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WRTP/BIG STEP

Quarter 6 – TIF No. 78 Workforce Development Program

July 1, 2015 – September 30, 2015 Preliminary Qualified Summary Report

I. Background

Northwestern Mutual (NM TIF) is in the process of building a structure that will alter Milwaukee’s skyline. In partnership with the City of Milwaukee, NM TIF will also transform many lives by providing access to construction skills and jobs. The Northwestern Mutual Tower and Commons project is a \$450 million construction project that includes a commitment for RPP certified City of Milwaukee residents to perform 40 percent of the hours on the construction site. To achieve this goal, WRTP/BIG STEP serves as a formal partner to the City and NM TIF, and acts as the First Source agent for the project to ensure the project has access to skilled qualified workers to meet the defined workforce demands.

The TIF No. 78 Workforce Development Program quarterly report is provided to the City of Milwaukee by WRTP/BIG STEP for review by the Community and Economic Development Committee of the Common Council. City and workforce development officials emphasized that the workforce development program for the Northwestern Mutual project will provide people with jobs that can lead to long careers in the construction industry. All goals below must be achieved by the end of the construction project anticipated to be in 2017.

The following metrics are the basis for meeting the terms of the agreement and tracking progress toward meeting the goals of the City of Milwaukee and Northwestern Mutual:

Qualified Summary Progress Report	Goals	Actual through September 30, 2015
• Orientation and Outreach	1000	Complete (4,242)
• Application and Assessment	500	Complete (3,018)
• Enrolled in Workforce Training Services	350	Complete (600)
• Enrolled in Workforce Training Services and Entered Construction Employment	300	118
• Placements on NM TIF Project (qualified data thru 9/30/15)	150	44
Employer Verified and Billable Trained Placements on NM TIF	150	16

Due to the nature of the Construction Industry and the lead time needed to prepare for these positions, it is understood that the placement of an individual may require long-term planning and investment. WRTP/BIG STEP has been actively involved with Hines, Gilbane, Mortenson, Benson-Duwe Metal, Choice Construction and CG Schmidt as well as Building Advantage, the Milwaukee Building and Construction Trades Council, Joint Apprenticeship Training Councils, the Milwaukee Area Workforce Investment Board, and the Community Workforce Partnership, to understand manpower needs and prepare pipeline development plans to respond to those needs. In

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In addition to the below program measures, WRTP/BIG STEP has attempted to match the certified payroll we received with our internal data. Our issues with the verified payroll are not entirely resolved, so in this quarter our staff requested payroll data from our top contractors specific to the NM TIF project and five of them provided sufficient data to verify these numbers. We are continuing to request and receive data directly from employers until we are able to obtain more detailed data from the certified payroll and will continue to update these numbers as more data is received. It should be noted that the receipt of incomplete and infrequent certified data continues to impede our ability to create timely, accurate and up to date reports.

II. PROGRAM OUTCOMES

A. PROGRESS SUMMARY

The graphs that follow are Progress Summary comparisons of Accomplishments to Goals all figures as of data we have received through December 2015. All data is reported as of September 30, 2015. Program goals include Orientation and Outreach to 1,000 individuals, Assessment and Application of 500 individuals, and Training provided to 350 individuals and 150 City of Milwaukee residents employed on the NM TIF Project by then end of the project in 2017. To date, WRTP/BIG STEP has exceeded their Orientation and Outreach, and Application and Assessment goals; and enrolled 600 individuals in workforce and training services. As you can see from the charts that follow, we are exceeding all of our contract expectations to date and solidly than on track to meet all of our workforce services contract goals.

Progress On Goals Summary	Goal	Actual through September 30, 2015
Orientation and Outreach	1,000	Completed Activities
Application and Assessment	500	Completed Activities
Enrolled in Workforce Training Services (166 successfully completed, 46 active)	350	Completed Activities
Trained, Placed and Employer Verified as Billable on NM TIF	150	16
45 Days Retention to Bill	150	5

B. DEVELOPING A CONSTRUCTION WORKFORCE THAT SUSTAINS MILWAUKEE (WORKFORCE DEVELOPMENT RECRUITMENT, ASSESSMENT AND TRAINING ACTIVITIES)



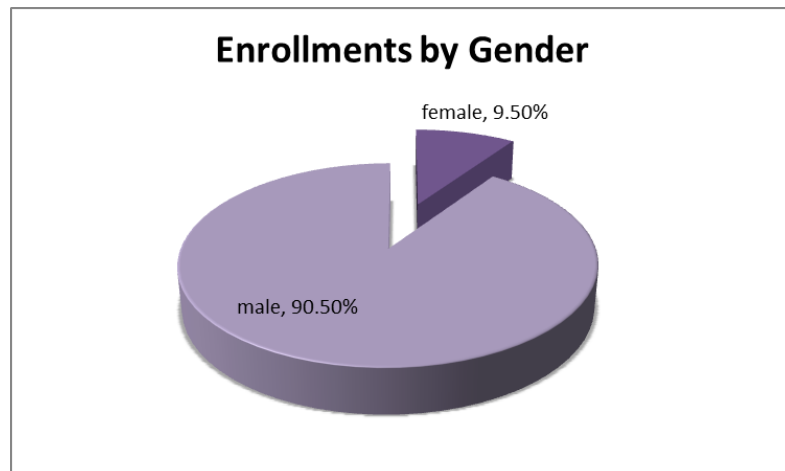
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C. INCREASING DIVERSITY IN THE BUILDING AND CONSTRUCTION INDUSTRY

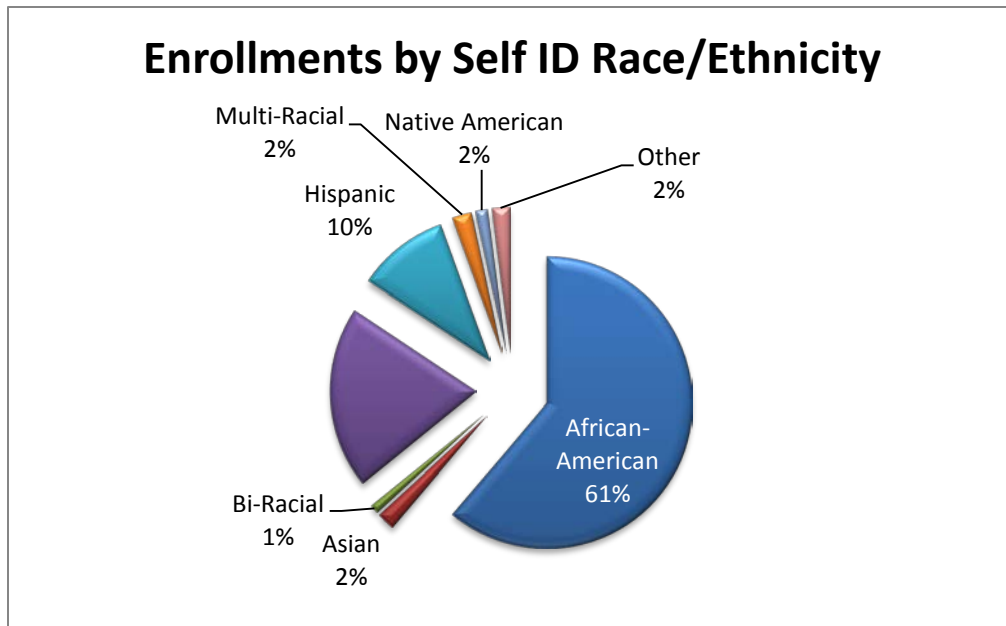
Construction careers can provide high paying jobs and are also experiencing growth throughout the various trades. The NM TIF Project through its emphasis on local workforce participation directly links these payrolls to Milwaukee City residents. Construction careers can enhance a local economy through their high wage rates. Nationally, the median hourly wage for construction occupations was \$26.76 in September 2014. Access to construction jobs is important as they can create a healthier economic base for Milwaukee City residents. The City of Milwaukee leverages employment opportunities for city residents who fit specific unemployment or underemployment criteria. This initiative is known as the Residents Preference Program (RPP). The City requires that at least 40% of all hours worked on individual City contracts be allocated to unemployed or underemployed residents of the target area. The City partners with WRTP/BIG STEP to assist contractors in locating eligible resident workers. These same standards apply to the NM TIF Project which accepts RPP certification for its residential hiring requirements. All of the figures in WRTP/BIG STEP's reporting reflect only those individuals who reside in the City of Milwaukee.

WRTP/BIG STEP facilitates the Community Workforce Partnership (CWP) in the greater Milwaukee area. The CWP's primary goals are to facilitate a community wide recruitment and referral network to ensure deliberate strategy and coordination of services for all the clients throughout each organization and across organizational boundaries while leveraging community resources and minimizing the duplication of services. Through the CWP, we work to meet the entire needs of the individual to prepare them holistically to meet the needs of and succeed in the demands of the workforce. Partners include the following organizations: Journey House, Milwaukee Christian Center, Milwaukee Community Service Corps, Northcott Neighborhood House, Riverworks Center, Social Development Commission, The Urban League, United Migrant Opportunities Services, and Wisconsin Community Services. We also work with Legal Action of Wisconsin for Drivers License recovery services and the Center for Self Sufficiency for Re-Entry and relational development. WRTP/BIG STEP is also connected to Bradley Tech High School with our Out of School Youth Program and we recruit in house with BIG STEP Orientations, Resource Information Sessions and General Information Sessions to provide our participants with all the resources our organization and Community Based Organizations have to offer.

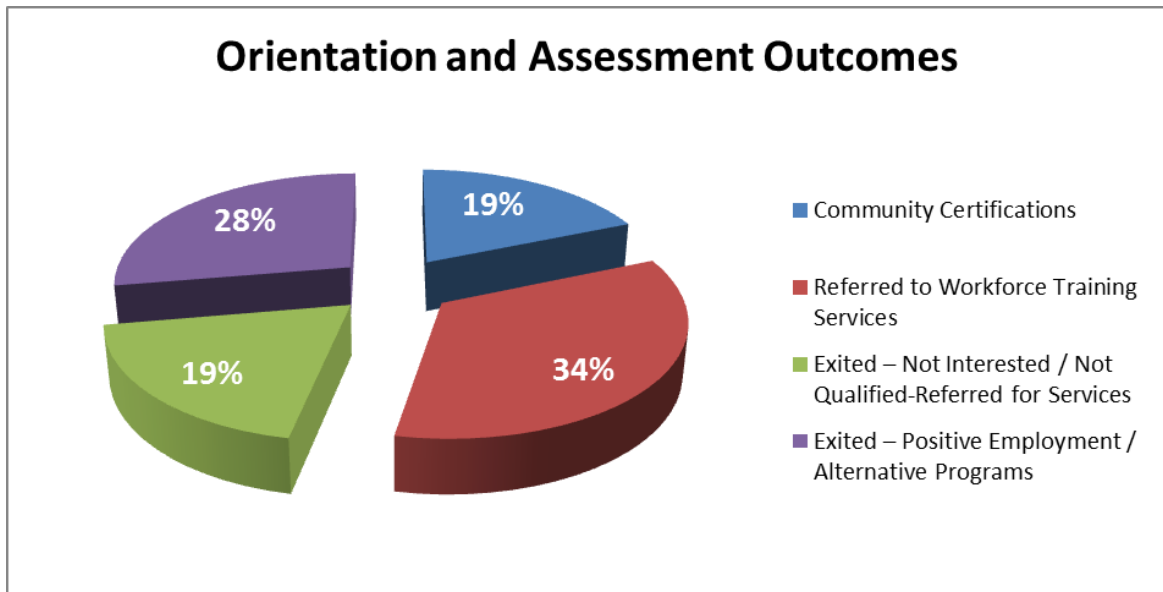
Of the 188 who have entered employment in the construction industry 9.5% of them are women and 79.83% of them self-identified as from under-represented racial and ethnic populations in the construction industry.



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Of the 3,018 people we have processed through orientation and assessments, 34% of them are qualified and interested in our programs. That group is referred into WRTP/BIG STEP’s Workforce Training Services in Construction, Manufacturing, Youth and other programming based on qualifications, interests, further assessments, and other factors which may be specific to the employer/union.



D. & E. INDUSTRY and COMMUNITY ENGAGEMENT- PROGRAM HIGHLIGHTS

The NM TIF workforce project can provide the impetus to open doors and establish processes to provide skills and construction career pathways to Milwaukee City residents. The success of this project requires the collaboration and participation of the NM TIF contractors and subcontractors. WRTP/BIG STEP, MCBTC, along with its many workforce partners, has been diligently working to solidify these relationships and assure that

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their workforce needs are understood and met. The following summarizes the objectives and accomplishments that are necessary to achieve program success. In this quarter, WRTP/BIG STEP has collaborated with industry and community partners and planned, facilitated and conducted a variety of Community Engagement events with the goal of informing Milwaukee residents of the job opportunities available due to NM TIF Project and the commitment to jobs for City residents. WRTP/BIG STEP staff continued its work with its partner agencies, organizations and unions to engage the entire community in building program successes.

F. WORKFORCE DEVELOPMENT AND RPP SERVICES

Screening for construction industry compatibility and Training Programs Tailored to Industry Designed Models

We screen/recruit for Construction Skills Programs through BIG STEP Orientations held twice a month, General Information Sessions, Resource Information Sessions, our Community Workforce Partners and WRTP/BIG STEP working with Milwaukee Area Workforce Investment Board's larger coordinated council. In order to have the most success from our industry led model training classes, we bring contractors in to interview and screen candidates for entry into our hands on construction training classes. This ensures contractors can begin the process of engaging and education our interested candidates and they become more vested in the process and the potential future tradesmen.

BIG/STEP (BS-ART) Apprenticeship Readiness Training

Our BS Apprenticeship Readiness orientation require a high school equivalency and a driver's license to attend candidates attending this orientation are assessed for 6th grade math and reading level, sentence skills, as well as for mechanical and spatial aptitude. An Individual Service Strategy may include referrals for remedial services, apprenticeship readiness tutoring, and hands on trainings with a goal for the individual to successfully qualify to enter an apprenticeship. The BS Individual Service Strategy Plans are individually designed based on the candidates' assessment score, trade interest, and ability to commit to the program. The Apprenticeship Readiness Program is a continuous ongoing recruitment and training program which has through September enrolled 465 City of Milwaukee residents.

Entry Level Construction Skills Training (ELCS)

Our ELCS trainings help provide industry led hands on training that prepare candidates with basic trade information, certifications, jobsite expectations, safety, basic math, labor history, blueprint and basic measurements as they pursue the construction trades. Some of the valuable certifications they may receive are the following: OSHA10, OSHA 30, first aid/CPR/AED., and fall protection.

Our Q6 Training Classes include:

- ELCS 158 (August) – 7 completed training
- ELCS 159 (Sept) – 5 completed training

ELCS-Roadbuilding

Our ELCS-Roadbuilding class is a 130-160 hour industry led training that is designed to introduce candidates to different trades by bringing in contractors and various trade instructors to help facilitate the class. Contractors help select candidates by interviewing and screening them for class, which sets a precedent for the expectation for the class and in the industry, as well as a connecting the future trades worker and the employer at the beginning of the process. The class covers basic math, labor history, tool safety, OSHA 30, first aid/CPR, blueprint reading, green construction, CDL prep, and flagger. The hands on portion of the class changes based on the

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needs of the trades and feedback we receive from contractors, but generally include the following: tour of the cement mason training center and laying form, pouring concrete, and breaking it down, tour of the painters training center with hands on fall scaffolding, aerial and boom lift. They also are trained in forklift and the operation of skid steer, and hands on projects as determined by our instructors. These hands on activities help candidates determine what trade is a good fit, and as part of this class, candidates must get on a trades list before receiving a completion certificate. This helps increase the pipeline for the trades with qualified applicants who are more ready to go than those who have not been through Apprenticeship Readiness Training and our ELCS hands on class.

Our 2015 Training Classes include:

- Construction and Roadbuilding 615 (June-July) 5 completed training – 5 on trade list
- Construction and Roadbuilding 915 (Sept-Oct) 7 completed training

ELCS-Glaziers

Our ELCS-Glaziers class is another example of our industry led model. Benson-Duwe Metals needed to build a local workforce to assemble the glass structures for the NM project. Benson-Duwe Metal Inc. worked with Glaziers IUPAT 7, and WRTP/BIG STEP, on a recruitment and training program specifically designed for this project. The focus was recruiting city of Milwaukee residents who were RPP certified, so the Glaziers could surpass the 40% RPP requirements. Of the 16 placements in this report, 14 of them are on the Glaziers project and 12 (nearly 86%) are RPP certified. The training took place at the IUPAT DC 7. The Painters and Glaziers unions worked diligently to ensure that the candidates received hands on training to ensure success at the plant while the long term objective was to connect them to career pathways in the various trades once this project is complete.

Commercial Driver’s Licensing (CDL)

In addition, we continue to partner with the City of Milwaukee on CDL training, so that contractors are able to hire candidates who are qualified to operate their equipment.

Our 2015 Employer/Labor Specific Training Classes include:

- Glaziers – 3 Recruitment 3 training classes
- CDL – 7 total received their CDL licenses in Quarter 6

G. Expenditures

The following are summaries of Billing Activity through September 30, 2015:

Billing Time Frame	Invoiced for Training	Invoiced for Placements	Invoiced for 45 day retentions
2014 (Q1, Q2, Q3)	\$ 128,410		
2015 (Q4&Q5)	\$ 66,950		
2015 (Q6)	\$ 29,640	\$ 12,000	\$ 3,750
Total	\$ 225,000	\$ 12,000	\$ 3,750

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The City of Milwaukee individuals below have begun the training listed since May 1, 2014, successfully completed training, and are eligible to be billed to the City contract in Quarter 6. They have not been billed previously:

Trainings Eligible to bill in Q6	67
BIG STEP Apprenticeship Prep/Tutoring	24
Training - CDL (Commercial Driver's License)	25
Training - ELCS (Entry Level Construction Skills)	13
Training - ELCS-Roadbuilding	5
Grand Total	67

Due to completing contract requirements, only the following of the above listed trainings were billed to this invoice.

Trainings Billed in Q6	14
Training - ELCS (Entry Level Construction Skills)	13
Training - ELCS-Roadbuilding	1
Grand Total	14

In addition, we have 16 individuals verified as placed with 5 of them having a VOE on file for 45 days retention to bill in this quarter's contract. The average placement wage is \$13.48/hour; they are 18.75% female and 100% are from underrepresented racial and ethnic populations.

WRTP/BIG STEP is meeting and exceeding all contract goals and objectives and is on track to complete all contract requirements in the required time frames.