2022 NACo
LEGISLATIVE CONFERENCE
FEBRUARY 12-16 | WASHINGTON HILTON | WASHINGTON, D.C.
Total allocation by county (including consolidated funds) are official values from the U.S. Treasury that counties will receive under the American Rescue Plan.
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- Health Programs: 79%
- Human Services, Children & Families: 68%
- Transportation & Infrastructure, including Water and Sewer: 57%
- Workforce & Employment: 46%
- Diversity, Equity & Inclusion Initiatives: 43%
- Housing & Homelessness Services: 43%
- Small Business Support: 37%
- Resident Broadband Access: 33%
- Justice & Public Safety: 25%

Source: NACo analysis of 200 county SLFRF Recovery Plans, as of November 17, 2021. Counties with populations over 250,000 were required by the U.S. Treasury to submit an SLFRF Recovery Plan Performance Report that details planned Recovery Fund allocations and/or expenditures as of August 31, 2021.
Provide educational opportunities in low-income areas
Create business entrepreneurship and training opportunities
Connect youth and families in the child-welfare system with wraparound services
Expand vaccine equity clinics and outreach
Connect unserved parts of the county with reliable service
Provide affordable housing for residents
Strengthen public safety infrastructure and operations
Provide mental health supports for seniors
Connect residents to landlord engagement programs
Assemble mobile mental health outreach teams
Restore and update hotels to provide housing for homeless individuals
Fund educational supports at county libraries
Local Government ARPA Investment Tracker

A Partnership of
NLC National League of Cities
Brookings Metro
NACo

Note: Within this interactive tracker, users can select search filters below—including by location and type of expenditure—to refine through the map. To find detailed information on state, city, and county plans for deploying American Rescue Plan Act (ARPA) funds, as well as Local Fiscal Recovery Fund dollars.

This tracker will be updated as more information becomes available over time.

# of Local Governments: 152
# of Projects: 2334
Total $ Tracked: $18.4bn
% of Funding Budgeted: 48.6%

National Sample Average

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Operations</td>
<td>37.9%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>12.1%</td>
</tr>
<tr>
<td>Housing</td>
<td>12.7%</td>
</tr>
<tr>
<td>Economic &amp; Workforce Dev</td>
<td>10.5%</td>
</tr>
<tr>
<td>Community Aid</td>
<td>12.3%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>2.3%</td>
</tr>
<tr>
<td>Public Health</td>
<td>12.2%</td>
</tr>
</tbody>
</table>
2022 NACo

LEGISLATIVE CONFERENCE

National Sample Average

GOVERNMENT OPERATIONS: 37.9%
INFRASTRUCTURE: 12.1%
HOUSING: 12.7%
ECONOMIC & WORKFORCE DEV: 10.5%
COMMUNITY AID: 12.3%
PUBLIC SAFETY: 2.3%
PUBLIC HEALTH: 12.2%

Click here to follow link

Click on map to interact
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- Public Safety: 2.3%
- Public Health: 12.2%

Montgomery County, MD
ARPA $ Tracked: $133M
<table>
<thead>
<tr>
<th>Local Gov Type</th>
<th>Search by Local Gov</th>
<th>Spending Group</th>
<th>Treasury Spend Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>All</td>
<td>All</td>
<td>All</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spending Group</th>
<th>Spending Subgroup</th>
<th>Project Overview</th>
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</thead>
<tbody>
<tr>
<td>Investments</td>
<td>Equipment, And/Or IT</td>
<td>engineering investigation to determine the cause of the distress. Project will involve a) Replacement of desktops with laptops and docking station (1800 units) b) VPN license with token for dual factor authentication Project to be carried out as part of PC.</td>
</tr>
<tr>
<td>Government Operations Investments</td>
<td>Investment In Government Facility, Equipment, And/Or IT</td>
<td>This project involves: a) Replacement of desktops with laptops and docking station (1800 units) b) VPN license with token for dual factor authentication Project to be carried out as part of PC.</td>
</tr>
<tr>
<td>Charleston County, SC</td>
<td>$240,000 Infrastructure</td>
<td>Cyber Security</td>
</tr>
<tr>
<td>Cherokee County, GA</td>
<td>$4,000,000 Community Aid</td>
<td>Nonprofit Support</td>
</tr>
<tr>
<td>Cherokee County, GA</td>
<td>$1,500,000 Economic And Workforce Development</td>
<td>Other Economic And Workforce Development</td>
</tr>
<tr>
<td>Cherokee County, GA</td>
<td>$2,000,000 Economic And Workforce Development</td>
<td>Small Business Support</td>
</tr>
</tbody>
</table>
Fort Bend County, Texas
- Launching the “We All Eat” Program to address food insecurity
- Provides free to-go meals from local restaurants
- Helps families with food nutrition and avoid unhealthy nutritional options or hunger
- Funded from $5 million in Recovery Funds

Washtenaw County, Mich.
- Creating a Community Priority Fund to direct investments towards community agencies
- Eligible activities include expanding early childhood education, addressing educational disparities and direct assistance to impacted households
- Funded from $7.2 million in Recovery Funds
www.naco.org/arpatracker
Speakers

Results for America

Jen Tolentino
Director, Local Practice

Nichole Dunn
Vice President & Federal Practice Lead

America Achieves’ State Recovery Now

Jon Schnur
Chairman and CEO of America Achieves

Nick Rodriguez
CEO - Delivery Associates
Speakers

Milwaukee County

David Crowley
County Executive, Milwaukee County, Wis.
Our plan for today

- Present the five key data, evidence, and outcomes provisions from ARPA Guidance
- Introduce key findings and trends in the use of data and evidence in states and counties, based on the analysis of 150 plans
- Discuss the importance of generating and using data and evidence and learn the key components of a strong measurement and evaluation practice
- Understand how these framework and concepts can be applied to a specific policy idea
- Hear from Milwaukee County on their experience leveraging data and evidence
- Application Exercise and Q&A time
American Rescue Plan

Initial findings from 150 city, county & tribal nation plans

February 2021
American Rescue Plan

The American Rescue Plan (ARP) provides $1.9 trillion in federal stimulus funds. Of those funds, $350 billion are going directly to state, local and tribal governments. This represents the largest-ever investment of federal dollars to build state and local government capacity to use data and evidence to deliver equitable outcomes.

To make the most of this opportunity, U.S. Treasury has included Five Key Provisions within its guidance to incentivize state, local, and tribal governments to invest these dollars to advance economic recovery, economic mobility, and racial equity using an evidence-based approach.
Five Key Provisions

BUILD DATA & EVIDENCE CAPACITY
Authorizes local, state, and tribal governments to use their ARP funds to build and strengthen their data and evidence capacity.

USE DATA & EVIDENCE
Encourages local, state, and tribal governments to invest their ARP funds in evidence-based solutions backed by strong, moderate, or preliminary evidence.

INVEST IN EVALUATION
Requires local, state, and tribal governments to identify whether projects will undergo rigorous program evaluation, designed to build evidence.

ENGAGE COMMUNITIES
Encourages local, state, and tribal governments to seek and incorporate diverse community feedback from constituents, community-based organizations, and the communities themselves in planning efforts.

ENSURE EQUITABLE OUTCOMES
Directs local, state, and tribal governments to develop and pursue equitable outcomes that prioritize economic and racial equity.
150 publicly available **Recovery Plan Performance Reports** were assessed to identify funding priorities and understand how jurisdictions aim to operationalize the key provisions and eligible uses articulated in the Treasury guidance.

Reports were rated for **completeness against the Treasury guidance** and the extent to which they fulfilled the Five Key Provisions.

The goal is to develop a detailed understanding of how these dollars are being allocated and how best to incentivize jurisdictions to build their capacity to use data and evidence. The initial scope begins with 150 priority jurisdictions, with the planned expansion to include all 50 states.
NOTE: Plans Undercount the Breadth of Government Investment

Given the early deadline for reporting plans (August 31) these reports were less complete than expected. We evaluated each report on how complete they were compared to the Treasury’s guidelines when published.

As such, we expect the numbers reported here to be low compared to the actual number of local governments that are investing in these categories.
Initial Findings
We’re seeing exciting clusters of investment around housing, infrastructure, and labor and workforce.

Many cities and counties are taking advantage of this historic opportunity to rebuild and reimagine a more equitable society through data and evidence-based approaches. The majority of reports demonstrate plans to leverage three out of Five Key Provisions:

- **77%** intend to engage meaningfully with their community to identify funding priorities
- **77%** plan to ensure these funds promote equitable outcomes
- **55%** are proposing or are committed to using data and evidenced-based interventions

Investments in building data and evidence capacity, as well as evaluation, fall short of expectations and offer the greatest opportunity for support:

- **31%** have made commitments or plans to build data and evidence capacity
- **45%** are planning to invest in evaluation

Unfortunately, there is very little data in the submitted Recovery Plans on the mandatory performance indicators that are necessary to allow Treasury to conduct oversight.
HOW JURISDICTIONS ARE INVESTING THE SLFRF

Areas of Promise

Big commitments around community engagement and equitable outcomes.

- **BUILD DATA & EVIDENCE CAPACITY**
  - Clear: 17%
  - Promising: 31%

- **USE DATA & EVIDENCE**
  - Clear: 20%
  - Promising: 55%

- **INVEST IN EVALUATION**
  - Clear: 15%
  - Promising: 45%

- **ENGAGE COMMUNITIES**
  - Clear: 43%
  - Promising: 77%

- **ENSURE EQUITABLE OUTCOMES**
  - Clear: 36%
  - Promising: 77%
King County, WA has developed a vision and framework for promoting equity in their Performance Report. The County has developed an Equity and Social Justice Strategic Plan as a basis for programmatic decisions, as well as a theory of change for how to resolve inequities in educational, economic, and health outcomes. Among other tools, the County is using an equity impact review tool, strategic plan, and equity dashboard to ensure its investments of ARP dollars lead to equitable outcomes for its residents.
HOW ARE JURISDICTIONS INVESTING THE SLFRF?

Areas of Promise: Focus Areas

We found clusters and promising ideas in the Performance Reports.

Public Health: 72% of 108 communities

Infrastructure: 56% of 84 communities

Housing: 56% of 84 communities

Workforce: 43% of 65 communities

Justice, Crime Reduction & Public Safety: 31% of 47 communities

Education & Youth Development: 34% of 51 communities
Jurisdictions are leveraging ARP funds to stand-up and test innovative new pilot programs, across a variety of issue areas; we expect these numbers to be an undercount.

**TOPLINE**

38% (57) of jurisdictions are investing in new programs

**EXAMPLES**

**Orange County, FL:** Orange County, FL: Many low income and minority students were poorly served by remote or hybrid education during the pandemic. These youth, and others across the County, also experienced trauma and stress from the pandemic, negatively impacting their mental health. The County will invest SLRFR funds in mental health supports for youth via trauma informed therapist(s) to treat chronic emotional and behavioral issues.

**Travis County, TX:** The County is launching a pilot project to provide funding to increase the capacity of, and access to, childcare. The project’s activities may include increasing funds for childcare subsidies, expanding current contracts with partner organizations to enroll more students, providing childcare during non-traditional work hours, and wage supplements / training stipends for workers in the childcare industry.
ARP Data & Evidence Dashboard
https://results4america.org/tools/arp-dashboard/

Understanding ARP Recovery Plan Performance Reports

The American Rescue Plan Act (ARP) is the largest one-time federal investment in state, local, and tribal government in the last century, providing $350 billion in State and Local Fiscal Recovery Funds (SLFRF) for state, territorial, local, and tribal governments to make critical and historical investments in people and infrastructure.

The U.S. Department of Treasury released the Compliance and Reporting Guidance for the SLFRF Program that encourages state, local, and tribal governments to invest in solutions with evidence of effectiveness, while also requiring these governments to track certain outcomes. The guidance establishes key data, evidence, and outcomes provisions, eligible uses of ARP funds, and a reporting template and timeline.

Results for America worked with Mathematica to assess 150 publicly available Recovery Plan Performance Reports (Performance Report) submitted to the federal government to identify how they propose to spend these funds. We also reviewed the reports for completeness against the guidance and the extent to which they fulfilled the key data, evidence, and outcomes provisions articulated in the federal guidance.

**NOTE:** We believe these plans undercount the breadth of government investment, given the deadline for reporting of August 31, 2021. As such, we expect the numbers reported here to be low compared to the actual investments in these categories and we look forward to increasing the depth of these data through supplemental research beyond the Recovery Plan Performance Reports.
### Explore local strategies to improve economic mobility

Local governments are on the front lines of one of the defining challenges of our time—advancing economic mobility for low-income youth, families, and communities.

This site provides resources on evidence-based practices, programs, and policies designed to improve outcomes that drive upward economic mobility.

We hope that these materials help accelerate change in your community.

<table>
<thead>
<tr>
<th>EXPLORE LOCAL STRATEGIES BY ISSUE AREA</th>
<th>EXPLORE LOCAL STRATEGIES BY OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education &amp; youth development</td>
<td>Strong and healthy families</td>
</tr>
<tr>
<td>Health and well-being</td>
<td>Supportive communities</td>
</tr>
<tr>
<td>Workforce development</td>
<td>Kindergarten readiness</td>
</tr>
<tr>
<td>Justice and public safety</td>
<td>Strong academic and social outcomes by adolescence</td>
</tr>
<tr>
<td>Housing</td>
<td>High school graduation</td>
</tr>
<tr>
<td>Community development and financial security</td>
<td>Post-secondary enrollment and graduation</td>
</tr>
<tr>
<td></td>
<td>Stable high-quality employment</td>
</tr>
</tbody>
</table>
As counties invest their ARP dollars and begin implementing programs, there are three key areas where leveraging data and evidence from the beginning will be essential:

**Develop performance data:**

The U.S. Treasury final rule requires Recovery Plans to include mandatory performance indicators. Developing these for each program will allow you to identify and understand individual and aggregate program outcomes from these dollars.

Because these are one-time funds, being able to accurately demonstrate the impact of these programs will be essential.

**Equity specifics:**

While there are promising commitments to equity, many of the reports are not robust enough to determine how jurisdictions are planning to target and measure equity commitments.

Developing and committing to clear equitable outcomes will help jurisdictions measure progress in a way that could lead to long-term structural change for all residents.

**Evaluation:**

Only 45% of plans reviewed indicated a clear or promising investment in evaluation.

As new pilot programs are established through these one-time funds, it is imperative that evaluation is a key component of the plans. This can be achieved by setting aside funds and partnering with a local evaluation partner, and building the internal expertise and capacity to perform evaluations moving forward.
Thank You!
Leveraging data and evidence in practice
Reflection questions

Among your priorities, consider a new ARPA-funded policy or project you are implementing or planning to implement in your county. Consider 3 questions:

1. How could the policy/project benefit from building evidence (i.e. through evaluation), or leveraging an evidence-based approach? What’s the first thing that needs to happen for this to become a reality?

2. What do you need to learn? (What are the key indicators that will allow you to assess if we are on track to deliver equitable outcomes?)

3. How can you learn this? (Where would this data be available and how should it be collected?)
Why does generating data and evidence matter?

The 5 key questions of delivery...

1. What are you trying to do?  
   - Clear priorities
   - Specific measurable goals

2. How are you trying to do it?  
   - Clear practical plans which are regularly updated

3. How, at any given moment, will you know whether you are on track?  
   - Good, steady, close to real-time data
   - Monitoring routines (such as stocktake meetings)

4. If you are not on track, what are you going to do about it?  
   - Agreed actions followed up and refined if necessary
   - Never neglect a problem once identified

5. Can we help?  
   - Constant ambition, refusal to give up
   - Focus on the goals, no distractions
   - Maintaining routines
   - Analysis and problem-solving
   - Bringing to bear lessons from elsewhere
There are many tradeoffs you need to consider and balance before investing in generating evidence.

We want the evidence generated to be...

**Practical**
The data gathered should inform the policy process, and be focus on providing actionable recommendations for decision-making.

**Timely**
Data should be collected and analyzed frequently, allowing policymakers and stakeholders to assess the effectiveness of their efforts and to improve policy design and implementation.

**Rigorous**
Both data collection and analysis should use best practices to reduce biases, allowing for better quality information when making decisions and leading to a more holistic assessment of the policy’s impact.

What steps can you take to ensure that your project will generate valuable evidence of what works well?
Start by developing a clear understanding of the project scope and activities

Clarify Project Description

- Establish:
  - Project goals
  - Project activities
  - Timeline
  - Inputs, Outputs & Outcomes

Define Project Scope

- Explicitly differentiate project actions from “business as usual”
- Scoping project activities is particularly important when the implementation team is not exclusively assigned to the project

Identify Target Populations

- Recognize the main beneficiaries of the initiative
- Consider specific subpopulations that the project wants to reach
- Assess if outcomes will be equitable

A clear project description makes it easier to define indicators that are meaningful, moveable and measurable.

Establishing boundaries for the project will help you forecast the resources required for implementation and to correctly measure its effects for evaluation.

Determining target populations will allow you to identify indicators that capture the distinct effects of the project by disaggregating data at the right level.
Based on your project’s theory of change, there is a set of questions that will help you assess if you are on the right path

**Inputs**
- Were project activities implemented as planned?
- What percentage of targeted beneficiaries were reached with the project activities?
- What is the satisfaction level of the main stakeholders?

**Outputs**
- What are the immediate results produced by the project?
- What were the main barriers and enablers for the program’s success?
- Who did the project benefit the most?

**Outcomes**
- Did the project produce the intended results in the medium and long term?
- What would have happened in the absence of the initiative?
- Are results sustainable?

**Theory of Change**

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2022 NACo Legislative Conference
After defining these questions, you will select a set of indicators that will allow you to answer them.

**Potential indicators:**
- Dollars spent
- Number of activities delivered
- Number of beneficiaries served

**Potential indicators:**
- Changes in abilities, attitudes, behaviors and capacities
- Triggered actions performed by participants

**Potential indicators:**
- Variations in indicators of interest (population-level outcomes) vs baseline
- Examples might include: wage growth, broadband access, violent crime rates, etc.

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Theory of Change

*Inputs* → *Outputs* → *Outcomes* → *Impact*

**Immediate term**  
**Project Results**  
**Long-term**
Applying these concepts to a real policy example
Let’s assume workforce development is a priority in your county. You would like to help more residents get good jobs in high-demand sectors, leading to sustained wage growth in your region.

1. Using part of your ARPA funds, you come up with an idea to establish a strategy to help youth and adults land well-paying jobs in high-demand fields, through evidence-based job training and career coaching. Eligible recipients will be given scholarships to partially cover program costs, career coaching, and wraparound supports.
Before deciding to make an investment and how to scope this program, you look at the existing body of evidence supporting such programs (1/2)

A 2020 study led by Lawrence F. Katz (Harvard University and NBER), analyzed a series of randomized control trials (RCTs) that were used to evaluate the effectiveness of sectoral employment programs in the US.

Looking into the results of programs such as Year Up and Per Scholas, the study concluded that effective sectoral training programs can lead to substantial and persistent earnings gains (of 11% to 40%) following training, by getting participants into higher-wage jobs in higher-earning industries and occupations rather than just by increasing employment rates.

Effective programs tend to have the following features/characteristics:

- A combination of upfront screening of applicants on basic skills and motivation;
- Both occupational skills (targeted to high-wage sectors and leading to an industry-recognized credential) and soft skills/career readiness training;
- Wraparound support services for participants;
- Strong connections to employers characterize the sector-focused training programs producing the largest and most persistent earnings gains.

Before deciding to make an investment and how to scope this program, you look at the existing body of evidence supporting such programs (2/2).

There’s also **considerable evidence** on what works in job training and career coaching programs:

### Rhode Island’s Back to Work Program
- Training provided on skills needed in well-paying jobs in growing industries.
- Provides support services like childcare and transportation.
- Average expenditure of $4k per participant on supportive services.
- **Dropout rates** from the program are **36% lower** when compared to programs without support services.

### Indiana’s Next Level Jobs
- Covers tuition and fees. Reimburses employers to support training, in high-paying fields.
- Employer programs must retain workers for 6+ months post-completion and ensure a wage gain.
- Nearly 55k currently enrolled. 30k have completed a certificate.
- **Annual median wage gain of $7,000.**

### Multi State programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Up</td>
<td>- Training program for low-income, disconnected adults</td>
</tr>
<tr>
<td></td>
<td>- Participants choose from in-demand careers, earn college credits and can participate in an internship</td>
</tr>
<tr>
<td></td>
<td>- <strong>80%+ are employed or enrolled</strong> in college within 4 months of graduation.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Median earnings rose between 30 and 40% ($7k - $8k)</strong></td>
</tr>
<tr>
<td>Per Scholas</td>
<td>- Participants receive 12-15 weeks of tuition-free skills training</td>
</tr>
<tr>
<td></td>
<td>- Two randomized control trials found an <strong>annual increase in earnings of 20-30% ($4k - $6k)</strong>, two to six years after the random assignment.</td>
</tr>
<tr>
<td></td>
<td>- <strong>$1 invested in Per Scholas yields an $8 economic return.</strong></td>
</tr>
<tr>
<td>Merit America</td>
<td>- Targeted to low-wage, working adults, to prepare them for skilled careers.</td>
</tr>
<tr>
<td></td>
<td>- Combines flexible online learning with best-in-class coaching.</td>
</tr>
<tr>
<td></td>
<td>- Leading workforce academics have found an <strong>average wage gain</strong> for career seeking graduates of over $23k, (from approximately $26k to $50k annually).</td>
</tr>
<tr>
<td>Generation USA</td>
<td>- Through a rapid launch process, bootcamp-style training and placement, and individualized education plans with resources and support, generation has graduated over 4,800 adults across 15 professions, with a <strong>72% job placement rate</strong> within 3 months.</td>
</tr>
</tbody>
</table>
How these concepts can be applied to a workforce policy example?

1. Let’s assume workforce development is a priority in your county. You would like to help more residents get good jobs in high-demand sectors, leading to sustained wage growth in your region.

2. Using part of your ARPA funds, you come up with an idea to establish a program to help youth and adults land well-paying jobs through evidence-based job training and career coaching. Eligible recipients will be given scholarships to partially cover program costs, career coaching, and wraparound supports.

3. You should then determine what are your goals with this policy and articulate a theory of change that explains how the scholarships and other services (inputs) will lead to higher wages in the long-run (outcomes) and decide what data should be collected and analyzed to track implementation and policy effectiveness.

4. To get to the theory of change and the key metrics to measure success, start by understanding what the intended inputs, outputs and outcomes look like.
Building a Theory of Change and make sure to identify feasible key indicators that correctly measure your policy

**Theory of Change**

**Inputs:**
- Industries and programs selection
- Scholarships in job training programs
- Career Coaching
- Wrap around supports

**Potential indicators:**
- % of available scholarships awarded
- % of students awarded completing programs
- Satisfaction rates of students

**Outputs:**
- Students graduated from training programs
- Local employers interested in hiring graduates

**Potential indicators:**
- % of students employed in good-paying jobs within 3 months of graduation
- % of employers reporting satisfaction with hired graduates

**Outcomes:**
- More residents employed in good-paying jobs
- Higher average wages for graduates

**Potential indicators:**
- Average wage variation of graduates over time
- Employment rates of graduates over time

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Immediate term | Project Results | Long-term
And then, build a plan to gather data and evidence

You should develop a data and evidence gathering plan early on in your planning process, to assess the need for specific investments in data systems and processes.

<table>
<thead>
<tr>
<th>Type of indicator</th>
<th>Indicator</th>
<th>Method of collection</th>
<th>Frequency of collection</th>
<th>Source(s)</th>
<th>Level of disaggregation</th>
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</thead>
<tbody>
<tr>
<td><strong>Input</strong></td>
<td>% of available scholarships awarded</td>
<td></td>
<td></td>
<td>Gender, Age, Race</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of students receiving career coaching</td>
<td></td>
<td></td>
<td>Gender, Age, Race</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of students awarded completing programs</td>
<td></td>
<td></td>
<td>Gender, Age, Race</td>
<td></td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td>% of students employed in good-paying jobs within 3 months of graduation</td>
<td></td>
<td></td>
<td>Industry, Gender, Age, Race</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of employers reporting satisfaction with hired graduates</td>
<td></td>
<td></td>
<td>Industry</td>
<td></td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Average wage variation of graduates (Comparison: Average wage variation across region)</td>
<td></td>
<td></td>
<td>Industry, Gender, Age, Race</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employment rates of graduates (Comparison: Average employment rate across region)</td>
<td></td>
<td></td>
<td>Industry, Gender, Age, Race</td>
<td></td>
</tr>
</tbody>
</table>
This policy idea is further explored and developed in one of our policy playbooks

The Evidence-Based, Good-Jobs Driven Approach Playbook provides policymakers with an actionable, comprehensive strategy to help unemployed or underemployed residents attain or leverage the skills and support their transition into well-paying, family-supporting careers in high-demand sectors.

Using ARP funds, jurisdictions can establish a program to help youth and adults land well-paying jobs through evidence-based job training and career coaching. Recipients would be eligible for a scholarship that would cover program costs, career coaching, and wraparound supports.

Jurisdictions would establish an evaluation system to determine the quality of existing programs, using evidence-based criteria and real job demand in their communities – informing which programs to fund and scale. This model should be adapted to local needs and priorities for target populations and sectors.

https://www.staterecoverynow.org/policy-solution/good-jobs
To learn more about this and other resources to help you maximize the impact of your ARP investments, go to staterecoverynow.org

State Recovery Now, a bipartisan initiative, was created by America Achieves to support policymakers at all levels to build better, equitable, and more sustainable outcomes.

We have gathered and published a series of resources in our website, including

- Policy Playbooks
- Issue Maps for 6 priority policy areas
- A Planning 101 resource, focused on states and counties

Delivery Associates is a core State Recovery Now partner
An investment in building capacity for data and evidence spans beyond ARP, and can create pathways to other sources of federal funding.

Building capacity for data and evidence – specifically to illustrate an equity challenge and potential community impact – can open doors to other streams of funding.

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<th>Potential Funding Streams</th>
<th>Examples</th>
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<td>Dept. of the Treasury</td>
<td>● Coronavirus State and Local Fiscal Recovery Funds (ARP)</td>
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<td>● Coronavirus Relief Fund (CARES)</td>
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<td>● Coronavirus Capital Projects Fund</td>
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<td>EDA / Dept. of Commerce</td>
<td>● <strong>Good Jobs Challenge</strong></td>
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<td>● Economic Adjustment Assistance grants</td>
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<td>Dept. of Labor</td>
<td>● Workforce Innovation and Opportunity Act (WIOA) funds</td>
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<td>● Apprenticeship Building America (ABA) Grant Program</td>
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<td>● Strengthening Community Colleges Training Grant program</td>
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<tr>
<td>Dept. of Education</td>
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<td>Infrastructure</td>
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<td>● Rural Innovation Stronger Economy Grant Program</td>
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<td>● The Rural eConnectivity Program</td>
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<td>● Nutrition Assistance Program (SNAP)</td>
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To access some of these funds, counties will need to work within the established rules and blend/braid funding streams.

Counties interested in learning more about federal funding streams will find more info on this website: [https://sam.gov/content/home](https://sam.gov/content/home)
Milwaukee County - WI

David Crowley
County Executive, Milwaukee County, Wis.
Exercise
Reflection questions

Among your priorities, consider a new ARPA-funded policy or project you are implementing or planning to implement in your county. Consider 3 questions:

1. How could the policy/project benefit from building evidence (i.e. through evaluation), or leveraging an evidence-based approach? What’s the first thing that needs to happen for this to become a reality?

2. What do you need to learn? (What are the key indicators that will allow you to assess if we are on track to deliver equitable outcomes?)

3. How can you learn this? (Where would this data be available and how should it be collected?)
Q&A (15 minutes)
Q&A

- Are there any questions you would like to ask any of our speakers?

- Please raise your hand, and we will take a microphone up to you, so everybody can hear you.

- Before asking your questions, please introduce yourself and specify who you are addressing the question to.
Appendix
Washington, DC has an existing strong process in place for using evidence-based budgeting that it applied to the use of ARP funds. Mayor Bowser’s proposed budget, which includes ARP investments, was reviewed for evidence and scored by “The Lab” – the Mayor’s scientific team – prior to submission to the DC Council.

The District is also investing in a new Launch, Evaluation, and Monitoring (LEM) hub, a capacity-building initiative that will "provide enhanced support to investments," which they "hope will have a transformative impact on DC residents." The LEM will include a team dedicated to the rigorous performance management and evaluation of select programs, including some ARP funded projects, to help inform decisions about which investments have the highest positive impact on residents and should be continued beyond FY24.
Use Data & Evidence: Gilbert, AZ

The City of Gilbert, AZ determined its funding plans based on community feedback, a needs assessment, and identification of evidence-based, data-supported programming. It will be investing in two specific areas: a family advocacy center and support to nonprofit entities that have suffered economic hardship due to the Covid-19 pandemic.

The need for a Family Advocacy Center, which will provide victim services, was identified through a review of sex crime-related data from 2015 to 2020, showing that Gilbert experienced a 45.6% increase in sex crime-related offenses involving an adult victim and a 48.6% increase in sex-crime-related offenses involving a child victim. The solution of an advocacy center was informed by the 2019 Children's Advocacy survey that speaks to the efficacy of these centers to improve services and outcomes for victims.

Similarly, and in keeping with Gilbert's use of evidence and data-based practices, the need for support to its nonprofit community partners is expected to continue to grow. Nonprofits have requested an increase of over 59% in municipal funding support over the past two fiscal years.
Madison, WI is developing plans to implement new, evidence-based programs that include evaluation to determine the efficacy of the intervention. For example, it is launching a pilot mental health emergency program: Community Alternative Response for Emergency Services (CARES). Madison plans to fund an external evaluator to design a study and independently assess the program.

Madison’s plan to invest in external evaluation to measure impact, rather than only collect performance metrics, was unique in these Performance Reports.
Engage Communities:
Cook County, IL

Cook County, IL has taken several approaches to meaningfully engage residents to determine ARP funding priorities. The County partnered with community-based organizations from marginalized communities, hosting meetings, administering surveys, and creating a process for ongoing engagement.

Additionally, it developed a website to educate the public and trusted messengers about ARP, and secured professional assistance to ensure robust engagement in the planning and implementation of ARP.
HOW JURISDICTIONS ARE INVESTING THE SLFRF

Workforce

TOPLINE

Investments in workforce include programs to help workers and the local economy rebuild and thrive.

DATA

43% (65) of communities have demonstrated either a firm commitment or indicated promise

EXAMPLES

Prince George’s County, MD: The Rapid Re-Employment Grant initiative is a nationally recognized economic reenergizer that assists businesses reopening and decreases the Prince George’s County’s unemployment rate. Businesses who hire unemployed county residents, or rehire county residents who were previously laid off, are eligible for grants that supplement 50% to 75% of a new employee’s salary for up to 12 weeks.

Travis County, TX: The project supports workforce development services designed to help individuals displaced by the pandemic transition into more stable, higher-paid careers in high growth industries such as healthcare, skilled trades, advanced manufacturing, and information technology. The program will provide individuals with professionally managed career training scholarships through qualified educators; cash stipends while individuals are in training; additional support services such as childcare scholarships, emergency housing support, and work related payments; and subsidized employment while in work-based learning and apprenticeship programs.
Investments in housing include programs to promote ongoing and stable housing, services to help people experiencing homelessness obtain housing, and plans to develop new housing.

**TOPLINE**

Investments in housing include programs to promote ongoing and stable housing, services to help people experiencing homelessness obtain housing, and plans to develop new housing.

**DATA**

56% (84) of communities have demonstrated either a firm commitment or indicated promise.

**EXAMPLES**

**Monterey County, CA:** The Local Housing Trust Fund is advancing affordable housing development. It is a community land trust, nonprofit corporation that develops and stewards affordable housing, community gardens, civic buildings, commercial spaces, and other community assets on behalf of the community. The primary benefit is the creation of homes that remain permanently affordable, providing successful homeownership opportunities for generations of lower-income families.

**Dane County, WI:** Over two years, the County will launch and maintain a rehousing initiative to transition households experiencing homelessness into permanent housing through concerted case management services and rental subsidies. The effort will immediately focus on households that have been housed in local hotels and may expand to other homeless households.
The EDA’s Good Jobs Challenge is a good example of an opportunity counties could pursue to get additional funding for their ideas.

- The **Economic Development Administration’s Good Jobs Challenge** focuses on strengthening systems and partnerships that connect employers and worker with in-demand skills to create good-paying jobs.

- The EDA is allocating up to **$500M for skills training systems and programs** to states, cities, counties and nonprofit institutions to accelerate the creation of good-paying jobs.

- The Good Jobs Challenge includes an **equity component** – prioritizing grants that empower underserved communities to develop or leverage their in-demand skills to gain employment.

- To demonstrate impact, applicants need to show that they are **utilizing data effectively to describe and contextualize the equity challenge in the labor market**.

For more information on the Good Jobs Challenge, follow this link: [https://eda.gov/arpa/good-jobs-challenge/](https://eda.gov/arpa/good-jobs-challenge/).
America Achieves is also providing TA to Build Back Better Regional Challenge finalists, with whom counties could engage

- The $1 billion Build Back Better Regional Challenge (PDF) is the marquee of EDA’s American Rescue Plan programs that aims to boost economic recovery from the pandemic and rebuild American communities.

- The Challenge provides transformational investments to develop and strengthen regional industry clusters across the country, all while embracing equitable economic growth, creating good-paying jobs, and enhancing U.S. global competitiveness.

- 60 finalists are competing on Phase II of the challenge to receive a $25M-$100m grant to fund their projects. 20-30 regional coalitions will be awarded. The deadline for Phase II applications is March 13th.

- This might be a great opportunity for counties to engage with the BBBRC Coalitions in their regions, fostering cross-jurisdictional and sectoral collaboration.

For the full list of 60 finalists, go to: https://eda.gov/arpa/build-back-better/finalists/