

# American Rescue Plan Act



## Mayor Tom Barrett's Milwaukee Recovery and Resilience Plan

Released on July 13, 2021



# AMERICAN RESCUE PLAN



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Released by Mayor Tom Barrett - July 13, 2021

**T**he American Rescue Plan (ARP) Act includes \$394.2 million in direct local recovery assistance for the City of Milwaukee. The first half of the City's award has been received and totals \$197.1 million. The second half will be comparable and will arrive approximately one year after the first payment.

The Mayor's Plan fully complies with the U.S. Treasury Department's Interim Final ARP Rule. It guarantees that the City's direct ARP assistance will be allocated prior to the December 31, 2024 deadline and that all ARP expenditures will be completed by December 31, 2026, as required by federal law.

The Mayor's Milwaukee Recovery & Resilience Plan is a strategic allocation of that \$394 million to help Milwaukee fully recover and become a stronger city. It builds on Milwaukee's momentum to bring the COVID-19 pandemic under control; addresses the urgent needs of residents, families and neighborhoods hardest hit by the COVID-19 public health emergency; and makes investments to catalyze broader economic recovery and rebuilding.

Recognizing the need to kick start the city's recovery and address immediate needs, Mayor Barrett has proposed two Phases to allocate funding: Phase I, the "Stronger Summer" allocation, will address critical issues with a focus on employment and neighborhoods, as well as ensure funding is available for continued public health response. Phase II will introduce the full Recovery & Resilience Plan. The Recovery & Resilience Plan will be revisited and reallocated as priorities require.

### **Phase I: Summer Jobs for Youth & Stronger Summer Package – July 2021**

- July 7 - Council File Introduction
- July 21 - Finance & Personnel Committee
- July 27 - Full Common Council

### **Phase II: Recovery & Resilience Plan – Fall 2021**

The Mayor's Plan involves an ongoing, coordinated approach with other local, state and federal government partners. For instance, other direct ARP assistance has been awarded to the State of Wisconsin (\$2.5 billion), County of Milwaukee (\$184 million), Milwaukee Public Schools (\$731 million), and other municipal units of government. Furthermore, Congressional action is pending on large scale jobs, infrastructure, and transportation bills. This ongoing approach will allow the City to maximize all ARP funding and leverage other anticipated funding to support the City's priorities.

Leveraging Rescue Plan funding with the State of Wisconsin and Milwaukee County is critical to maximize the positive impact of Rescue Plan funding for Milwaukee. The framework shown here will be augmented by additional Rescue Plan allocations for rent assistance, emergency housing, and partnerships that increase the impact of Rescue Plan funding for Milwaukee.

Last August, the Mayor established a policy requiring City departments to integrate explicit consideration of racial equity in decision-making using data combined with racial equity tools and processes. Every program funded in the Mayor's plan has been viewed from a racial equity lens. The Recovery & Resilience Plan includes a performance measurement component, including measuring racial equity impacts. The Stronger Summer Plan includes funding to help the City build out its data infrastructure and this data will help make better informed and equitable use of the ARP funds.

The Mayor's Recovery Plan reflects the experience and early engagement of city residents and community stakeholders. The City will provide additional opportunities for resident feedback on the ARP. Residents can take the ARP community survey and track ARP developments online at [milwaukee.gov/arpa](https://milwaukee.gov/arpa).

## Recovery & Resilience Plan Priorities

The Mayor has established the following priorities to set the course for an equitable recovery:

- **Fiscal Sustainability and Core City Services:** Recover revenue losses due to the COVID-19 pandemic in order to stabilize the City's finances and continue to provide high quality services.
- **Employment and Job Training:** Connect unemployed and low-wage workers with family supporting jobs and career opportunities.
- **Early Childhood Education:** Ensure children have opportunities to take important steps toward learning individual skills, talents, and attitudes critical to their cognitive, social and emotional development.
- **Affordable and Sustainable Housing:** Increase investments in housing and homeownership programs and prevent the displacement of residents during the COVID-19 pandemic and post-recovery.
- **Community and Neighborhood Health:** Strengthen and expand services to support the health, safety and well-being of residents and neighborhoods most impacted by the COVID-19 pandemic.
- **Small Business and Economic Development:** Mitigate financial hardships due to the COVID-19 pandemic and stabilize small businesses, including businesses owned by Black, Brown and other traditionally marginalized groups, and immigrants.
- **Broadband Infrastructure and Access:** Expand affordable access to the Internet and close equity gaps that prevent residents from fully participating in our modern technology society (i.e., remote work, school, and health care).
- **COVID-19 Pandemic Response and Public Health:** Increase vaccinations, ensure City facilities are ready and equipped to stay open, sustain testing, and ensure public health information and programs are accessible and engaged with every Milwaukee community.

**PHASE I:  
Stronger Summer  
&  
Summer Jobs For Youth**

**O**n June 15th, the Common Council adopted the Mayor’s recommendation to provide **\$3.8 million in ARP funding for summer jobs for youth** through the Earn and Learn Program administered by Employ Milwaukee.

**The Mayor’s proposed “Stronger Summer” allocation is \$93.0 million** to make an immediate impact on critical challenges facing the city and kick-off Milwaukee’s recovery. The allocation includes:

**\$13.8 million for Employment & Job Training, including:**

- \$6 million for connecting unemployed and low-wage workers with new skills and career pathways, including lead abatement certification
- \$2.7 million to start a Clean Energy Jobs effort for youth and adults





### **\$30.4 million for Affordable & Sustainable housing, including:**

- \$2 million for “shovel-ready” affordable housing projects
- \$5 million for residential energy efficiency upgrades
- \$1.2 million to increase voucher staffing at HACM
- \$15 million to complete sewer, water, and other elements of Westlawn Phase IV
- \$1.8 million for right to counsel
- \$3 million for additional code compliance loans



### **\$18.2 million for Fiscal Sustainability & Core City Services, including:**

- \$2 million to add 2 BLS units to the Fire Department\*
- \$10 million for street lighting repair and upgrades\*
- \$6.2 million to combat reckless driving\*



### **\$12.6 million for Public Health and pandemic response, including:**

- \$600,000 for translation and multi-lingual services
- \$10 million to support vaccination and pandemic response costs
- \$2 million to sustain Family Food Access through existing partnerships



## **\$10 million for Small Business & Economic Development, including:**

- \$7.5 million for Restart 3.0 business grants
- \$2.5 million to extend lifeline funding through diverse Chambers of Commerce



## **\$6.6 million for Community & Neighborhood Health, including:**

- \$3 million for violence prevention and interruption expansion
- \$2 million for City clean up and beautification programs\*
- \$1 million for racial equity training and equity data collection
- \$100,000 for broadband implementation planning



## **\$1.5 million for Early Childhood Education, including:**

- \$1.2 million for community-focused ECE career paths and mentorship
- \$300,000 for K-12/technical college dual enrollment and ECE certification

*\* Items marked with an asterisk are funded through the revenue loss provision of ARP.*

# Employment Projects

**Priority Category:** Workforce Development

**Funding Amount:** \$13,775,000

**Managing Department:** DOA

**Partner:** Employ Milwaukee

**Existing or New Project:** Addition to existing project

**Purpose:** Connect unemployed and low-wage workers with family supporting jobs and career opportunities.

## DESCRIPTION

### JOB TRAINING PROJECT (\$6,000,000)

Focus on job training for lead abatement certification. There is currently a capacity issue with contracted lead abatement. This project will increase the supply of labor for lead abatement and provide contractors with the means to increase capacity.

### Youth Guiding Principles

- Invest in and prioritize youth of color
- Ensure work experience is high quality and linked to employers and pathways in-demand fields
- Embed youth voice in planning, process, and service delivery
- Highlight navigation and support

### Skills Training Guiding Principles

- Invest in occupational skills training that helps build a talent pipeline to quality jobs while mitigating/addressing ongoing public health hazards in the city such as lead levels in laterals, buildings, and water systems.
- Expand access to credentials with labor market value rapidly and at scale, especially for workers of color.

- Invest in subsidized, transitional employment with career pathways.
- Break down the digital divide to ensure equitable access to training and jobs

### FRESH COAST TECH UP PROJECT (\$500,000)

Partners: Milwaukee Area Technical College (training), regional IT employers (placement)

- Short-term, industry-recognized, paid training for entry into quality, high demand IT occupations, tailored to the assets and opportunities of the Milwaukee Young Adult Population.
- Flexible learning environment - Virtual training from any location with an internet connection and/or in person classroom instructor-led sessions
- Remote and in person case management and coaching support
- Work\$Ready job readiness training and trauma-informed care provided for all participants, along with comprehensive supportive services, wages, job placement assistance, and MATC digital badges at completion.
- EMI's large network of employer partners including Kohl's, Northwestern Mutual, Mars IT, VCPI, and others will provide professional development workshops, mock interviews, and direct hire opportunities.

### SKILLFUL TRANSITIONS PROJECT (\$3,000,000)

Partners: City of Milwaukee Departments (Environmental Collaboration Office, Public Works, Water Works), WRTP/BIG STEP (training, career exploration), and community-based service providers (case management, trauma informed care, mentoring, tutoring, supportive services)

- Work-based learning opportunities (paid work experience and transitional jobs) for unemployed, low-income adults ages 18-29

residing in the City of Milwaukee to provide an immediate income, skills in a high demand field, and a positive work history.

- Operationalize pathways and funding to apprenticeship and Racial Equity, Diversity, and Inclusion (REDI) requirements in priority projects such as green jobs, lead abatement, LED switchovers, and/or transit.
- Participants will be supported by evidence-based workforce services including trauma-informed care, needs related payments, transportation and childcare assistance, technology assistance, credentialed training, job readiness training, mentors, and tutoring/adult basic education.
- EMI will serve as Employer of Record and facilitate planning activities, in close partnership with the City, including outreach and recruitment, curriculum development, training program identification, partner convening, leveraged resources, and project management.
- City of Milwaukee work experiences will be prioritized including lead abatement with City contractors, utilizing the Compete Milwaukee program, the Department of Public Works, Environmental Collaboration Office, Milwaukee Water Works, and other departments as requested.

### **CAREER \$SMART PROJECT (\$500,000)**

Partners: CareerWork\$ (pre-apprenticeship training curriculum), Principal Financial (work experience/work sites/career exploration), regional retail banks and credit unions (placement)

- Strategy to increase equitable access to pre-apprenticeship and apprenticeship for opportunity youth. Funding supports the creation of new pathways available through traditional high schools or career and technical education spaces. Activities include:
  - Paid internships
  - Job shadows
  - Work-based learning
  - Career guidance
  - Case management and supportive services

- Youth ages 16-24 will gain access to new paid work experiences in financial services with opportunities to progress to short-term, certified pre-apprenticeship training (BankWork\$), post-secondary education, and/or Registered Apprenticeship (DWD BAS Financial Services Representative RA). Participating youth will benefit from:
  - Mentorships
  - Career fairs
  - Networking events
  - Exposure to post-secondary options
  - Ongoing supportive case management
  - Training stipends
  - Work-readiness skills
  - Education and exposure to technical skills
  - Career planning (including wages and career paths)
  - Job readiness (Work\$Ready) and financial literacy training

### **APPRENTICESHIP ACCELERATOR PROJECT (\$400,000)**

Partners: Milwaukee Area Technical College (training), WRTP/BIG STEP (training), Wisconsin DWD Bureau of Apprenticeship Standards (BAS) (certification of training curricula), regional employers and JATCs (placement)

- EMI will fund the development and expansion of Youth Apprenticeships, certified pre-apprenticeships, and Registered Apprenticeships.
- Strategies include funding a full-time Youth Apprenticeship Coordinator, curriculum development, On-the-Job Training, paid work experience, supportive services, related instruction, mentoring, and retention services.
- EMI will prioritize high growth industries with quality jobs such as IT, financial services, manufacturing, construction, and healthcare.
- EMI will expand certified pre-apprenticeship trainings in IT industry occupations including, but not limited to, Cyber Security, Software Developer, and Data Analyst.
- Digital badges in partnership with MATC, internships, job shadowing, and placement assistance

## **TECH CONNECTS PROJECT (\$350,000)**

Partners: Community- and faith-based providers (outreach and service delivery)

- Built with the philosophy that every resident of the city of Milwaukee deserves a fair shot at employment and training in an economy that relies more and more upon virtual and technological services and proficiency.
- Provides equitable access to technology regardless of ethnicity, socio-economic status, age, physical ability, or any other quality.
- Provides integral opportunities for Milwaukee residents to learn and access fundamental components to become digitally savvy citizens.
- Activities include digital equity assessments, free basic IT skills training, free devices, information, and funding for WIFI connectivity, and ongoing IT trouble shooting and support.
- Outreach, distribution, and service delivery to be conducted within the community using a place-based, neighborhood-focused approach that leverages trusted community- and faith-based organizations as conduits.

## **ENTRY LEVEL BUILDING MAINTENANCE INITIATIVE PROJECT (\$325,000)**

Partners: WRTP/BIG STEP (curriculum development and training)

- Create an entry level building maintenance/ environmental services curriculum and experience that builds toward an Infrastructure Maintenance Apprenticeship; create a defined pathway for individuals that were considered essential workers during COVID for growth and professional opportunities that lead to family sustaining wages.
- Funding supports partnership convening, curriculum development, etc.

## **CENTURY CITY CLEAN ENERGY JOBS PROJECT (\$2,700,000)**

### **Planning and Capacity Building**

In year one, identify and define the jobs and skills needed to support Milwaukee's Clean Energy economy both now and over the next 5-10 years. The focus will be on providing entry and advancement points within these jobs for city of Milwaukee job seekers – unemployed, underemployed, and underrepresented. These jobs, skills, and points of opportunity will be the foundation of the Clean Energy Workforce Horizons Strategy.

### **Place-Based Recruitment and Service Delivery**

In year two, utilize the Clean Energy Workforce Horizons Strategy to develop a city-centered recruitment effort, training curricula, and documented career pathways for a Clean Energy Technician Program to be located at the Century City Tower in Milwaukee's 30th Street Corridor. This phase will leverage the colocation and services of Employ Milwaukee's Comprehensive American Job Center.

### **Youth Career Exploration and Work Experience**

The initiative recognizes the importance of growing a youth talent pipeline. In year one, partners will develop and host at least two youth career exploration workshops with city of Milwaukee high school students. In year two, the program will develop and host an Earn & Learn summer youth employment experience for approximately 50 city of Milwaukee youth ages 14-24.

### **Paid training connected to Registered Apprenticeships and Quality Jobs with Career Advancement**

In year one, deliver at least one cohort of short-term, industry-recognized, paid training for at least 25 individuals in Electrical Assembly or similar entry-level Clean Jobs and/or Energy, Power, and Controls related occupations. The program will include case management, supportive services, paid training, stipends, On-the-Job training, and/or paid work experience. Work\$Ready virtual job readiness training will be provided for all participants.

## Job Placement and Hiring

Host at least six training recruitments, youth and adult career exploration, resource fairs, and hiring events at the Century City Tower. M-WERC staff and a large network of employer partners will provide professional development workshops, mock interviews, and direct hire opportunities.

\* EMI is defining Young Adults and Opportunity Youth as individuals ages 16-29; however, each initiative can be tailored to more specific age groups, such as 18-24, etc.

## Racial Equity and Inclusion

The employment projects will serve the top 10 Zip Codes with high poverty and/or high unemployment for people of color living in the city of Milwaukee.

- |          |           |
|----------|-----------|
| 1. 53233 | 6. 53215  |
| 2. 53205 | 7. 53218  |
| 3. 53206 | 8. 53216  |
| 4. 53204 | 9. 53208  |
| 5. 53212 | 10. 53210 |

Youth and adults of color, opportunity youth, individuals returning from the criminal justice system, and disadvantaged, underrepresented, unemployed, and underemployed residents will be the beneficiaries.

The initiative will invest in occupational skills training that helps build a talent pipeline to quality jobs while mitigating/addressing ongoing public health hazards in the city. Expand access to credentials with labor market value rapidly and at scale, especially for workers of color, invest in subsidized, transitional employment with career pathways, and break down the digital divide to ensure equitable access to training and jobs.

## PERFORMANCE MEASURES

### Output Measures

- Total wages earned
- Average hourly wage rate
- Number served
- Number served by zip code
- Number served by age
- Number served by race
- Number served by income
- Number served by initiative name
- Number of training completions
- Number of credentials earned

### Outcome Measures

- Improve vocational skills for underemployed or unemployed residents
- Improve employment situations for impacted Milwaukee residents
- Increase earning potential for participating Milwaukee residents
- Number of participants employed 12 months after job placement

# Three Strategies for Affordable and Sustainable Housing

**Priority Category:** Affordable and Sustainable Housing

**Funding Amount:** \$4,400,000

**Managing Department:** Department of City Development and the Housing Authority of the City of Milwaukee

**Existing or New Project:** Supports both new and existing programs

**Purpose:** Support a multi-pronged strategy to improve affordable housing options in Qualified Census Tracts, and empower Milwaukee residents with the knowledge to be successful homeowners. The Department of City Development shall determine the exact funding level for each sub-program depending upon program need and capacity.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

### Support HACM's Affordable Housing Operations - \$1.2 million

HACM provides housing and services for over 9,000 households who are at 30% or below the median household income. This program will fund two person teams who will clean, repair, and turnover the backlog of vacant HACM units. Reducing the number of vacant units in HACM's portfolio will improve rental efficiency and reduce the burden on Milwaukee residents waiting for services. In the past, similar HACM programs increased occupancy rates, from 89% a year and a half ago, to a 92% occupancy rate now. The department estimates this program could increase the occupancy rate to 98% or higher.

### Expedite "Shovel Ready" Affordable Housing Projects - \$2 million

Assist three WHEDA LIHTC affordable housing projects currently being developed to overcome COVID-19 related challenges such as delayed shipping, supply shortages, and increasing materials cost so they can proceed to closing within 60 days of receiving

grants. This will reduce the potential of delays for the individuals moving into affordable housing units.

### Homebuyer and Foreclosure Counseling Programs - \$1.2 million

These programs will increase capacity for home buying counseling, including pre-purchase counseling, post purchase counseling, as well as mortgage and tax foreclosure assistance. The City will make a three-year commitment of funding for six new counseling positions. This expansion will support the existing strong demand for services, as well as position housing counseling organizations to be able to respond quickly to changing needs and conditions in the housing market, as well as the effects of COVID-19 on family wealth, savings and income. The city will partner with UCC, ACTS Housing, and Housing Resources, Inc. to provide counseling.

### Racial Equity and Inclusion

Together, these programs will help low-income Milwaukee residents to acquire or keep stable, affordable housing options that will put them on the path to increased household wealth and home ownership. All three programs will primarily be aimed at assisting residents and affordable housing in Qualified Census Tracts.

Supporting HACM's affordable housing operations and expediting "Shovel Ready" affordable housing projects will strengthen, expand, and enhance existing affordable rental housing. While the expanded Homebuyer and Foreclosure Counseling Programs empower residents with the knowledge they need to successfully transition to home ownership and prevent foreclosure or mitigate its financial impact. Counselors will also serve as a point of contact for referrals to other services. These resources will ensure an adequate level of funding to meet demand for existing programs that create and preserve homeownership and quality affordable rental housing.

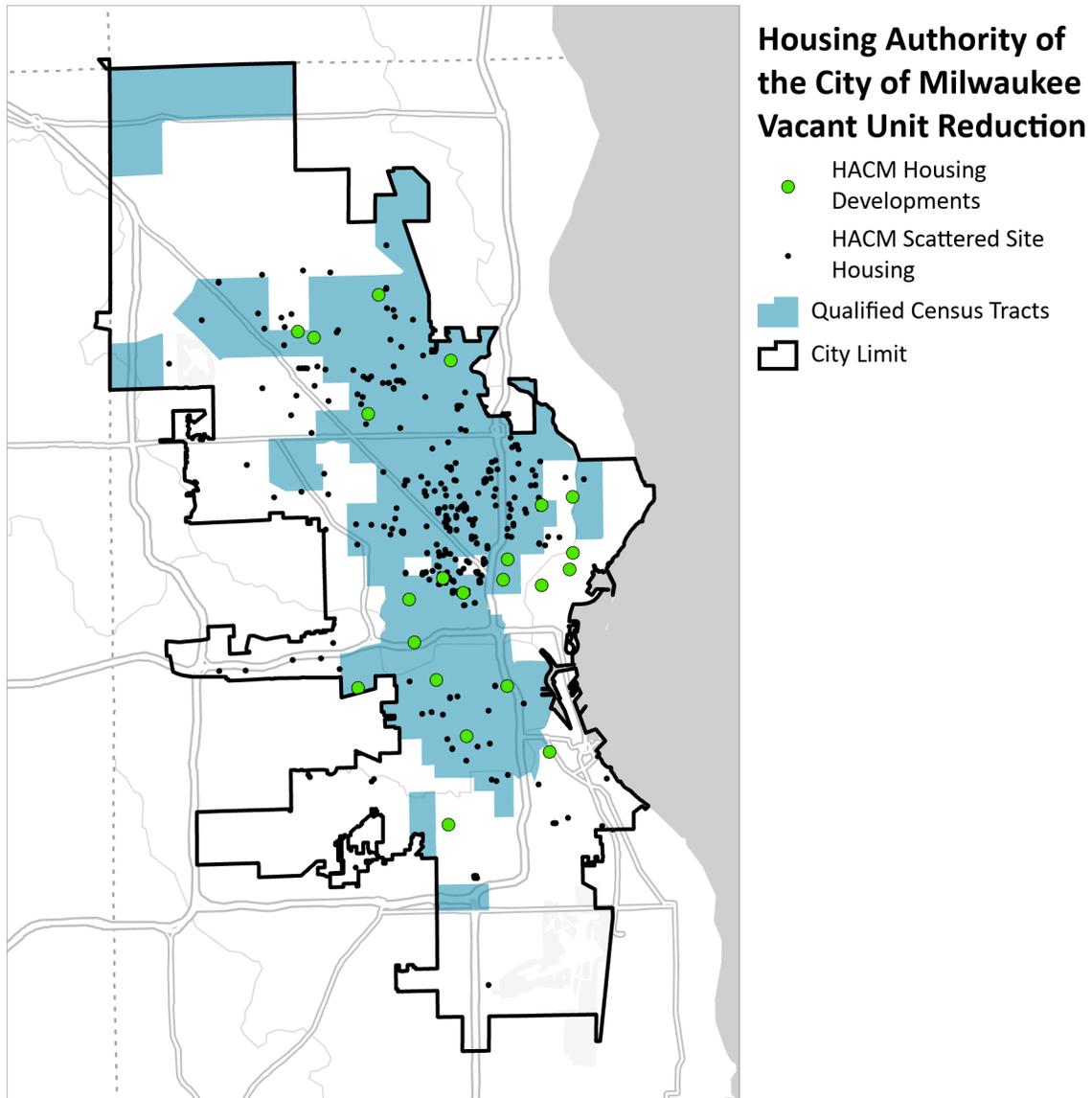
## PERFORMANCE MEASURES

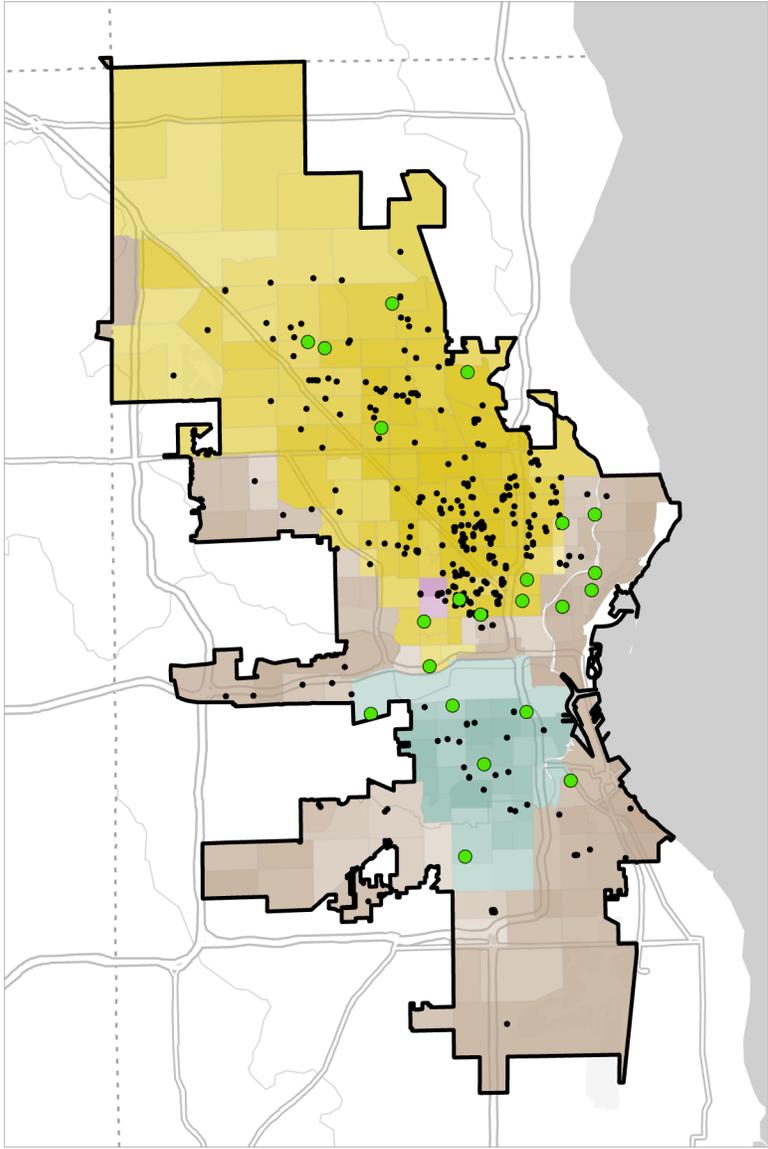
### Output Measures

- Number of affordable housing units expedited
- Number of days required to turnover vacant units
- Number of residents who receive counseling
- Demographics and locations of Milwaukee residents served

### Outcome Measures

- Increase the number of stable, affordable housing units available to Milwaukee residents





**Housing Authority of the City of Milwaukee  
Vacant Unit Reduction**

- HACM Housing Developments
  - HACM Scattered Site Housing
  - City Limit
- Predominant Race/Ethnicity**
- Black
  - Non-Hispanic White
  - Hispanic or Latino
  - Asian

# Eviction Prevention - Milwaukee Right to Counsel

**Priority Category:** Affordable & Sustainable Housing

**Funding Amount:** \$1,800,000

**Managing Department:** Dept. of Administration - CDGA

**Existing or New Project:** New

**Purpose:** Provide a point of intervention for low-income families at risk or subject to eviction, reduce evictions and the negative impacts of the eviction process, and help improve health and economic outcomes by stabilizing housing.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

Led by Legal Aid Society in partnership with United Way of Greater Milwaukee/Waukesha County, and in partnership with the Milwaukee County Circuit Court, City of Milwaukee (DCD/HACM), Legal Action, and Milwaukee County. Right to Counsel seeks to reduce and eliminate the use of eviction filings as a tool for rent collection and other unscrupulous management practices. The program will connect eligible tenants with counsel to advocate for them in eviction filings. Right to Counsel will also seek to build on tenant representation to partner with landlords and managers on uniform lease and application forms, pre-eviction mediation, and other management practices to reduce evictions and other actions that create housing crises and connect parties to the Milwaukee Rental Housing Resource Center for shared resources.

## Racial Equity and Inclusion

Pre-pandemic [data](#) from [2019](#) showed\* that eviction filings and judgments in Qualified Census Tracts, which are predominantly Black and Brown residents, were up to eight times higher than non-QCTs. The economic profile of those Census tracts reflects both a generally higher incidence of COVID-19 infection and death, as well as a higher portion of workers in “essential jobs.” Stabilizing housing for residents in those tracts through representation will advance racial and economic equity.

## PERFORMANCE MEASURES

### Output Measures:

- Number and percentage of eligible defendants served
- Prevention of an involuntary move or eviction
- Mitigated damages
- Remediation of defective conditions
- Demographics of defendants served

### Outcome Measures:

- Number and percentage of eviction cases dismissed or without judgment

\*Data provided by the Medical College of WI and available at [mke-evict.com](http://mke-evict.com)

# Compliance Loan Program

**Priority Category:** Affordable and Sustainable Housing

**Funding Amount:** \$3,000,000

**Managing Department:** Department of Neighborhood Services

**Existing or New Project:** Existing Project

**Purpose:** The Compliance Loan Program provides zero percent interest, deferred payment loans to finance home repairs for the abatement of code violation orders and to reduce fee driven tax foreclosures.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

The Compliance Loan Program works to support fixed-income and low-income homeowners throughout the City of Milwaukee. The program achieves this goal by providing zero percent interest, deferred payment loans to finance home repairs necessary to correct open DNS orders. The program serves the most economically at-risk and housing insecure homeowners in the city.

Standard protocol for DNS issued orders generally requires property owners to make repairs in a certain number of days or face court action and the possibility of monthly fee assessments. Unpaid fees are transferred to the property's tax bill. The transfer of fees can push homeowners into tax foreclosure.

In order to qualify for the program, applicants must:

- Occupy the property
- Be current on property taxes, mortgages and utilities
- Cannot have an open bankruptcy (except chapter 13)
- Income cannot exceed 60% of the area's median income

Once an applicant is approved for the Compliance Loan Program, he/she will avoid fines, fees, or court referrals.

This also allows applicants who may not receive funding, the benefit of extra time as they develop alternative abatement strategies.

## Racial Equity and Inclusion

The Compliance Loan Program serves some of the most economically at-risk and housing insecure homeowners in the city. Homeowners must have a total household income of less than 60% of Area Median Income to qualify for the program. This includes homeowners who are often on fixed incomes and over the age of 60. In addition, the majority of loan recipients live in predominantly Black and Hispanic or Latino neighborhoods, in areas of the city that have experienced some of the greatest numbers of tax foreclosure since the housing crisis.

There are four ethnically diverse-owned contractors that provide 100% of the code compliance repairs.

## PERFORMANCE MEASURES

### Output Measures

- Number of households served
- Dollar amount of projects
- Demographic data on primary homeowner

### Outcome Measures

- Orders abated
- Percentage of homeownership maintained after abatement
- Percentage of loans to African American and Latino households
- Percentage of loans to designated census tracts and zip codes

# Climate, Energy, & Equity Upgrade Program

**Priority Category:** Affordable & Sustainable Housing

**Funding Amount:** \$5,000,000

**Managing Department:** DOA-ECO

**Existing or New Project:** New project

**Purpose:** Assist households struggling with energy costs following the start of the COVID-19 public health emergency by reducing their energy costs through energy-saving retrofits, including insulation and HVAC systems.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

As an outgrowth of the City-County Task Force on Climate and Economic Equity (CCTFCEE), the project will provide home energy efficiency retrofits to low income families in underserved areas. Marketing and outreach will be used to reach these families as well as mobile resource teams that will be funded from a separate EPA environmental justice grant. Eligible homeowners or landlords 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. ARP will fund the improvements through payments to contractors. The program will be managed by ECO with a new full-time position and will operate through the end of 2024. ECO will explore additional funding sources for the program, including from We Energies. The program will be designed to help residents who are in desperate need but who are not meeting the requirements of the Me<sup>2</sup> home energy efficiency loan program or the free low-income weatherization program. Program details will be further developed in consultation with the Green Buildings committee of the CCTFCEE.

## Racial Equity and Inclusion

The project will focus on households in Qualified Census Tracts with the highest energy burden as identified by [Green Link Equity Map](#)\*. This includes Qualified Census Tracts in zip codes 53204, 53233, 53205, 53206 among others. Black and Latino residents are more likely to face high energy burdens. In addition, contractors will be selected based on employing workers from underserved communities, increasing job opportunities for members of these communities.

## PERFORMANCE MEASURES

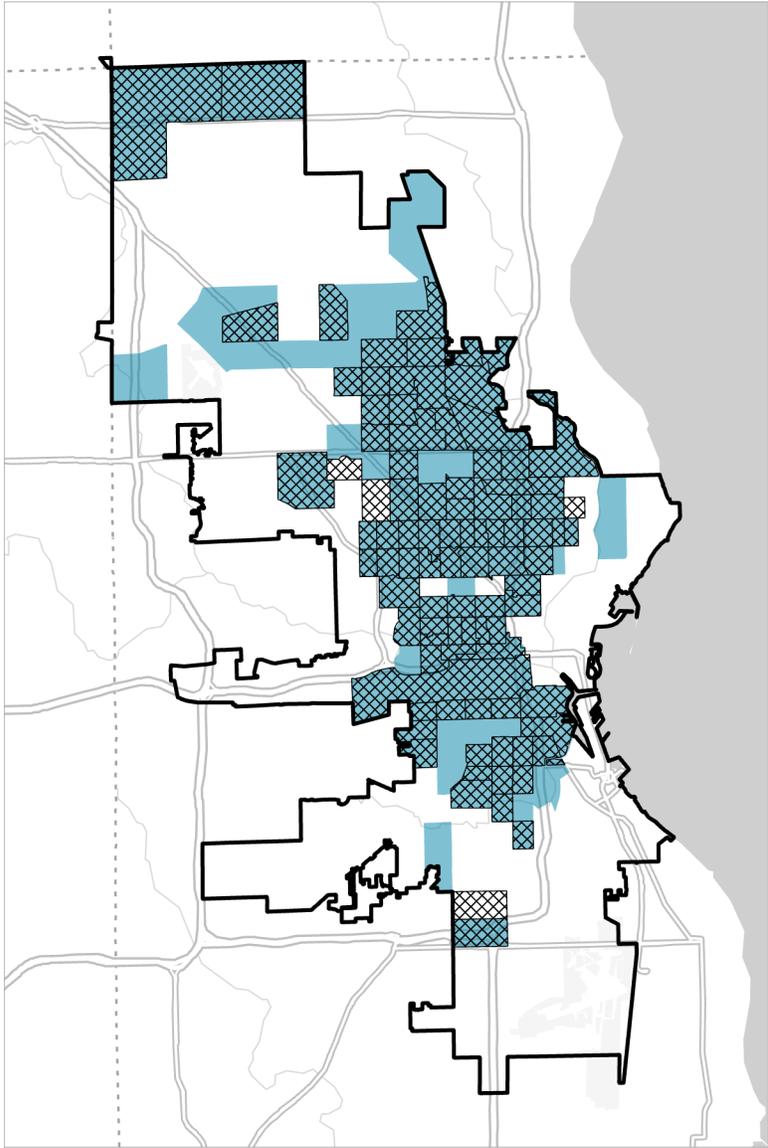
### Output Measures

- Number of affordable housing units preserved
- Number of retrofits completed
- Dollar amount of projects
- Estimated annual utility bill savings
- Demographic data on primary homeowner
- Number of jobs created
- Number of residents hired by demographic categories
- Contractors hired by demographic categories

### Outcome Measures

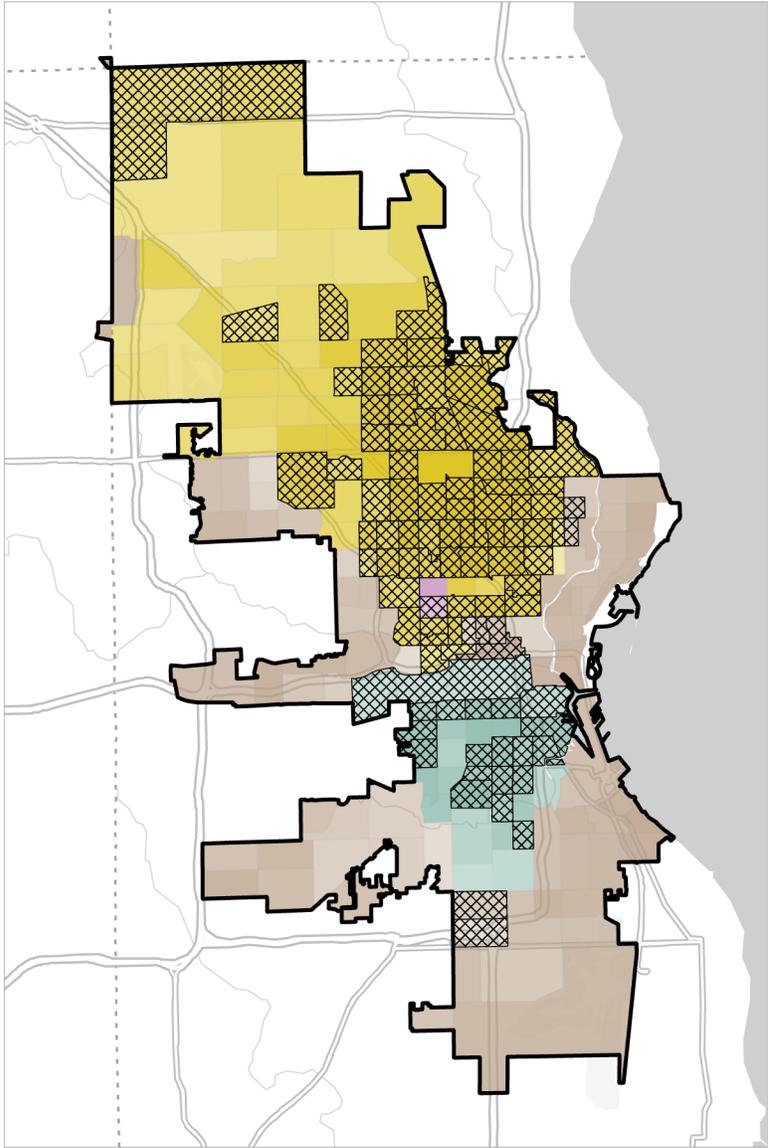
- Energy cost reduction
- Energy usage reduction
- Change in energy burden in target areas

\*Green Link Equity Map: <https://www.equitymap.org>



### Climate, Energy, & Equity Upgrade Program

- Census tracts with a high energy burden (at least 6% of household income spent on energy costs)
- Qualified Census Tracts
- City Limit



### Climate, Energy, & Equity Upgrade Program

Census tracts with a high energy burden (at least 6% of household income spent on energy costs)

City Limit

#### Predominant Race/Ethnicity

- Black
- Non-Hispanic White
- Hispanic or Latino
- Asian

# Westlawn

**Priority Category:** Housing

**Funding Amount:** \$15,000,000

**Managing Department:** Department of City Development

**Partner:** HACM

**Existing or New Project:** Existing

**Purpose:** Provide affordable housing in Qualified Census Tracts

**In a Qualified Census Tract:** Yes

## DESCRIPTION

Westlawn revitalization project is a Choice Neighborhood Initiative (CNI) funded project, led by the City of Milwaukee in partnership with the Housing Authority. The project will transform/improve the socio-economic condition of the target area. A major component of this project is the replacement of the existing 394 public housing units with a mix-income affordable housing units. It also involves the replacement of existing site infrastructure; new paved roads, alleys, site lighting, underground utilities – water and sewer systems, and storm management system.

The infrastructure work is currently around 80% complete. All infrastructure work should be completed by the end of this year. The CNI grant agreement requires closing the deal and starting construction of the remaining housing units before September 2022. Financing on Westlawn Renaissance V and VII should be closed by the first quarter of 2022. These two projects received tax credit allocations.

HACM is requesting gap financing of \$15 million in American Rescue Plan Act funding for the following:

- 10% remaining cost on the infrastructure \$2.0 million\*
- Gap financing for remaining replacement Housing:
  - Westlawn Renaissance V (44 units) \$3.0 million
  - Westlawn Renaissance VII (97 units) \$5.2 million

- Gap Financing for the Market Rate Rental & Home ownership (185 units) \$4.8 million

\* This amount could increase depending on the amount of expenses that were incurred within the ARP eligibility timeline rules. Such change will reduce financing on the housing side to stay within the \$15 million request.

This funding request will help as soon as possible and address the increasing prices in construction material, which impacted our projects currently under construction.

## Racial Equity and Inclusion

The entire Westlawn project is in a qualified census tract. Over 95% of the population at Westlawn is Black. Seventy percent of Westlawn families are extremely low-income households. Westlawn is a catalytic project that sustains the community built over decades among Westlawn residents, and works with them to redesign and reimagine Westlawn as a place. The completed development will include enhanced access to transit, parks and education, and improved access to groceries and other essential retail for residents.

Through construction, low income individuals and emerging businesses will continue to benefit from employment and contracting for the Westlawn project.

- In 2020, 83% of new hires were HUD Section 3 workers (low-income individuals).
- Since 2016, \$27.3 million or 37% of contract dollars were to HUD Section 3 business concerns, and \$46.7 million or 65% of contract dollars were to Emerging Business Enterprises.

Low income residents of the Westlawn housing development will also continue to benefit from the housing and case management services.

- The part- and full-time employment rate of work able adults increased from 45% to 63% as of March 2021, even with the impact of COVID.

- As of May 2021, 12 Westlawn residents have been assisted to purchase a home through case management, asset-building and homeownership programs.
- Case management also assists in providing access to other needed services such as healthcare, COVID vaccinations, education, and job training.

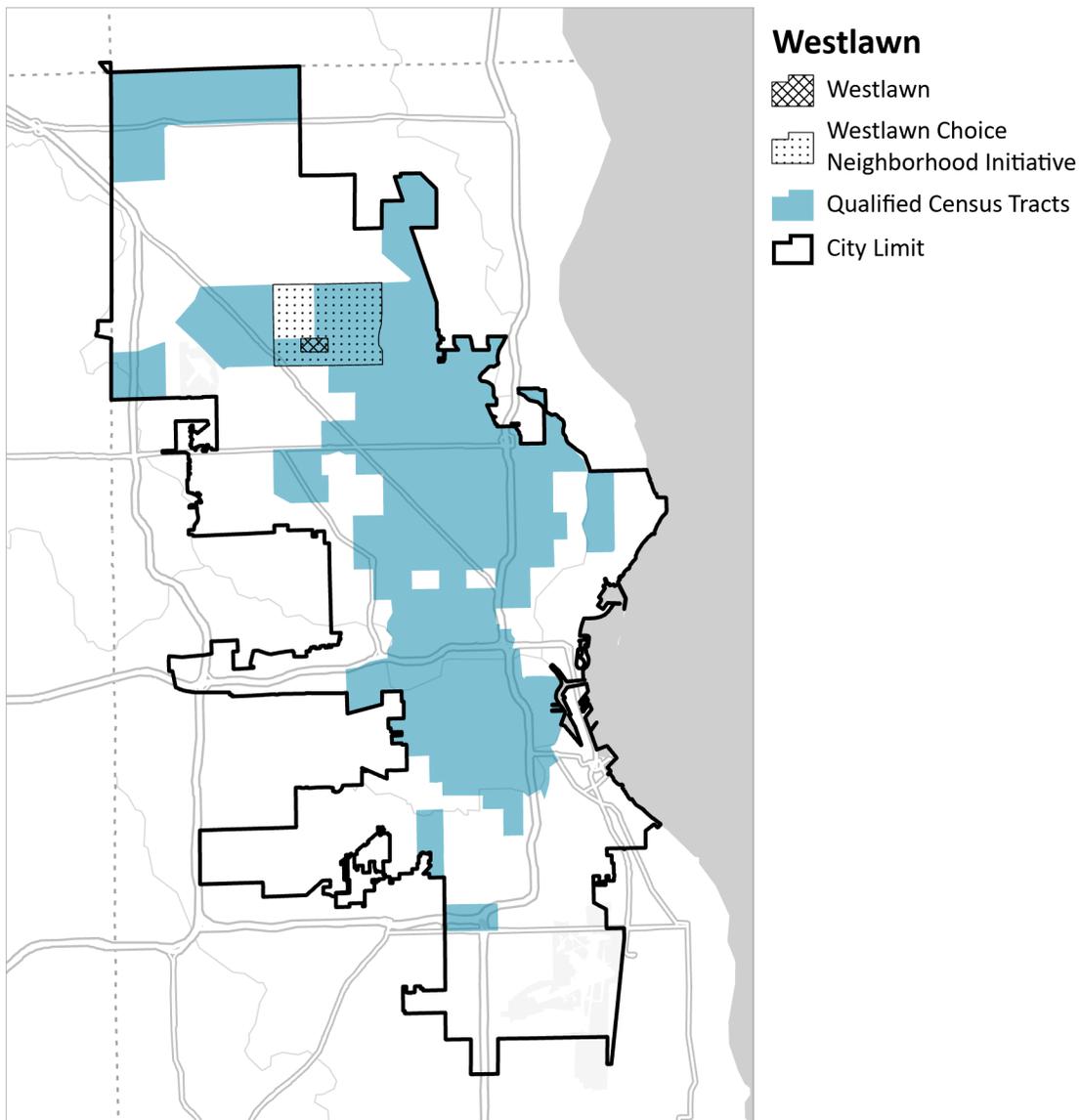
## PERFORMANCE MEASURES

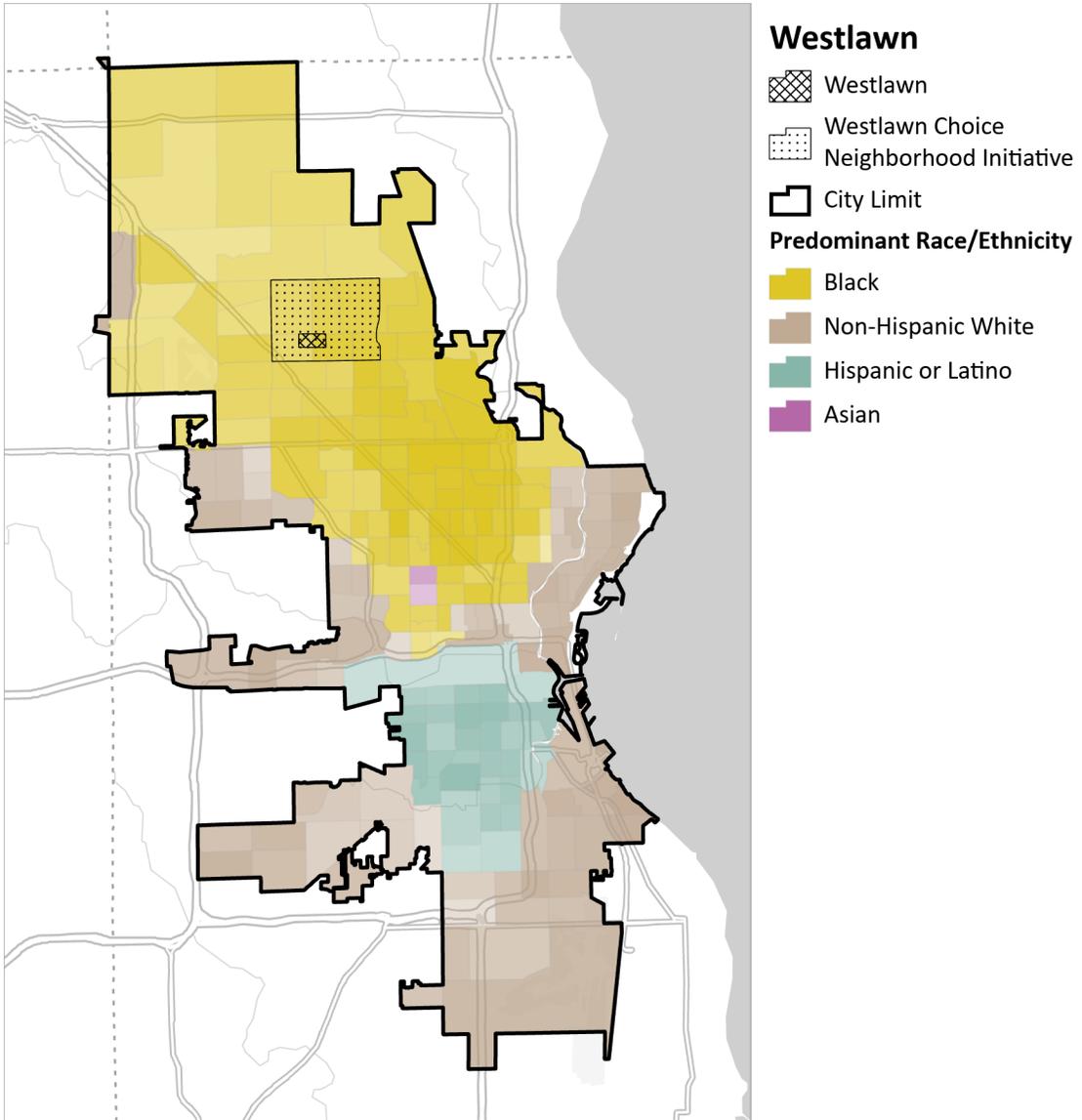
### Output Measures

- Section 3 Employment by race and gender on project
- Percentage of Emerging Business Participation by race and gender

### Outcome Measures

- Reduce the unemployment rate in Westlawn
- Increase the owner-occupancy rate in Westlawn
- Improve economic integration of neighborhood in market rate units





# Rental Housing Resource Center

**Priority Category:** Affordable & Sustainable Housing – Eviction Prevention

**Funding Amount:** \$1,200,000

**Managing Department:** City Development

**Existing or New Project:** Existing

**Purpose:** Housing stability and eviction/homelessness prevention

**In a Qualified Census Tract:** Yes

## DESCRIPTION

The [Rental Housing Resource Center](http://renthelpmke.org) (renthelpmke.org) convenes key stakeholders in rental housing, focused on serving moderate- and low-income residents. It provides a one-stop for tenants and landlords to help provide representation, mediation, management advice for landlords, and connections to housing and other financial supports for tenants. Center partners include the City of Milwaukee, Urban Economic Development Association, Community Advocates, Legal Aid Society, Social Development Commission, Legal Action of Wisconsin, the Southeast Wisconsin Apartment Owners Association, Impact 211, Hope House, and Milwaukee County.

## Racial Equity and Inclusion

Housing instability, including eviction filing and judgments, are more prevalent in Qualified Census Tracts (QCTs) in Milwaukee, many of which are majority Black or Brown residents. Households in those neighborhoods are also far more likely to be rent-burdened (rent over 30% of household income) and housing insecure.

The COVID-19 pandemic created additional housing instability for these families. The Resource Center helps to increase housing stability and reduce the disparity in evictions and housing crises that disproportionately impact Black and Brown families in Milwaukee.

## PERFORMANCE MEASURES

### Output Measures

- Households served
- Percentage served residing in QCTs
- Demographics and residence location of participating Milwaukee residents

### Outcome Measures

- Percent fewer evictions filed
- Increase the number and percent of participants who were able to maintain or secure safe and affordable housing
- Increase the number and percent of participating landlords and tenants who were connected to resources, education, and services to prevent eviction and better their housing situation
- Increase the number and percent of participating landlords and tenants who utilized additional referrals provided

# Milwaukee Emergency Medical Services Augmentation Project

**Priority Category:** Fiscal Sustainability and Core City Services, Public Health

**Funding Amount:** \$2,000,000

**Managing Department:** Milwaukee Fire Department

**Existing or New Project:** Existing Project

**Purpose:** Solidifying MFD's increasing role as a basic life support provider of last resort

**In a Qualified Census Tract:** Yes

## DESCRIPTION

The requested program funds will be used to purchase and equip two ALS ambulances with a service life of 10 years. The Milwaukee EMS system sees over 100,000 annual calls for service, which are distributed across three private ambulance companies and the Milwaukee Fire Department.

The department was notified in spring of this year that one of its ambulance providers was permanently leaving the system prior to the end of the year. This presented an unplanned immediate need for additional ambulances and staff to address the rapid reduction in capacity of an already stressed system. The MFD serves as the city-wide provider of advanced life support (ALS) services, caring for and transporting the most critical patients in the city. MFD is not adequately prepared to handle the additional call volume from residents resulting from MFD's increasing role as a basic life support provider of last resort. This situation increases MFD's role as a safety-net for thousands of additional patients accessing medical care through the 911 system.

## Racial Equity and Inclusion

The communities that MFD's BLS ambulances serve are primarily in the areas vacated after the exit of Paratech and Midwest Medical from the emergency medical system. Over 77% of these patients are African American\*. The requested units will be positioned to service communities highlighted in the CDC's social vulnerability index that are also identified as healthcare provider shortage areas and reflect Qualified Census Tracts. In several of these communities, years of inadequate investment have positioned the EMS system as the primary means by which individuals access medical care. The health needs of these communities have been exacerbated by COVID.

## PERFORMANCE MEASURES

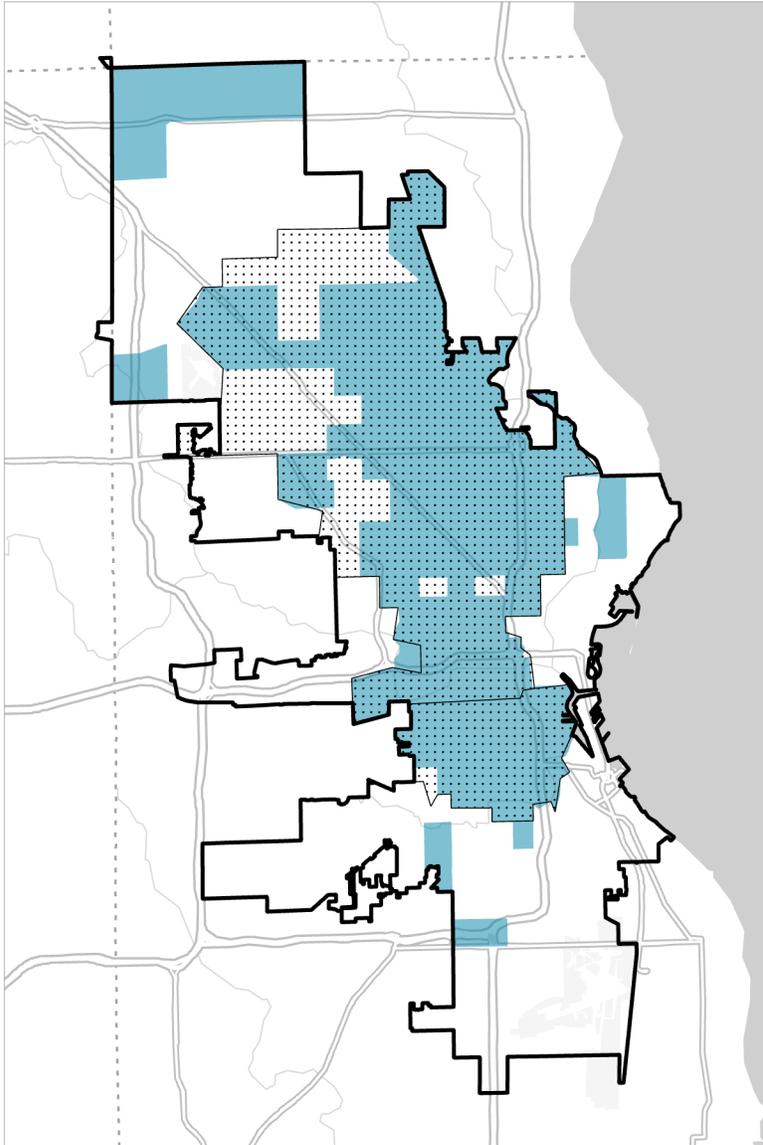
### Output Measures

- Number of incidents that units responded to in Qualified Census Tracts
- Race of patients served by requested units
- Gender of patients served by requested units

### Outcome Measures

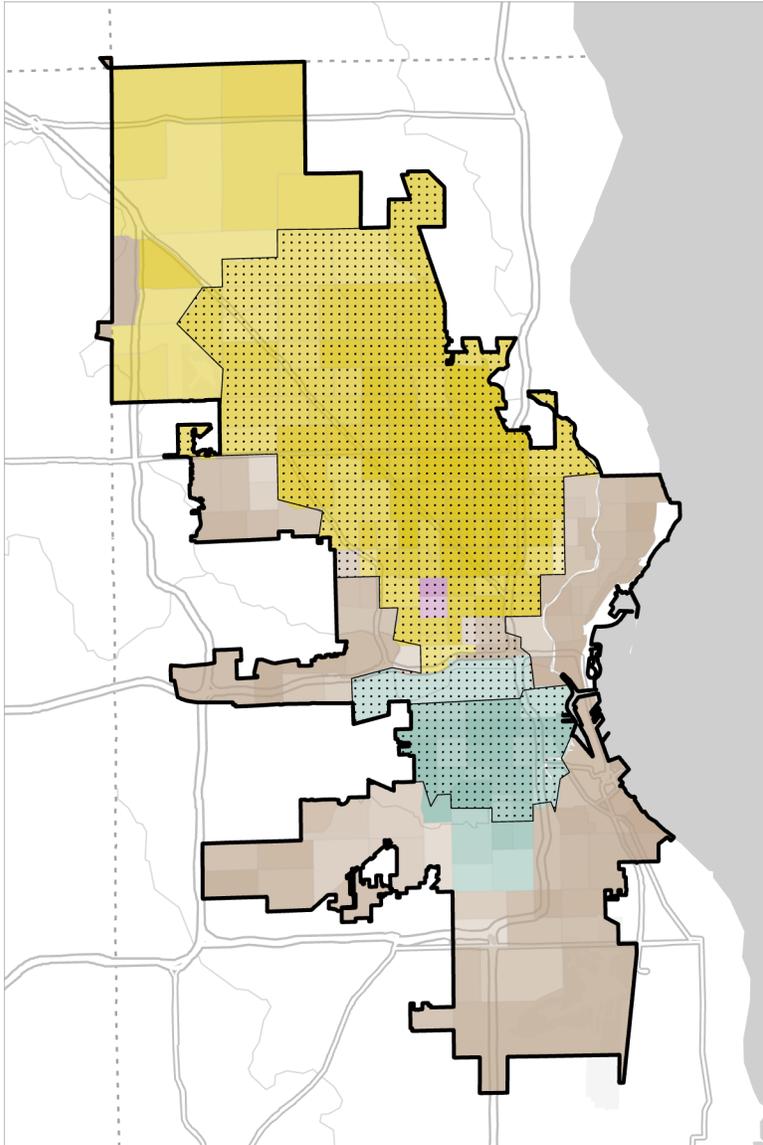
- Quantify the volume of EMS calls and trips driven by low acuity chronic conditions as well as acute conditions in Qualified Census Tracts compared to the balance of the city
- Evaluate health care access and barriers to care among EMS system users in Qualified Census Tracts compared to the balance of the city

\*Based on 852 EMS/911 incidents where race data was available, reported by Milwaukee Fire Department.



## Milwaukee Emergency Medical Services Augmentation

-  Primary Care Health Professional Shortage Area
-  Qualified Census Tracts
-  City Limit



## Milwaukee Emergency Medical Services Augmentation

 Primary Care Health Professional Shortage Area

 City Limit

### Predominant Race/Ethnicity

 Black

 Non-Hispanic White

 Hispanic or Latino

 Asian

# Street Lighting Circuit Reliability Improvement

**Priority Category:** Fiscal Sustainability and Core City Services, Critical Infrastructure

**Funding Amount:** \$10,000,000

**Managing Department:** Public Works – Infrastructure

**Existing or New Project:** Existing with some new elements

**Purpose:** Replacing series circuitry in the City's street lighting system will improve system reliability, reduce the number of multi-block outages that reduce the perception of safety in an area, and lay the groundwork for future deployment of LED lights and Smart Cities applications. Implementation of LED and Smart Cities technology enhances safety and security; promotes economic development, broadband capabilities and carbon footprint reduction.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

The City of Milwaukee currently maintains and operates approximately 77,000 street and alley lights. Street lights currently receive power from a combination of outdated and modern circuitry. This \$10,000,000 investment will replace the 13 circuits that have experienced the most failures in recent years.

- Replace and Upgrade Outdated Circuitry: \$10,000,000
  - Circuit NE 11-12 (Area Bounded by N. 12th-N. 19th-Capitol- Congress) \$650,000
  - Circuit NM 11-12 (Area Bounded by N. 51st-N. 63rd-Fairmount-Villard) \$750,000
  - Circuit WK 7-8 (Area Bounded by N. 27th-N. 35th-Townsend-Burleigh) \$900,000
  - Circuit NG 5-6 (Area Bounded by N. Hopkins-N. 40th-Congress-Hampton) \$750,000
  - Circuit NV 1-2 (N. Teutonia-N. Sherman-Douglas-Thurston) \$850,000

- Circuit SG 9-10 (S. 6th-S. 20th-Oklahoma-Morgan) \$850,000
- Circuit SO 5-6 (S. 13th-S. 20th-Wilbur-Tripoli) \$750,000
- Circuit SR 1-2 (S. 1st-S. 5th-Martin-Warnimont) \$650,000
- Circuit T-27 NW-D (N. 91st-W. Allyn-Brown Deer-N. 97th) \$550,000
- Circuit SP9-10 (S. 55th-S. 60th-W. Waterford-W. Morgan) \$750,000
- Circuit SR15-16 (S. 1st-Layton-S. 13th-W. Norwich) \$700,000
- Circuit NO 1-2 (W. Flagg-N. 91st-W.Villard-N. 84th) \$700,000
- Circuit NP 9-10 (W. Start-W. Fond Du Lac-N. 69th-W. Silver Spring) \$900,000
- Street Lighting Installation Equipment \$250,000

## Racial Equity and Inclusion

Poorly lit or unlit streets can lead to an increase in the risk of crime and the perception of safety in a neighborhood. Streets that are well-lit make residents feel safer and more comfortable walking, biking or driving through their neighborhoods, promoting a sense of community. This project will address the most troubled circuit outages located in our Black and Brown communities. Eight of the 13 circuits to be replaced are in Qualified Census Tracts (QCT). Projects taking place in QCT's make up \$6,150,000, or 62% of the \$10 million investment in street lighting circuit upgrades. 70% of the troubled circuits are located in communities of color. The project ensures that underserved populations receive improved city services and infrastructure. The number of traffic fatalities is twice as high in neighborhoods of color compared to areas with majority White populations. Studies have shown that public lighting can reduce traffic accidents by up to 35%.

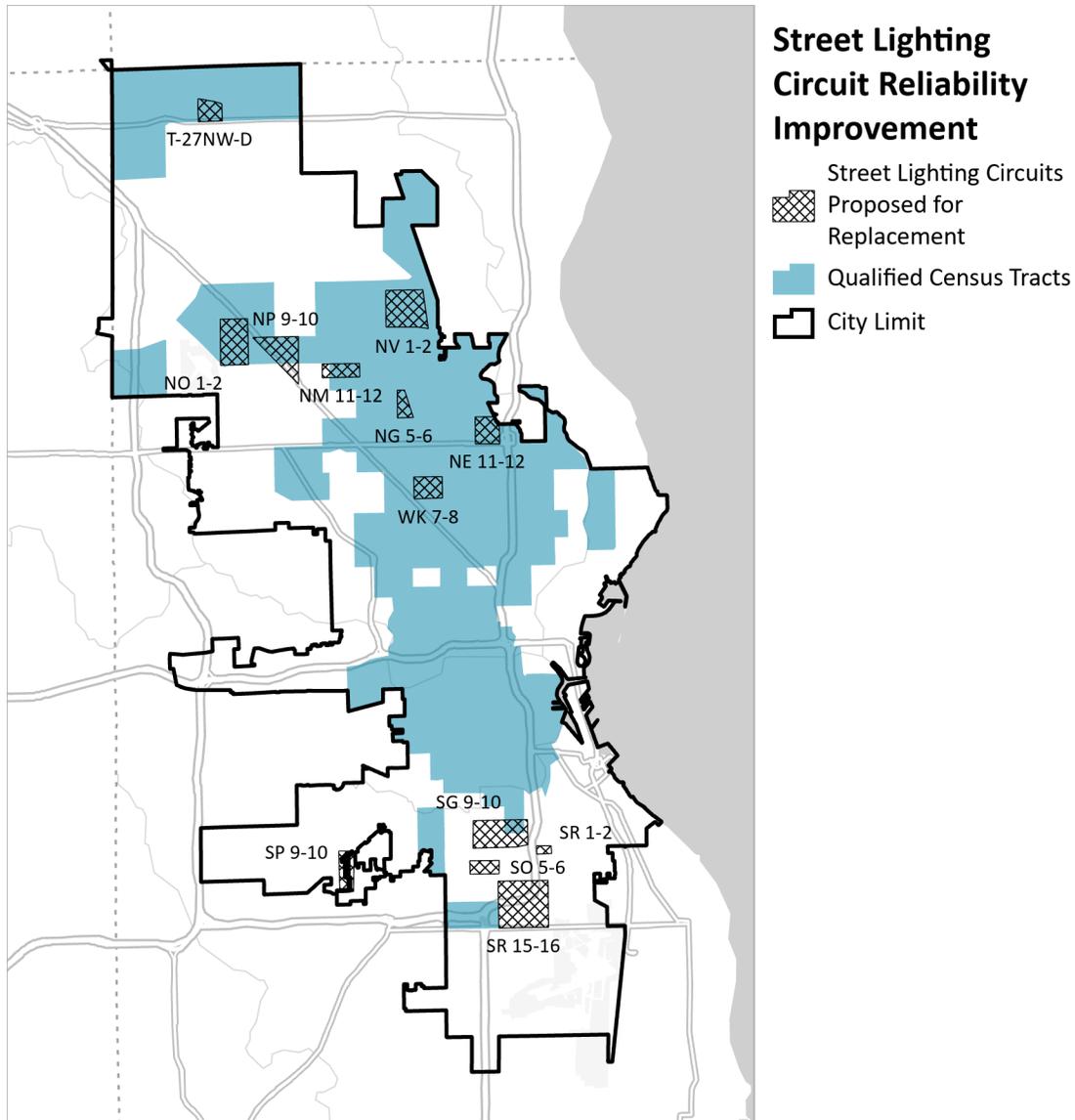
## PERFORMANCE MEASURES

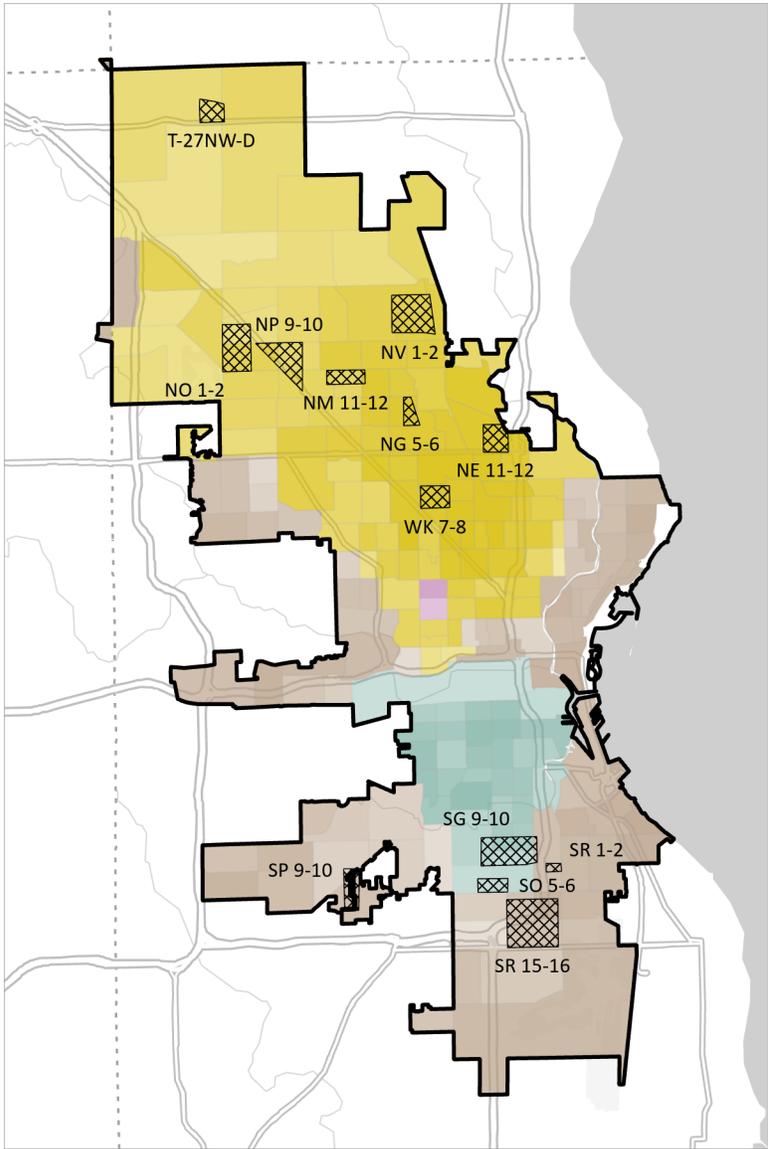
### Output Measures

- Number of streetlights and streetlight circuits replaced or upgraded

### Outcome Measures

- Reduction in number of outages and requests for service in impacted area
- Improvement in citywide outage response times
- Reduction in energy usage for replaced lights
- Community survey to gauge resident satisfaction with street lighting service





### Street Lighting Circuit Reliability Improvement

Street Lighting Circuits  
 Proposed for Replacement

 City Limit

#### Predominant Race/Ethnicity

-  Black
-  Non-Hispanic White
-  Hispanic or Latino
-  Asian

# Reckless Driving Initiative

**Priority Category:** Fiscal Sustainability and Core City Services, Public Safety

**Funding Amount:** \$6,150,000

**Managing Departments:** Public Works – Infrastructure, Milwaukee Police Department

**Existing or New Project:** Existing

**Purpose:** Community supported traffic safety improvements along the Pedestrian High Injury Network at various locations across the City of Milwaukee. Increase traffic enforcement as part of combined efforts to curb reckless driving in the City of Milwaukee.

## DESCRIPTION

This project will install various pedestrian safety improvements along 25 miles of the City’s Pedestrian High Injury Network (PHIN), which are among the most dangerous streets for walking in Milwaukee. The safety improvements will focus on reducing motor vehicle speeds and reckless driving, which are primary threats to the safety of people walking. The proposed treatments may include curb extensions, pedestrian refuge islands, raised crosswalks, pedestrian signals, pavement markings, 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. Additionally, these infrastructure improvements will be complemented by seed grant funding for community based organizations (CBOs) along the PHIN corridors to conduct various education and awareness campaigns related to reckless driving and the new traffic safety improvements. Modeled off the 2021 Reckless Driving Mini-Grant Program, these seed grants will be distributed to various CBOs to conduct events such as community walks, pedestrian

safety action campaigns, and community fairs, as well as for awareness campaigns such as physical (ex. billboards, yard signs, bus ads) and social media (ex. videos, live feeds) messaging.

The Milwaukee Police Department, through partnership with the Reckless Driving and Carjacking Task Force, DPW, DOT and other entities, has actively participated in an “all hands approach” to curbing reckless driving. In late March, MPD launched its highly successful Traffic Safety Unit (TSU). One of the key components to traffic enforcement is the Police motorcycle fleet. Replacing ten currently out of service motorcycles and equipping them with upgraded computers will enhance reckless driving enforcement. Additional funding for overtime will expand enforcement capacity and response to neighborhood traffic issues.

- Permanent Improvements - Major Streets: \$1,000,000
  - Potential Corridors: Locust St. (I-43 to Humboldt), North Ave (30th to 24th), Lapham Blvd. (Chavez to 1st)
- Permanent Improvements - Residential Streets: \$1,000,000
  - Potential Schools for Improvements: Green Bay Ave. School, Hampton School, Mitchell School
- Rapid Implementation Projects: \$1,800,000
  - Potential Locations: 35th St. (Townsend to Congress), Holton St. (Viaduct to Capitol), Chavez and Lapham
- Speed Limit Reduction: \$1,200,000
- Police Motorcycles: \$250,000
- Police Overtime: \$500,000
- Mobile Computers: \$400,000

## Racial Equity and Inclusion

The project aims to eliminate fatal and severe crashes involving people walking along the most dangerous streets in Milwaukee. It also prioritizes safety improvements on streets in predominantly communities of color to address the disproportionate risk of Black and Brown individuals being killed or severely injured by a motor vehicle. Increased traffic enforcement will decrease victimization from reckless driving.

A majority of these streets are located in predominantly communities of color with compounding disparities related to public health outcomes. The City's Complete Streets policy requires an annual Health and Equity report that measures the impact and outcomes of addressing disparities, including access to safe mobility options and crash risk. This report will specifically measure the impact of the proposed project.

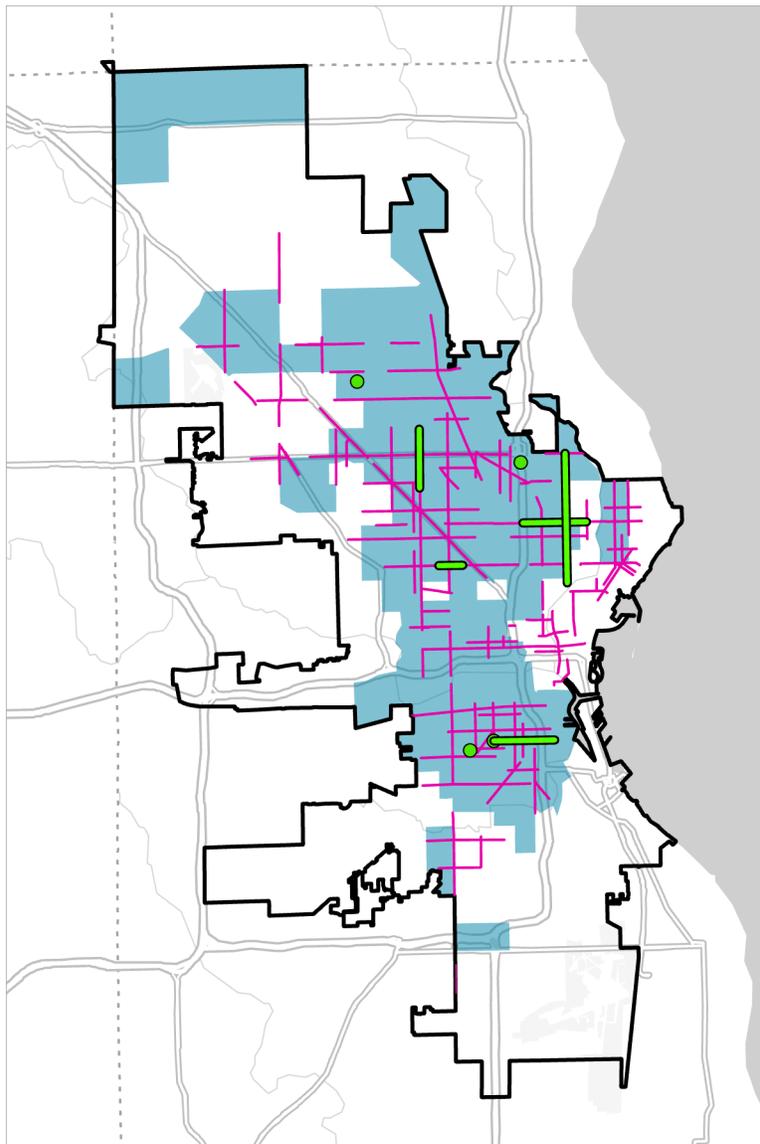
## PERFORMANCE MEASURES

### Output Measures:

- Number of rapid implementation projects
- Traffic citations and warnings issued
- Intersections improved

### Outcome Measures:

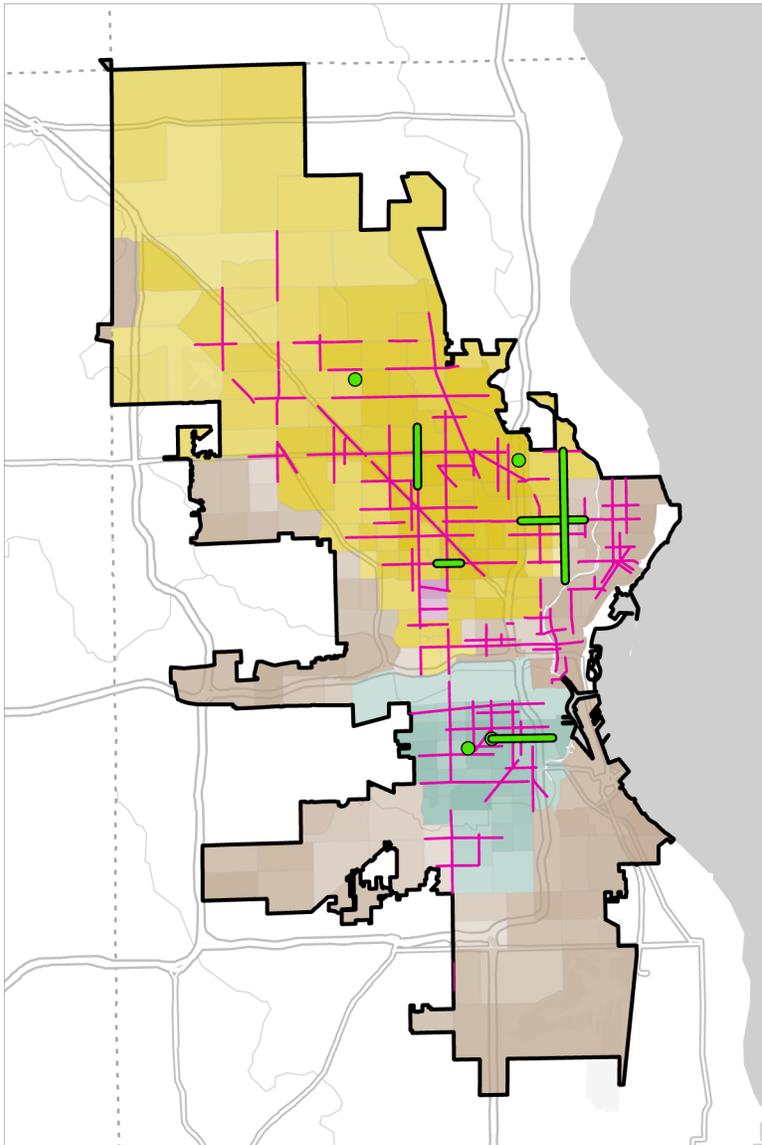
- Reduction in traffic crashes
- Reduction in pedestrian injuries and fatalities
- Reduction in crash fatalities
- Increase in percent of residents walking or biking to work and school



## Community Supported Traffic Safety Improvements

- Potential Traffic Safety Improvement Projects
- Potential Schools for Traffic Safety Improvements
- Pedestrian High Injury Network
- Qualified Census Tracts
- City Limit

- Potential Project Locations:**
- Locust St (I-43 to Humboldt)
  - North Ave (30th to 24th)
  - Lapham Blvd (Chavez to 1st)
  - 35th St (Townsend to Congress)
  - Holton St (Viaduct to Capitol)
  - Chavez and Lapham
  - Green Bay Ave School
  - Hampton School
  - Mitchell School



## Community Supported Traffic Safety Improvements

-  Potential Traffic Safety Improvement Projects
-  Potential Schools for Traffic Safety Improvements
-  Pedestrian High Injury Network

 City Limit

### Predominant Race/Ethnicity

-  Black
-  Non-Hispanic White
-  Hispanic or Latino
-  Asian

### Potential Project Locations:

- Locust St (I-43 to Humboldt)
- North Ave (30th to 24th)
- Lapham Blvd (Chavez to 1st)
- 35th St (Townsend to Congress)
- Holton St (Viaduct to Capitol)
- Chavez and Lapham
- Green Bay Ave School
- Hampton School
- Mitchell School

# Language Translation Services

**Priority Category:** Public Health, Small Business Development, Government Services

**Funding Amount:** \$600,000

**Managing Department:** City-Clerk & DOA/ITMD

**Existing or New Project:** Existing and New

**Purpose:** Provide translation of city government informational bulletins and City web pages for all residents with particular concern for Hispanic and Hmong communities.

## DESCRIPTION

This initiative allocates resources to provide city-wide contracted translation services specifically for the internal translation of City web pages, and health, license, public works, and general government informational bulletins.

- **City Bulletins: \$300,000**  
Many City license holders are non-English speaking residents who require both accurate and contextual translation of licensing rules and regulations. In addition, health and public works related translations must also be accurate and contextual due to the important nature of the information.
- **Multilingual Support for City Web Pages: \$300,000**  
There is an increasing need for the translation of web pages on the City website into multiple languages. Communication with all residents is critical and by providing City web pages in Spanish, Hmong, and other languages the City will better reach non-English speaking residents.

## Racial Equity and Inclusion

***Multilingual Support for City Web Pages:*** Providing City web pages in multiple languages will better serve non-English speaking residents and customers. Improving access to City information and services online in their native languages gives non-English speaking residents more equitable access to their government.

***City Bulletins:*** The translation of City information about health, neighborhoods, projects, licensing rules, and general governmental information will equitably serve non-English speaking residents and customers by providing consistent and timely information about critical subjects.

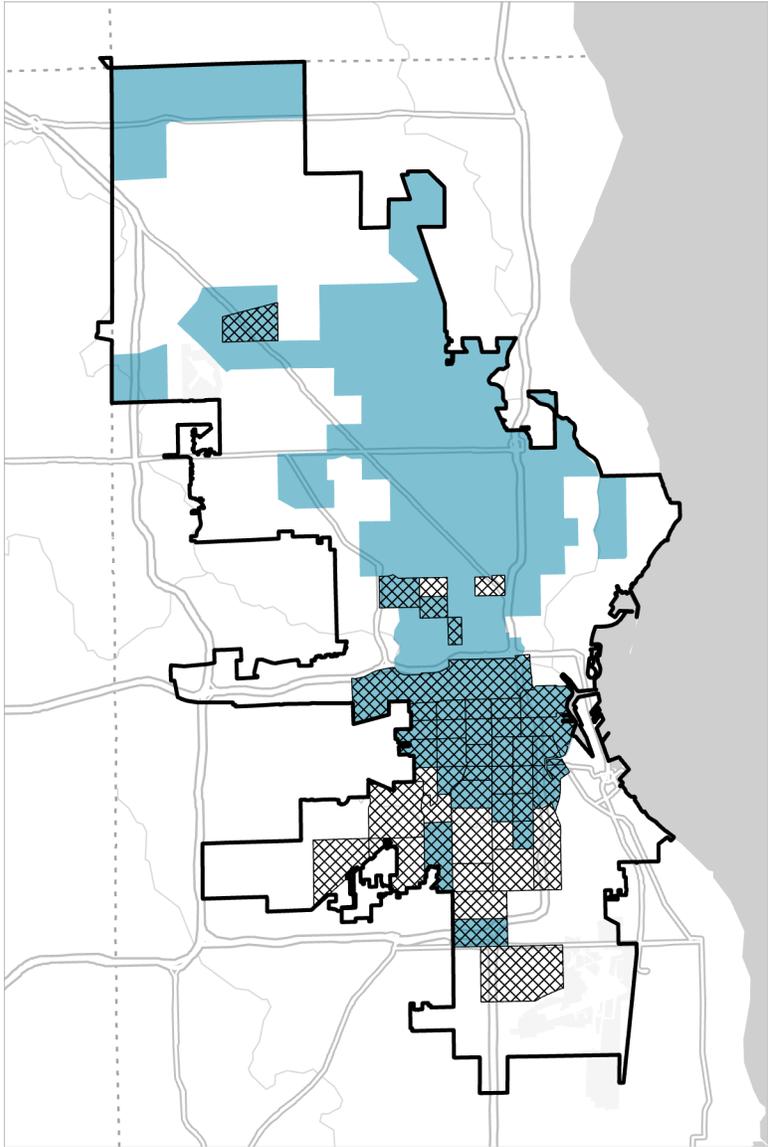
## PERFORMANCE MEASURES

### Output Measures:

- Number of internal bulletins translated
- Number of languages served by City website and communications
- Percentage of City services and communications available to non-English speakers

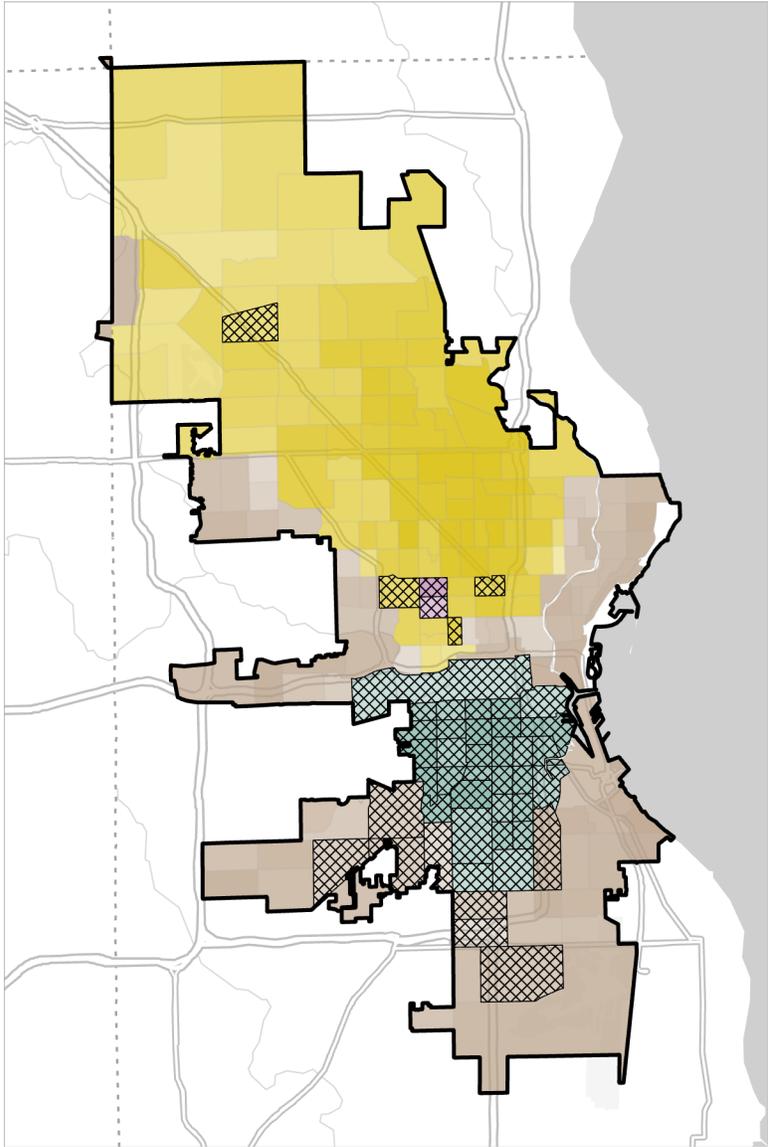
### Outcome Measures:

- Reduced or eliminated delays in availability of information for non-English speakers
- Number and percentage of non-English website page views



### Language Translation Services

- Census tracts where 25% or more of the population age 5+ speaks a language other than English at home
- Qualified Census Tracts
- City Limit



## Language Translation Services

Census tracts where 25% or more of the population age 5+ speaks a language other than English at home

City Limit

### Predominant Race/Ethnicity

- Black
- Non-Hispanic White
- Hispanic or Latino
- Asian

# Continued COVID-19 Response and Adaptation

**Priority Category:** Public Health

**Funding Amount:** \$10,000,000

**Managing Department:** MHD (\$8.3M), MFD (\$1M), MPL (\$300k) & DOA- OAAA (\$400k)

**Existing or New Project:** Existing

**Purpose:** Funding will support critical services for COVID-19 vaccination, community testing, place based/outbreak testing, isolation facility staffing and operations, site and hazard assessments to facilitate reopening, hotline operations and communications. MHD will continue to collaborate with MFD, MPL and DOA to ensure access to critical public health information and services.

## DESCRIPTION

Funding will support the Milwaukee Health Department, in collaboration with Milwaukee Fire Department and Milwaukee Public Library, to sustain and adapt the City's COVID-19 pandemic response and deal with outbreaks as they may occur. This includes testing, case investigation, contact tracing, vaccination, isolation facility management, housing support services, site hazard assessments, public information, education campaigns, hotline operations, and supplies critical to long term surveillance and prevention of the SARS-CoV-2 virus. Funding will ensure the City successfully returns to normal operations and deals with the endemic presence of the virus in our community.

## Racial Equity and Inclusion

MHD will focus on increasing equity in health outcomes and increasing resilience to COVID-19 for Black and brown residents of Milwaukee. A critical part of increasing health equity is assuring vaccine and relevant vaccination information is available for all Milwaukee residents.

## PERFORMANCE MEASURES

### Output Measures

- Testing availability and positivity rate
- Incidence per thousand residents
- Timely disease investigations/tracing
- Hospitalization and death rates
- Vaccination rate for eligible city residents
- Points of access for vaccination in Qualified Census Tracts

### Outcome Measures

- Increased vaccination rates in Qualified Census Tracts
- Sustained low transmission and positivity rates

# Family Food Access

**Priority Category:** Public Health

**Funding Amount:** \$2,000,000

**Managing Department:** Department of Administration

**Partners:** Milwaukee Public Schools, Boys and Girls Clubs, Milwaukee Center for Independence

**Existing or New Project:** Existing

**Purpose:** Address near term food insecurity with existing partnerships leveraged during the pandemic.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

The COVID-19 pandemic disrupted the provision of meals to children and adults normally served at schools, youth centers and other facilities. The economic disruption from the pandemic has also increased food insecurity for the most disadvantaged groups. This project will fund the provision of meals to adults and children at “grab and go” sites across the City. These sites were funded under the CARES Act, and ARP funding will allow these sites to continue to operate. Services include grab and go meals for adults, funding for a third meal for children, meal delivery to seniors and other homebound adults, delivery of meals to food pantries across the city, as well as assistance to other community-based organizations providing meal services.

## Racial Equity and Inclusion

The project addresses racial equity by preserving access to healthy food, a fundamental component of individual and community health. The COVID-19 pandemic and its economic effects had disproportionate impact on Black and brown residents in Qualified Census Tracts (QCT). The [2019 Fresh Food Access Report](#)\* showed that QCT residents generally had lower purchasing power and were less likely to be within a mile of a full service grocery store. Providing additional access to both meal delivery and “grab and go” meals, and boosting existing pantry capacity will

improve food security and health for residents in these neighborhoods.

## PERFORMANCE MEASURES

### Output Measures

- Number of “grab and go” sites supported, and supported in QCTs
- Number of meals delivered
- Age, race and gender of project participants

### Outcome Measures

- Consistent access to food in
- Percentage of Milwaukee Public Schools students assisted

\* <https://city.milwaukee.gov/ImageLibrary/BBC/images/FoodAccessReportsof4-8-19.pdf>

# Business Restart 3.0

**Priority Category:** Economic Development, Small Business Development

**Funding Amount:** \$7,500,000

**Managing Department:** Department of City Development

**Existing or New Project:** Existing and New

**Purpose:** Restart provides essential funding assistance to help businesses continue to operate while also providing funds to acquire the tools and resources to recover from the pandemic and changes in consumer consumption behaviors.

**In a Qualified Census Tract:** The program is offered citywide, but will include directed efforts to reach and assist businesses within Qualified Census Tracts.

## DESCRIPTION

In 2020, the Restart grant program assisted businesses in adapting to the COVID-19 pandemic and offset operating expenses in a period of significant declines in revenues. Overall, \$18.5 million was disbursed to over 1,000 businesses, retaining over 2,400 jobs and creating over 280 jobs. Ethnically diverse businesses received 48% of the total dollars disbursed. The funds are awarded to businesses as a grant that they are not required to repay. In Rounds 1 and 2 of Restart, businesses were eligible for up to \$15,000 and \$25,000, respectively.

Restart 3.0 will gather additional information to review grant award sizes, businesses in need of funding, and additional uses that respond to current needs of business in this stage of the pandemic, such as technical assistance. The project will continue relationships with the Milwaukee Urban League, the Latino Entrepreneurial Network and the Wisconsin Women's Business Initiative Corporation to provide assistance to applicants, and the Milwaukee Economic Development Corporation will assist with document processing. Business Improvement Districts will offer additional support and expand access to the program. DCD is exploring adding grants to scalable start-up businesses whose launches may have been halted or delayed to the pandemic (Jumpstart) and nonprofit and/or arts and culture organizations (Artstart) that have an economic impact on the city and do or will

employ city residents. Entities in Qualified Census Tracts will be prioritized.

## Racial Equity and Inclusion

Restart will help small businesses and small business owners of color as a substantial portion of project participants. By continuing to solicit feedback, review past recipients, and increase access in neighborhoods via partners, more small businesses will be able to access the program. Through the outlined partnerships, the City will directly assist small businesses with access and technology barriers through the application centers and one-on-one assistance.

## PERFORMANCE MEASURES

### Output Measures

- Number of applications processed
- Number of applicants assisted
- Number of applications completed
- Number of applications approved
- Demographics of businesses assisted, including business location, type of business and number of employees
- Number of hours of business technical assistance
- Grant dollars disbursed to businesses
- Number of grants and grant dollars disbursed to ethnically diverse owned businesses
- Number of jobs retained
- Number of jobs created
- Number of new businesses established
- Sales and revenues of participating businesses

### Outcome Measures

- Outcomes of technical assistance from technical assistance providers; i.e. number of completed grant applications
- Participant surveys from technical assistance providers
- Greater local and ethnically diverse business retention and growth
- Increased visibility and success for Milwaukee's businesses and start-ups
- Enhanced environment and engagement for Milwaukee's businesses and start-ups

# Ethnic & Diverse Business Coalition: Milwaukee Member Support

**Priority Category:** Small Business & Economic Development

**Funding Amount:** \$2,500,000

**Managing Department:** Office of Equity & Inclusion

**Existing or New Project:** New

**Purpose:** Provide equitable economic relief for small underserved businesses and organizations in Milwaukee negatively impacted by the COVID-19 pandemic.

**In a Qualified Census Tract:** Yes. The noted organizations are either in or serve businesses located within QCTs.

## DESCRIPTION

Targeted operating grants and support for city-located members of the eight ethnic and diverse chambers of commerce, and lending institutions that support underserved populations in the City of Milwaukee: African American Chamber of Commerce of Wisconsin, Greater Milwaukee Chamber of Commerce, Latino Chamber of Commerce of Southeastern Wisconsin, The Business Council, Inc., Hmong Chamber of Commerce of Wisconsin, National Association of Minority Contractors-Wisconsin, Wisconsin LGBT Chamber of Commerce, Wisconsin Veteran's Chamber of Commerce, Legacy Redevelopment Corporation and Northwest Side Community Development Corporation. Many of these organizations have relief, loan, and technical assistance funds that were tapped or depleted by the pandemic. Funding is a direct investment in a slate of diverse, city-located businesses, and ensure that these business owners and community anchors are included in pandemic recovery efforts.

## Racial Equity and Inclusion

Small businesses in all industries play critical roles for Black and Brown and underserved communities, from retail to contracting to professional services. [Research shows](#)\* these firms tend to be smaller and less capitalized than similar White-owned firms,

and are concentrated more heavily in industries like hospitality, retail, real estate, and wholesale that were disproportionately affected by COVID-19. Avoiding business closures for this cohort supports city employment and job creation, and helps even the playing field in recovery from the COVID-19 pandemic. These investments will provide underserved businesses access to financial assistance that traditionally may not be available.

## PERFORMANCE MEASURES

### Output Measures

- Number of applications processed and number approved
- Number of small businesses served by race and gender
- Award amount (per loan, grant, or program) by race and gender
- Description of how award responds to negative economic impact of COVID-19
- Business demographics by race and gender including location, business type, primary business industry, NAICS code and annual gross receipts/revenues
- Number of jobs retained or created by race and gender

### Outcome measures

- Increase access to recovery capital for small underserved businesses
- Stabilize recovery efforts for small and underserved businesses

\* <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/COVID-19s-effect-on-minority-owned-small-businesses-in-the-united-states>

# Violence Prevention Response to COVID-Related Challenges

**Priority Category:** Community and Neighborhood Health

**Funding Amount:** \$3,000,000

**Managing Department:** MHD

**Existing or New Project:** Existing

Purpose: The project takes a public health approach to violence prevention, addressing the significant increases in crime and improving the markers of community well-being through targeted violence prevention. This project also targets social determinants of health and will have positive impacts on racial equity.

## DESCRIPTION

The South side Expansion of 414LIFE will add to the current 414LIFE Violence Interrupter implementation based on the north side of Milwaukee. An effective response to violence in Milwaukee requires us to address the unique characteristics of Milwaukee's South side, including Spanish language outreach and linkage to South side community-based organizations, resources, and cultural assets. 414LIFE implements the evidence-based Cure Violence model, in which credible messengers – people who can authentically speak to the issues at hand – perform a violence “interruption” to diffuse conflicts that could have become violent.

In addition to violence interruptions, the South side 414LIFE program will offer outreach and linkage with needed resources to neighborhood residents, such as gunlocks or referral to employment services. The program will offer case management to individuals who need ongoing support to reach their goals, collaborate with neighborhood agencies, and support positive community events that increase protective factors and community well-being.

Programming will support efforts to address trauma and well-being in a number of ways, including increasing access to mental health services in culturally relevant settings, creating community healing hubs, and responding to community crises and youth trauma. This includes re-granting to support community-based organizations, presenting trauma-informed care trainings, sponsoring or hosting

community healing events, and presenting public awareness campaigns.

A key project component that will ramp up community outreach and engagement is a team of community outreach canvassers who will go door-to-door and street-by-street in neighborhoods with risks of violence. These teams will help neighbors support safe streets, diffuse violent situations before they start, and offer needed resources to maintain peace and well-being.

## Racial Equity and Inclusion

The project addresses racial disparities in factors such as crime victimhood and living in neighborhoods highly impacted by violence, crime, poverty, and poor social determinants of health.

The South side Expansion of 414LIFE will impact a target population that is approximately 75% Latino, 10% African American, 10% White, 3% Asian, and 2% Native American. Those served will be approximately 60% men and 40% women. While the entire South side will be a service area, work will be concentrated in the Historic Mitchell, Lincoln Village, Clarke Square, and Muskego Way neighborhoods. An estimated 80% of those served will be individuals and households under the poverty line.

The remaining parts of the project will target the Priority Neighborhoods of the Blueprint for Peace, Milwaukee's comprehensive violence prevention plan, and will impact 50% women and 50% men. Using an equity lens, the Blueprint calls for addressing violence in neighborhoods disproportionately impacted by persistent and concentrated levels of poverty and violence. In order to prioritize neighborhoods, violent crime data was analyzed along with qualitative reports of neighborhood capacity. The priority neighborhoods are Old North Milwaukee, Harambee, Franklin Heights, Silver Spring, North Division, Amani, Sherman Park, Historic Mitchell, Lincoln Village, and Midtown. Separating out the two South side Priority Neighborhoods, the remaining neighborhoods have large African American populations. For instance, 85% of Old North Milwaukee residents are African American. An estimated 90% of those served will be households and individuals designated as low-income.

Data in the table below will be expanded upon to track demographics in the Priority Neighborhoods.

NEIGHBORHOOD	RACIAL MAKEUP	MEDIAN INCOME or poverty rate
HARAMBEE <sup>1</sup>	84% African American, 11% Latino, 3% White, 2% Other	\$23,451
SHERMAN PARK	80% African American, 1% Asian, 2% Latino, 16% White, 1% Other	\$32,514
OLD NORTH MILWAUKEE	85% African American, 2% Asian, 2% Latino, 10% White, 1% Other	\$29,355
HISTORIC MITCHELL <sup>2</sup>	11% African American, 2% Asian, 75% Latino, 11% Non-Hispanic White, 2% American Indian, 2% Other	40.0% below poverty rate
LINCOLN VILLAGE <sup>3</sup>	9% African American, 70% Latino, 13% Non-Hispanic White, 2% American Indian, 7% Asian, 6% Other	37.1% below poverty rate

<sup>1</sup> Data for the first three neighborhoods in the table is from “Neighborhood Impact Report,” Greater Milwaukee Foundation, 2016. <https://www.greatermilwaukeefoundation.org/files/2914/7776/6786/NeighborhoodReport2016.pdf>

<sup>2</sup> ACS 2019 5-Year Estimate Subject Tables for Census Tracts 164, 165, 167, 168.

<sup>3</sup> ACS 2019 5-Year Estimate Subject Tables for Census Tracts 175, 176, 186, 187.

## PERFORMANCE MEASURES

### Output Measures

- Foster safe, healthy and strong neighborhoods (Number of community healing events)
- Support well-being and increase access to mental health services (number of youth referred to trauma-informed behavioral health services and/or social-emotional learning programming by race and gender)
- Number of violence interruptions
- Number of organizations collaborating as a result of this project
- Number of programs receiving regrating funds for peace projects and positive youth development opportunities; Number of people impacted by the granted programs

- Number households reached with positive outreach/Number outreach items (flyers, gun locks) distributed
- Number individuals trained in trauma-informed care or violence prevention best practices by race and gender

### Outcome Measures

- Reduce and prevent violence in the community
- Increase community well-being and protective factors
- Increase the community’s capacity to work collaboratively to prevent and reduce violence

# The Big Clean

**Priority Category:** Community and Neighborhood Health

**Funding Amount:** \$2,310,000

**Managing Department:** Public Works – Operations

**Existing or New Project:** Existing and New

**Purpose:** Create cleaner neighborhoods while providing employment opportunities for unemployed, underemployed, or disadvantaged residents.

## DESCRIPTION

A multifaceted initiative that allocates resources to create a cleaner Milwaukee by leveraging community partners to provide workforce development, public information campaigns, and coordinated private cleanup efforts while investing in a mix of services and equipment to achieve cleaner neighborhoods throughout Milwaukee.

### **Routine and Large-Scale Litter Cleanup on Boulevards and Various Public Right of Ways: \$1,025,000**

- Partner with community based organization, Employ Milwaukee and the Center for Self Sufficiency to utilize personnel from Prisoner Re-Entry Program
- Will be a contracted service
- At least 5 crews/15 total re-entry workers with capacity expected to grow
- 33 weeks annually from April-November
- To take place between 2021-2024

### **Routine and Large-Scale Litter Cleanup on Highways: \$100,000**

- Partner with community-based organization, Employ Milwaukee and the Center for Self Sufficiency to utilize personnel from Prisoner Re-Entry Program
- Will be a contracted service
- Right of Way: Adjacent to Highways (26 acres)
- Reduces need to use City labor for unfunded litter cleanup
- Dedicated for highest impacted areas
- To take place between 2021-2014

### **Rapid Response for Accident Debris and Bulky Waste: \$510,000**

- Funding for contracted service proactively patrolling and cleaning debris from highest impacted debris areas and responding to specific requests such as accident debris cleanup.
- Reduces reliance on City service and frees up staff to perform other duties, reducing backlog and delays for services such as repairing and replacing garbage carts.
- Contracted Service

### **Multi-Year Public Education: \$450,000**

- Public education and promotion campaign
- Big Clean Branding and promotion of clean community
- Develops the brand of Big Clean MKE
- 2022-2024

### **Turf Vacuum Machines: \$225,000**

- Turf Vacuums X3
- Efficient pick up of litter on boulevards and high need areas throughout the City
- 2022-2024 – Annual Purchase

## **Racial Equity and Inclusion**

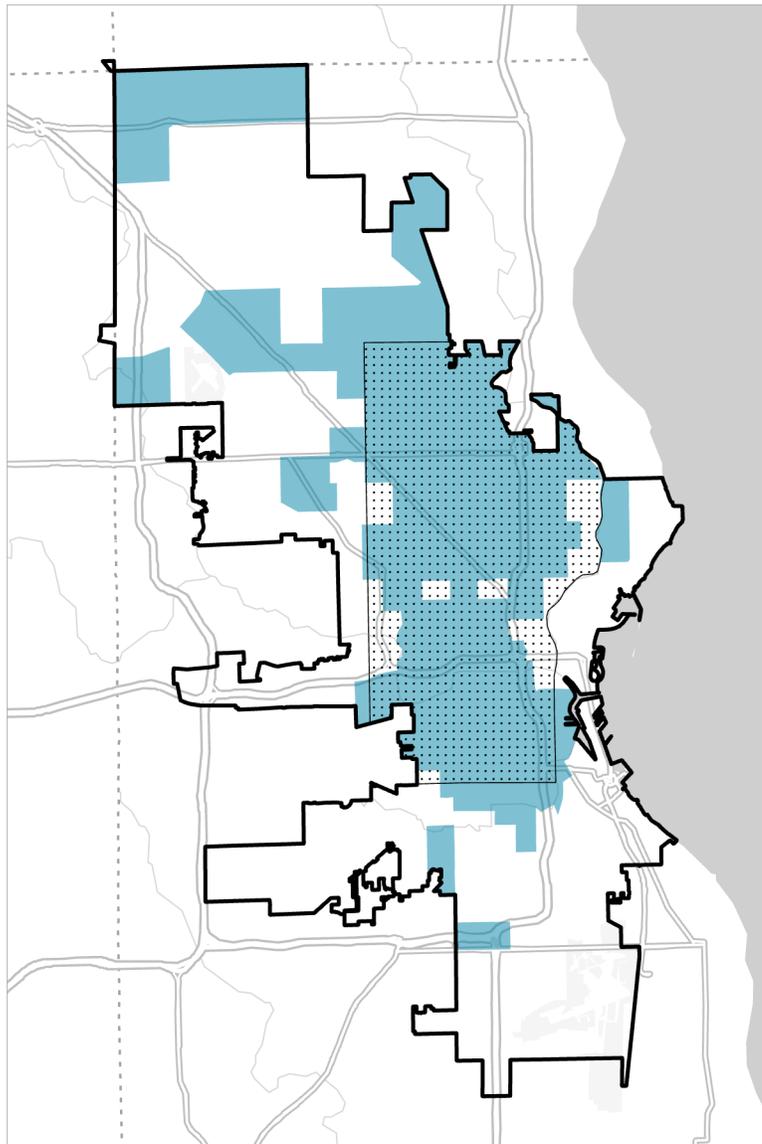
The Big Clean MKE project will focus on providing enhanced litter and debris collection services across the City and will provide the highest relief to qualified census tract areas. It is these areas that are often most adversely affected by disproportionate amounts of litter, debris and dumping. Utilizing local non-profit organizations, such as Employ Milwaukee and other local non-profit agencies, it is anticipated that this project will help establish a new, cleaner standard and expectation. This project's use of local non-profit agencies enhanced services, public education, and community involvement will help foster community pride to sustain a cleaner Milwaukee for years beyond the funded project period.

The prisoner re-entry component of the program will provide formerly incarcerated individuals with the opportunity to build job skills and aid them in building

job history, resumes, and references. The collaborating non-profit agency is expected to provide wrap around services to help assist participants in areas such as: counseling, case management, crisis care, family support, and other issues that are known to be barriers to employment success. The department also intends to provide re-entry participants with opportunities to learn about various City employment opportunities and small business/contracting opportunities for City service needs.

• **Targeted priority service area:**

- North: Silver Spring Dr
- South: Lincoln Ave
- West: 51st St
- East: the City boundary from Silver Spring then Milwaukee River then S. 1st St



**The Big Clean MKE**

-  Big Clean MKE Targeted Priority Service Area
-  Qualified Census Tracts
-  City Limit

**Targeted priority service area boundaries:**

- North: Silver Spring Dr.
- South: Lincoln Ave.
- West: 51st Blvd./St.
- East: Milwaukee River/S 1st St

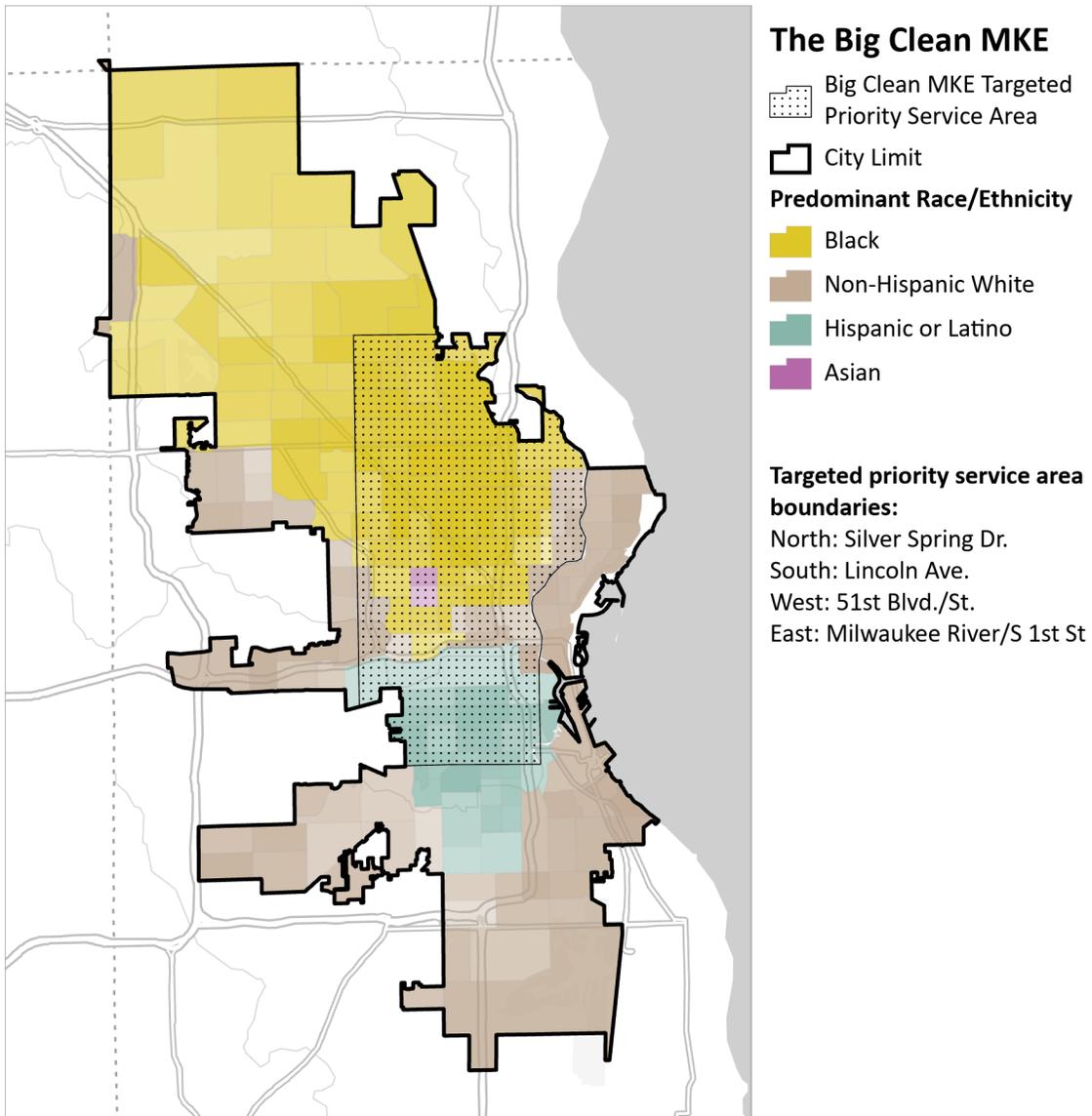
## PERFORMANCE MEASURES

### Output Measures

- Tons of debris collected
- Hours worked on cleanup projects
- Number of residents who benefited from the prisoner re-entry program
- Dollars paid to residents working on cleanup projects
- Dollars paid to contractors working on cleanup projects
- Dollars used on cleanup project
- Demographic Information

### Outcome Measures

- Percent of offenders that found gainful employment
- Percent of offenders that participated in wrap around services
- Percent of contractors that are registered SBE's
- Number of illegal dumping orders and as a percent of total orders.



# Racial Equity Training and Data Management and Improvement

**Priority Category:** Community and Neighborhood Health

**Funding Amount:** \$1,000,000

**Managing Department:** DOA-OEI & DOA-ITMD

**Existing or New Project:** Existing and New

**Purpose:** Provide citywide racial equity training to assist City staff with understanding the systems and institutions of racism and the subsequent inequities exacerbated by the pandemic. Improve data management to better track and increase data literacy.

## DESCRIPTION

Racial equity training deploys a citywide training effort for all City staff, including general city, sworn, and elected officials. It supports building and enhancing skillsets to promote respectful and inclusive delivery of services, and equips City employees with better understanding, engaging, and serving diverse and underserved communities. Additionally, the effort provides training and consultation for the Office of Equity and Inclusion (OEI) to continue to build out the City's internal infrastructure to advance racial equity.

- Cost: \$800,000
- Timeframe: 2021-2024

The City of Milwaukee will benefit from a third party analysis of overall data strategy and process. The findings of this analysis would include action steps to improve the current state of data and an ongoing maintenance practice. Specific action items in the scope of this analysis may include: assess current state of citywide data and identify gaps in data management; include inventory data assets; coach city leaders on the value of data assets and data management; create standards for data management; identify data needs; design data for use and re-use; develop a data communication strategy; identify key data stakeholders; pinpoint owners of data; create a data governance structure and process; provide data to drive decision making; provide ability to share data; connect data across departments and minimize or eliminate redundancy; identify resources to better

leverage and present data; provide data confidentiality and privacy protection practices; and promote data access.

- Cost: \$200,000
- Timeframe: 2022

## Racial Equity and Inclusion

Racial equity training is a critical first step in normalizing the conversation around addressing the existing inequities that impact Black and Brown people. The training provides a mutual understanding and definition of racism, equity, inclusion, biases, micro-aggressions, etc., and identifies tools for analyzing structures and institutions of racism with an equity lens. Understanding the history of systemic racism assists City staff with recognizing existing inequities, as well as provide a basic framework for improving equitable outcomes for underserved communities.

As it relates to data management and improvement, using city data in combination with other data sources is a critical part of identifying and understanding racial inequities and disparities in the City of Milwaukee. In addition, as City departments begin to collect additional data by race and ethnicity, our understanding of the inequities and disparities will improve.

By better accessing and utilizing the City's data assets, we can ensure that strategies are targeted based on the needs of a particular group rather than a "one-size-fits-all" approach. This will help with tailoring services and resources to groups that are most directly impacted.

Internal City staff are likely to benefit from this project most directly at first; however, improving the City's data management will also allow for the easier sharing of data with the public, increased transparency, modified and adequate service delivery, and stronger identified performance measures and outcomes, which will benefit the broader community as well.

## PERFORMANCE MEASURES

### Output Measures:

- Racial Equity Training
  - Number of staff members trained
  - Number of programs, policy recommendations, and changes
- Data Management and Improvement
  - Number of departments disaggregating data by race and ethnicity

### Outcome Measures:

- Racial Equity Training
  - Increased awareness of common understanding of racial equity
  - Increased equitable service delivery
- Data Management and Improvement
  - Centralized and uniform data governance structure and process
  - Increased use of data in decision making process

# Broadband Feasibility Study

**Priority Category:** Broadband/Internet Access

**Funding Amount:** \$100,000

**Funding Period:** 2021-2022

**Managing Department:** DOA-ITMD

**Existing or New Project:** New

**Purpose:** This feasibility study will be the first step in enhancing options for households and businesses without affordable broadband options.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

The feasibility study will represent the City's compliance with Wisconsin state law, which requires any municipality that seeks to offer broadband services to conduct a cost-benefit analysis. It will

supply a review of options in providing that service directly or via a private-public partnership, the available technologies to provide broadband service, the estimated costs of deployment, and the sources of initial and continued funding, compatibility of alternative approaches with potential ARP funding requirements, and scope of targeted residential and business areas within the City of Milwaukee.

## Racial Equity and Inclusion

The feasibility study is the first step of a project that will focus on households and businesses in Qualified Census Tracts where 25% or more of households report no Internet access as identified by the [National Broadband Availability Map \(NBAM\)\\*](#). The top 10 Census tracts without Internet access are shown below:

Census Tract	Total Households	% Households with No Internet Access	Population (2019 Estimate)	Primary Ethnicity	Primary Ethnicity %
169	1,254	56%	4,151	Hispanic	76%
136	1,141	51%	2,496	Black	68%
84	333	51%	1,328	Black	87%
1861	746	50%	2,290	Black	75%
1868	764	50%	1,681	Hispanic	42%
137	734	48%	1,593	Black	77%
159	1,283	47%	3,831	Hispanic	60%
164	1,093	47%	4,961	Hispanic	83%
163	1,260	43%	5,143	Hispanic	82%
1,862	473	43%	1,439	Black	86%

\* [broadbandusa.ntia.doc.gov/resources/data-and-mapping](https://broadbandusa.ntia.doc.gov/resources/data-and-mapping)

## PERFORMANCE MEASURES

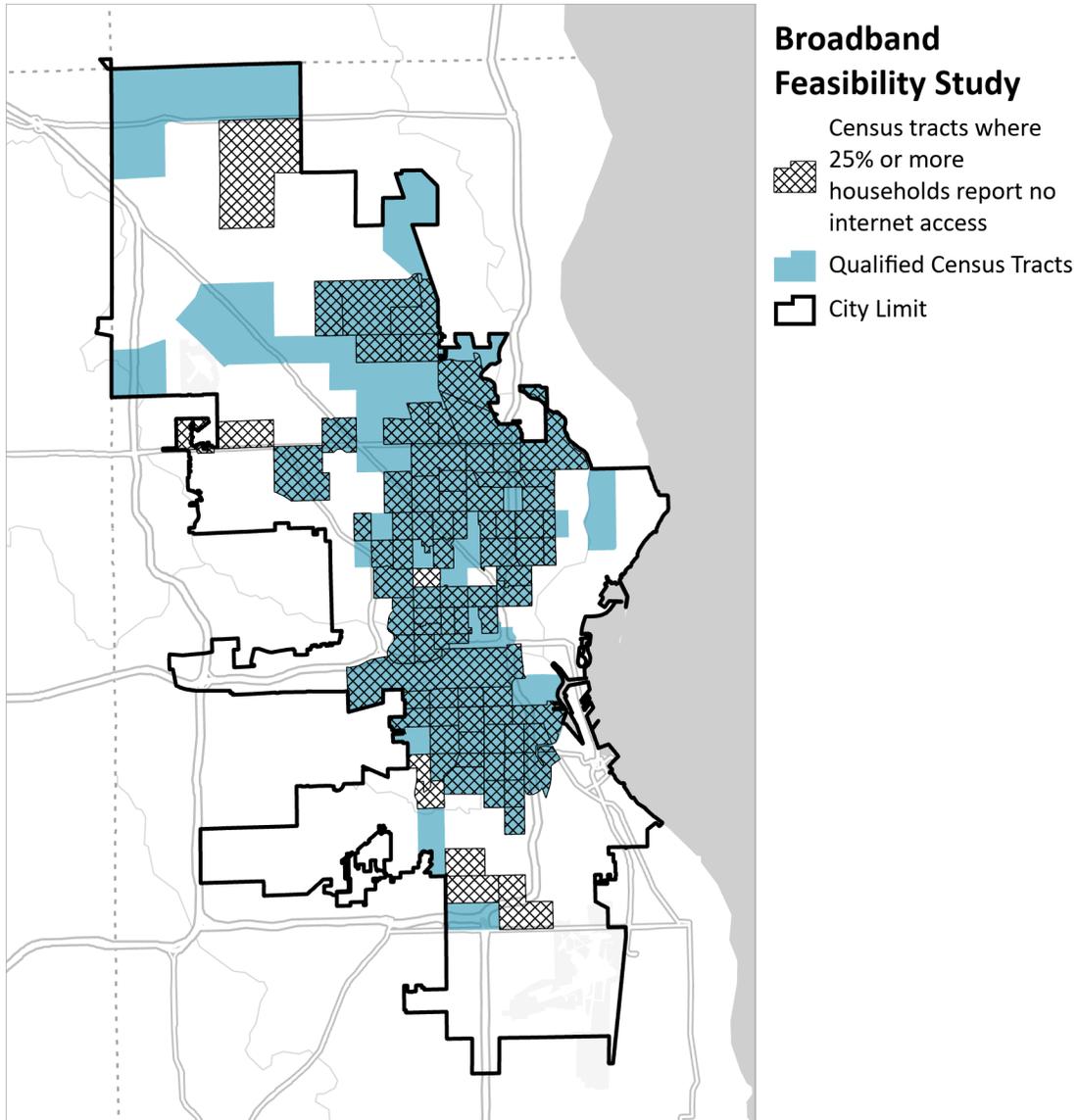
### Output Measure

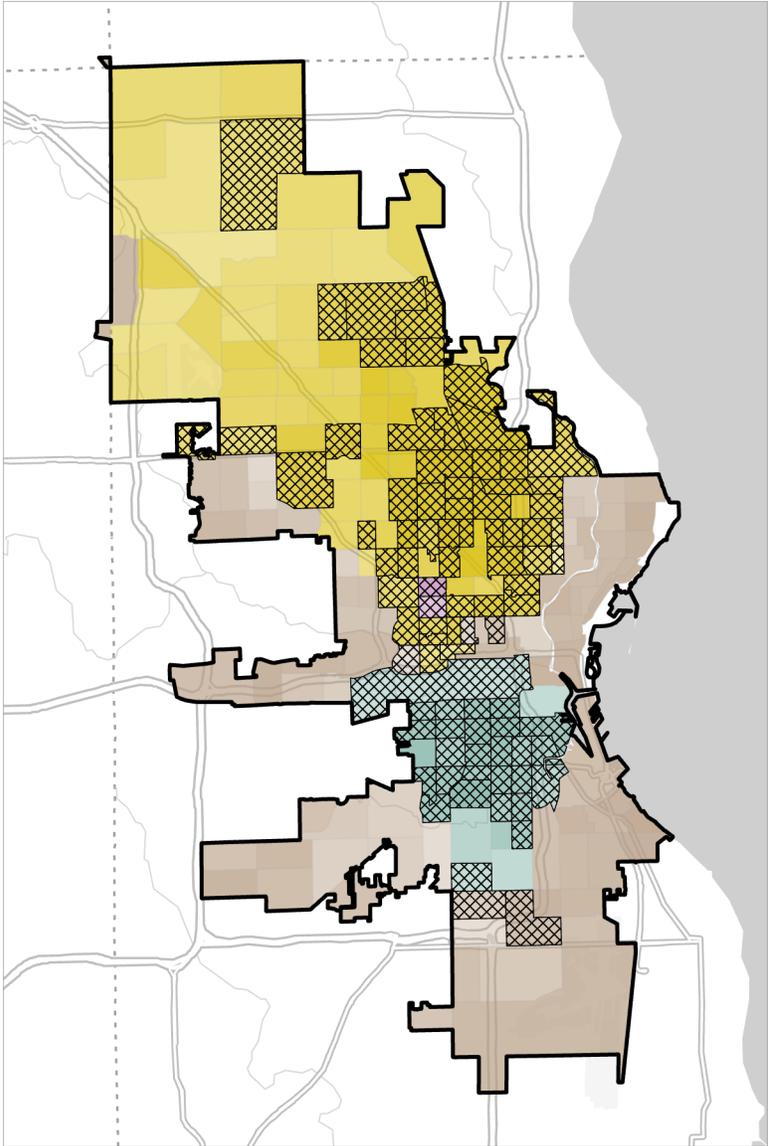
Final report issued with options for providing affordable broadband options.

### Outcome Measures

If a project is funded to implement identified options, the following measures will be used:

- Increase in broadband adoption
- Reduction in monthly broadband cost
- Increased access to remote learning, remote work, and telemedicine





### Broadband Feasibility Study

Census tracts where 25% or more households report no internet access

City Limit

#### Predominant Race/Ethnicity

- Black
- Non-Hispanic White
- Hispanic or Latino
- Asian

# HOME GR/OWN Vacant Lot Beautification Program (Victory Over Violence Park)

**Priority Category:** Services to Disproportionately Impacted Communities (Healthy Childhood Environments: Other)

**Funding Amount:** \$200,000

**Managing Department:** DOA-ECO

**Existing or New Project:** Existing

**Purpose:** Add healthy greenspace to an economically disadvantaged area of the City.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

[Victory over Violence Park\\*](#), located at 2615 N. Martin Luther King Dr, was a park originally developed in the 1990s in partnership with the former Career Youth Development (CYD) and the late Jeannetta Simpson-Robison. After Jeannetta passed, the park fell into disrepair. In 2018, as part of its Home GR/OWN Vacant Lot Beautification Program, the City's Environmental Collaboration Office (ECO) began working with Historic King Drive Business Improvement District No. 8 to renovate the park in support of economic equity, environmental restoration, and a peaceful response to violence in the community. Phase I improvements have been completed on the southeastern section of the property.

Additional funding is needed to complete improvements at the park, including ADA accessible pathways landscape beds, new turf, benches, and tables. ECO is working with professional landscape architects to design and provide construction drawings and oversight of the work, and has included social enterprises like Walnut Way's Blue Skies landscape and Northcott Neighborhood House in park construction. Any excess funds after construction is completed will support either social programming or maintenance at the park or ADA improvements at other HOME GR/OWN sites in nearby areas.

## Racial Equity and Inclusion

This project will contribute to the ARPA goal of building stronger communities through investments

in a qualified Census tract. The neighborhood served by the park has high unemployment and limited economic opportunity. The population of the surrounding qualified [census tract\\*\\*](#) is 87% Black and 8% Hispanic or Latino with a median household income of \$28,945. Providing meaningful greenspace in this underserved community improves access to healthy neighborhood amenities and promotes a healthy environment for children in the area.

This project supports social equity as documented in several key City strategic planning documents:

- The ReFresh Milwaukee Environmental Sustainability Plan established a goal to "Increase Milwaukeeans' connections to the city's green and recreational spaces" and a specific target that "All residents live within a 10-minute walk of a park or green space."
- The Office of Violence Prevention's 414 Life: Blueprint for Peace established a goal to "Foster Safe and Strong Neighborhoods" and to "Create safe and accessible community spaces."

## PERFORMANCE MEASURES

### Output Measures

- Approximately 10 seasonal/transitional jobs will be supported by this project.
- Worker demographics

### Outcome Measure

- Consistent with ReFresh Milwaukee's defined target of approximately 800 residents that will gain walkable access to a revitalized park. A resident satisfaction survey will also be conducted.

\* [urbanmilwaukee.com/2020/08/28/eyes-on-milwaukee-victory-over-violence-park-being-reinvigorated](https://urbanmilwaukee.com/2020/08/28/eyes-on-milwaukee-victory-over-violence-park-being-reinvigorated)

\*\* [censusreporter.org/profiles/14000US55079185700-census-tract-1857-milwaukee-wi](https://censusreporter.org/profiles/14000US55079185700-census-tract-1857-milwaukee-wi)

# Early Childhood Education – Dual Enrollment (K-12+)

**Priority Category:** Early Childhood Education

**Funding Amount:** \$310,000

**Managing Department:** Office of Early Childhood Initiatives

**Existing or New Project:** New

**Purpose:** Increase diversity and community connections for early childhood workforce and create new paths and credentials in early childhood work for high school students.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

Provides funding for program capacity developed to allow dual enrollment in high school and Milwaukee Area Technical College (MATC) courses for Milwaukee students. MATC will offer an 18-credit Preschool Technical Diploma delivered through the Dual Enrollment Academy. Dual Enrollment Academies enable students to attend college while still enrolled in high school. Students will attend high school only to complete needed graduation requirements and will then devote the remainder of the day to college coursework. The initial cohort will earn 9 credits while in high school.

## Racial Equity and Inclusion

Child care programs struggle to recruit qualified staff, leading to gaps in access to quality care. In 2017, more than 1 in 5 programs across Milwaukee County reported that they did not have enough teachers to serve full capacity. Many studies show that high quality early childhood programs erase and mitigate racial gaps in educational and economic achievement over a lifetime. Connecting high school students, especially Black and Brown students, to early childhood careers and credentials will help diversify the Early Childhood Education (ECE) workforce and increase quality of care for Milwaukee families.

## PERFORMANCE MEASURES

### Output Measures

- 100% of cohort participants will complete at least 6 early childhood credits
- 100% of cohort participants will receive ECE career exploration experiences
- 75% of cohort participants will complete a credential
- Participant demographics

### Outcome Measures

- Increase the number and percentage of cohort participants working in child care settings
- Increase the number and percentage of cohort participants pursuing further ECE training and education

# Early Childhood Education - Men of Color Mentorships

**Priority Category:** Early Childhood Education

**Funding Amount:** \$1,200,000

**Managing Department:** Office of Early Childhood Education

**Existing or New Project:** New

**Purpose:** Increase community connections and cultural competency in the early childhood education workforce.

**In a Qualified Census Tract:** Yes

## DESCRIPTION

Opportunities for young men of color to participate in an early childhood residency as working alongside a veteran lead/certified teacher, coupled with a culturally responsive pedagogical approach to drive success among students in early childhood settings. Funded programs will recruit young men (18-24 years) with high school diplomas to participate in paid, 10-month fellowship program in which they are placed in local ECE providers or other community organizations and implement a structured early literacy program. Fellows receive a living wage and stipend for transportation, as well as a small scholarship to support post-fellowship higher education.

## Racial Equity and Inclusion

Increase gender and racial diversity in the early childhood education workforce, and intentionally grow new paths to early childhood careers for Black and Brown men. Students of all races benefit from having teachers of color, but only 5% of the early childhood workforce are men of color. Teachers of color boost the academic performance of students of color, including higher reading and math performance, increased high school graduation rates, and increased aspirations to attend college.

## PERFORMANCE MEASURES

### Output Measures

- 20+ fellows per year
- 75% program retention and completion rate
- 50% enrolled in a higher education degree or certificate program
- 75% complete and obtain an infant toddler training credential
- 75% complete a cornerstone community service project
- Participant demographics

### Outcome Measures

- Increase the percentage of individuals pursuing education-oriented employment opportunities post-residency



# AMERICAN RESCUE PLAN