

WRTP/BIG STEP
Quarterly Report – TIF No. 78 Workforce Development Program
May 1, 2014 – September 30, 2014

I. Background

Northwestern Mutual (NM) is in the process of building a structure that will alter Milwaukee’s skyline. In partnership with the City of Milwaukee, NM 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 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, and will act 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 submission of the TIF No. 78 Workforce Development Program quarterly report represents the first required report to be 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. Construction will start later this year and be complete by 2017.

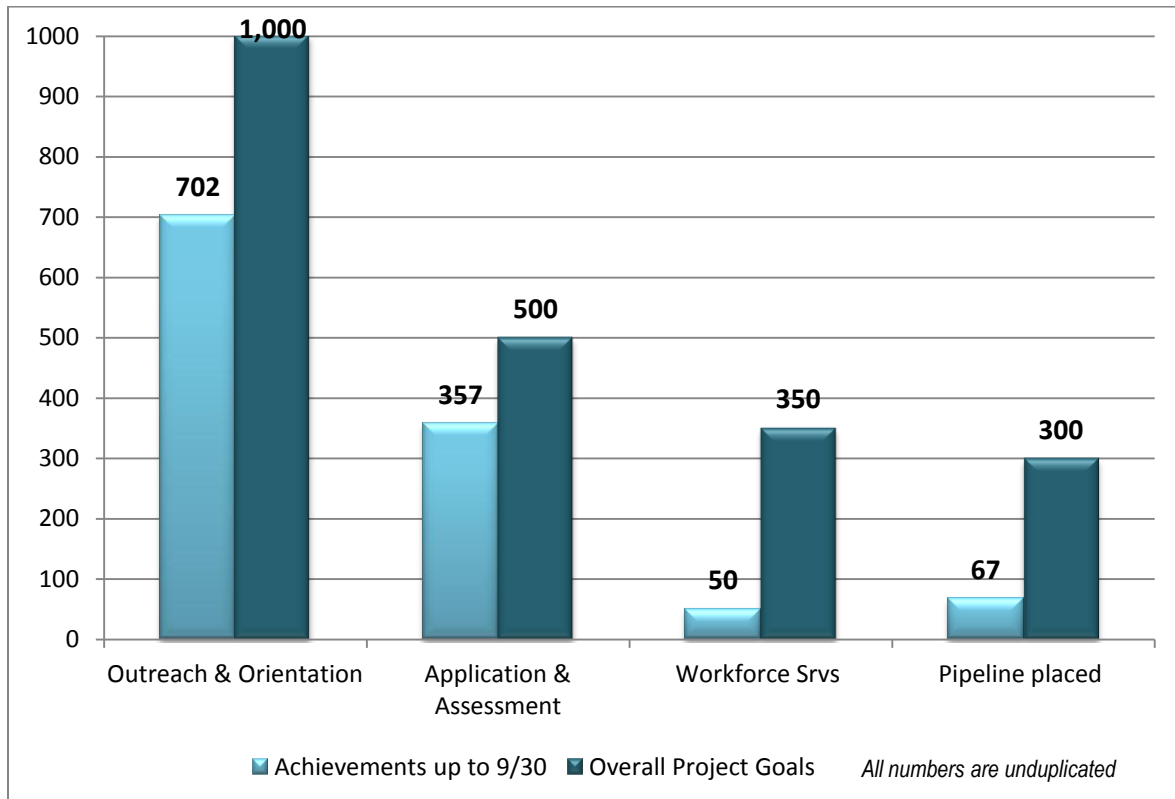
The following metrics are the basis for meeting the terms of the agreement and tracking progress toward meeting the goals of the City of Milwaukee and Northwestern Mutual. Because of the nature of the Construction Industry and the lead time needed to prepare for these positions, it is understood that the placement of an individual may require long-term planning and investment. This is why project planning and preparing the pipeline for skilled workers is crucial at this juncture. WRTP has been actively involved with Hines, Gilbane and CG Schmidt as well as Building Advantage, the Milwaukee Building and Construction Trades Council, 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.

II. Program Outcomes

A. Progress Summary

The graph that follows is a Progress Summary comparison of Accomplishments to Goals. One of the overall program goals is to have 150 City of Milwaukee residents gain employment at the NM project. Since construction had not yet started, the placement numbers reflect those who received jobs in a construction trade or are on an apprenticeship list and are in the “pipeline” for NM jobs. The 300 pipeline number is the internal project goal that WRTP/BIG STEP has to assure it meets the overall 150 placement goal. The Pipeline Placements (40) reflect those individuals who are job ready in a construction trade and are RPP certified as well as those who are newly placed to apprenticeships (27) for a total of 67 who are working and have construction skills and could be placed into NM.

Progress Summary



B. DEVELOPING A CONSTRUCTION WORKFORCE THAT SUSTAINS MILWAUKEE

Construction jobs can provide high paying jobs and are also experiencing growth. The NM project through its emphasis on local workforce participation directly links these payrolls to Milwaukee City residents. Construction jobs 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 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 project which accepts RPP certification for its residential hiring requirements. All of the figures in WRTP/BIG STEP's reporting reflect those individuals who reside in the City of Milwaukee.

C. INCREASING DIVERSITY IN THE BUILDING AND CONSTRUCTION INDUSTRY

WRTP/BIG STEP and its partners have been strategic in outreach efforts to recruit targeted populations including African American, women and other under-represented groups. For more information on apprenticeship and minority/gender participation in Milwaukee County see this report: <http://tinyurl.com/q2k3pth>

A project the size of the NM Project is an excellent opportunity to increase these local participation rates in the industry and strengthen the local workforce. WRTP/BIG STEP's outreach efforts demonstrate that providing access to targeted population is succeeding and participation reflects those strategic goals. Of those who completed the **Intake process, 71% are African-American, 13% female and 7% Hispanic**. Of those **enrolled in training, 75% are African-American and 15% are female**. Even at this early stage, **Employment outcomes reflect this increased effort: 39% African-American, 10% female**. This contrasts with national construction data where African-Americans were only 5.4% of construction industry employed and women less than 3%. The long term goal is to create a model program for increasing diversity; one that can be replicated on future TIF projects.

D. INDUSTRY ENGAGEMENT- PROGRAM HIGHLIGHTS

The NM workforce project can provide the impetus to open doors and establish processes to provide skills and jobs to Milwaukee City residents. The success of this project requires the collaboration and participation of the NM contractors and subcontractors. WRTP/BIG STEP, along with its many workforce partners, has been diligently working to solidify these relationships and assure that their workforce needs are understood and met. The following summarizes the objectives and accomplishments that are necessary to achieve program success.

Industry Engagement Key Objectives

- 1. Develop Team Partnership:** Completed Initial Project Workforce Needs Assessment (*Work Plan & Project Assessment, Training Calendars and Plans are found in Attachments A-D*)
- 2. Solidify Contractor Partnerships:** 4 Workshops sponsored by Gilbane/CG Schmidt held to meet SBE / Contractor Workshops goal. To assure ongoing partnership and communication, established bi-weekly meeting structure with Gilbane.
- 3. Coordinate Trades Partnerships:** Weekly engagement with Milwaukee Building & Construction Trades Council (MBCTC) and Building Advantage/Construction Labor Management Council of Southeastern Wisconsin. This provides for coordination with Business Managers/ Reps on RPP Data Collection & Certification of Members. Coordination with Joint Apprenticeship Training Council (JATC's) on RPP Data Collection and determination of pipeline of potential candidates.

Other Industry Engagement Highlights

- Worked in collaboration with Development Team to assess quarterly and overall project employment by trades
- Provided technical assistance to 15 contractors
- Held discussions with the union/trades regarding contractors specific needs

- Conducted a recruitment event in collaboration with the Glaziers Union/contractor in preparation for late fall/early winter training classes/employment
- Collaborated with Bricklayers on implementing additional pre-job/pre-apprenticeship program, offering assistance with tutoring, Accuplacer testing, and drug testing
- Facilitated Training Director meetings in May and August with active discussions and planning around additional recruitment needs, training classes, RPP certification of incoming candidates.

E. COMMUNITY ENGAGEMENT- PROGRAM HIGHLIGHTS

In the past six months, 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 project and the commitment to jobs for City residents. In addition to these Community Outreach events, which have been led by Common Council members, processes have been developed to facilitate communication and meet data needs with key community stakeholders. Highlights include (Events and numbers are found in Table I):

- Conducted Community Outreach events and coordinated and co-hosted with Common Council Members
- Provided Specialized NM Orientations at Center of Excellence
- Developed customized Orientations for Community Workforce Partners
- Held Community Workforce Partnership Monthly Partnership Meetings
- Formalized Referral Process and Tracking form
- Provided partnership support at Community Jobs and Resource events
- Established coordination meetings with MAWIB, Mayor’s Office, & City Department of Administration.

There will be a continued effort to provide information to the Community and to involve industry representatives in providing information to interested job seekers. Planned events are listed in Table II.

Table I: Community Outreach & Resource Events Summary

<u>Date</u>	<u>Location/ Sponsor</u>	<u># Participants Attended</u>	<u>Industry/Community Partners</u>
6/23/2014	Milwaukee School of Career & Technical Education / Alderman Hamilton Event	256	<i>Industry:</i> Bureau of Apprenticeship Standards, Painters, Bricklayers, & Laborers. <i>Community:</i> SDC, Center for DL Recovery, Urban League, Riverworks, & Northcott
6/25/2014	WRTP/BIG STEP	34	<i>Industry:</i> Painters
7/8/2014	WRTP/BIG STEP	47	<i>Industry:</i> Painters, Sheet metal

<u>Date</u>	<u>Location/ Sponsor</u>	<u># Participants Attended</u>	<u>Industry/Community Partners</u>
7/21/2014	MATC- South Side / Alderman Perez and Alderman Donovan Event	132	<i>Industry:</i> Electrical, Laborers, Cement Masons, Painters, Electricians, Plumbers, Carpenters, & Tile Setters <i>Community:</i> Journey House, UMOs Council for Spanish Speaking, Center for DL Recovery/WRTP/BIG STEP, SDC, Milw. Co. Child Support, MATC, Milw. Christian Center, Fire & Police Commission, Molina Health Care
8/26/2014	COA Youth & Family Goldin Center / Alderman Wades and Alderman Coggs Event	96	<i>Industry:</i> Laborers, Painters, Roofers, Sheet Metal, Cement Masons <i>Community:</i> Riverworks, People Power, LLC, Northcott, Molina Health Care, Milwaukee County Child Support, MAWIB, Legal Action, Dominican Center, COA
September 22, 2014	North Division HS / Alderman Stamper	137	<i>Industry:</i> Laborers, Painters, Sheet Metal, Cement Masons, Plumbers <i>Community:</i> Riverwork, Northcott, Molina Health Care, MAWIB, Legal Action, YWCA, MCC, UMOs
Total Attended		702	

Table II: Future Planned Events

<u>Date</u>	<u>Location/ Hosts</u>	<u># of Participants Projected</u>
October 20, 2014	Washington Park Senior Center Alderman Murphy	150
October 31-Nov 1	9 th Annual Milwaukee Fatherhood Summit Destiny Youth Plaza	Information for all participants

F. WORKFORCE DEVELOPMENT & RPP SERVICES

In the first two quarters of the Project, Workforce Development and RPP Services have focused on entry activities such as assessment and enrollment into training services. For those who need additional preparation, WRTP/BIG STEP provides access to the kind of technical training to prepare them for Trade and Accuplacer testing requirements as well as other job requirements.

Through September 30, 2014 the following Workforce Development & RPP Services outcomes have been achieved:

- **572 individuals were RPP certified.** RPP services can more directly link those who are job ready to employment.
- In the period from May 1 through September 30th, **196 individuals actively participated in Apprenticeship Preparation and Tutoring.**
- **Fifty (50) participants participated in targeted Skills Certification training** such as ELCS I or TRANS classes, three of these individuals participated in two or more trainings for a total of fifty-three (53) session provision of services.

G. Expenditures

Annual Projected Budget & Expenditure

2014 \$175,000

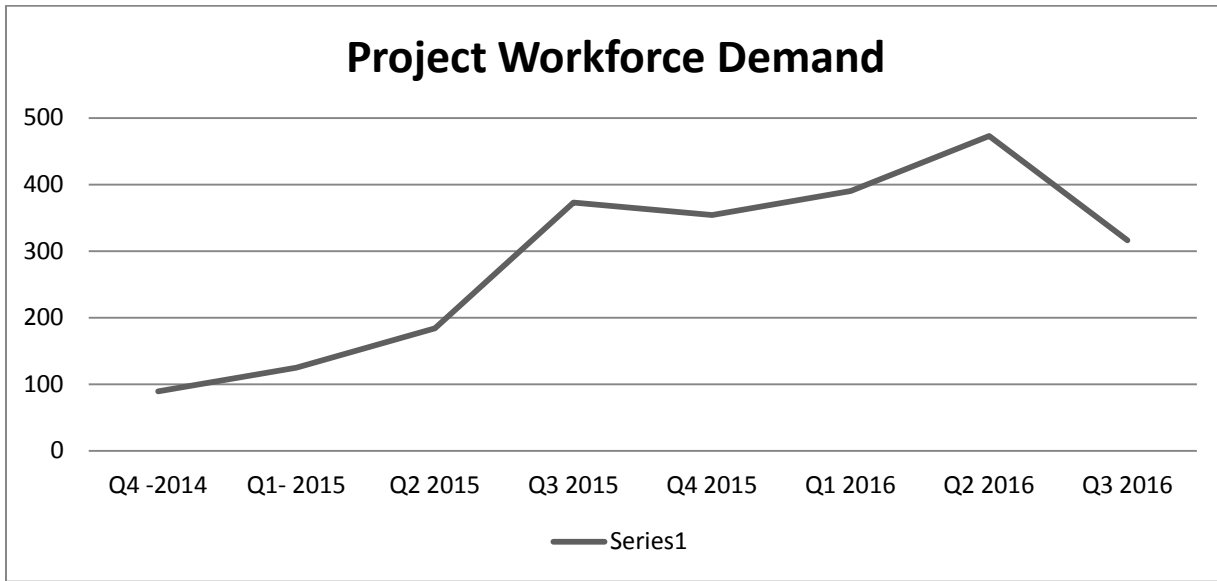
2015 \$275,000

2016 \$50,000

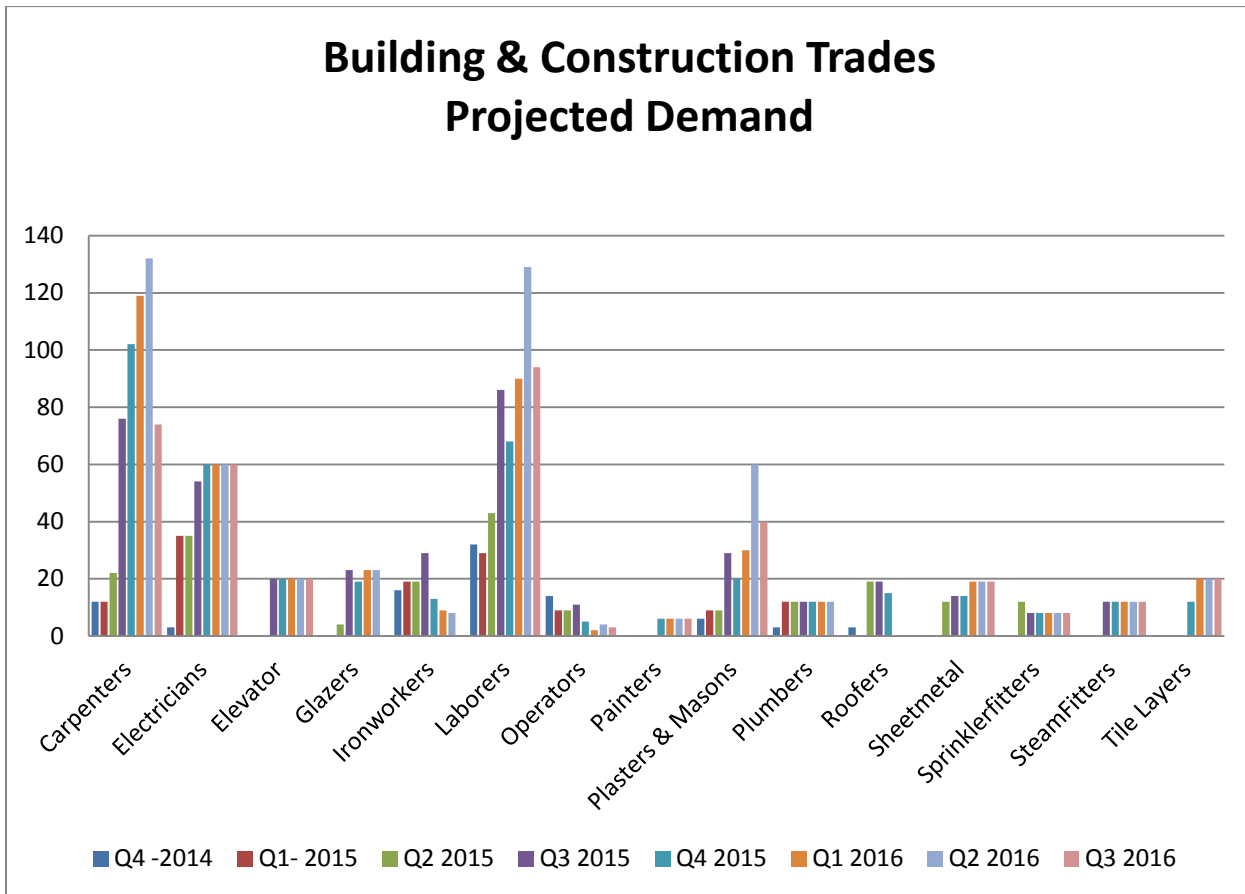
Summary for 2014

Funds Received:	\$50,000
Additional Funds Encumbered Q1-Q2 (May 1 – September 30):	\$79,200
Projected Expenditure Q3 (October 1 – December 30):	\$45,800
Total 2014 Expenditure:	\$175,000

Attachment A (Data based on data provided by NM and project partners)



Attachment B (Data based on data provided by NM and project partners)



Attachment C: WRTP-BIG STEP APPRENTICESHIP PREPARATION & TRAINING GOALS PROJECTIONS

(Arrived at from data provided by NM and o project partner- as well as projected overall training needs)

	Q4 - 2014	Q1- 2015	Q2 - 2015	Q3 - 2015	Q4 - 2015	Q1 - 2016	Q2 - 2016	Q3 - 2016	Total
Carpenters	15	15	18	45					93
Electricians	1	24	24	40					89
Elevator	0	-	-	2					2
Glaziers	0	31	31	31					93
Ironworkers	4	4	4	4					16
Laborers	40	40	35	47					162
Painters	-	-	-	-					0
Plasters & Masons	2	3	3	10					18
Plumbers	1	3	3	4					11
Roofers	0	3	3	3					9
Sheetmetal	10	16	16	16					58
Sprinkler fitters	0	0	2	1					3
Steam Fitters	0	0	2	1					3
Tile Layers	4	19	4	0					27
Total by Quarter	77	158	145	204					584

Notes and Definitions

The training projections are based on an analysis and correlation to specific trade needs from the NM building plan and tied to the project plan.

ELCS training covers a wide range of skill levels and training taught is designed to meet employer/project need. **ELCS 1** is an exposure course that targets those who are unfamiliar with the construction industry

The primary goal of **ELCS 2** is to supplement transitional jobs and job training and qualify participants for an apprenticeship program. **ELCS 3** is for qualified apprenticeship candidates who have not yet been hired by an employer in order to begin an apprenticeship. **ELCS 4** is the most advanced ELCS module and targets current journey workers or apprentices; it helps upgrade these experienced workers' skills.

Dashes designate areas where discussion on timing/ number of sessions are just starting or will start later based on the construction schedule.

Attachment D: WRTP-BIG STEP CONSTRUCTION PROJECT BASED PRE-EMPLOYMENT SKILLS PREPARATION AND SKILL TRAINING CALENDAR

2014					
Program	Target Trade	Sep	Oct	Nov	Dec
HAZMAT	Laborer	22-26			
Mason Tender	Laborer			17-21	8-12
Pre-fab Skills for Entry Glazier	Glazier				
Construction Wireman	Electrician				
Preparing for Tiletsetting	Tilesetter				
Sheetmetal	Sheemetal				
TRANS- DOT	Multi-trades		20-22		1-3

2015										
Program	Target Trade	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
HAZMAT	Laborer	12-16			20-24					
Mason Tender	Laborer	26-30								
Pre-fab Skills for Entry Glazier	Glazier	12-16	16-20	16-20						
Construction Wireman	Electrician				13-17	11-15	15-19	13-17	10-14	
Preparing for Tiletsetting	Tilesetter			23-27	27-1					
Sheetmetal	Sheemetal		9-13							
TRANS- DOT	Multi-trades	12-14	23-25		6-8	18-20	29-1		10-12	21-23

Notes and definitions
 Each date represents one class offering/one cohort
 Dates in red are tentative