



To: Members of City of Milwaukee Common Council - Finance and Personnel Committee

From: Aaron Szopinski, Office of the Mayor

Date: October 5, 2018

Re: Compete Milwaukee in the Mayor's 2018 Proposed Budget

"Compete Milwaukee has been a catalyst for where I am currently in my life. Certain things I felt would hold me back, the program helped me get through-both personally and professionally. I think Compete Milwaukee is a great program with great people that wants to honestly help people get a jump from wherever they are in life."

– Jeremy Jordan

Compete Milwaukee TJ alumni - current DPW City Laborer

Summary

Created in 2014, Compete Milwaukee is a partnership between Mayor Barrett, the Common Council, workforce development agencies and private employers with the goal of connecting unemployed or underemployed Milwaukeeans with meaningful work experiences, career pathways trainings and referrals to permanent employment opportunities.

Compete Milwaukee is more than just transitional jobs placements. Those placements are part of a 5-part strategy that matches supply and demand for Milwaukee workers. Employ Milwaukee has implemented the other 4 elements of the strategy, designed to keep workers and training programs matched with the skills employers need in the region.

In 2018, given the City's overall financial outlook, the Mayor's budget supports the transitional jobs component of Compete Milwaukee at the same level as 2017. There is \$200,000 in the Police Department budget to support the Ambassador program, and the balance of the city's contribution of \$339,000 is funded through the already-adopted 2018 CDBG Funding Allocation Plan.

Program Overview

The Compete Milwaukee adult transitional jobs program, a partnership with the state of Wisconsin and UMOS, supports adults entering or re-entering the workforce at various City work site placements. Over the past four years, almost 275 adult transitional jobs participants have provided approximately 184,000 hours of supplemental services, increasing the levels of city services provided to taxpayers.

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In addition to meaningful work experiences which last approximately six months, program partner WRTP/BIG STEP provides participants industry recognized workforce development trainings, including certifications such as OSHA 10, CPR/First Aid, RPP and more. WRTP may also make direct referrals based on participants' background, education, skills, interests and aptitudes to local employers, apprenticeships, services and training opportunities.

Compete Milwaukee 2018 Programs

2018 Compete Milwaukee Programs					
Program	Partner	2018 Timeline	Description	Participants	Placement Goal
Transitional Jobs - Public Sector	UMOS*	April - December	Wages for 35 six month work experiences within DPW and other City work site location placements	Adult unemployed city residents 18-64 from targeted geographical not otherwise eligible for W-2 or unemployment insurance benefits, including noncustodial parents and young adults without children	35
Milwaukee Police Ambassadors	Employ Milwaukee	March - December	Work experience within MPD, including two-way mentorships, training, community engagement, enrichment activities and career pathway guidance	Young adults, 19-25, who are interested in public safety, criminal justice, and similar career fields	20
Transitional Jobs - Private Sector	Employ Milwaukee	January - June	Training followed by work experience on City contractor projects. May include facilities and buildings projects as well as demolition and deconstruction work.	Out of School Youth age 18-24, or alumni of YouthBuilds who are interested in careers in construction or public works.	15
Career Pathways Training	WRTP	Year - Round Services	Specialized industry recognized career pathways trainings, including case management coaching, skills assessments, certifications, referrals to barrier remediation services and direct referrals to apprenticeships, employment and training opportunities	Direct and indirect workforce development services provided to Transitional Jobs 2018 participants. Follow-up job placement services available to 2017 Transitional Jobs participants.	-
Workforce Development Services	Employ Milwaukee	Year - Round Services	Provide unsubsidized employment tracking outcome services & co-enrollment in Federal funded workforce development services and employment opportunities	All Compete Milwaukee participants.	-
Total					70

Community Work Partnership – Adult Transitional Jobs

The Department of Public Works and other city departments will serve as host work site locations to approximately 35 qualifying Transitional Job participants pursuing meaningful and marketable six month work experiences.

Since 2015, 85% of alumni are in unsubsidized employment following their transitional jobs work experience, with \$1.8 million dollars in post-subsidized employment wages. The City of Milwaukee is the top unsubsidized employer, and Compete participants and alumni are encouraged to apply for City job openings such as the recent City Laborer announcement.

Milwaukee Police Department Ambassador Program

The Ambassador Program provides a two-way mentorship model to 20 new MPD Ambassadors. Participants, working side by side with law enforcement and community members, are

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empowered to build stronger and more vibrant communities, increase public safety and be future leaders within MPD, criminal justice or similar career fields.

As of October 2017, 5 alumni are Community Service Officers with the MPD, and 18 (35%) of the 52 participants to date are working or actively pursuing careers in law enforcement. The Ambassador program provides an important additional bridge to that career path in addition to skill building.

Career Pathways

Compete Milwaukee participants will receive career pathways, including industry-ready employability assessments, as well as skills training and certifications needed to connect to permanent private-sector unsubsidized employment. Each participant will receive career counseling case management, barrier remediation services and job search assistance. Career pathways are designed to effectively provide access and opportunities for each participant to enter the 'jobs pipeline' and pursue family supporting employment.

Employ Milwaukee – Workforce Development Services

Employ Milwaukee will support the delivery of Federally-funded workforce development services and collaborations between City agencies, Employ Milwaukee, WRTP/Big Step and Milwaukee-area employers. Employ Milwaukee will track participants' unsubsidized employment outcomes and collaborate with partner agencies to support direct referrals to training and employment opportunities.

Employ Milwaukee is the key to understanding post-program outcomes through the State of Wisconsin's various employment and workforce systems. This aspect of the Compete partnership is invaluable to understanding the impact transitional jobs placements have.

Employ Milwaukee – Out of School Youth and City Contractor Placements

In 2018, using the success of this innovative partnership as a base, 2018's transitional jobs program seeks to open up another avenue for work experience and future employment. Working with Employ Milwaukee's Out of School Youth population, the 2018 program will partner with City contractors to get participants on city job sites, in addition to placing them in city departments. This model still connects participants to working on critical city projects, and brings in contractors who may provide even more post-program hiring opportunities.

One change in piloting this new effort is in the source of funding and partnership. In prior years, City transitional job experiences have relied on TANF funds available through the Wisconsin

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Department of Children and Families, administered locally by UMOS as the Transform Milwaukee Jobs initiative.

TANF would pay the base wage, and some UMOS overhead expense, as UMOS served as employer of record and payroll administrator. City CDBG funds pay to increase wages from TANF’s base of \$7.25 to the city’s living wage of \$10.82, and for the “wrap-around” training and Career Pathways services provided by WRTP. Employ Milwaukee would then provide co-enrollment in Federal WIOA programs for eligible participants, and post-program wage and employment tracking through state-wide systems.

For this effort, TANF funds are replaced by WIOA Title I funds for Out of School Youth, and Employ Milwaukee serves as the employer of record and payroll administrator. WRTP will provide both skill building and barrier reduction as with City of Milwaukee Adult Transitional Jobs placements.

DPW and DNS have received commitments from several contractors who are willing to serve as work sites for these individuals upon completion of sufficient training. Gilbane Construction, Simon Landscaping, and MJ Construction have all agreed to host workers, and other contractors have been approached to engage in the program. The program timeline will need to be modified compared to Adult TJ placements to reflect the need for up-front training.

The table below compares the existing TJ placement model with the proposed contractor worksite model.

	Adult Transitional Jobs	City Contractor Connection
Work Site	City of Milwaukee Depts.	City of Milwaukee Contractors
Employer of Record	UMOS	Employ Milwaukee
Base Wage	\$7.25	\$7.50
Supplemental Wage	+\$3.57 (\$10.82/hr)	+\$3.07 (\$10.82/hr)
Training/Skill Building	WRTP/BIG STEP	WRTP/STEP

Also attached to this memo as Appendices are program updates on the Ambassador program and a more detailed description of the new contractor placement model. Per usual, additional information can be made available to you at your request.



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Out-of-School Youth Training & Employment Project

October 2017

Introduction

Employ Milwaukee seeks to build on our track record with Compete Milwaukee in an employment and training project specific to Out-of-School Youth ages 18-24. We will partner with WRTP/BIG STEP who will act as training provider. Over the course of the six-month project, we plan to train and place 15 out-of-school youth in subsidized jobs related to the construction field through private sector companies performing work on various City of Milwaukee contracts.

Need for Project

Employ Milwaukee recognizes that, when a youth or young adult is both not in school and not employed – the definition of out-of-school youth – a dangerous disconnection can develop. Given Milwaukee's intergenerational poverty and severe racial disparities, too many of our young people have grown up without employed role models, unsure of how to gain entry into the world of careers and skilled employment. Family-supporting jobs such as construction require training preparation, but are a highly promising path for someone not heading toward a four-year post-secondary education degree. We are excited to move forward with a partnership to help youth engage with creating their futures and get the training they need to enter the construction field.

We offer individualized support to help 18- to 24-year-olds get back on the path to self-sufficiency, develop job skills, and plan for career paths. Both Employ Milwaukee and WRTP/BIG STEP are accustomed to effectively helping people overcome barriers to successful employment.

Compete Milwaukee's innovative transitional job model is an existing, successful, platform for this kind of work experience. Compete Milwaukee's transitional work experiences combine skills training, work experience, and a clear and supported path to workforce participation.

Recruitment

Employ Milwaukee will be responsible for recruiting the young adults. To account for a modest amount of attrition, we hope to recruit slightly above 15 in order to meet our eventual goal of placing 15 in employment. WRTP/BIG STEP has agreed to assist Employ Milwaukee in screening potential participants to ensure they have an interest in the construction field and are prepared to be engaged participants.

Recruitment will take the following two forms: 1) Targeting participants graduating out of Employ Milwaukee's YouthBuild program who need additional assistance with job placement and training; and 2) Targeting a general out-of-school youth population ages 18-24. If out-of-school youth express interest in an area other than construction, they may be referred to other services within Employ Milwaukee.

Training

Employ Milwaukee will partner with WRTP/BIG STEP for the training piece of the project. WRTP/BIG STEP specializes in training individuals to overcome complex barriers to employment and gain key occupational skills. Careers in construction provide young adults with the opportunity to earn stable, family-supporting wages without a traditional four-year degree. WRTP/BIG STEP provides opportunities for youth to explore these career pathways and develop the skills and experience needed to succeed in high-demand jobs. Their trainings are both consistent in their attention to industry demands and diverse in the types of preparation they provide.

Training groups will be separated between those with and without YouthBuild experience, and trainings take place in a classroom/shop setting. The group without YouthBuild experience will need more fundamental training components such as OSHA-10 and First Aid, while YouthBuild graduates will have already completed those and will explore more advanced topics. Entry Level Construction Skills training includes the following:

- First Aid/CPR/AED **Certification**
- OSAH-10 Construction Safety **Certification**
- (RPP) Residency Preference Program **Certification**
- Introduction to Construction Math
- Introduction to Basic Blueprint reading
- Introduction to Apprenticeships & Apprenticeship Readiness

Each young adult will write a resume, complete an Individual Employment Plan, and receive job readiness training. As part of intake, a TABE assessment and Construction Skills Inventory identify participants' strengths and weaknesses. Young adults in need of GED or HSED services, or those who are Basic Skills Deficient, will be referred to Literacy Services of Wisconsin. All participants will be compensated by Employ Milwaukee while in training.

Subsidized Employment

We are pleased to link participants with construction-related work tied to private sector companies performing work on various City of Milwaukee contracts, including the Department of Neighborhood Services, Department of Public Works and other city departments. The City will coordinate with Employ Milwaukee, WRTP/BIG STEP, and contractors to identify the subsidized job opportunities, and Employ Milwaukee and WRTP/BIG STEP will work together to match the right participant with the right job. Something to keep in mind is that these positions will begin in the winter months, which may restrict certain types of work.

Employ Milwaukee will handle processing participant paperwork, timesheets and payroll; setting up Worksite Agreements with employers; as well as monitoring the overall project. WRTP/BIG STEP's main responsibility is as a trainer on the aforementioned construction skills training, plus essential skills and job readiness development, but they will assist in other roles related to project coordination as needed. Employ Milwaukee's Job Mentor Placement Specialist will work to ensure success on the job and can communicate with employers about troubleshooting any potential issues. Both employers and employees will be encouraged to engage the Job Mentor Placement Specialist as a resource to ensure a successful project. Employ Milwaukee will convene project partners as needed, as part of its coordination role.

Participants may work up to 29 hours per week. Wages will be subsidized by Employ Milwaukee. Due to the subsidized wages, officially, Employ Milwaukee will be the employer for record until a transition to unsubsidized employment can be made or until June 30, 2018. Employ Milwaukee can cover the cost of employment related needs such as work boots and outdoor cold-weather work clothing.

Transition to Un-Subsidized Employment

Throughout the project, participants will meet with Employ Milwaukee’s Job Mentor Placement Specialist. This role will specialize in barrier reduction, offering support while the participant is on the job, and transitioning participants to unsubsidized work or additional training as the program ends. Employ Milwaukee and WRTP/BIG STEP will work together to identify and outreach to unsubsidized work opportunities which match the participants’ skill level and interests.

Timeline & Schedule

Recruitment can begin immediately. Training will begin January 15th, and employment will start February 1st. By June 30th, our goal is that 15 out-of-school youth will have completed training and participated in work experience with private sector companies performing work on various City contracts.

Proposed 2018 Project Timeline						
TASKS	Jan	Feb	Mar	Apr	May	June
Training by WRTP Jan. 15 – 31	X					
EM Purchase & Distribute Work Supplies/Clothes (EM)	X					
Participants meet with EM’s Job Mentor Placement Specialist Regularly	X	X	X	X	X	X
Work Module 1, Feb. 1 – Apr. 6 (EM pays wages)		X	X	X		
Break from work for WRTP training Apr. 9-13				X		
Work Module 2, Apr. 16 – June 15 (EM pays wages)				X	X	X
Plan for transition to unsubsidized work (EM and WRTP)				X	X	X
2 weeks of WRTP Training/Program Graduation June 18-29						X

Conclusion

The project fully aligns with the goals and program design of Compete Milwaukee, and we are optimistic that this collaboration will open doors for young people in our community who are eager for work opportunities and a bright future.

Milwaukee Police Ambassador Program

2015 Outcomes:

Seventeen Milwaukee Police Ambassadors age 19-25 were sworn in by Police Chief Edward Flynn on Mar 4, 2015, and graduated with a 100% retention rate in December 2015. After graduation, all Ambassadors either obtained unsubsidized employment and/or enrolled in post-secondary education. A same selection of organizations that hired Ambassadors includes:

- Milwaukee Police Department
- Contemporary Services Corporation
- Flight Systems and Services
- Milwaukee County Sherriff’s Office
- Potawatomi Casino
- Tri-City Bank
- Walmart

Four of the 2015 MPD Ambassadors were hired by the Milwaukee Police Department as Community Service Officers.

Table 1: 2015 Milwaukee Police Ambassadors	
<u>Name</u>	<u>Where MPAs Are Now</u>
Donte Anderson	Meridian Industries Inc
Alina Cha	CSO, Milwaukee Police Department
Kentrell Epperson	Wal-Mart Associates Inc
Dishone Gregory	Police Officer in Las Vegas, Nevada
Michael Hendrix	University of WI-Whitewater, Fulltime Student
Shenise Hill	Employ Milwaukee Inc.
Shaqirra Johnson	Ebenezer Child Care Centers Inc.
Alice Jones	CSO, Milwaukee Police Department
India Mason	Wal-Mart Associates Inc.
Charlece Robinson	Wal-Mart Associates Inc.
Anthony Rodriguez	CSO, Milwaukee Police Department
Amanda Sheriff	Bryant & Stratton Graduate, Medical Admin. Ass’t
Monica Sosa	CSO, Milwaukee Police Department
Rodrick Wallace	Universal Protection Service & Security Personnel Inc.
Shantrese Webb	MCFI Home Care & Potawatomi Bingo Casino
Kalin Welch	Amazon LLC & Falcon One Services LLC
Gemeng Yang	IRIS Financial Serv & Biosource Flavors Inc.

Milwaukee Police Ambassador Program

2016 Outcomes:

On May 19, 2016, 15 Ambassadors were sworn in by Chief Flynn. With significant enhancements to the program's design and system alignment between Employ Milwaukee and MPD, the Ambassador Program achieved another successful year. The Ambassadors graduated on October 11, 2016. Organizations that hired the Ambassadors include:

- US Navy
- US National Guard
- House of Corrections
- Las Vegas Police Department
- Milwaukee Public School
- American Securities
- Heiser Toyota
- Delivery Works
- Wal-Mart
- Mega Mart

One of the 2016 MPD Ambassadors were hired by the Milwaukee Police Department as a Community Service Officer. All Ambassadors have successfully graduated from the program.

Table 2: Ambassadors 2016	
<u>Name</u>	<u>Where MPAs Are Now</u>
Jonathan Brown	Total Security Management-WI LLC
Italia Coleman	Von Maur, Retail
Nickolasa Galvan	Mega Mart
Jacob Gonzalez	Lightspeed Entertainment Inc
Marquita Hale	United States Navy
Claudio Hill	Milwaukee Athletic Club
DeAngelo Junior	Corrections Officer, Milw. Cty
Ruben Lezama	Delivery Works, Driver & student at UW-Milwaukee
Christopher McCray	Universal Protection Service LLC
Devon Miller	Wal-Mart Associates Inc
Luiz Saavedra	Martial Arts Instructor, Student Matc, Intern at MPD
Simone Julien	Wauwatosa Police Department, Desk Clerk
Neenah Velazquez	Milwaukee Public Schools
Kathy Thao	Burn Boot Camp Childcare Services
Samantha Zavala	United States Navy

Milwaukee Police Ambassador Program

2017 Outcomes:

On June 5, 2017, 20 Ambassadors were sworn in by Chief Flynn. With significant enhancements to the program’s design and system alignment between Employ Milwaukee and MPD, the Ambassador Program is expecting another successful year. The Ambassadors will graduate on November 28, 2017. Organizations that hired the Ambassadors to date:

US Navy
House of Corrections-pending
Milwaukee Police Department

Table 3: Ambassadors 2017	
<u>Name</u>	<u>Where MPAs Are Now</u>
Jordan Boettcher	MPD PA-Pending
Tiara Davis	Walmart FT
Malashja Ely	HOC-Pending/ Milw Cty Sheriff-Pending
Maricella Garcia	Hilton Garden Inn-Bartender
Deontra Glosson	Scrub A Dub
Max Golden	UW Parkside FT in CJ/MPA PA Pending
Lamara Hale	Milw. Cty Sheriff-Pending
Lamar Hale	HOC-Pending
Trevon Haynes	MATC FT in CJ
Matthew Hoppe	MATC FT in CJ
Majesty Jones	HOC-Pending
Diamond Matthews	HOC-Pending
Daequan Merritt	Meade Milwaukee
Earl Minely	Concordia FT in CJ
Carissa Sanchez	Hilton Garden Inn-Server, MPD-Pending
LilReese Swift	HOC-Pending
Mark Thompson	N/A
Xeng Vang	UWM FT in CJ
Carrie Whitten	DOJ Corrections Officer
Nicholas Zanow	US Navy

Milwaukee Police Ambassador Program

Testimonies:

2015 Ambassador, hired by the Milwaukee Police Department as Community Service Officer, Monica Sosa played a key role in assisting with an incident that occurred near and on East Brady Street on July 20, 2017. As a result of her diligence, she was praised by her Lieutenant for providing key fingerprint evidence that lead to the identity of the suspect who committed several robberies and aggravated battery in one evening.

2016 Ambassador Luiz Saavedra, continues as an unpaid intern in the Investigations & Intelligence Bureau. He is in the process of completing his college work in Criminal Justice and is currently going through the Milwaukee Police Officer application process.

2016 Ambassador Neenah Velazquez, is currently working as a Community Service Officer with the Milwaukee Police Department. She is also waiting to enter the second phase of testing for the Milwaukee Police Officer application process.

2016 Ambassador Simone Julien is on the eligible list for the Community Service Officer position but is currently working at the Wauwatosa Police Department as a desk clerk. She is in the application process for Probation and Parole Officer.

2016 Ambassador Samantha Zavala is currently deployed overseas through the United States Navy. She is currently working toward Associates in Counter Terrorism then Bachelors in Homeland Security.

2017 Ambassador Carrie Whitten is working for Department of Justice Corrections Officer in Waupun effective September 19, 2017.

2017 Ambassador Daequan Merrit is working for Mead Electric.

2017 Ambassador Deontra Glosson is working fulltime for Scrub a Dub car wash.

2017 Ambassador Nicholas Zanow is expecting his assignment letter from the United States Navy any day.