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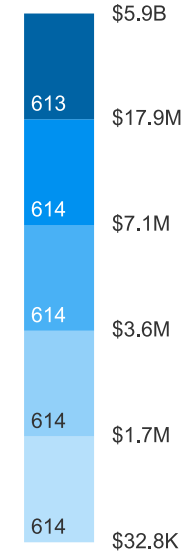
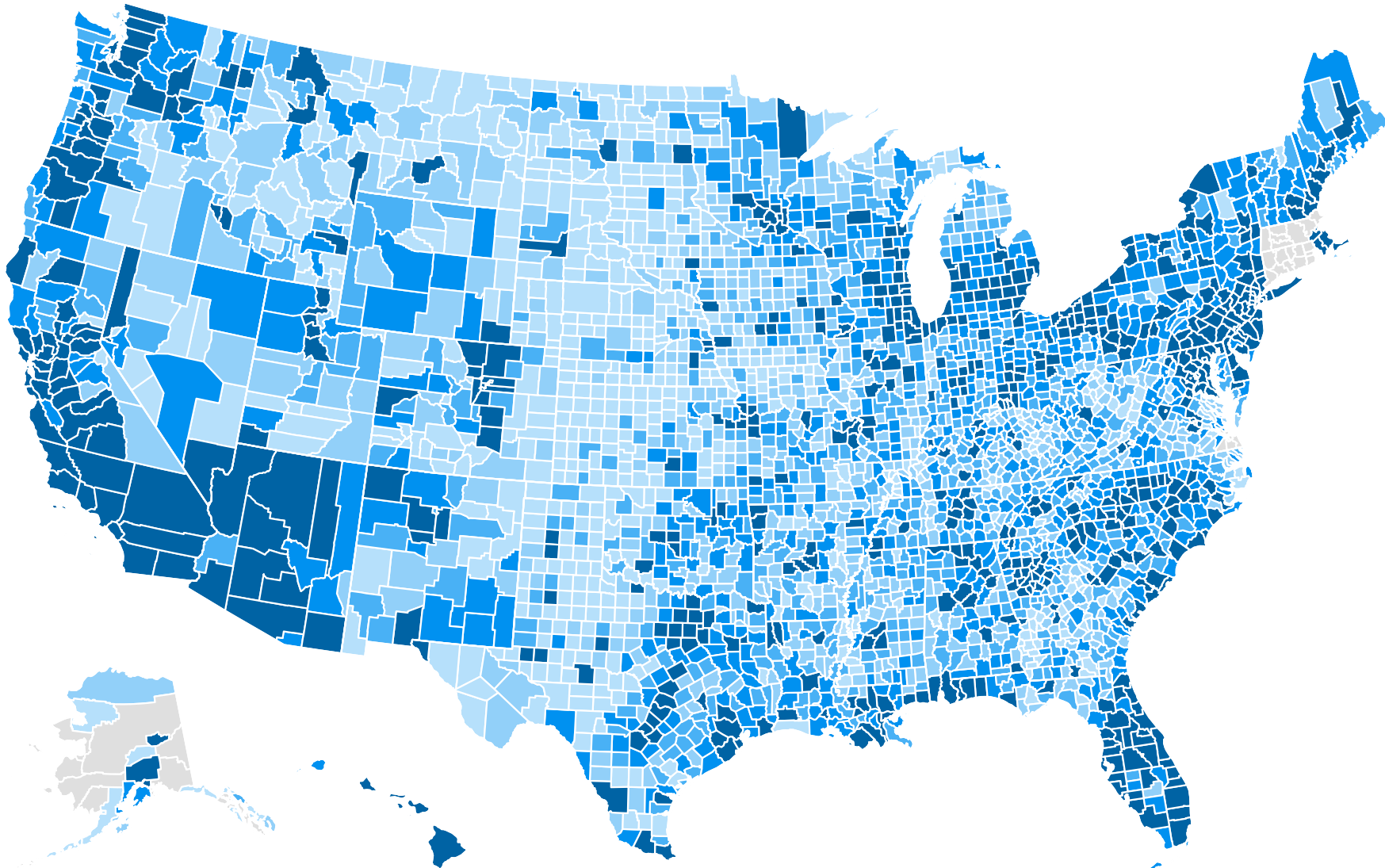
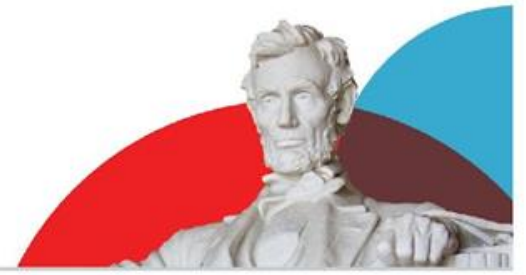
# LEGISLATIVE CONFERENCE

FEBRUARY 12-16 | WASHINGTON HILTON | WASHINGTON, D.C.



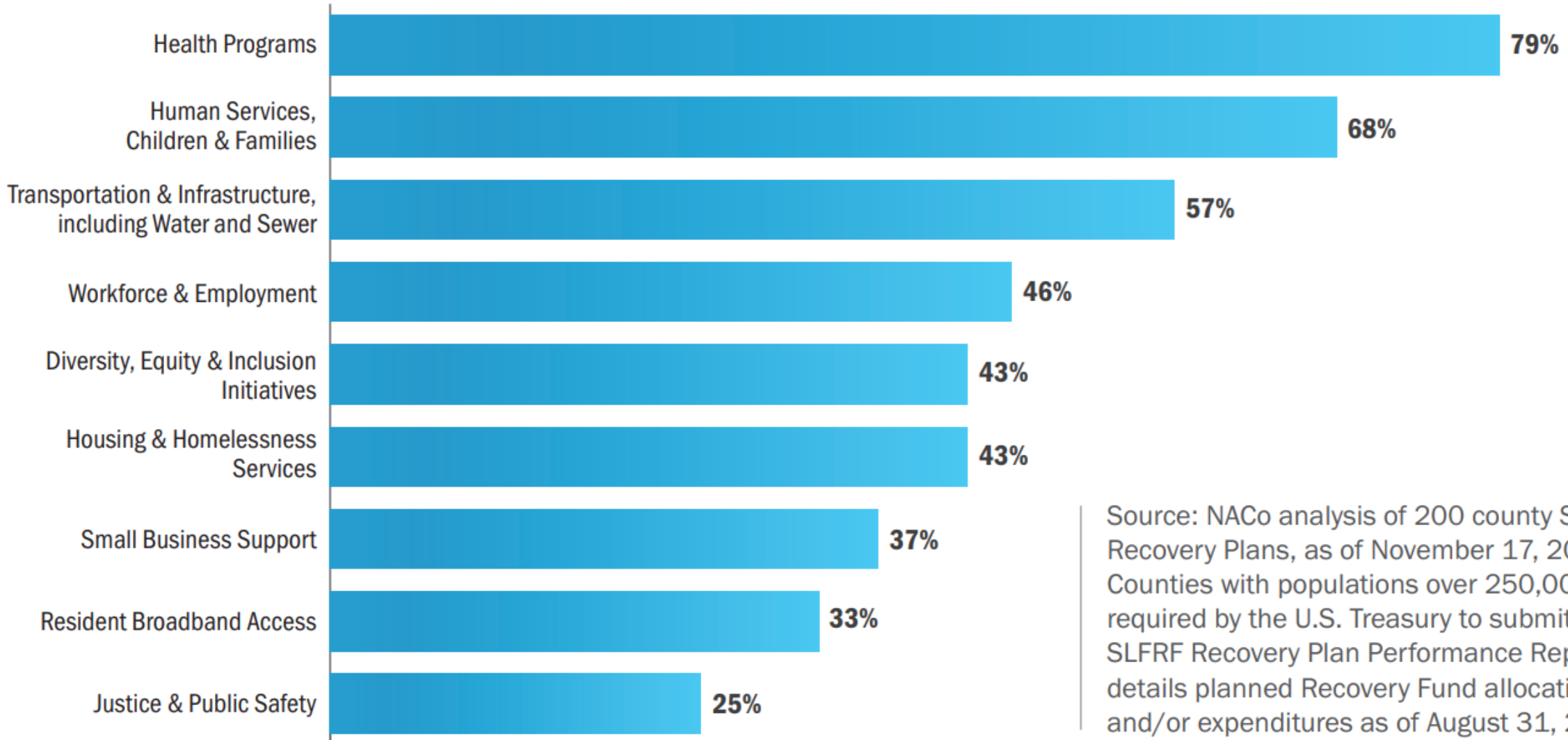
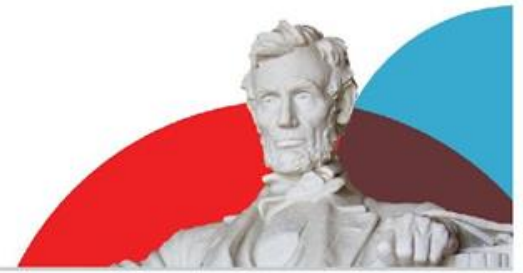
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*Total allocation by county (including consolidated funds) are official values from the U.S. Treasury that counties will receive under the American Rescue Plan*

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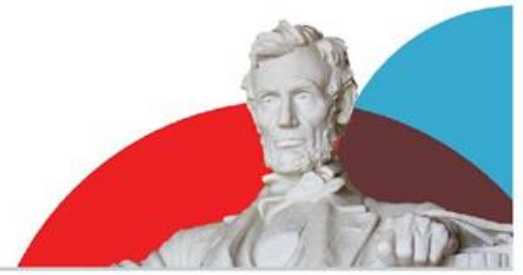


Source: NACo analysis of 200 county SLFRF Recovery Plans, as of November 17, 2021. Counties with populations over 250,000 were required by the U.S. Treasury to submit an SLFRF Recovery Plan Performance Report that details planned Recovery Fund allocations and/or expenditures as of August 31, 2021.



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**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**

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## Local Government ARPA Investment Tracker

A Partnership of



Note: Within this interactive tracker, users can select search filters below—including by location and type of expenditure—or search through the map, to find detailed information on large city and county plans for deploying American Rescue Plan Act (ARPA)'s State and 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 ⓘ

GOVERNMENT OPERATIONS  
37.9%

INFRASTRUCTURE  
12.1%

HOUSING  
12.7%

ECONOMIC & WORKFORCE DEV  
10.5%

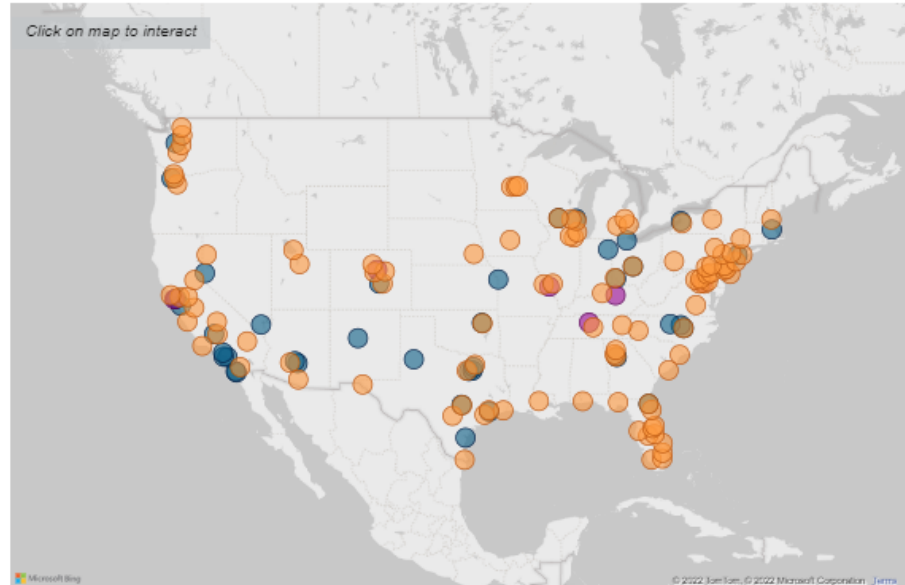
COMMUNITY AID  
12.3%

PUBLIC SAFETY  
2.3%

PUBLIC HEALTH  
12.2%

Local Gov Type ● City ● Consolidated City-County ● County

Click on map to interact



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# LEGISLATIVE CONFERENCE



National Sample Average ⓘ

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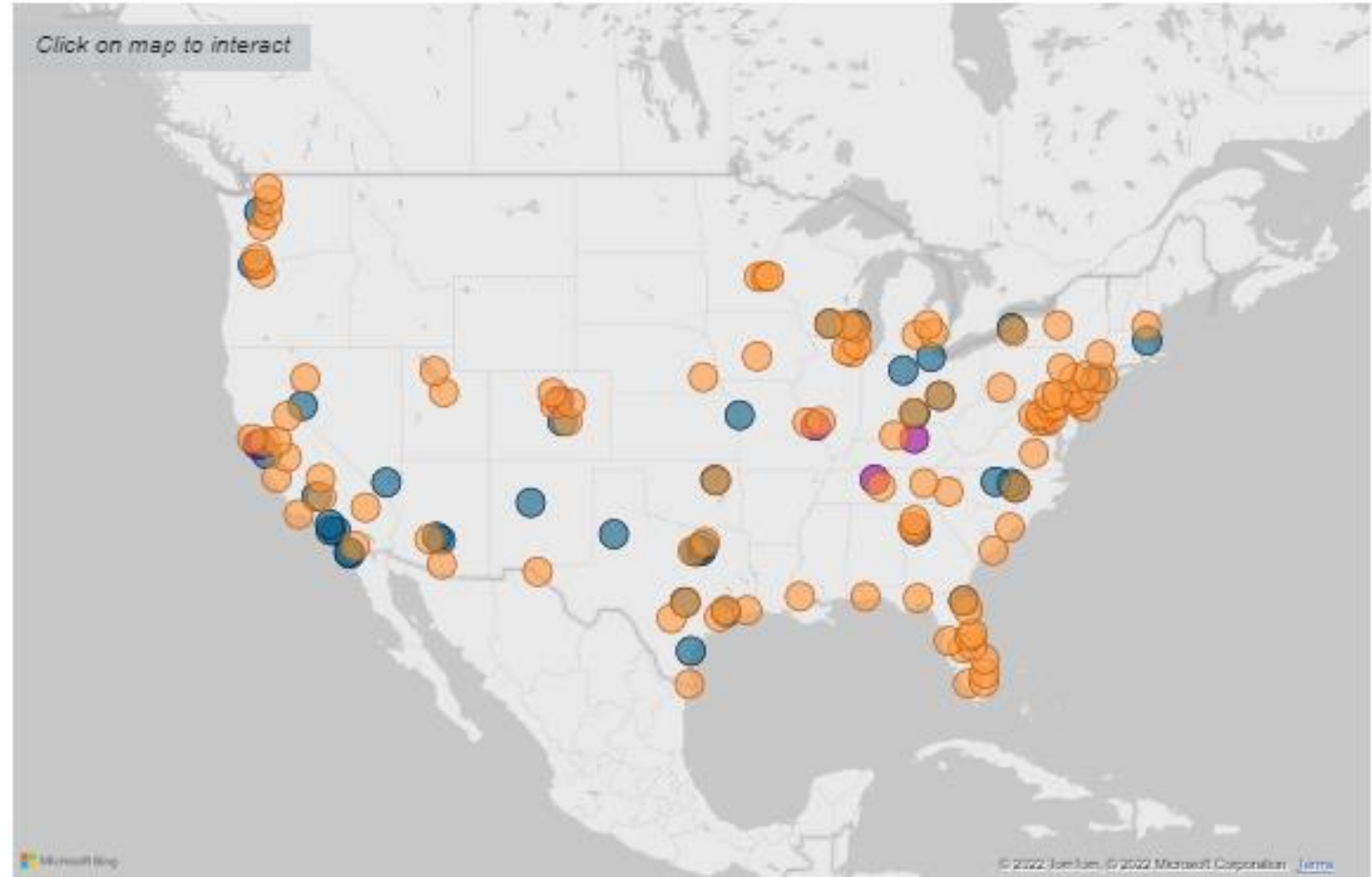
[Click here to follow link](#)

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2022 NACo

# LEGISLATIVE CONFERENCE



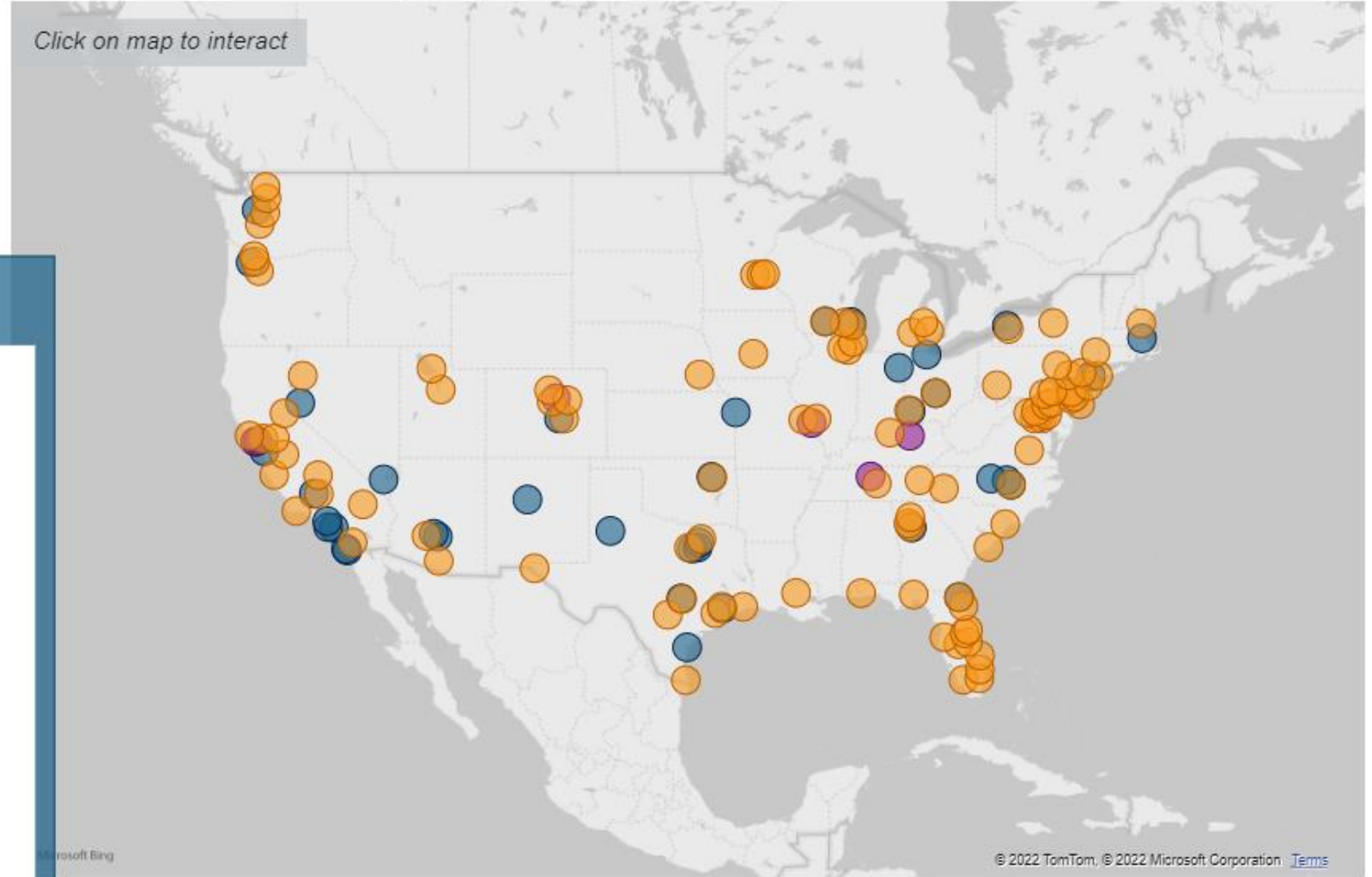
National Sample Average ⓘ

GOVERNMENT OPERATIONS  
37.9%

INFRASTRUCTURE  
12.1%

Local Gov Type ● City ● Consolidated City-County ● County

Click on map to interact



HOUSING

ECONOMIC & WORKFORCE DEV

Spending Subgroup	Amount
Youth And Family Support	\$882,500,983
Direct Payments Or Subsidies	\$477,287,343
Nonprofit Support	\$454,246,848
Nutrition And Food Assistance	\$203,006,590
Other Community Aid	\$100,001,959
Arts And Culture	\$95,965,483
Refugees And Migration	\$59,144,554
Veterans	\$1,322,500

Microsoft Bing

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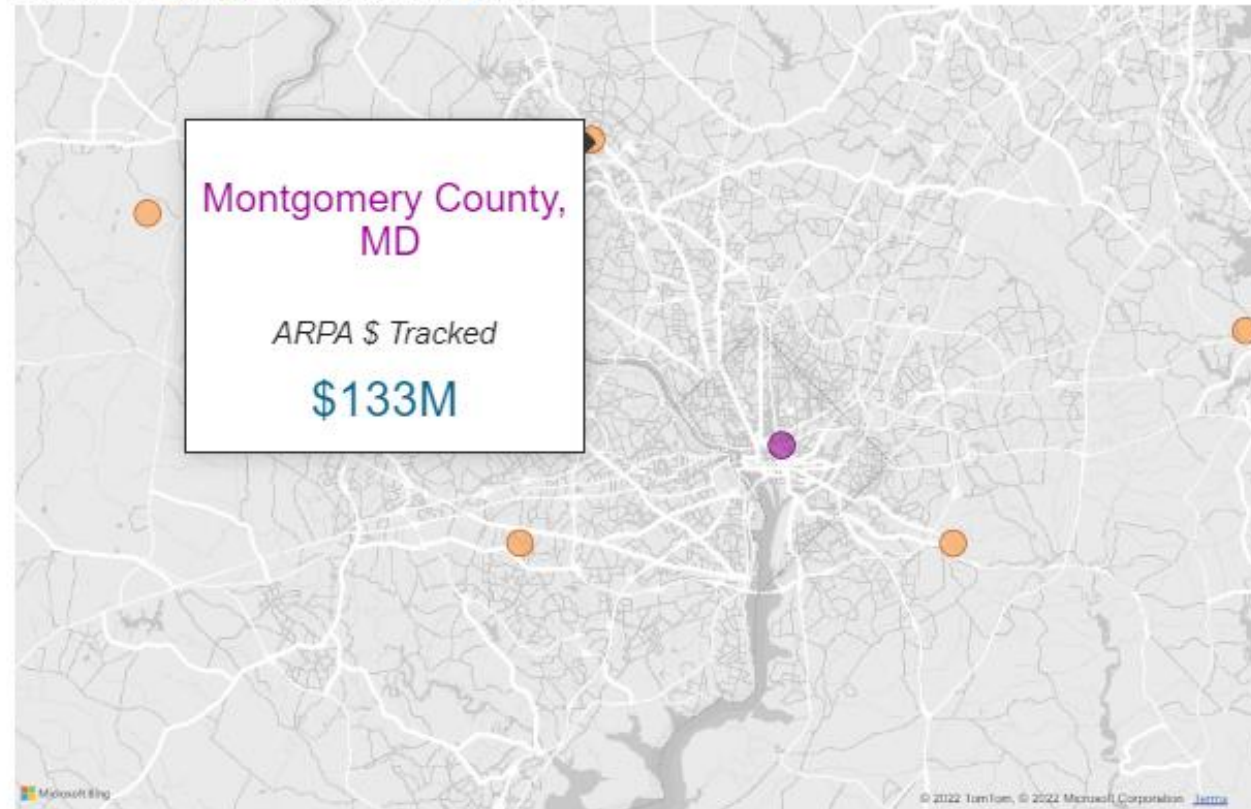
ECONOMIC & WORKFORCE DEV  
10.5%

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PUBLIC HEALTH  
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Local Gov Type ● City ● Consolidated City-County ● County



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Local Gov Type

County

- Select all
- City
- Consolidated City-County
- County

Search by Local Gov

All

Spending Group

All

Treasury Spend Group

All

Reset Filters

Local Gov	Spending Group	Spending Subgroup	Project Overview	Treasury Spend Group	Treasury Spend Subgroup
	Investments	Equipment, And/Or IT	engineering investigation to determine the cause of the distress.		
	Government Operations Investments	Investment In Government Facility, Equipment, And/Or IT	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.	Infrastructure	Broadband: Other projects
Charleston County, SC	Government Operations Investments	Investment In Government Facility, Equipment, And/Or IT	To combat the insider threat. An effective program and monitoring tools can be used protect critical assets, deter violence, counter unintentional incidents, prevent loss of revenue or intellectual property, avert sensitive data compromise, and prevent organizational reputation ruin.	Infrastructure	Broadband: Other projects
Charleston County, SC	Infrastructure	Cyber Security	Implement robust cybersecurity training program with annual refresher for all employees. This will include subscription to self-placed library along with targeted phishing test as needed.	Infrastructure	Broadband: Other projects
Cherokee County, GA	Community Aid	Nonprofit Support	Grants to non-profits for operation of the transition center to provide wrap-around services for those in need (homeless, etc.), or programs and services provided by non-profits in their facilities located in Cherokee County.	Negative Economic Impacts	Aid to Nonprofit Organizations
Cherokee County, GA	Economic And Workforce Development	Other Economic And Workforce Development	Grants to Cherokee County Chamber of Commerce, Cherokee County Conference Center Management Firm, Hotels, and Travel Agencies administered by the Cherokee Office of Economic Development (COED).	Negative Economic Impacts	Aid to Other Impacted Industries
Cherokee County, GA	Economic And Workforce Development	Small Business Support	Grants for existing and start-up small businesses, in addition to ongoing programs and services provided for local small businesses to include \$500,000 annually through 2024 administered by the Cherokee Office of Economic Development (COED).	Negative Economic Impacts	Small Business Economic Assistance (General)



## 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





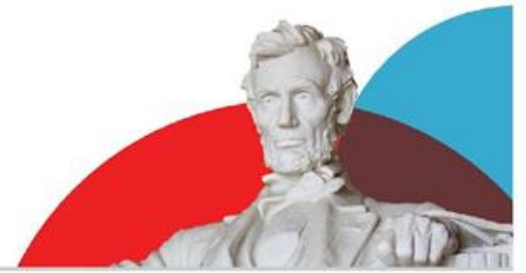
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[www.naco.org/arpatracker](http://www.naco.org/arpatracker)

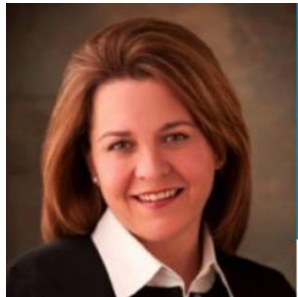


## Speakers

### Results for America



**Jen Tolentino**  
Director, Local Practice



**Nichole Dunn**  
Vice President & Federal Practice  
Lead

### America Achieves' State Recovery Now



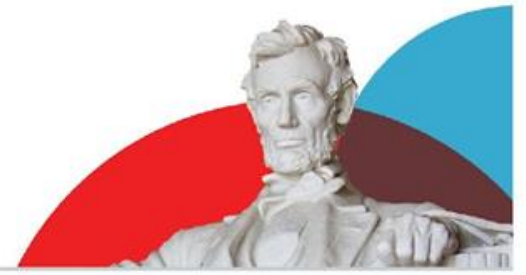
**Jon Schnur**  
Chairman and CEO of America  
Achieves



**Nick Rodriguez**  
CEO - Delivery Associates

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## Speakers

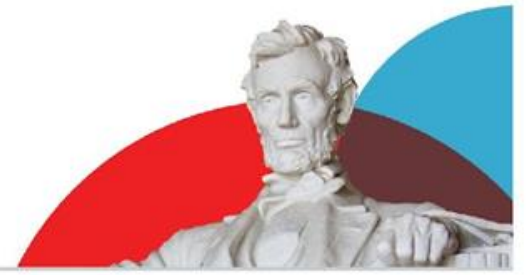
### Milwaukee County



**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

 **RESULTS**  
\*\*\*  
**FOR AMERICA**

# 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**

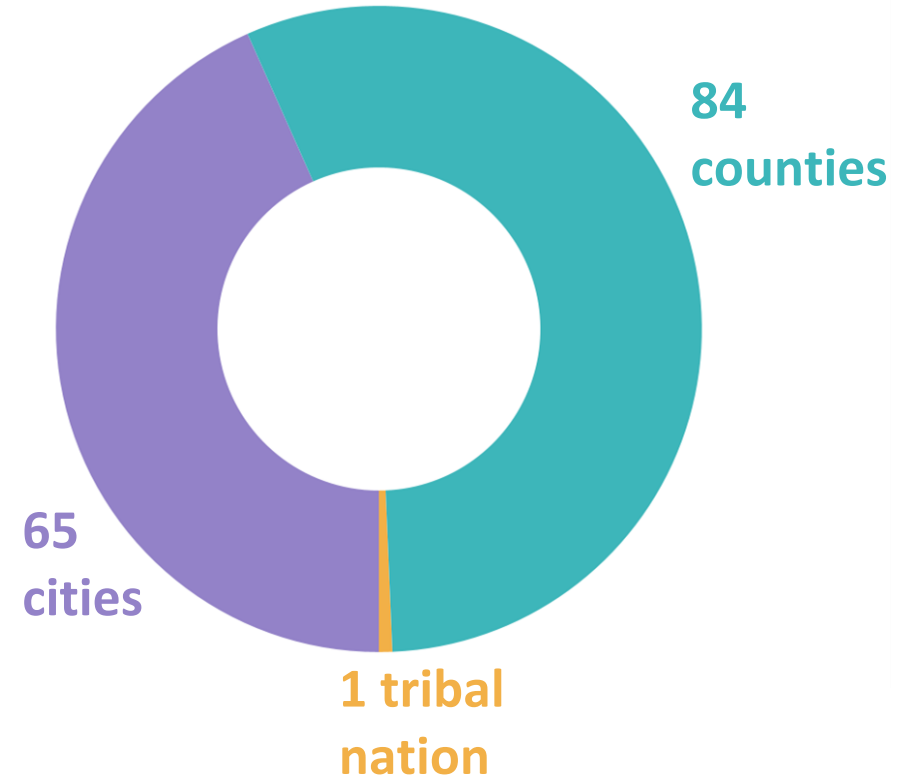
Directs local, state, and tribal governments to develop and pursue equitable outcomes that prioritize economic and racial equity.

# Scope of the Research

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.

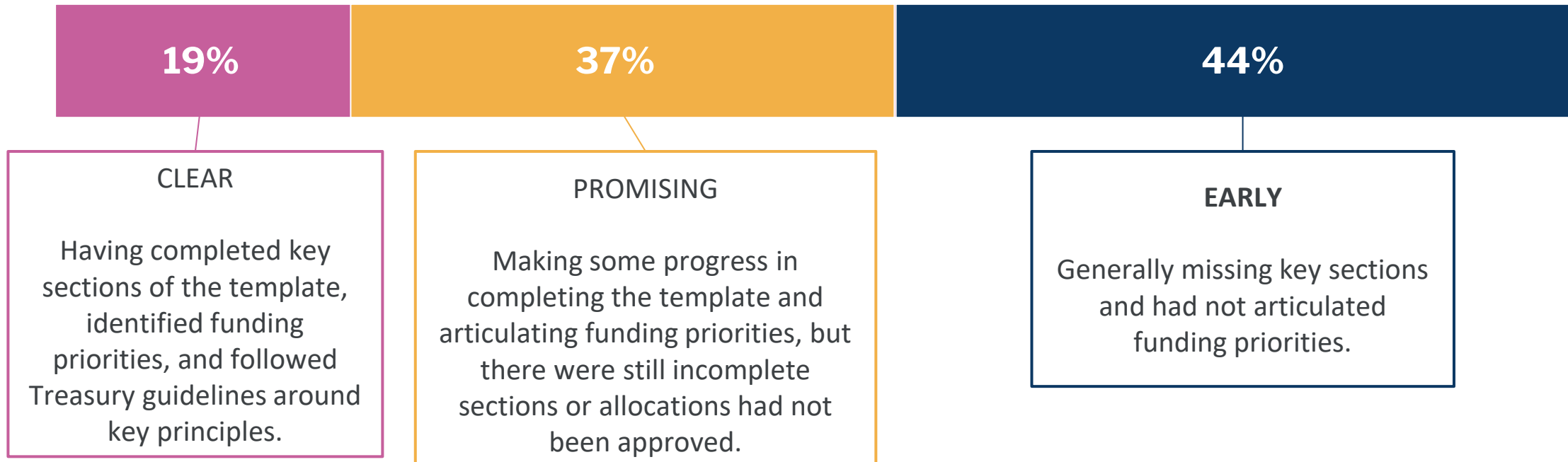
Reports were rated for **completeness against the Treasury guidance** and the extent to which they **fulfilled the Five Key Provisions**.

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

# Round-up



Local governments that have built data and evidence capacity for decision making (e.g., WWC Certified) seem to be creating stronger, higher-potential ARP spending plans

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:

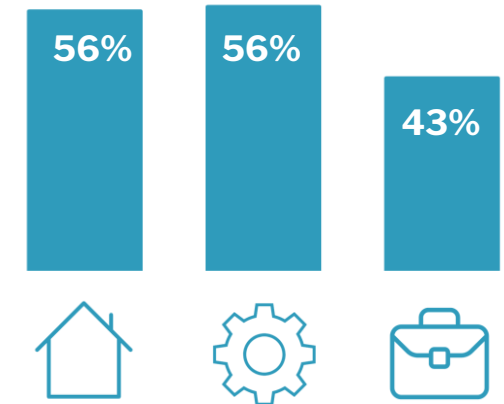


**31%** have made commitments or plans to build data and evidence capacity



**45%** are planning to invest in evaluation

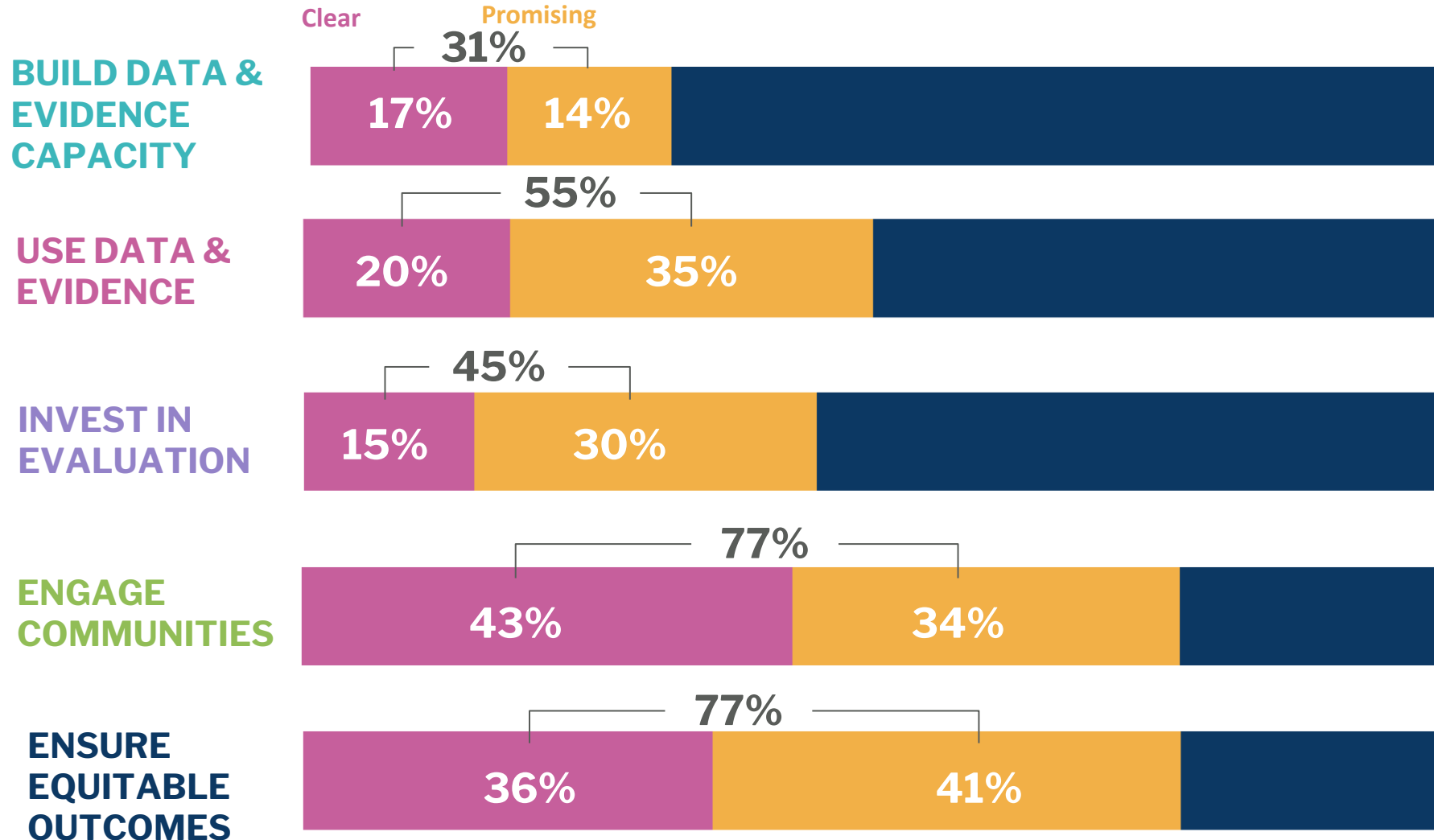
We're seeing exciting clusters of investment around **housing**, **infrastructure**, and **labor and workforce**.



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.

# Areas of Promise

Big commitments around community engagement and equitable outcomes.

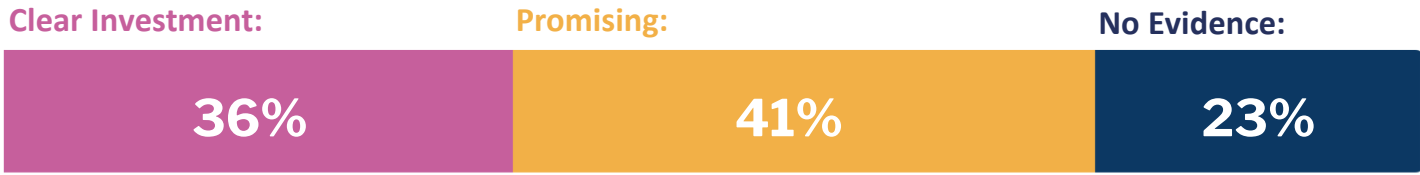




# Ensure Equitable Outcomes: King County, WA



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.



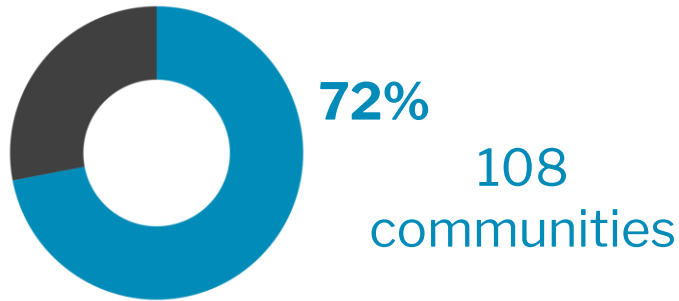


HOW ARE JURISDICTIONS ARE INVESTING THE SLFRF?

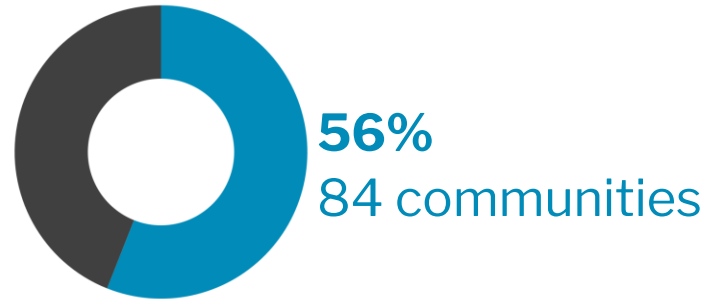
# Areas of Promise: Focus Areas

We found clusters and promising ideas in the Performance Reports.

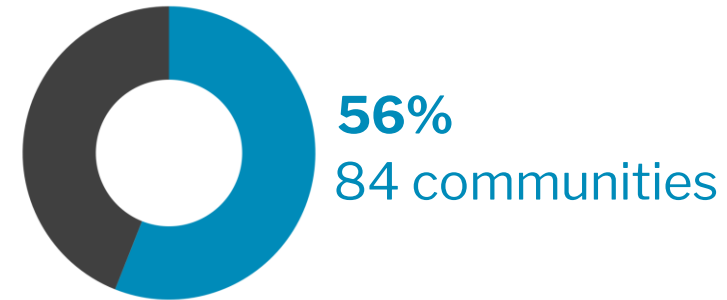
## Public Health



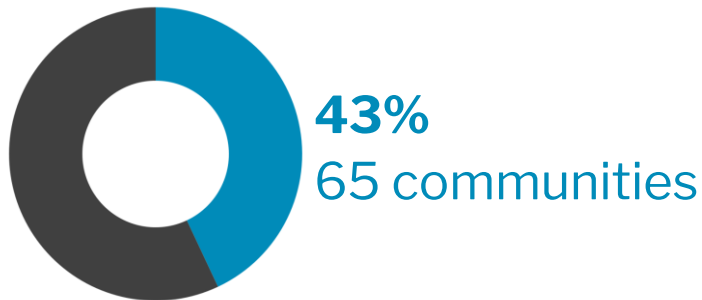
## Infrastructure



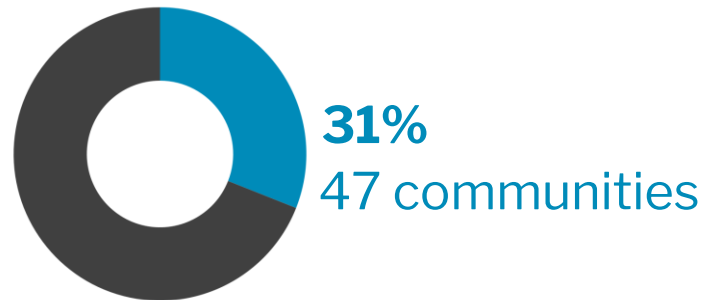
## Housing



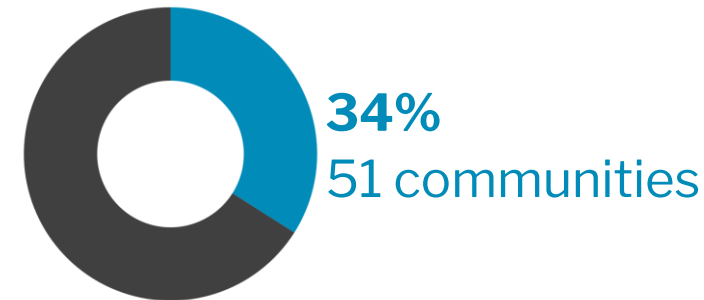
## Workforce



## Justice, Crime Reduction & Public Safety



## Education & Youth Development



# Innovation & New Programs

## TOPLINE

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.

## DATA

**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 SLFRF 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/>

Summary Investment Areas Evidence & Outcomes Comparing Jurisdictions Resources

## 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.*

Cities 67 Counties 82 Tribal Nations 1

Display  
 Cities, Counties and Tribal Nations  
 Cities  
 Counties  
 Tribal Nations

Click on the location to see the ARP plan ↓

# Economic Mobility Catalog

<https://catalog.results4america.org/>

The screenshot shows the top navigation bar with the Results for America logo, a Home link, the page title 'ECONOMIC MOBILITY CATALOG', and a search icon. The main content area is divided into three sections. On the left, there is a heading 'Explore local strategies to improve economic mobility' followed by two paragraphs of text and three call-to-action buttons: 'See all Case Studies', 'See all Strategies', and 'About the Catalog'. The right side features two columns of strategy categories. The first column, 'EXPLORE LOCAL STRATEGIES BY ISSUE AREA', lists: Education & youth development, Health and well-being, Workforce development, Justice and public safety, Housing, and Community development and financial security. The second column, 'EXPLORE LOCAL STRATEGIES BY OUTCOME', lists: Strong and healthy families, Supportive communities, Kindergarten readiness, Strong academic and social outcomes by adolescence, High school graduation, Post-secondary enrollment and graduation, and Stable high-quality employment. Each category is represented by an icon and a text label.

**RESULTS FOR AMERICA** Home ECONOMIC MOBILITY CATALOG Search

## 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.

[See all Case Studies](#)

[See all Strategies](#)

[About the Catalog](#)  
Local approaches to improving economic mobility

### EXPLORE LOCAL STRATEGIES BY ISSUE AREA

- Education & youth development
- Health and well-being
- Workforce development
- Justice and public safety
- Housing
- Community development and financial security

### EXPLORE LOCAL STRATEGIES BY OUTCOME

- Strong and healthy families
- Supportive communities
- Kindergarten readiness
- Strong academic and social outcomes by adolescence
- High school graduation
- Post-secondary enrollment and graduation
- Stable high-quality employment



# Opportunities for deeper investment in data and evidence

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.

The image is a full-page background with a blue tint. It shows an aerial view of a city, likely Phoenix, Arizona, with a dense residential area in the foreground and a city skyline with several skyscrapers in the middle ground. In the background, there are prominent mountains under a clear sky.

**Thank You!**



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## *Leveraging data and evidence in practice*



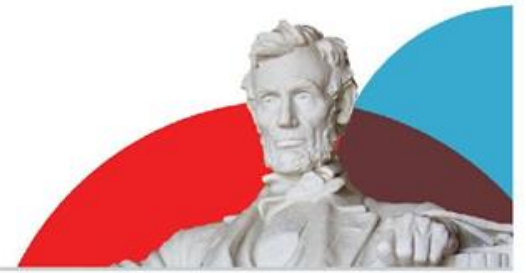
**State Recovery Now**

a project of America Achieves

**AMERICA  
ACHIEVES**



**Delivery  
Associates**



## 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**

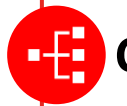


## Rigorous

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



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



## 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



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



## 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



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**?

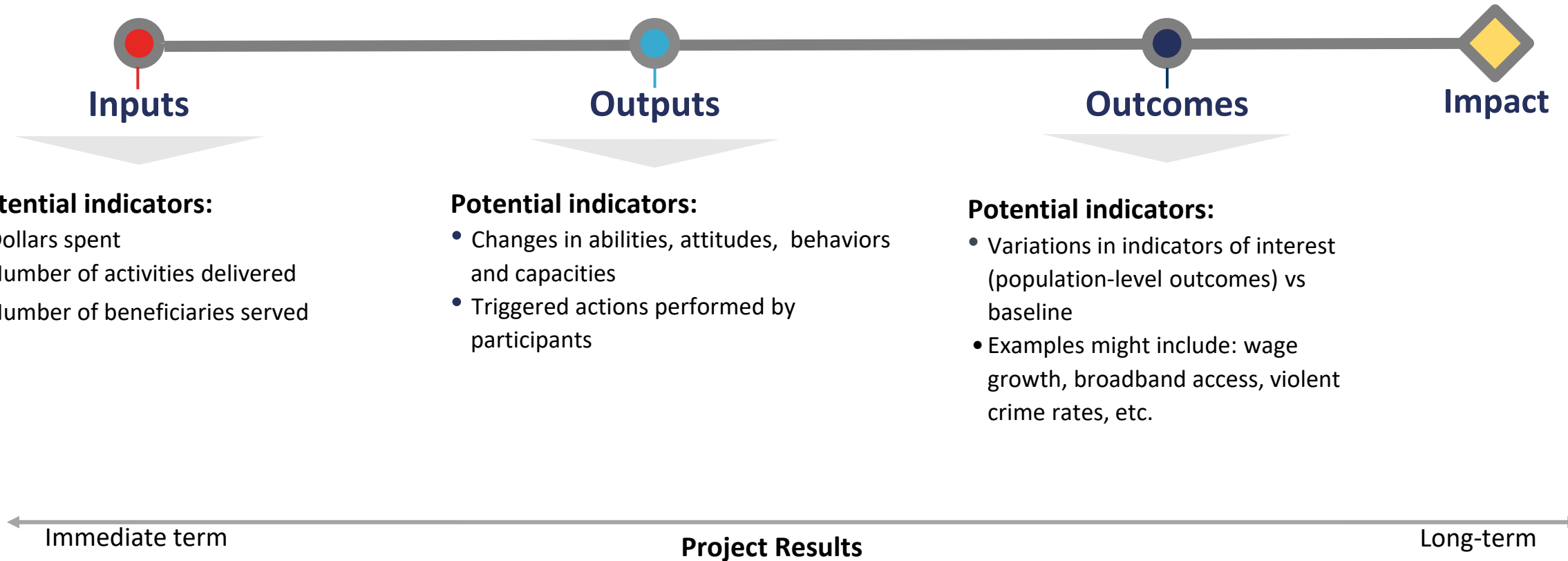
Impact

*Theory of Change*



# After defining these questions, you will select a set of indicators that will allow you to answer them

## Theory of Change





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*Applying these concepts to a real policy example*

# How these concepts can be applied to a workforce policy example?

1

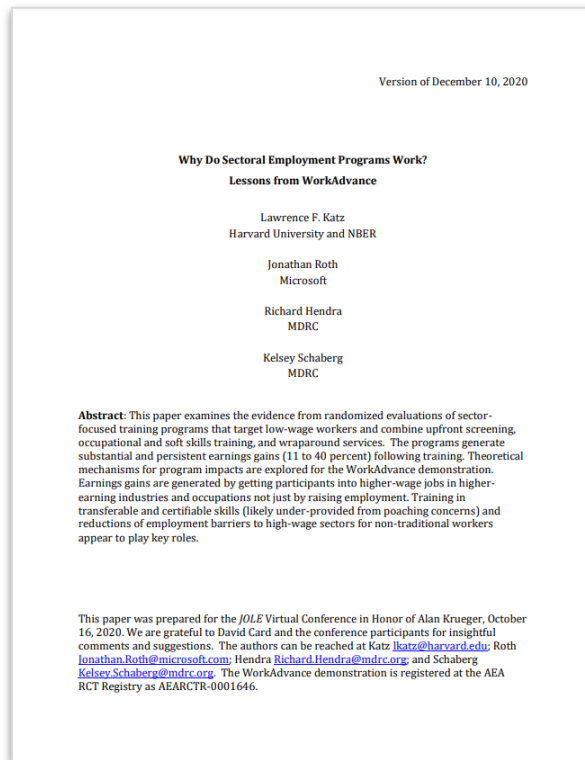
Let's assume **workforce development** is a priority in your county. You would like to help **more residents get good jobs** in high-demand sectors, leading to **sustained wage growth** in your region.

2

Using part of your ARPA funds, you come up with an idea to establish a **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:



### 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.**

### 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.

Multi State programs	
<b>Year Up</b>	<ul style="list-style-type: none"> <li>• Training program for low-income, disconnected adults</li> <li>• Participants choose from in-demand careers, earn college credits and can participate in an internship</li> <li>• <b>80%+ are employed or enrolled in college within 4 months of graduation.</b></li> <li>• Median earnings rose between 30 and 40% (\$7k - \$8k)</li> </ul>
<b>Per Scholas</b>	<ul style="list-style-type: none"> <li>• Participants receive 12-15 weeks of tuition-free skills training</li> <li>• Two randomized control trials found an <b>annual increase in earnings of 20-30% (\$4k - \$6k)</b>, two to six years after the random assignment.</li> <li>• <b>\$1 invested in Per Scholas yields an \$8 economic return.</b></li> </ul>
<b>Merit America</b>	<ul style="list-style-type: none"> <li>• Targeted to low-wage, working adults, to prepare them for skilled careers.</li> <li>• Combines flexible online learning with best-in-class coaching.</li> <li>• Leading workforce academics have found an <b>average wage gain for career seeking graduates of over \$23k</b>, (from approximately \$26k to \$50k annually).</li> </ul>
<b>Generation USA</b>	<ul style="list-style-type: none"> <li>• 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 <b>72% job placement rate</b> within 3 months</li> </ul>

# 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.

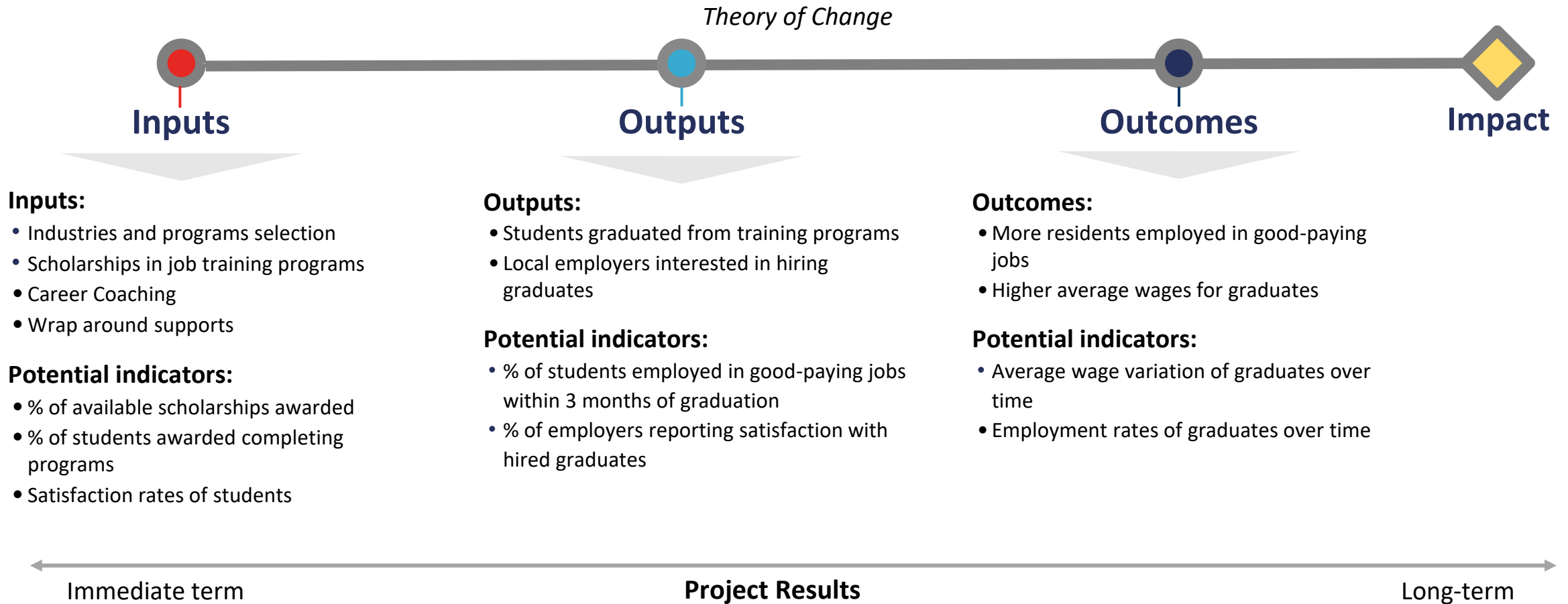
3

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



# 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

Type of indicator	Indicator	Method of collection	Frequency of collection	Source(s)	Level of disaggregation
Input	% of available scholarships awarded				Gender, Age, Race
	% of students receiving career coaching				Gender, Age, Race
	% of students awarded completing programs				Gender, Age, Race
Output	% of students employed in good-paying jobs within 3 months of graduation				Industry, Gender, Age, Race
	% of employers reporting satisfaction with hired graduates				Industry
Outcome	Average wage variation of graduates <i>(Comparison: Average wage variation across region)</i>				Industry, Gender, Age, Race
	Employment rates of graduates <i>(Comparison: Average employment rate across region)</i>				Industry, Gender, Age, Race



# 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 [stater recoverynow.org](https://stater recoverynow.org)



**State Recovery Now**

*a project of America Achieves*

**AMERICA  
ACHIEVES**

**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.

Potential Funding Streams	Examples
 Dept. of the Treasury	<ul style="list-style-type: none"> <li>● Coronavirus State and Local Fiscal Recovery Funds (ARP)</li> <li>● Coronavirus Relief Fund (CARES)</li> <li>● Coronavirus Capital Projects Fund</li> </ul>
 EDA / Dept. of Commerce	<ul style="list-style-type: none"> <li>● <b>Good Jobs Challenge</b></li> <li>● <b>Build Back Better Challenge</b></li> <li>● Economic Adjustment Assistance grants</li> </ul>
 Dept. of Labor	<ul style="list-style-type: none"> <li>● Workforce Innovation and Opportunity Act (WIOA) funds</li> <li>● Apprenticeship Building America (ABA) Grant Program</li> <li>● Strengthening Community Colleges Training Grant program</li> </ul>
 Dept. of Education	<ul style="list-style-type: none"> <li>● Career and Technical Education</li> <li>● Adult Education</li> <li>● Education Innovation and Research Grants</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>● Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grants</li> </ul>
 USDA	<ul style="list-style-type: none"> <li>● Rural Innovation Stronger Economy Grant Program</li> <li>● The Rural eConnectivity Program</li> <li>● Nutrition Assistance Program (SNAP)</li> </ul>

To access some of these funds, counties will need to work within the established rules and blend/braid funding streams



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## *Milwaukee County - WI*



**David Crowley**

County Executive, Milwaukee County, Wis.



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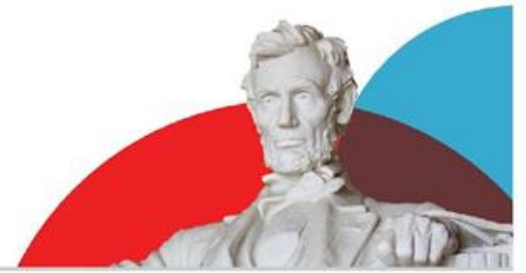
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## *Exercise*



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## 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?)



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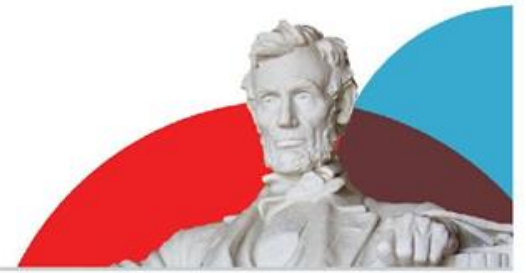
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*Q&A (15 minutes)*



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## 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**





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## *Appendix*



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# Build Data and Evidence Capacity: Washington, DC

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.

Clear Investment: Promising: No Evidence:







# 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.





# Invest in Evaluation: Madison, WI

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.

Clear Investment:

Promising:

No Evidence:

15%

30%

55%





# 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.

Clear Investment:

43%

Promising:

34%

No Evidence:

23%



# 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.

# 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/>

# 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/>