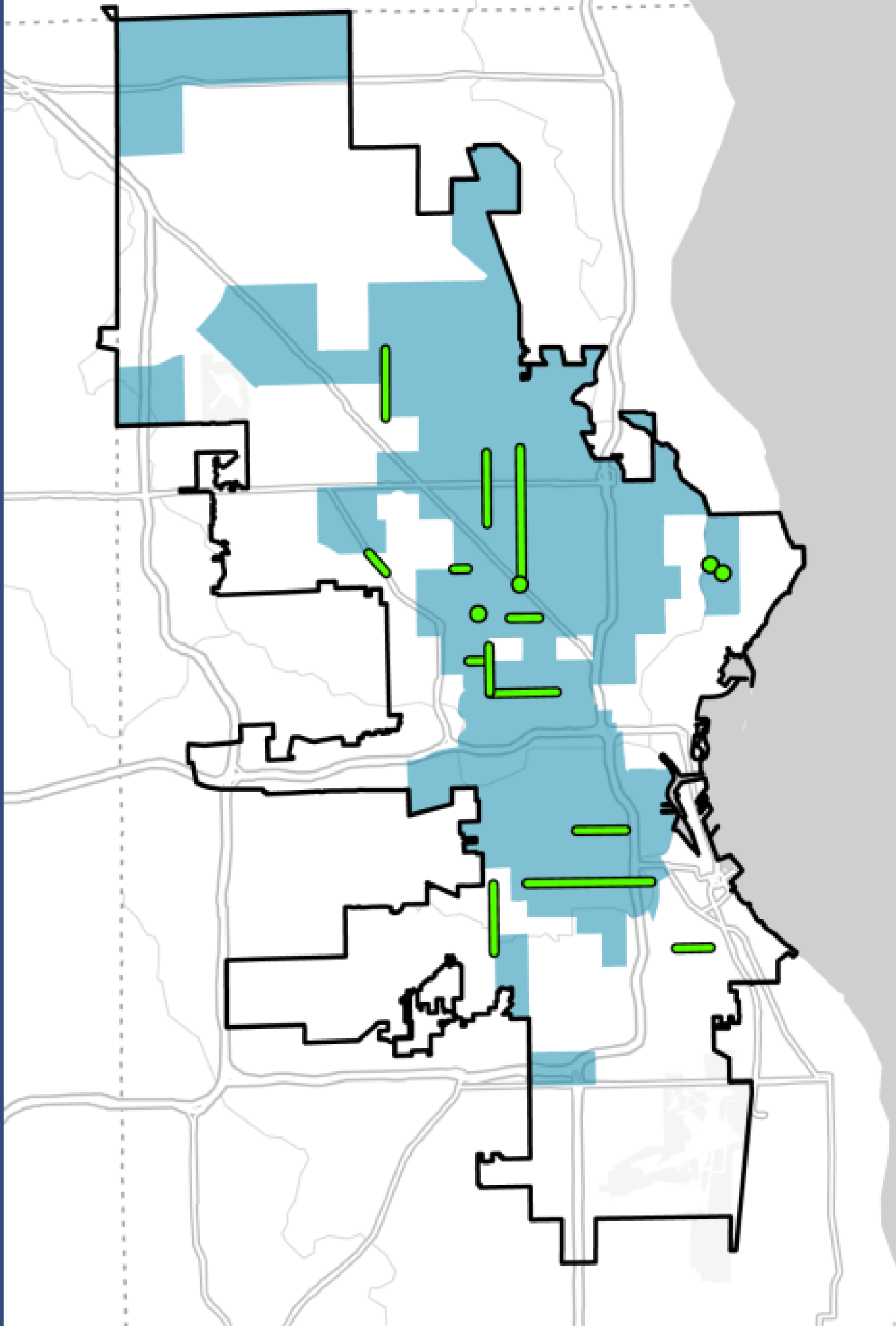
- Street Lighting Circuits
-  Proposed for Replacement
-  Aldermanic District





# Supported Traffic Safety Improvements

- Traffic Safety Improvement Projects
- Access Improvements
- Qualified Census Tracts
- City Limit







# AMERICAN

RESCUE PLAN

2nd Tranche update  
April 13, 2022



City  
of  
Milwaukee





# Agenda

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1. Vision
2. Timeline and Process
  - a. Financial Sustainability
    - i. 2023-2024 Budget
    - ii. ARPA Team
  - b. ARPA Task Force

# Vision

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Allocate ARPA funds in a way that:

- Builds upon racial and economic equity
- Preserves financial sustainability and maintains essential services
- Supports ongoing engagement of the community
- Supports Milwaukee's recovery from the COVID-19 pandemic and long-term resiliency
- Follows a clear and collaborative process



# Financial Sustainability and Essential Services

- 2023-2024 Budget
- ARPA Team





# 2023-2024 Budget Forecast

- Key Assumptions for 2023 & 2024
  - Expenditures
    - Cost to continue budgets
    - Increase to Employer Pension Contribution
    - Regular growth in Salaries & Wages, Operating accounts, Equipment
    - Increase to Employee Health Care account
  - Revenues
    - No use of ARPA Revenue Loss or Pension Reserve Fund
    - 2% increase to Property Tax Levy
    - 2.25% increase to Charges for Services
    - No increase to Intergovernmental Revenues
    - Reduced use of reserves



# 2023-2024 Budget Forecast: No ARPA Revenue Loss

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Year	Expenditures	Revenues	Structural Deficit	Annual Deficit
2023	\$925,819,476	\$831,072,213	(\$94,747,263)	(\$94,747,263)
2024	\$951,039,994	\$841,708,056	(\$109,331,938)	*(\$14,584,676)

\*Annual Deficit in 2024 assumes deficit from 2023 was addressed in 2023 Budget

- No use of ARPA Revenue Loss funding or Pension Reserve Fund assumed in this forecast

# ARPA Revenue Loss

- Most flexible category
  - Any government service can be funded from the Revenue Loss category
- 2022 Budget- \$30.4 million of Revenue Loss used for government services in 2022
- Guidelines for calculating Revenue Loss amount determined by Treasury
- Revenue Loss estimates for 2023 & 2024
  - 2023: \$80,000,000
  - 2024: \$80,000,000



# 2023-2024 Budget Forecast: Including Use of Revenue Loss

Year	Expenditures	Revenues	ARPA Revenue Loss	Structural Deficit	Annual Deficit
2023	\$925,819,476	\$831,072,213	\$80,000,000	(\$14,747,263)	(\$14,747,263)
2024	\$951,039,994	\$841,708,056	\$80,000,000	(\$29,331,938)	(\$14,584,676)*

\*Annual Deficit in 2024 assumes deficit from 2023 was addressed in 2023 Budget

- Estimated average annual deficit of \$14.7 million remains in 2023 & 2024, even with use of entire \$80 million per year of ARPA Revenue Loss

# Summary

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- Using one-time revenues for ongoing operations is not best practice
- However, the administration believes that the highest and best use of ARPA Revenue Loss funding is to prevent reductions of core services for residents
- The administration will request a file next cycle to asking the Council set aside \$160 million from the second tranche of ARPA funds for fiscal sustainability



<b>Proposed 2nd Tranche Allocations</b>			
Tranche 2 Allocation	\$197,100,000		
Tranche 1 Reprogramming	TBD		
<b>Estimated Set Asides</b>	<b>2022-2023</b>	<b>2024</b>	
Revenue Loss	\$80,000,000	\$80,000,000	81%
Capital Budget - Housing	\$4,700,000	\$4,700,000	5%
Admin/Compliance staff	\$1,250,000	\$1,250,000	1%
	\$85,950,000	\$85,950,000	87%
<b>Proposed ARPA Taskforce</b>		\$25,200,000	13%

<b>Proposed ARPA Administration Budget</b>							
						Annual	3 Year Total
	<u>Position Title</u>	<u>Type of Position</u>	<u>Salaries</u>	<u>Fringe</u>	<u>Other</u>	<u>Total</u>	<u>2022-2024</u>
DOA	ARPA Director	New	100,000	46,000		146,000	
DOA-CDGA							
	Grant Compliance Manager	Existing	80,000	36,800		116,800	
	Grant Monitor	Existing	64,891	29,850		94,741	
	Grant Monitor	Existing	64,891	29,850		94,741	
DOA-Purchasing							
	Purchasing Agent	New	53,580	24,647		78,227	
	Office Assistant	New	33,677	15,491		49,168	
Comptroller							
	Lead Accountant	Existing	34,634	15,932		50,566	
	Accounting Specialist	Existing	54,603	25,117		79,720	
	Accounting Program Assistant III	Existing	21,901	10,074		31,975	
	<b>Subtotal</b>					<b>741,938</b>	<b>2,225,814</b>
	Percentage of total ARPA award						1%



# Proposed ARPA Task Force

Sharon Robinson



# Proposed ARPA Taskforce

## Co-Chairs:

- Mayor or designee
- Common Council President or designee

## Members:

- Chair of Finance or a designee
- 2 Alders who represent Qualified Census Tracts
- Comptroller
- Budget Director
- Chief Equity Officer
- CDGA Director



# Proposed ARPA Taskforce

## Roles and Responsibilities:

- Create a process to engage residents to ensure diverse input and ideas
- Determine the evaluation criteria for proposed projects in accordance with Treasury guidance
- Recommend projects for approval to the Finance and Personnel committee

# 2nd Tranche Next Steps

## Legislation Pending Action:

- Motion relating to the procedure for the allocation of the second tranche of American Rescue Plan Act funds
- Resolution relating to the use of the second tranche of American Rescue Plan Act funding for financial sustainability
- Resolution relating to the creation of the American Rescue Plan Act Funding Allocation Task Force



# ARPA Next Steps

## 1st Tranche:

- Quarterly updates to Finance in tandem with Treasury quarterly reports

## 2nd Tranche:

- Allocations finalized prior to the August recess to incorporate into the 2023 budget

# AMERICAN RESCUE PLAN



