



September 1, 2021

Alderman Michael J. Murphy, Chair
Finance and Personnel Committee
City Hall, Room 205
200 East Wells St.
Milwaukee, WI 53202

Dear Chairman Murphy:

Thank you for your letter of August 23rd requesting information on Employ Milwaukee Inc.'s (EMI) proposed projects for Mayor Barrett's American Rescue Plan Act (ARPA) Milwaukee Recovery and Resilience Plan. I look forward to presenting the details you requested at your committee meeting this Thursday, September 2nd.

Per your request for information, please see the responses below and attached, referencing the question numbers in your letter.

Q1. 3. 4. & 5. Executive Summary. Please see the attached Executive Summaries for the following proposed projects: 1) Apprenticeship Accelerator, 2) Career\$mart (occupational skills training for careers in banking and financial services), 3) Century City Clean Energy Jobs, 4) Entry-Level Building Maintenance Initiative, 5) Fresh Coast Tech Up (Information Technology occupational skills training), 6) Lead Abatement Project, 7) Tech Connect (basic IT skills training, devices, and connectivity), and 8) Skillful Transitions.

Goals and Outcomes, Timeline, and Methodology. The Executive Summaries describe partnering agencies, goals and outcomes, timelines, and methodologies. Each proposal centers on an industry-specific, short-term training in high-demand occupations, to get participants back to or into the workforce quickly. The proposal Summaries include details around targeted outreach and recruitment of participants, as well as goals for training, comprehensive support services, job retention and follow-up. NOTE: A "Needs Assessment" must be completed in the planning stages of these projects in order to customize the project programming based on changing employer needs. The Needs Assessment will ensure that training aligns with the skills and knowledge employers are seeking in their workforce.

Q2. Description of problems/barriers. Please see the attached report, "*Unemployment Impacts of the COVID-19 Pandemic on Milwaukee Workers*", prepared by the City's Office of Equity and Inclusion. Some of the key findings in the report showed that over one third of the city's labor force filed a claim for unemployment benefits (UI) during the COVID-19 pandemic. Additionally, overall, Black neighborhoods saw a higher percentage of workers filing unemployment claims (UI); a higher percentage of low-wage workers filing claims; and a higher percentage of workers filing at least six months of weekly claims, compared to Hispanic and Latino and white neighborhoods. To address these issues, EMI's projects target high unemployment, high poverty neighborhoods for participant outreach and recruitment; are centered on in-demand, good paying jobs, with clear career pathways above entry-level positions; and focus on industry sectors that were not as hard hit during the pandemic such as IT and the emerging jobs in clean energy and lead abatement.

Q6. Evaluation Process. Typically, in many local, state, or federal grants the funder provides evaluation services and Employ Milwaukee has fully participated in many of these efforts and is willing to do so for any ARPA-funded projects. In addition to outside evaluation, Employ Milwaukee's Efforts to Outcomes (ETO) participant tracking database has the capacity to track participant demographics, workforce service delivery touch points, as well as employment outcomes, both short and long term. ETO reporting also has the capacity to combine information from all participants to show trends and impact geographically, comparatively, and over time.

Q7. Other federal funding. According to the National Skills Coalition, federal funding for workforce systems overall has decreased by nearly 20% of the past decade (adjusted for inflation). In addition, currently the Workforce Innovation and Opportunity Act (WIOA) is short \$20 billion in resources to make it whole in pre-2020 recession service and demand. ARPA funding can be used to train participants for entry and mid-level skilled jobs throughout southeast Wisconsin, including City jobs such as LED light replacement, DPW projects, etc. ARPA funds are also more flexible than most federal grants in that they can be used for training that may not currently have an industry-recognized credential, such as the Building Maintenance Initiative; and for enhanced supportive services. And, unlike WIOA, ARPA funds can fund wages *during* training which ensures higher participation and completion success since those hardest hit during the pandemic need to support themselves and/or their families now.

Q8. Agency Contact Information: Chytania Brown, President and CEO; Chytania.Brown@employmilwaukee.org.

Q9. Budget and Budget Narrative. The total budget for the seven proposed projects is: **\$10,775,000.**

Q10. Financial Statements. EMI files its financial statement/audit with the City of Milwaukee Community Development Grants Administration (CDGA) office annually.

Q11. Board Approval. EMI's Board of Directors is fully apprised and supportive of the agency's proposed ARPA workforce development projects. Feel free to contact Board Chair Don Layden at don.layden@gmail.com and/or Board Treasurer John Kissinger at john.kissinger@graef-usa.com.

Thank you for the opportunity to respond to your request for information.

Sincerely,



Chytania Brown
President and CEO

Attachments:

Executive Summaries: 1) Apprenticeship Accelerator, 2) CareerSmart (occupational skills training for careers in banking and financial services), 3) Century City Clean Energy Jobs, 4) Entry-Level Building Maintenance Initiative, 5) Fresh Coast Tech Up (Information Technology occupational skills training), 6) Lead Abatement Project, 7) Tech Connect (basic IT skills training, devices, and connectivity), and 8) Skillful Transitions.

Report: "Unemployment Impacts of the COVID-19 Pandemic on Milwaukee Workers".

Employ Milwaukee is an Equal Opportunity employer and service provider. If you need this information or printed material in an alternate format, or in different language, please contact us at (414)-270-1700. Deaf, hard of hearing, or speech impaired callers can contact us through Wisconsin Relay Service at 7-1-1.

2342 North 27th Street
Milwaukee, WI 53210
Phone: (414) 270-1700
Wisconsin Relay: 7-1-1
employmilwaukee.org

Employ Milwaukee

ARPA Funding

Apprenticeship Accelerator

Executive Summary



Employ Milwaukee will utilize this funding to **expand apprenticeship in high-growth fields**. Apprenticeship is a vital component of equitable economic recovery and assists with building a workforce for the future. Wisconsin employers need to have a workforce that can keep with the latest advancements so businesses can stay competitive.

Apprenticeship plays a valuable role in training youth and dislocated workers for new careers. To build our workforce in our region, we need to develop strategic and tactical relationships to create an apprenticeship ecosystem. Apprenticeship training utilizes a work-based learning model that allows job seekers to enter an occupation without previous job experience in that field. Apprenticeship provides a way for employers to widen their pool of candidates and diversify their workforce and is a skills-based approach to talent development.

*Project details may change due to current and future economic conditions.

Statement of Need:

Overall:

- The poverty rate in City of Milwaukee is 25.4%, (going as high as 61.5% in zip code 53233). The poverty rate in Milwaukee County is 19% and the United States at 13%.
- The most recent preliminary unemployment rate as of May 2021 in the City of MKE is 7%, and May 2021-preliminary unemployment rate in Milwaukee County is 5.8%
- The unemployment rate in the City of Milwaukee for white individuals is 3.8%, compared to 11.1% for black individuals.

Apprenticeships:

- This program will create pre-apprenticeship programs and on-ramps to registered apprenticeships, expand apprenticeship to non-traditional occupations such as IT or healthcare, early childcare and financial services. Employ Milwaukee will be able to build a comprehensive and standardized pre-apprenticeship curriculum for on-ramping to already established apprenticeships in IT (IT Help Desk Technician, Software Developer, Data Analyst).

Targeted Participants and Service Area:

- This program will recruit individuals typically underrepresented in apprenticeships (women, minorities, persons with disabilities), opportunity youth (16-29) and dislocated workers from 2021 Qualified Census Tracts (50 percent of households with incomes below 60 percent of the Area Median Gross Income (AMGI) or have a poverty rate of 25 percent or more).

- **Priority of service** will be given to minorities, women, veterans, and unemployed/underemployed individuals, individuals from 2021 Qualified Census Tracts and other zip codes with high poverty and high unemployment.

Innovation:

- **For program participants:**
 - o Transportation provided for first 3 months on-the-job.
 - o Provide equipment for work (clothing, boots, computer and required software).
- **For employers:**
 - o Pay for related technical instruction costs per apprentice.
 - o Subsidize wages for the first 3 months of apprenticeship (OJT).
 - o Work directly with employers to assist in creation of appropriate curriculum for skills needed today.

Projected Outcomes:

| Enrolled | Complete training (pre-apprenticeship) | Begin Registered apprenticeship | Placement | Apprentice Wage Progression |
|-----------------|---|--|------------------|------------------------------------|
| 173 | 118 | 30 | 110 | 25 |

- Will enroll 173 individuals into pre-apprenticeship or apprenticeship training.
- 118 will complete pre-apprenticeship training (including bootcamps, training leading to industry-recognized credentials or certified pre-apprenticeship training by DWD-BAS).
- 30 individuals will start an apprenticeship with a local employer sponsor.
- 110 individuals that go training will be placed (apprentices are included in this metric).
- 25 apprentices will complete one wage progression during the first year of apprenticeship training.

Project Design:

- **Recruitment**
 - o Outreach with **DC MKE**, mobile workforce connections team, Center for Veterans Issues, Job Center of Wisconsin, other community organizations (WRTP, SDC) and recruitment from employer sponsor current workforce (upskill incumbent workers).
 - o Youth apprentices recruited from in-school youth, out of school youth programming.
- **Educational and Occupational Skills Training**
 - o 16-week, cohort based virtual IT training for up to 24 participants per cohort.

- Approved pre-apprenticeship training in IT Help Desk Technician, Software Developer and Data Analyst.
 - 12 credit technical certificate from post-secondary institution
 - Industry recognized credential, COMPTIA A+, COMPTIA Network+.
- **Apprenticeship training** and expansion in: software developer (Apprenti/Kohl's), Data Analyst (Children's Hospital), Advocate/Aurora (Culinary Arts, Clinical Lab Tech, Facilities Maintenance), Froedtert (Pharmacy Technician), Next Door (Early Childcare).
- **Work-based Learning Opportunities**
 - Apprenticeship is an earn and learn training model, provides hands-on training
 - Pre-apprenticeship training will provide hands-on learning opportunities to build and provide maintenance on laptops with local non-profits (Digital Bridge)
- **Professional Development**
 - Weekly professional development sessions for those in pre apprenticeship or youth apprenticeship training.
 - LinkedIn/resume development, resume critiques with employers, mock interviewing with employers, "a day in life".
- **Supportive Services**
 - Wraparound services: transportation, childcare, emergency housing assistance, work equipment (computer/software, work attire).
 - Can provide transportation assistance for the first 3 months of apprenticeship to remove barrier.
- **Post-program placement and follow-up services**
 - Host job fair immediately after pre-apprenticeship training.
 - Virtual job fairs.
 - Connect pre apprentices to registered apprentices (software developer, data analyst and IT Help Desk Technician).
- **Staffing**
 - Apprenticeship Coordinator (1 FTE)
- **Employer Partners**
 - EMI will strengthen partnerships and expand the workforce ecosystem in Milwaukee and the surrounding area.
 - MATC, Kohl's, Apprenti, Advocate/Aurora, Principal Financial, Bureau of Apprenticeship Standards, Children's Hospital, Froedtert, MKE Tech Hub

Draft Project Budget*

- **Total: \$518,100**
- **Apprenticeship Coordinator:** 1 FTE, \$84,000 (wage and fringe)
- **IT Pre-apprenticeship training (data analyst, help desk)**
 - o 2 cohorts of 24 (\$60,000 each) = \$120,000
- **Pre-apprenticeship in financial services, healthcare, and advanced manufacturing**
 - o 100* \$1200 (classroom training) = \$120,000
- **Registered apprenticeship training**
 - o Software Developer (Apprenti/Kohl's), 25 participants * \$5000 (related technical instruction) = \$125,000
 - o Culinary Arts, Facilities Maintenance, Data Analyst, Clinical Lab Technician, Pharmacy Technician, 10 participants * \$2200 (related technical instruction) = \$22,000
- **Indirect cost rates:** 10% (47,100)

Sustainability and Scalability (Funding Options): Co-enroll eligible individuals into WIOA, leverage WIOA funding for training and on-the-job training costs

**Final budget pending ARPA funding approval and Needs Assessment*

PROJECT TIMELINE

| Tasks | Who Is Responsible | When |
|--|--------------------|-------------------------------|
| Hire a YA coordinator | HR/Programs DPT | August 2021 |
| Train YA coordinator | HR/Programs DpT | September 2021 |
| Develop PA curriculum for software developer and data analyst with technical college system, 12 credit technical certificate; contract two cohorts Fall 2021, Spring 2022 | Planning DPT | September 2021 |
| Finalized curriculum submitted to BAS for pre-apprenticeship approval (Data analyst/Software developer) | Planning DPT | October 2021 |
| ETO buildout (demographics, training, employer/placement, career services, supportive services) | BI DPT | October 2021 |
| Facilitate meetings with employer partners (Children's, Aurora, Kohl's, etc) to enhance current apprenticeship model, create new apprenticeship pathways, and pre-apprenticeship training for on-ramping to RA | Planning DPT | October 2021- January 2022 |
| Develop additional pre-apprenticeship training pathways based upon employer feedback | Planning DPT | October 2021- January 2022 |

| | | |
|--|----------------------------------|----------------------------|
| Work with BAS to facilitate DACUM and approval of new RA programs | Planning DPT | TBD |
| Create marketing materials pre-apprenticeship/registered apprenticeship programs | Marketing DPT | October 2021 |
| Create wufoo and update website with new materials | BI/Marketing DPT | October 2021 |
| Outreach and recruitment for employer apprenticeship models and new IT pre-apprenticeship or new apprenticeship programs (pharmacy technician, biomedical technician, cybersecurity analyst) | Planning | October 2021-April 2022 |
| Build YA opportunities with Principal Financial | YA Coordinator | October 2021 |
| YA Coordinator work with local MPS and Youth DPT to develop YA strategy; focus on schools with CTE | YA Coordinator | October 2021 |
| Participants Interviews and Assessments, select participants | Program DPT | October 2021-February 2022 |
| WIOA co-enrollment if needed | Program DPT | October 2021/February 2022 |
| Enrollment paperwork, IEP completed | Program DPT | October 2021/February 2022 |
| Purchase books and other training equipment for participants | Planning DPT | October 2021-April 2022 |
| Collect attendance and grades throughout | | October 2021-April 2022 |
| Case management virtual or in person, referral out to other services if needed; | Program DPT | October 2021-April 2022 |
| Provide supportive services to reduce barriers (will connect to BAS supportive service? Grant) | RA/YA Coordinator, BS Specialist | October 2021-April 2022 |
| Professional Development, job shadowing, mentoring and other hands-on activities | BS Specialist | October 2021-April 2022 |
| Host career fair, connect to registered apprenticeship opportunities, and provide placement services upon successful completion; Offer on the job training services | BS Specialist | January 2022-June 2022 |

Employ Milwaukee

ARPA Funding

Career\$mart (Financial Services)



Executive Summary

Career\$mart will invest in young people and adults by **expanding and scaling up EMI's successful BankWork\$ program**, while ensuring a high-quality work experience linked to employers and pathways to in-demand careers in financial services. EMI will partner with its current WIOA providers, MAXIMUS, Dynamic Workforce Solutions (DWFS), Equus Workforce Solutions, and United Neighborhood Centers of Milwaukee (UNCOM) for both participant recruitment and referral, and business partner engagement. EMI will also perform outreach to additional underserved populations, particularly through its strong network of over 170 faith-based institutions, as well as its Coordination Council, a 40+ member association of local workforce system service providers and major organizations.

Since 2019, EMI's innovative BankWork\$ program has been critical in building the banking and financial talent pipeline to quality jobs and expanding access to credentials with labor market value quickly, especially for workers of color – 80% of BankWork\$ graduates come from communities of color. The curriculum was developed to meet the needs of banking and financial employers and prepare graduates for jobs in that industry sector, including **entry-level** Bank Teller, Universal Tell, Customer Service Representative, Relationship Banker and Personal Banker jobs. Average annual wage for these positions in Milwaukee is \$33,500.

Career pathways from entry-level positions include Loan Interviewer, Loan Clerk, Title Examiner, Credit Counselor, Lending Officer, Mortgage Banker and Financial Advisor. Average annual wage for these positions in Milwaukee is \$54,000-\$62,000. **BankWork\$ is a certified pre-apprenticeship training** which gives successful graduates immediate access to current job openings, as well as access to post-secondary education, and/or Registered Apprenticeship (DWD's BAS Financial Services RA).

*Project details may change due to current and future economic conditions.

Statement of Need:

Overall:

- The poverty rate in City of Milwaukee is 25.4%, (going as high as 61.5% in zip code 53233). The poverty rate in Milwaukee County is 19% and the United States at 13%.
- The most recent preliminary unemployment rate as of May 2021 in the City of MKE is 7%, and May 2021-preliminary unemployment rate in Milwaukee County is 5.8%.
- The unemployment rate in the City of Milwaukee for white individuals is 3.8%, compared to 11.1% for black individuals.

Banking and Finance Sector:

- In Milwaukee, there is a current talent shortage in financial services that is expected to increase: 44% of the financial services workforce is set to retire in

the next 20 years. The current workforce is minimally diverse, with 78% of the workforce identifying as white.

Targeted Participants and Service Area:

- This program will recruit individuals age 18 and above, typically underrepresented in the banking and finance sector: minorities, persons with disabilities, unemployed, underemployed, chronically unemployed, adult and dislocated workers, from Milwaukee County, including 2021 Qualified Census Tracts (50 percent of households with incomes below 60 percent of the Area Median Gross Income (AMGI) or have a poverty rate of 25 percent or more), and other zip codes with high unemployment and poverty. Banking/Finance employers have stated that **Bi-lingual (Spanish) candidates** are a plus.
- **Priority of service** will be given to minorities, women, veterans, and unemployed/underemployed individuals, and individuals from Qualified Census Tracts.
- Participants must have a high school diploma or GED, be fluent in written and spoken English, and have basic computer skills. Participants may be co-enrolled in the WIOA-Adult program. BankWork\$ training is held at EMI's office located at N. 27th St. and W. North Ave. Certain background issues (theft, other felonies, etc.) may prohibit enrollment due to the hiring regulations of the banking industry.

Innovation:

- For Participants:
 - **Paid Training.** \$12/hr. (5 hrs./day, 3 days/week for 8 weeks).
 - **Expanded Supportive Services.** Transportation and Child Care can be provided if needed **during training**; for two weeks **during job search following successful completion of training**; and for two weeks **upon placement**. Graduates of the training will also receive a \$250 Kohl's gift card to use toward the purchase of work appropriate attire.
 - **Digital Badge credential.** Upon successful completion of training, Digital Badges will be awarded. Digital Badges are a verifiable digital representation of skills, competencies and certifications.
- For Business Partners:
 - In addition to classroom visits/presentations and immediate access to graduates at quarterly graduation/hiring events, business partners will meet quarterly to **share industry input (real-time Labor Market Information) and best practices**.
 - **On-The-Job Training (OJT) program** may be available to businesses for new hires. The OJT program reimburses qualifying employers a portion of a new hires' wages for up to four months. (Under WIOA, the OJT program is typically not available to employers for those who just completed an industry-related training.)

Projected Outcomes:

| Enrolled | Complete Training/ Credential Attainment | Placement w/in 30 days of training completion | Median Wage |
|----------|---|--|----------------|
| 100 | 75 | 75 | \$15/hr. |

- Provide four BankWork\$ training cohorts of 25 participants each. Each training cohort is five hours/day, three days/week, for eight weeks.
 - 75 individuals (75%) are expected to complete the training and earn a BankWork\$ Certificate of Completion and a Digital Badge.
 - 75 individuals (75%) are expected to be placed in an entry-level banking/finance occupation with a median wage of \$15/hr.
 - EMI's BankWork\$ training program graduates represent communities where they live: **80% of BankWork\$ graduates come from communities of color.**
-

Project Design:

Recruitment

- DC MKE as key outreach strategy. Broad range of people aged 18 and above, including people of color, veterans, disabled, justice-involved individuals, LGBTQ, etc. communities. Approximately 300 potential candidates need to be recruited to fill one cohort of 25 (4 cohorts are planned). Candidates will be recruited from Milwaukee's low-income and minority communities with a special emphasis on the 2021 Qualified Census Tracts. **Phone pre-assessments of candidates, and then In-Person pre-screening is done** to ensure a match/interest between the candidate, the training, financial services careers, and to identify whether any barriers exist that Supportive Services can assist with.
- **Educational and Occupational Skills Training**
BankWork\$ curriculum includes:
 - Workplace professionalism
 - Deepening the customer relationship
 - Financial services fundamentals
 - Preparing for employment (including resume development interview skills, etc.)
 - Graduates receive BankWork\$ Certificate of Completion (recognized by the Wisconsin Banker's Association) and a Digital Badge.
 - Tutoring services are provided on a case-by-case basis. For students that need tutoring that can't be provided internally, the Career Navigator and/or BankWork\$ Instructor will refer them to an outside agency as a supportive service. Services rendered typically include, but are not limited to: math, reading and English As A Second Language (ESL).
- **Work-based learning opportunities**
 - Activities include paid internships, job shadowing, mentorships, and other work-based learning, provided through BankWork\$ partners and other

regional banks, credit unions or financial services businesses. On-The-Job Training (OJT) program may be offered to qualified employers for new hires.

- **Supportive Services**

- A Career Navigator/Coach will provide ongoing guidance/planning (including wages and career paths), supportive services case management, access to career fairs, networking events, exposure to post-secondary options, opportunities for additional job readiness workshops, including financial literacy training (offered through Riverworks Financial Opportunity Centers). Other needed supports such as driver's license recovery, rental assistance, legal aid, etc., are offered through referrals to one or more of EMI's community partners.
- Transportation and Child Care can be provided if needed, expanded beyond current WIOA requirements: **during training**; for two weeks during job search following successful **completion of training**; and for two weeks **upon placement**. Graduates of the training will also receive a \$250 Kohl's gift card to use toward the purchase of work appropriate attire.

- **Post-program placement and follow-up services**

- A Career Navigator/Coach will provide connections to employers at the graduation/hiring events. **Participants are followed-up for up to 12 months after completion of program.**
- Follow-up services include retention assistance (upon hire), coaching, mentoring, and employment/placement assistance.
- The Career Navigator/Coach **works in the classroom with participants**, and the Program Manager **works with industry partners** on an ongoing basis. These relationships ensure a better fit for both the participant and the employer, as well as future sustainability of the BankWork\$ program.

- **Staffing:**

- EMI may contract with a community service provider to manage the program from outreach and recruitment, supportive services, placement, and retention/follow-up. (Part of this is currently done by EMI BankWork\$ staff.)
- EMI's current BankWork\$ staff include a Program Manager, Instructor and Career Navigator/Coach.

- **Employer Partners:**

- EMI provides BankWork\$ training. BankWork\$ partners (who support the program through annual financial contributions) are given first and exclusive access to program graduates. Other partners include Principal Finance Group (paid internships) and other regional retail banks and credit unions that may serve on EMI's Finance Industry Advisory Board, or those that EMI's Business Solutions staff have relationships with.
- BankWork\$ Bank Partners include: Wisconsin Banker's Association, Associated Bank, Bank Five Nine, Educator's Credit Union, Equitable Bank,

First Federal Bank of Wisconsin, First Midwest Bank, Prime Financial Credit Union, Spring Bank, UW Credit Union, WaterStone Bank, Wells Fargo, Summit Credit Union and Pyramax Bank.

Draft Project Budget: \$500,000

4 cohorts of 25 participants = 100 total participants

Paid training. \$12/hr. for 5 hrs./week X 8 weeks = \$480/week per participant

25 participants/cohort = \$12,000/participant X 4 cohorts = \$48,000

Personnel. \$77,000

Supportive Services = \$50,000

Indirect cost rate: 10%

Sustainability and Scalability (Funding Options): Funding sources for sustainability of this project include employer contributions (BankWork\$ partners); co-enrollment of participants in WIOA-Adult or Food Share Employment & Training (FSET); and other financial services grants that may be awarded.

Project Timeline:

| Tasks | Who Is Responsible | When |
|--|---|----------------------------|
| Current EMI BankWork\$ staff meet to validate Career\$mart timeline and develop implementation plan. | EMI BankWork\$ staff; Business Solutions Dept.; Programs Dept. | September 2021 |
| Facilitate meetings with employer partners to outline/refine cohort timeline for graduation/hiring events; expanded supportive services for participants; On-The-Job Training (OJT) program for new hires. | Business Solutions Dept. | October 2021-January 2022 |
| Create participant outreach materials that include enhanced supportive services. | Business Solutions Dept.; Community Relations/Outreach Depts. | November 2021 |
| Create new Wufoo and update website with new materials for Jan. 2022 cohort. | Business Solutions Dept.; Business Intelligence; Community Relations Depts. | November 2021 |
| Build paid internship opportunities with Principal Financial | EMI BankWork\$ staff. | November 2021 |
| Participant recruitment, pre-screening, assessments; select participants | EMI BankWork\$ staff. | December 2021 |
| WIOA co-enrollment if needed | Programs Dept. | December 2021-January 2022 |

| | | |
|--|--------------------------------------|----------------------------|
| Enrollment paperwork, IEP completed | Programs Dept. | December 2021-January 2022 |
| Collect attendance and grades throughout four cohorts (Jan. 2022, March 2022, June 2022, August 2022). | | January 2022-December 2022 |
| Case management virtual or in person, referral out to other services if needed. | EMI BankWork\$ Staff; Programs Dept. | January 2022-December 2022 |
| Provide supportive services throughout four cohorts. | EMI BankWork\$ staff; Programs Dept. | January 2022-December 2022 |
| Job shadowing, mentoring, other hands-on activities events throughout four cohorts. | EMI BankWork\$ staff; Programs Dept. | January 2022-December 2022 |
| Host four graduation/hiring events, connect to registered apprenticeship opportunities, and provide placement services upon successful completion; Offer OJT program to employers for new hires. | EMI BankWork\$ staff; Programs Dept. | March 2022-December 2022 |

Employ Milwaukee
 ARPA Funding
Century City Clean Energy Jobs
Executive Summary



The Century City Clean Energy Jobs program will:

- Build a comprehensive and standardized clean energy curriculum** for workforce development programs;
 - Create a diverse and equitable clean energy workforce** (currently, nearly 75% of workforce is male and identifies as white);
 - Provide short-term educational experiences** that lead to quality middle-skill jobs;
 - Invest in clean energy** that can help create jobs and restart the economy.
- Federal stimulus funding in 2009 contributed to the creation of hundreds of thousands of new clean energy jobs nationwide, we have a similar opportunity now;
- Remove barriers to self-sufficiency** by providing paid training, supportive services and career development.

Statement of Need:

POVERTY RATE (CENSUS BUREAU, 2019-5 year estimates)

| USA | MKE COUNTY | MKE CITY | 53204 | 53205 | 53206 | 53208 | 53209 | 53210 | 53218 | 53233 |
|-----|------------|----------|-------|-------|-------|-------|-------|-------|-------|-------|
| 13% | 19% | 25.4% | 38.3% | 46.4% | 38.8% | 28.9% | 27.3% | 28.7% | 29.2% | 61.5 |

UNEMPLOYMENT RATE (Census Bureau)

| USA | MKE COUNTY | MKE CITY | 53204 | 53205 | 53206 | 53209 | 53218 |
|------|------------|----------|-------|-------|-------|-------|-------|
| 5.3% | 5.3% | 6.8% | 8.7% | 16.3% | 15.1% | 8.9% | 11.1% |

Household Income less than \$49,999

| USA | MKE County | City of MKE |
|-------|------------|-------------|
| 40.4% | 49.6% | 57.7% |

Targeted Participants and Service Area: City of Milwaukee, unemployed and underemployed job seekers in high poverty, low employment zip codes.

Expected Outcomes:

| Enrolled | Complete training | Credential Attainment | Placement |
|----------|-------------------|-----------------------|-----------|
| 150 | 105 | 100 | 100 |

- Develop Clean Energy Workforce Horizons Guide
- Fund community- and faith-based organizations to conduct outreach with Opportunity Youth and populations disproportionately impacted by the global pandemic.
- Create a Career Exploration Center at Century City
- Develop and implement innovative training and paid work experience to connect City Residents to well-paying, quality jobs in the emerging Clean Energy Jobs sector.
- Enroll 150 into industry-recognized training, 105 complete training, 100 earn a credential, 100 are placed.

Project Design:

Planning and Capacity Building

- Research workforce landscape and skills/credentials needed to enter Clean Energy field; Develop a Clean Energy Workforce Horizons Guide
 - o Guide will be utilized to develop city-focused Clean Energy workforce program, including curriculum and career pathways
- **Recruitment**
 - o American Job Center located at Century City Tower and use of **DC MKE** for promotion to residents
- **Educational and Occupational Skills Training**
 - o Short-term training, industry recognized credentials in energy efficiency and manufacturing (electrical assembly, HVAC, Automated systems technology)
 - o Additional trainings
- **Work-based learning opportunities**
 - o Paid work experience, transitional jobs, Registered Apprenticeship, and other options
- **Professional development**
 - o Virtual Work\$Ready training (workplace behaviors and basic workplace competencies); communication, customer service, leadership, problem solving
- **Supportive Services**

- Wraparound services: transportation (to employment after training completion), childcare, emergency housing assistance, work equipment (computer/software, work attire)
- **Post-program placement and follow-up services**
 - Host virtual and in-person job fair immediately after training completion
 - Connect successful participants to direct hire opportunities with the City and apprenticeships.

Partners: American Job Center, City of Milwaukee, Office of Sustainability, MWERC, Clean Wisconsin, Clean Midwest Jobs, City-County Taskforce on Climate and Equity



Building Maintenance Technician Apprenticeship and Pre-Apprenticeship Model

COVID 19 redefined how this country saw “the frontline worker”. It exposed the tremendous pressure, vulnerability, and expectation that often befalls individuals who work in what are perceived to be low skill, thus deserving of a lower wage, jobs. Grocery clerks, cleaning crews, and the service industry absorbed and weathered increased exposure and illness rates, as well as an expectation to pivot and rapidly respond to changing CDC guidance on best practices for their fields of work.

In response to these challenges and the presenting opportunities, WRTP and its partners would like to serve as a convening leader in the creation of quality training and career pathways for our custodial / environmental service workforce. While we may never see a pandemic again, we know that the public health and safety issues are ever present, and it would serve these workers and their connected industries to have quality, consistent training – reducing the opportunity for injury to the worker and others, providing an industry-level standard for best practices that can lead to a cleaner and safer facility, resulting in better building management and occupant well-being.

Building maintenance occupations entail knowledge across several apprentice disciplines and could serve as a career path forward for individuals and may move more seamlessly into construction trades like plumbing, electrical or HVAC apprenticeship.

Our recommendation is for a full continuum approach, requiring three connecting build outs:

1. Pilot a pre-employment – industry recognized training, informed by employers and unions from varying sectors, including hospitality, construction, and manufacturing. This pre-employment training will allow WRTP and its partners to begin quickly delivering a training informed by various sectors, as well as begin to map what Pre-Apprenticeship and Register Apprenticeship options are currently operational and what opportunity and interest there is for new apprenticeship pathways. This pre-employment training would allow for individuals entering the custodial or environmental services field to utilize public workforce funding to receive quality training and exposure to clear pathways within the building maintenance / environmental service field to advance to higher wage careers.
2. The identification and/or creation of a/several Registered Apprenticeship(s) in the Building Maintenance field, realizing that the needs for this occupational title might



have different skill levels, competencies, and knowledge bases for different environments.

3. A Pre Apprenticeship onramp into aligned occupations might include air handling water treatment, plumbing and energy management systems and controls. Refrigeration systems, boiler operations, and HVAC could also be added depending on the occupation pathway.

Timeline:

Fall 2021

- Collect LMI on growth occupations and talent pipeline needs in environmental services and building maintenance fields;
- Convene unions and employers from primary sectors (service/ hospitality, construction and manufacturing) to examine baseline, shared cross sector competencies for a pre-employment training;
- Convene MATC, employers and unions around current RAs and opportunities
- Work with Employ Milwaukee and register training for ETPL

Winter 2021-2022

- Hold first cohort of training; no less than 20 people
- Placement and retention services for first cohort
- Second convening of employers /unions/ education providers
- Ongoing planning and mapping

Spring 2022

- Initiate PA registration process with BAS
- Determination around OJT and RTI equation
- Develop recruitment strategies focused on outreach to underrepresented populations

ARPA funding breakdown:

Planning and convening around pre-employment training: \$25,000

Pre-Employment curriculum development*: \$12,000

Pre-employment classroom & experiential materials: \$35,000

Marketing and Outreach: \$15,000



Pre-Employment training (service delivery for non WIOA eligible individuals): \$91,000 (est \$3200 * 3 cohorts of 20- WRTP will co-enroll in WIOA and FSET when possible/ eligible)

PA and RA planning, convening: \$65,000

PA curriculum development*: \$20,000

Consultants: \$15,000

PA Registration and materials: \$8,000

WRTP Admin: \$39,000

*Funding may offset costs associated with third party training partners and consultants, including but not limited to MATC

Employ Milwaukee
ARPA Funding
FreshCoast Tech Up
Executive Summary



FreshCoast Tech Up **builds upon success of TechHire Initiative, expands IT career pathway offerings, and offers paid training for young people (16-29).**

Many IT occupations are beyond the reach of people who aren't already working in the field or who don't have a postsecondary credential. Jobseekers, particularly those from communities and populations underrepresented in IT, can get lost trying to navigate a field that demands a high level of self-advocacy and self-direction. Fresh Coast Tech Up will provide support for participants at program start and at least three months after placement in an in-demand field.

FreshCoast Tech Up will remove barriers to self-sufficiency by providing paid training, supportive services, career laddering, industry-recognized credentialing and career development in IT technical occupations. IT technical occupations are expected to grow at double the rate of other occupations in the next 10 years. There are nearly 2000 annual IT job openings in SE WI.

Training utilizes a virtual platform that widens recruitment to individuals working part-time or those with childcare and transportation issues.

Provides work-based learning and professional development opportunities that will enable participants to build social capital and provide them with meaningful connections to IT employers.

*Project details may change due to current and future economic conditions.

Statement of Need:

- Poverty rate in City of Milwaukee is 25.4%, (going as high as 61.5% in zip code 53233). When to poverty rate in Milwaukee County at 19% and the United States at 13%.
- The most recent preliminary unemployment rate as of May 2021 in the City of MKE is 7%, and May 2021-preliminary unemployment rate in Milwaukee County is 5.8%
- Youth unemployment (16-29) in the City of Milwaukee is 11.1%, while Milwaukee County is 9.6%. There are some zip codes in the city with unemployment rate as high as 28.2%.
- There is a great need for a more diverse IT workforce. Nearly 80% of all IT workforce identifying as white and 70% identifying as males.
- IT field is expected to grow at a rate of 2% over the next 10 years in SE WI, with nearly 2000 annual job openings.

Targeted Participants and Service Area

- This program will recruit individuals typically underrepresented in IT (women, minorities, persons with disabilities), and opportunity youth (16-29) from "qualified" 2021 census tracts or high poverty/low employment zip codes in the City of Milwaukee.

Projected Outcomes:

| Enrolled | Complete training | Credential Attainment | Placement | Median Wage |
|----------|-------------------|-----------------------|-----------|-------------|
| 48 | 35 | 30 | 35 | \$16/hr |

- Provide 16-week virtual IT bootcamp training to 48 individuals.
- 35 individuals are expected to complete this training and at least 30 will earn a technical certificate from Milwaukee Area Technical College or an industry recognized COMPTIA A+ credential
- 35 will be placed in an in-demand IT occupations with a median wage of \$16/hr.

INNOVATION:

- **Program participants**
 - o Provide wages during virtual bootcamp (\$12/hr, 29 hours per week)
 - o Completely virtual training opens up pool of eligible individuals, removes transportation and/or childcare barriers
 - o Transportation costs during first month of employment after training completion
 - o Work and training related equipment (laptop and/or software/licensing)
 - o Work-based learning opportunities
 - o Pay for employer-specific industry recognized credential after placement
- **Employers**
 - o Assist in building curriculum and selecting appropriate industry-recognized credentials
 - o Committed partners will be able to pre-interview participants prior to program completion. This will allow for direct hires immediately after program completion.
 - o Pay for credential training and testing costs specifically requested by employer after placement

Project Design:

- **Recruitment:**
 - o **DC MKE** as key outreach strategy. Outreach to a wide swath of the population, including those typically underrepresented in IT: women, people of color, those with disabilities, veterans
 - o Utilize network of non-profits and community organizations, coordinating council and DC MKE
 - o Eligibility requirements include: a high school diploma, successfully passing a computer assessment, and interview
- **Educational and Occupational Skills Training:**
 - o Short-term, credentialed, 16-week bootcamp on virtual platform in IT Help Desk Technician, for up to 24 participants per cohort
 - 12 credit technical certificate from MATC
 - Industry recognized COMPTIA A+ certification
- **Work-based learning opportunities**
 - o Hands-on computer maintenance and repair with local non-profit (Digital Bridge)
- **Professional development**
 - o Weekly professional development sessions
 - LinkedIn/resume development, resume critiques with employers, mock interviewing with employers, "a day in life"
 - o Focus on workplace behaviors and basic workplace competencies; communication, customer service, leadership, problem solving
- **Supportive Services**
 - o Wraparound services include transportation (to employment after training completion), childcare, emergency housing assistance, work equipment (computer/software, work attire)
 - o Wages during training: \$12/hr, 29 hours per week, 16 weeks
 - o Can provide transportation for eligible participants for the first month of employment to ensure job retention
- **Post-program placement and follow-up services**
 - o Host virtual and in-person job fair immediately after training completion
 - o Connect successful participants to direct hire opportunities
 - o Opportunities for meet and greet with local IT leaders in region
 - o Engage with IT Industry Advisory Board on a quarterly basis to
- **Staffing:**
 - o Program Specialist (0.75 FTE)
- **Partners:**
 - o MATC, Kohl's, Northwestern Mutual, MKE Tech Hub, TekSystems, VCPI, Galax-E, TRA, community-based organizations provided necessary resources

Draft Project Budget

| Category (training, staff, etc.) | Amount | Notes |
|---|----------------------------------|---|
| Staff, Program Manager | \$65,000 | .75 FTE (wage +fringe) |
| Training, customized bootcamp with tech college | \$120,000 (2 cohorts @ \$60,000) | Fall 2021 and Spring 2022 cohort, 24 individuals per cohort |
| Subsidized wages during training (\$12/hr, 29 hrs per week, 16 weeks) | \$267,264 | 48 individuals total |
| Employer Requested Credential | \$24,000 | 20 participants * 1200 |
| Supportive Services | \$25,000 | Transportation, work equipment, childcare |
| Indirect Costs | \$50,126 | 10% of total project |
| TOTAL: | \$551,390 | |

Project Timeline

| Tasks | Who Is Responsible | When |
|---|--------------------|--|
| Contract customized training with MATC (virtual learning) - Options: Help Desk, Data Analyst, Software Developer | Planning DPT | August 2021 (Fall 2021 and Spring 2022 cohort) |
| Develop PA curriculum for software developer and data analyst with technical college system, 12 credit technical certificate; contract two cohorts Fall 2021, Spring 2022 | Planning DPT | September 2021 |
| Finalized curriculum submitted to BAS for pre-apprenticeship approval (Data analyst/Software developer) | Planning DPT | August 2021 |
| ETO buildout | BI DPT | August 2021 |
| Create wufoo and put information on the website | BI DPT | August 2021 |

| | | |
|--|--------------|---|
| Hire or re-assign program specialist | Programs DPT | August 2021 |
| Train staff | Program DPT | August 2021 |
| Recruitment and Outreach to potential participants | Program DPT | September 2021/January 2022 |
| Participants Interviews and Assessments, select participants | Program DPT | September 2021/January 2022 |
| WIOA co-enrollment if needed | Program DPT | September 2021/January 2022 |
| Enrollment paperwork, IEP completed | Program DPT | September 2021/January 2022 |
| Purchase books and other training equipment for participants | Planning DPT | October 2021/February 2022 |
| Set up EMI as employer of record for paid training | Fiscal DPT | October 2021 |
| Collect attendance and grades throughout | | October 2021-April 2022 |
| Case management virtual or in person | Program DPT | September 2021-Aprill 2022 |
| Professional Development activities scheduled | | October 2021-April 2022 |
| Host career fair | | December 2021/January 2022 and April 2022 |

LEAD ABATEMENT WORKFORCE DEVELOPMENT PROJECT

The project will use a 4-part strategy (occupational skill training, paid work experience, worker support, and contractor/employer resources) to help mitigate the impacts of lead contamination in buildings, infrastructure, and water in the city of Milwaukee, while expanding access to credentials with labor market value and quality jobs, rapidly and at scale, especially for workers of color. The program will be provided at no cost to city job seekers.

Target Population: Unemployed, underemployed, underrepresented, and dislocated (laid off) residents in the city of Milwaukee with an overall goal of serving at least 75% people of color and 50% young adults ages 18-29.

Served: Approx. 200 individuals in Year 1 (July 1, 2021 – June 30, 2022)

Partners: City of Milwaukee Mayor’s Office-Department of Public Works-Milwaukee Water Works-Water Utility, Milwaukee Metropolitan Sewage District (MMSD), State of Wisconsin Department of Health Services (DHS), State of Wisconsin Department of Workforce Development (DWD) Bureau of Apprenticeship Standards (BAS), Milwaukee Area Technical College (MATC), Milwaukee Community Service Corps (MCSC), WRTP/BIG STEP, private contractors with priority to MBE/WBE/VBE/DBE businesses, local and regional unions/joint apprenticeship training centers, Milwaukee community- and faith-based organizations, and State-approved Eligible Training Providers. *Suggested partners – not vetted.*

Estimated Total Cost: \$3,000,000 (see Attachment 1 for draft budget)

Draft Project Timeline:

| | |
|----------------------|--|
| July 1, 2021: | Project Launch Meetings |
| July 1 - 16, 2021: | Project Planning and Specifications |
| July 26, 2021: | Outreach Campaign Begins |
| August – March 2021: | Career exploration and job readiness training followed by 1 Week Cohort Trainings for Entry-Level Lead Jobs, Est. 2 cohorts per month for 6 months, dependent on provider capacity |
| August 2021: | Post-secondary student identification and support; specialized trainings in lead-related occupations |
| October – June 2022: | Rolling job placements, transitional jobs, paid work experience, case management, supportive services, and retention assistance. |



Strategy 1: Occupational Skills Training and Credentialing

The project will train, mentor, and support entry level workers, while also supporting the upskilling of workers to enter mid- and high-skill level jobs (see Attachment 2 for occupations and credentials). The program will be at no cost to job seekers by providing full funding for training, certifications, placement, supportive services, and retention/advancement assistance.

Job seekers will receive short-term, industry-recognized training and State-certifications to enter entry-level employment as lead remediation, abatement, and sampling workers. Current workers will have access to funding for mid- and high-skill training and certifications to promote advancement and higher earnings. Students at post-secondary institutions who are pursuing degrees in related fields will be offered supportive services and tuition assistance. Additional training funds have been set aside to address system gaps that may exist in current training providers or curricula or delivery methods.

Additional occupational skill training beyond DCF lead occupations will be identified and pursued, including but not limited to, Construction Laborer, plumbing, water utility, engineering, and heavy machinery operator occupations. Digital badges will be developed and distributed to program participants that complete a series of modules from job readiness training to mid- and high-skill certifications and credentials.

Strategy 2: Paid Work Experience and Transitional Jobs

Training will be supplemented/ layered with paid work experience and/or transitional jobs for some participants. These work-based learning opportunities will provide an immediate income, skills in a high demand field, and a positive work history. Employ Milwaukee will prioritize pathways and funding to Registered Apprenticeship connected to Racial Equity, Diversity, and Inclusion (REDI) requirements in City of Milwaukee priority projects.

Strategy 3: Worker Supports

Training and paid work experience alone is not enough to support the assets of the unemployed and underemployed individuals in the city of Milwaukee. The project will provide human-centered, comprehensive support services to trainees and workers including, but not limited to, job readiness training, paid training, stipends, incentives, equipment/licensing/certification/exam fees, transportation and childcare assistance, needs related payments, trauma-informed care, mentoring, and post-placement retention support.

Strategy 4: Contractor/Employer Resources

As the Workforce Development Board serving Milwaukee County, Employ Milwaukee has resources to support employer growth, capacity building, and economic success. The project will provide private contractors and other employers a skilled talent pool, pre-screening and hiring assistance, On-the-Job Training funds, incumbent worker training resources, and other critical services.



Attachment 1: Draft Budget

| | | |
|---|---|--------------------|
| Personnel/Fringe | Project Coordinator – 1 FTE @ \$75,000 with .40 fringe = \$105,000 Case Manager – 1 FTE @ \$45,000 with .40 fringe = \$63,000 Retention Specialist - .5 FTE @ \$45,000 with .40 fringe = \$63,000 | \$231,000 |
| Outreach Activities and Materials | Collateral materials, social media promotions, media purchases | \$15,000 |
| Subcontracts (Job Readiness Training, Career Exploration, Misc. Curriculum Development, Training and Credentials) | Placeholder for TBD based on planning process with City, providers, and employers. Training could support specialized, innovate training approaches and/or expansion to Construction Laborer, plumbing, water utility, engineering, and heavy machinery operator occupations. | \$356,000 |
| Lead training to become certified to conduct regulated lead work in Wisconsin | Entry-level training = \$500 * 150 Mid-level training = \$1,500 * 30 + contingency/ retakes /over enrollment | \$200,000 |
| Post-Secondary Training | 20 @ \$4,000 | \$80,000 |
| Paid Work Experience/ Transitional Jobs (Wages) for City Department and Contractor/Employer work sites | Estimate 1040 * \$15/hr. = \$15,600 cost per participant * 100 participants | \$1,560,000 |
| Supportive Services | Certification fees \$8,000; childcare/transportation @ \$1,000 * 75 = \$75,000; Needs related payments @ 25 * \$1000 = \$25,000 | \$108,000 |
| On-the-Job Training | Estimate 20 contracts @ \$5,000 | \$100,000 |
| Incumbent Worker Training | Estimate 5 specialized trainings @ \$10,000 | \$50,000 |
| 10% In Direct Cost | Supports Employ Milwaukee's fiscal and programmatic oversight function | \$300,000 |
| Est. Total | | \$3,000,000 |

Attachment 2: Occupations and Credentials



| Level | Occupation/Job* | Training/Experience/Credential* | # Served |
|--------------|----------------------|---|-----------|
| Entry | Lead-Safe Renovator | 8-hour Lead-Safe Renovation Class. | Up to 150 |
| | Abatement Worker | 8-hour Lead-Safe Renovation Class + 8-hour Lead Abatement Work Class | |
| | Sampling Technician | 8-hour Lead Sampling Technician course. | |
| Mid | Inspector | 8-hour Lead Sampling Technician course + 16-hour Lead Inspection course + XRF manufacturer's training with hands on component. | Up to 30 |
| | Abatement Supervisor | 1 year experience as a certified lead abatement worker or 2 years or more experience in a related field. 8-hour Lead-Safe Renovation Class + 8-hour Lead Abatement Work Class +16-hour Lead Abatement Supervision course. | |
| High | Project Designer | Bachelor's degree or professional certification with 1-4 years' experience. 8-hour Lead-Safe Renovation Class + 8-hour Lead Abatement Work Class +16-hour Lead Abatement Supervision course. | Up to 20 |
| | Hazard Investigator | Bachelor's degree or professional certification with 1-2 years' experience. 8-hour Lead Sampling Technician course + 16-hour Lead Hazard Investigation course | |
| | Risk Assessor | Bachelor's degree or professional certification with 1-2 years' experience. 8-hour Lead Sampling Technician course + 16-hour Lead Inspection course + XRF manufacturer's training with hands on component. | |

*Source: Wisconsin Department of Health Services (DHS); <https://www.dhs.wisconsin.gov/lead/training-certification.htm>

Employ Milwaukee is an Equal Opportunity employer and service provider. If you need this information or printed material in an alternate format, or in different language, please contact us at (414)-270-1700. Deaf, hard of hearing, or speech impaired callers can contact us through Wisconsin Relay Service at 7-1-1.

A proud partner of the network

Employ Milwaukee

ARPA Funding

Tech Connects

Executive Summary



EMI's Tech Connects Digital Equity strategy will ensure all job seekers can compete in the post-pandemic economy. Tech Connects is built with the philosophy that every resident of the city of Milwaukee deserves a fair shot at employment and training in an economy that relies more and more upon virtual and technological services and proficiency.

- Provides equitable access to technology regardless of ethnicity, socio-economic status, age, physical ability, or any other quality.
- Provides integral opportunities for Milwaukee residents to learn and access fundamental components to become digitally savvy citizens.
- Activities include digital equity assessments, free basic IT skills training, free devices, information, and funding for WIFI connectivity, and ongoing IT trouble shooting and support.
- Outreach, distribution, and service delivery to be conducted within the community using a place-based, neighborhood-focused approach that leverages trusted community- and faith- based organizations as conduits.

Statement of Need:

The National Digital Inclusion Alliance (NDIA) defines digital equity as "a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy and economy". The pandemic has deeply embedded IT systems and usage into the education and workforce development ecosystems exposing disparities between age, race, and income and groups. According to the Wisconsin Policy Forum, in Milwaukee, 9% of children live in households with no computer including iPads or smartphones. And throughout the entire state, 13% of black residents have no computers. For Hispanic residents, it's 8.3%. And 8% for white residents.

Targeted Participants and Service Area: City of Milwaukee residents

Expected Outcomes:

- 500 individuals reporting digital equity gaps as determined by case manager assessment receive resources for devices and broadband services
- 250 individuals successfully complete basic IT skills training and receive certificate

Budget:

\$350,000 all-inclusive of basic IT skills training, devices, connectivity funding and staffing

Employ Milwaukee
ARPA Funding
Skillful Transitions*
Executive Summary



Number Served: 150

Target Population: Individuals most impacted by the pandemic, focus on Opportunity Youth ages 18-29

Partners: City Departments, MATC, WRTP/BIG STEP

Estimated Cost: \$3,000,000

Timeframe: Summer 2021 through Spring 2022

- Work-based learning opportunities (paid work experience and transitional jobs) for unemployed, low-income adults ages 18-29 residing in the City of Milwaukee to provide an immediate income, skills in a high demand field, and a positive work history.
- Operationalize pathways and funding to apprenticeship and Racial Equity, Diversity, and Inclusion (REDI) requirements in priority projects such as green jobs, lead abatement, LED switchovers, and/or transit.
- Participants will be supported by evidence-based workforce services including trauma-informed care, needs related payments, transportation and childcare assistance, technology assistance, credentialed training, job readiness training, mentors, and tutoring/adult basic education.
- EMI will serve as Employer of Record and facilitate planning activities, in close partnership with the City, including outreach and recruitment, curriculum development, training program identification, partner convening, leveraged resources, and project management.
- City of Milwaukee work experiences will be prioritized including lead abatement with City contractors, Compete Milwaukee model, City of Milwaukee DPW, City Parks Dept., City of Milwaukee Sustainability Office, Milwaukee Water Works, and other departments as requested.
- Participants may work for a maximum of 1,040 hours in the Subsidized Employment Phase.

1040 * \$15/hr. = \$15,600 cost per participant. Estimate 150 participants (\$2.34M to wages back into the community) with balance of funding to personnel, 10% indirect cost, and subcontracts to training and service providers.

**Skillful Transitions will be removed from consideration if Employ Milwaukee receives a Wisconsin Department of Workforce Development Worker Advancement Initiative grant.*

Unemployment Impacts of the COVID-19 Pandemic on Milwaukee Workers



OFFICE OF
**EQUITY AND
INCLUSION**

Prepared by the City of Milwaukee
Office of Equity and Inclusion
April 2021

Unemployment Impacts of the COVID-19 Pandemic on Milwaukee Workers

The COVID-19 pandemic has had an immense and widespread impact on Milwaukee workers. To better understand this impact, the City of Milwaukee Office of Equity and Inclusion analyzed claims for unemployment benefits filed from March 2020 through January 2021 for workers living in the City of Milwaukee.

The analysis provides valuable insight into Milwaukee workers seeking unemployment benefits over the first eleven months of the pandemic: where they lived, where they worked, how much they made before the pandemic, and the period of time over which they filed for unemployment benefits.

It also sheds light on the geography of unemployment throughout the City of Milwaukee and helps to identify neighborhoods that experienced concentrated unemployment during the COVID-19 pandemic; information which traditionally-reported unemployment statistics do not provide. Taking a place-based approach to the analysis helps to inform our understanding of employment loss in majority-Black, Hispanic or Latino, and white neighborhoods and the disproportionate impacts of the pandemic on communities of color. It also helps to inform the city's economic recovery efforts from the COVID-19 pandemic from a racial equity perspective.

Key Findings

- **Over a third (37%) of the city's labor force filed a claim for unemployment benefits during the COVID-19 pandemic.** During the eleven month period from March 2020 through January 2021, 100,058 workers living in the City of Milwaukee filed unemployment claims.
- **More workers living in Black neighborhoods filed unemployment claims compared to Hispanic or Latino and white neighborhoods.** Roughly 45% of the labor force in Black neighborhoods filed unemployment claims, compared to 30% in Hispanic or Latino neighborhoods and 25% in white neighborhoods.
- **Low-wage workers were hit particularly hard during the COVID-19 pandemic.** Over 50,000 workers with unemployment claims had annual reported wages of \$25,000 or less in 2019. About 57% of workers with unemployment claims in Black neighborhoods had annual reported wages of \$25,000 or less in 2019.
- **Approximately 47% of Milwaukee workers with unemployment claims, or roughly 46,800 workers, filed at least three months of weekly claims during the COVID-19 pandemic.** Over 26,000 workers filed at least six months of weekly unemployment claims from March 2020 through January 2021.
- **Workers living in Black neighborhoods experienced disproportionate unemployment impacts during the COVID-19 pandemic.** Overall, Black neighborhoods saw a higher percentage of workers filing unemployment claims, a higher percentage of low-wage workers filing claims, and a higher percentage of workers filing at least six months of weekly claims, compared to Hispanic and Latino and white neighborhoods.

Background on unemployment claims and benefits

Individuals are eligible for state unemployment insurance benefits when they are out of work due to no fault of their own, their employment was subject to unemployment insurance tax, and they meet requirements for wage and work history.

During the COVID-19 pandemic, the Coronavirus Aid, Relief, and Economic Security (CARES) Act and subsequent Federal Acts have provided additional benefits to unemployed workers that are not eligible for regular unemployment insurance benefits. For example, Pandemic Unemployment Assistance provides unemployment benefits to the self-employed, independent contractors, and workers with limited work history. Pandemic Emergency Unemployment Compensation provides extended benefits after unemployed workers have exhausted their regular unemployment benefits.

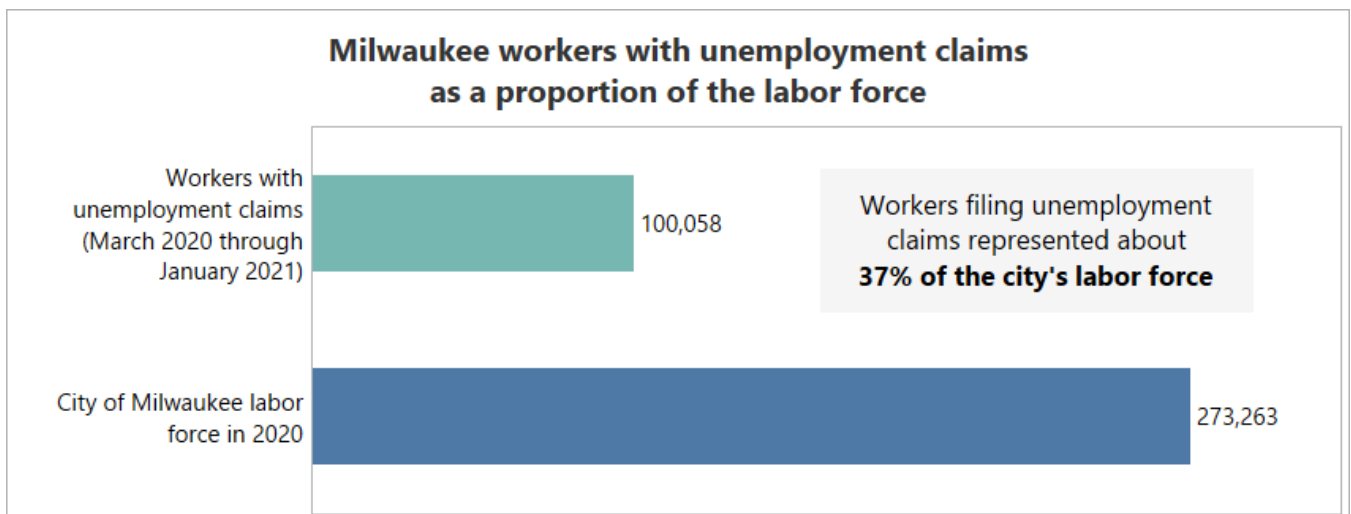
Despite the additional unemployment benefits provided during the COVID-19 pandemic, there are also cases where unemployed workers may not have filed unemployment claims. For example, jobless workers eligible for unemployment benefits may have encountered barriers to filing an application or confusion over eligibility requirements and available benefits. Or, for example, jobless workers may have been ineligible to receive benefits because of their immigration status.

Finally, not all individuals who filed unemployment claims have received unemployment benefits, due to ineligibility determinations or delays in processing claims. Our analysis focuses specifically on Milwaukee workers that filed unemployment claims, regardless of whether they received unemployment benefits.

Milwaukee workers with unemployment claims

The COVID-19 pandemic impacted a vast number of workers living throughout all areas of the City of Milwaukee. Although unemployment claims do not provide a complete picture of unemployment, the data helps to understand the scope of employment loss on Milwaukee workers during the pandemic. In 2020 there were approximately 273,263 workers in the city's labor force, according to Local Area Unemployment Statistics data. From March 2020 through January 2021, 100,058 Milwaukee workers, or roughly 37% of the city's labor force, filed a claim for unemployment benefits (Figure 1).

Figure 1



The geography of unemployment

Although nearly every part of the city was affected by unemployment during the COVID-19 pandemic, the impacts were not uniform across the city. To understand where unemployment impacts were most concentrated, workers with unemployment claims were mapped by their home address.

To start, we looked at the number of workers with unemployment claims by aldermanic district. Aldermanic districts on the north and northwest sides of the city had the highest number of workers with unemployment claims from March 2020 through January 2021 (Figure 2). The number of workers filing unemployment claims ranged from a high of 7,821 workers in aldermanic district 2 to a low of 4,816 workers in aldermanic district 8.

Figure 2

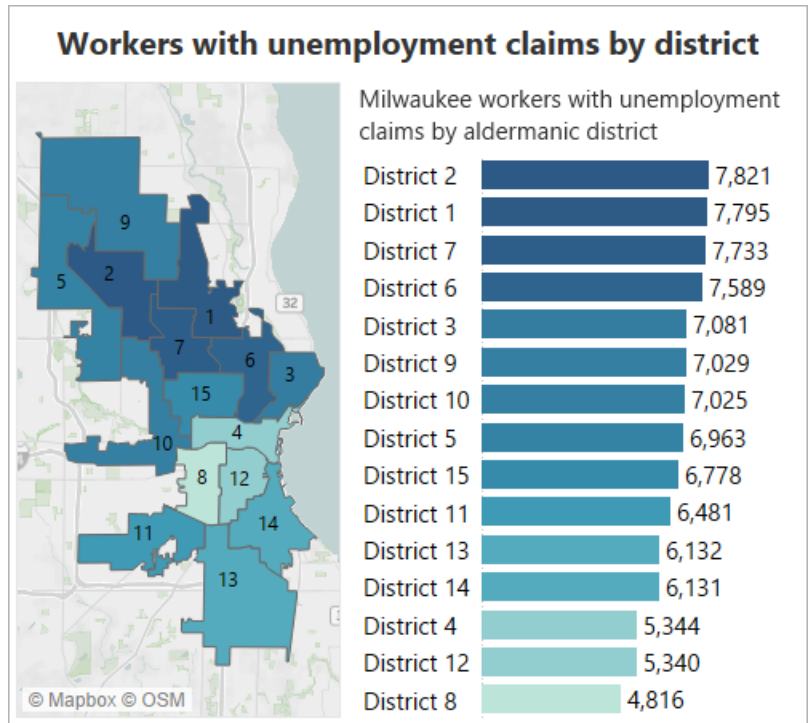
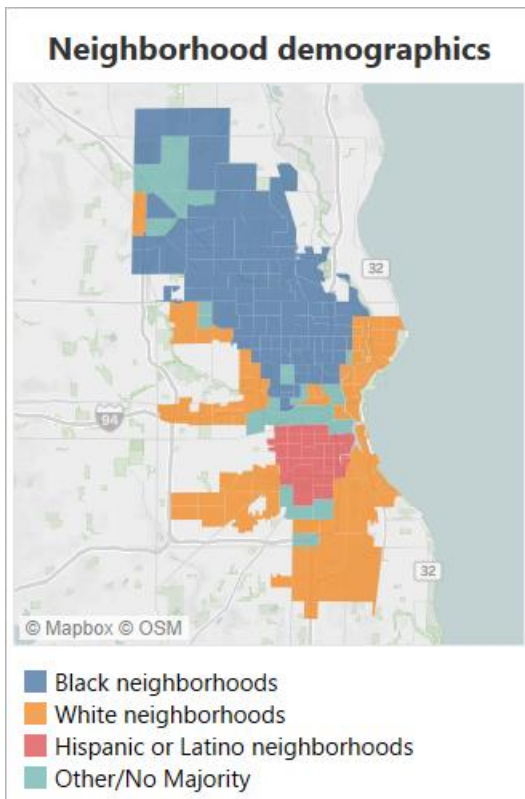


Figure 3

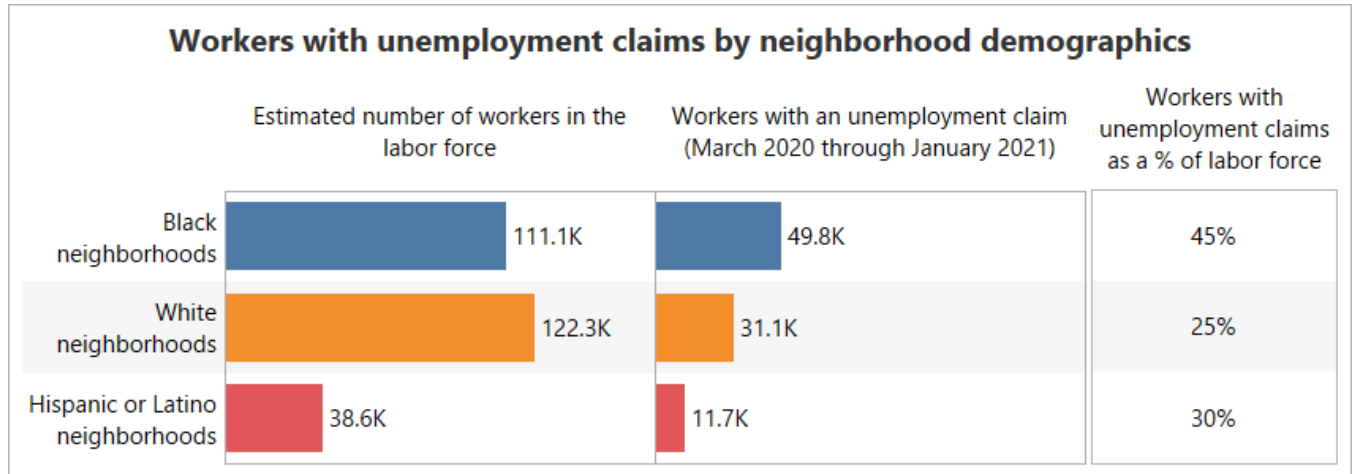


To more fully understand the geographic variation in unemployment, particularly in communities of color, we looked at the racial/ethnic makeup of the neighborhoods where workers with unemployment claims lived.

Census tracts were categorized by their racial/ethnic majority (Black, white, Hispanic or Latino, and other/no majority) using the most recent American Community Survey population estimates (Figure 3). For example, census tracts categorized as Black neighborhoods had a Black population of at least 50%. In cases where census tracts had an Asian population of 50% or more, or tracts where the largest racial/ethnic group was less than 50% of the population, the census tracts were categorized as other/no majority.

Using this approach, we found that although workers in white neighborhoods make up a larger share of the city's labor force, more workers living in Black neighborhoods filed unemployment claims compared to Hispanic or Latino and white neighborhoods (Figure 4). Roughly 45% of the labor force in Black neighborhoods filed unemployment claims, compared to 30% in Hispanic or Latino neighborhoods and 25% in white neighborhoods.

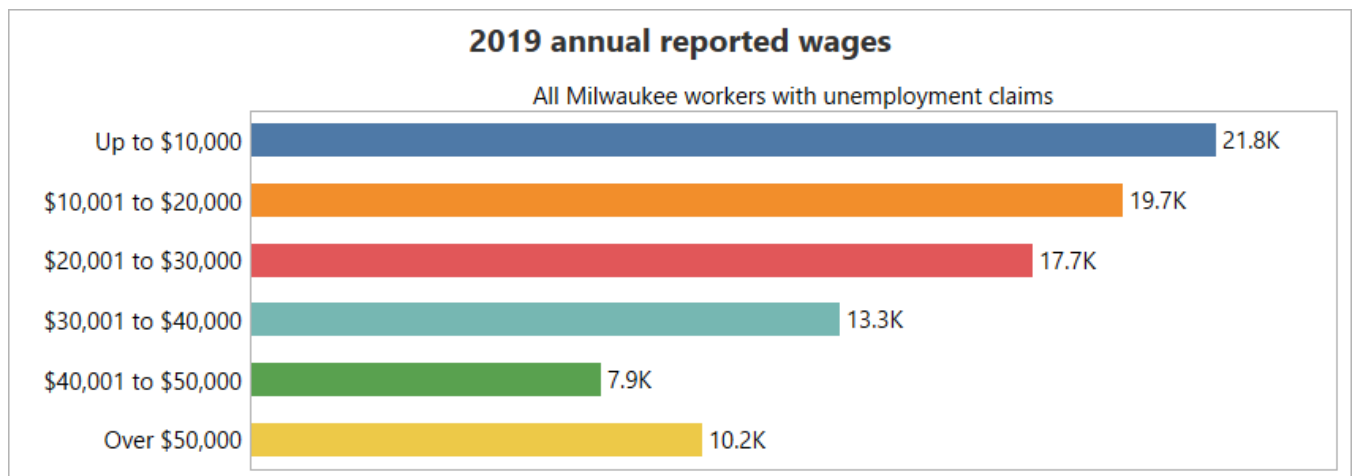
Figure 4



Wages before the pandemic

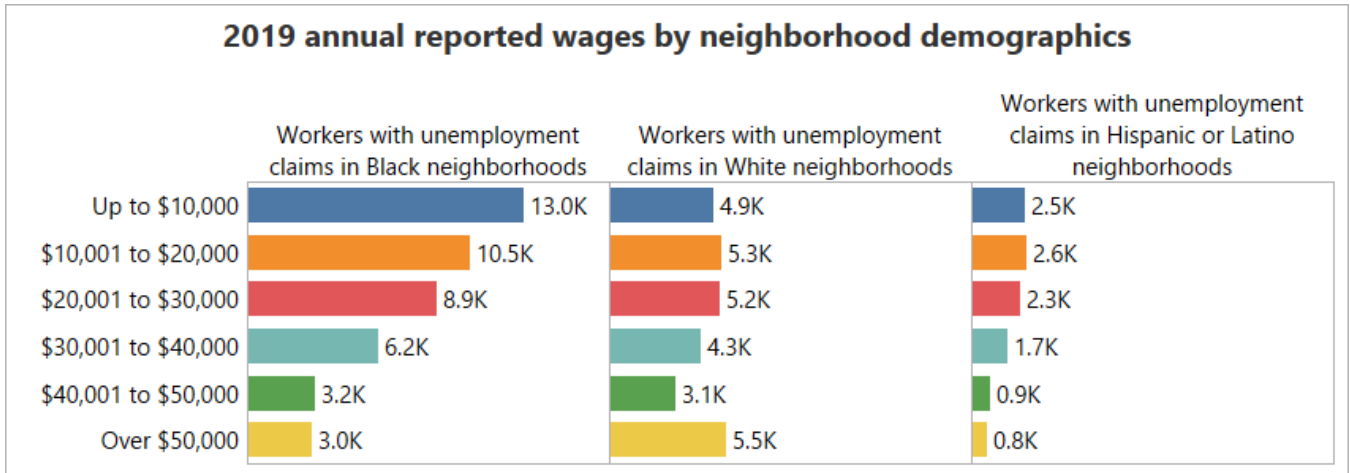
A majority of Milwaukee workers filing unemployment claims during the COVID-19 pandemic were low-wage workers prior to the pandemic, based on an analysis of 2019 annual reported wages. Half (51%) of Milwaukee workers filing unemployment claims had 2019 annual wages of \$25,000 or less, the equivalent of about \$12 per hour for a full-time worker. And 22% of Milwaukee workers filing unemployment claims had 2019 annual wages of \$10,000 or less (Figure 5).

Figure 5



What's more, workers in Black neighborhoods made up a greater share of low-wage workers filing unemployment claims (Figure 6). About 57% of workers with unemployment claims in Black neighborhoods had annual wages of \$25,000 or less in 2019.

Figure 6



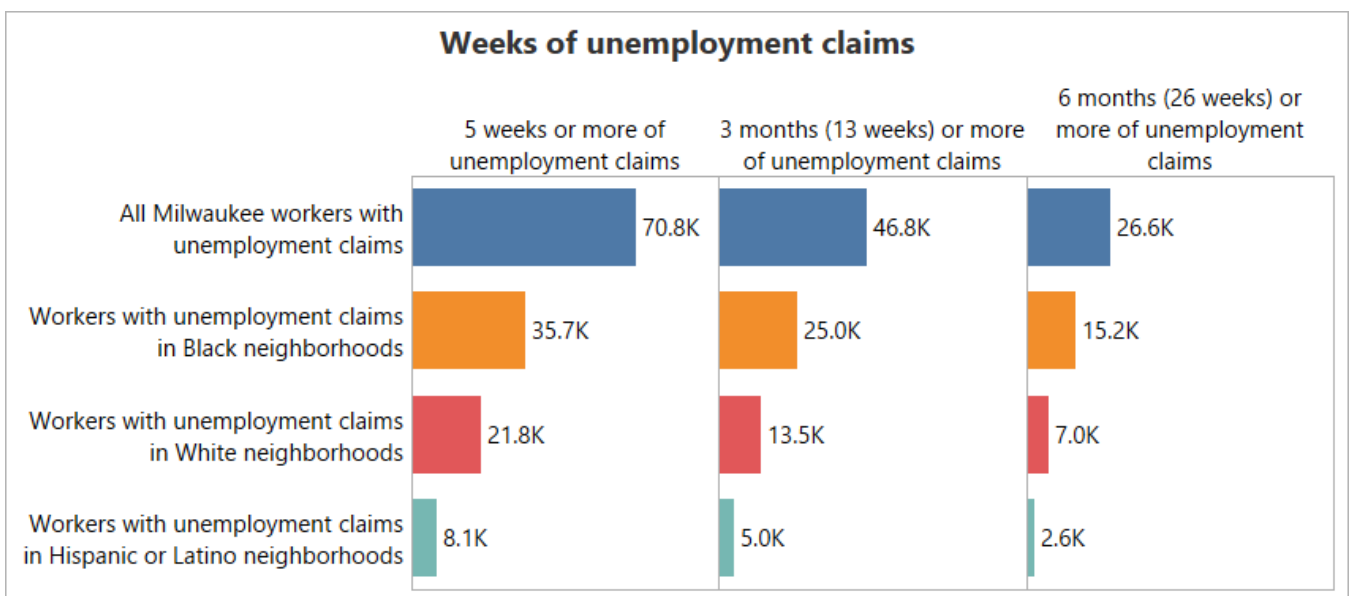
Weeks of unemployment claims

The COVID-19 pandemic disrupted operations for many employers, particularly during the spring of 2020 when Safer at Home orders and other restrictions were put in place. For some workers, that resulted in filing weekly unemployment claims for up to a month or two. Other workers continued to file weekly claims for months.

Approximately 47% of Milwaukee workers with unemployment claims, or roughly 46,800 workers, filed at least three months of weekly claims during the COVID-19 pandemic (Figure 7). And over 26,000 workers filed at least six months of weekly unemployment claims from March 2020 through January 2021.

Looking at neighborhood demographics, workers with unemployment claims in Black neighborhoods made up a greater share of workers who filed at least six months of weekly unemployment claims during the COVID-19 pandemic.

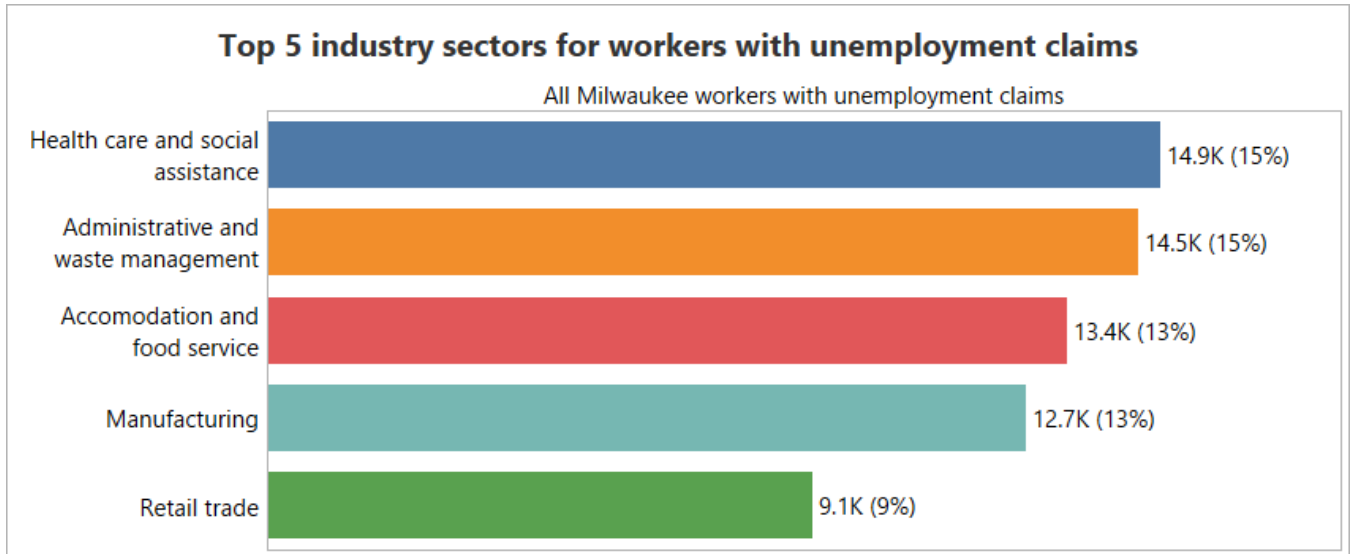
Figure 7



Industry sectors

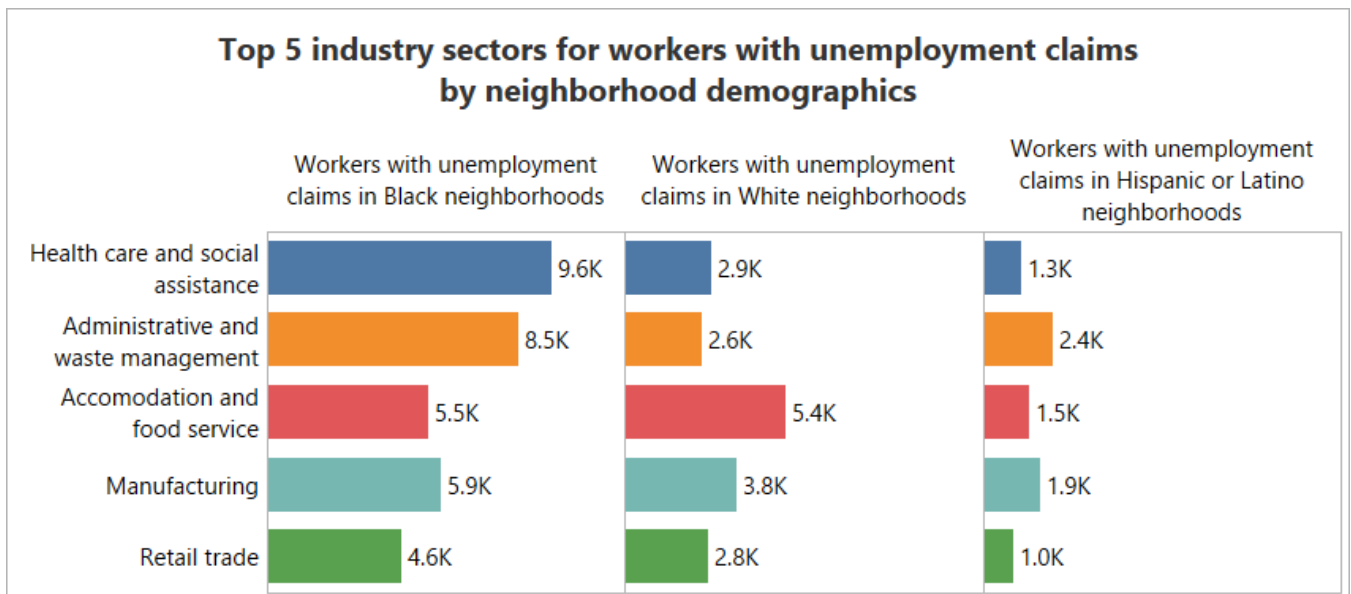
To learn more about the industry sectors where job losses and reductions were concentrated during the COVID-19 pandemic, we looked at where Milwaukee workers filing unemployment claims had most recently been employed. The health care and social assistance industry sector employed about 14,900 Milwaukee workers filing unemployment claims, or 15% of the total, and the administrative and waste management industry sector (which includes temporary help services) employed about 14,500 Milwaukee workers filing claims (Figure 8).

Figure 8



For workers with unemployment claims in Black neighborhoods, the greatest number were employed in the health care and social assistance industry sector; in white neighborhoods, the greatest number were employed in the accommodation and food service industry sector; and in Hispanic and Latino neighborhoods, the greatest number were employed in the administrative and waste management industry sector (Figure 9).

Figure 9



Methodology

For this analysis the City of Milwaukee requested and obtained data from the Wisconsin Department of Workforce Development on unemployment insurance claims for individuals that filed an initial or weekly unemployment insurance claim between March 1, 2020 and January 31, 2021 and lived in ZIP codes either completely or partially located in the City of Milwaukee. To determine whether individuals lived in the City of Milwaukee, each individual's address was geocoded and mapped. Individuals with an address field containing a PO Box, an address that could not be geocoded, or text that was not a usable address were not included in the analysis.

The data used for the analysis includes weekly claims for regular unemployment insurance benefits, Pandemic Unemployment Assistance, Pandemic Emergency Unemployment Compensation, Extended Benefits, and Work Share. Each weekly claim includes two dates: the date the claimant filed the weekly claim and the date of the end of the week the claimant was unemployed. The analysis only included weekly claims where both the date filed and the date of the week unemployed were between March 1, 2020 and January 31, 2021.

The city's data request also included information on 2019 annual reported wages for workers with unemployment claims during the study period and details for the workers' most recent employer, including the employers' North American Industry Classification System (NAICS) code.

2015-2019 American Community Survey 5-Year estimates were used to identify majority-Black, Hispanic or Latino, and white neighborhoods and to estimate the size of the labor force in majority-Black, Hispanic or Latino, and white neighborhoods.