



## WORKFORCE DEVELOPMENT PROGRAM AGREEMENT QUARTERLY NARRATIVE REPORT

**Grantee Name:** *Employ Milwaukee, Inc.*

**Project Name:** *Greater Arena Project, Park East (TID No. 48)*

**Report Quarter Ending:** **September 30, 2017**

**Date of Submission:** **December 1, 2017**

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### **Program Overview**

The Milwaukee Bucks, LLC (Bucks) are constructing a new \$500 million arena, which will open in 2018. The arena is a major civic endeavor that is expected to generate substantially positive economic development in the immediate area, making it the centerpiece of an estimated \$1 billion downtown Milwaukee entertainment district including hotels, restaurants, bars, housing, and retail. The arena and associated development are herein referred to as the “Greater Arena Project”.

During arena planning discussions in 2015, the Bucks, the City of Milwaukee (City), and Employ Milwaukee (formerly the Milwaukee Area Workforce Investment Board) agreed to use the Greater Arena Project to achieve the partners’ mutual goal of promoting equity, diversity, and commitment to the highest standards of workforce development. To operationalize these goals, the City approved a Tax Incremental District (TID) to fund a City-owned Parking Structure, Public Pedestrian Plaza and workforce development-related project activities and the Bucks established a requirement of no less than 40% of the total worker hours expended on the Greater Arena Project construction to be completed by city residents as defined by the City’s Residents Preference Program (RPP). Employ Milwaukee agreed to leverage its position as the federally-mandated Workforce Development Board (WDB) for Milwaukee County to engage its resources, partnerships, and networks to ensure the maintenance of a skilled, qualified, and certified workforce over the course of the project.

The City, Bucks, and Employ Milwaukee entered into a Memorandum of Understanding (MOU) that outlines activities relating to coordination, administration and reporting, workforce development strategies, industry engagement, and community outreach and engagement. Employ Milwaukee will serve as the “Strategic Workforce Organization” (SWO) responsible for the planning, monitoring, reporting, and administration of all programs and investments connected to the Greater Arena Project. Employ Milwaukee will subcontract with the Wisconsin Regional Training Partnership/Building Industry Group Skilled Trades Employment Program (WRTP/BIG STEP).



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### Section A – Summary of Grant Activities for Adult Participants

This period saw the culmination of a training program that led to 100% of its participants starting May 29<sup>th</sup> as employees of Wall-Tech and installing an innovative new kind of dry wall in the Bucks Arena. Further work continued to engage individuals to careers in construction with ongoing recruitment to the BIG STEP program which provides apprenticeship readiness preparation services. WRTP/BIG STEP continued recruitment and intake of individuals who have identified an interest in construction careers. The Director of Construction Initiatives continues to closely work with an industry that is providing construction services in the area (both sub-contractors and unions and their JACs and JATCs) to identify specific employment needs, skills-needs and develop plans on how to best address the needs identified. The table below illustrates funding expenditures and remaining balances:

Total Amount of Contract	Actual Spent	% of total	Remaining Amount	% of contract complete
\$345,000.00	\$138,000.00	40%	\$207,000.00	32%

This report, and all resulting data and funds charged against this contract only reflect those individuals who are reported on LCP Tracker for the Arena and parking structure projects. We know we have participants who have logged hours at the Practice Facility, but we are still in process of gaining access to that specific LCP Tracker database to collect that payroll information and interface that with the existing database. Data reported here reflects Employ Milwaukee’s ETO data as summarized in the Buck’s Arena Scorecard and pulled on 11/29/17.

### Section A.I – Summary of Intake Programs and Efforts

WRTP/BIG STEP hosts various intake sessions that are networked to the public, partners and community based organizations. We have an MOU with 14 community based organizations who meet monthly at WRTP/BIG STEP to discuss outreach efforts, barriers and challenges of their candidates, training opportunities that exist and referral processes to connect their candidates to opportunities in the construction and manufacturing sectors. WRTP/BIG STEP also specializes in industry-led orientations and recruitments in partnership with contractors, trades, employers, and unions based on workforce needs. Interested candidates contact WRTP/BIG STEP to register for the session and are screened for qualifications based on program eligibility and requirements. In summary, for this quarter, 280 signed up for events and 90 individuals attended.

### Section A.II –Assessment Activities

WRTP/BIG STEP provides adult basic education assessments to incoming participants to determine the needs and facilitate tutoring and supportive services to connect participants to their career pathways in the industry. It’s Apprenticeship Readiness Program is a viable recruitment arm. Those who are tutoring already meet the basic requirements for the trades, have attended orientation, have been assessed in reading and math skills, and are tutoring for specific trades. Inviting these candidates to attend industry



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recruitments or interview for an entry level training class is another way to offer training that will be valuable to an employer or trade as they pursue their career in the construction sector.

WRTP/BIG STEP engages contractors, trades, and unions to screen candidates for all construction training classes. Inviting contractors to WRTP/BIG STEP is a critical factor in the selection process of candidates for class. Candidates are exposed to employers and get an understanding of what their expectations are. Contractors are able to get a glimpse of what the upcoming workforce is composed of and they have input on who is getting trained. They can mentor these candidates and choose to offer career guidance on what trade specifically would be a good fit for the candidate. Individuals are screened for supportive services for their training through WIOA and FSET services prior to enrollment into training. For this reporting period, 268 individuals were assessed for enrollment into construction training services which is a primary working step which could result in various construction site projects for the Bucks Arena.

### **Section A.III – Workforce Development Services**

WRTP/BIG STEP continues to network with construction building trades, employers, labor and management to construct, evaluate, and build entry level training to develop a more qualified and retainable workforce in the construction industry.

The training classes that WRTP/BIG STEP facilitates are a great front-end exposure for individuals to gain experience in the culture of construction, receive industry recognized certifications, and adhere to an attendance policy – these threads allow those that successfully complete training to be job ready candidates.

### **Section A.IV – Employment Connections**

Placements are the result of having working relationships with the industry and trust that the candidates being recommended will meet a specific workforce need. This direct link to the construction industry is validated by the extremely positive placement numbers. As of the end of this reporting quarter, cumulatively, WRTP/BIG STEP placed 252 individuals with 193 achieving 45-Day retention.

With WRTP/BIG STEP being the certifying agency for community certifications such as Residential Preference Program (RPP) and Communities in Need (COIN), it allows WRTP/BIG STEP to assist in meeting workforce needs with qualified candidates that have either gone through our apprenticeship readiness program, construction training curriculum, or certification process. These community certifications require contractors to meet specific workforce needs filled by certified candidates. With contractors continually being in touch with WRTP/BIG STEP, it allows us as an organization to maintain communication about where the workforce needs are, what we can do to meet them, as well as maintaining record of our qualified candidates in the industry.



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WRTP/BIG STEP performed the following in support and development of programming for the workforce needs in the construction industry:

- WRTP/BIG STEP is partnered with Milwaukee Building Construction Trades Council, JAC/JATC's, unions and their employers to help build the pipeline to meet their workforce needs.
- The quarterly Training Coordinator meeting was held on July 13, 2017. Outreach, reporting, and industry needs were discussed as the challenge of enticing new workers into the construction field continues. WRTP/BIG STEP staff discusses each craft's needs and adjusts programming and training accordingly, so as to meet workforce needs and individually tailor recruitment and training around what the trades need for their craft.
- The Construction Industry Advisory meeting was held on September 22, 2017. Labor and management partners (Mike Ervin, Local 139, Erin Schaefer, Michels Corporation, Brian Baumgartner, Glaziers 1204, Jeannie Lauret, Duwe Metals, Bill Bonlender, Bricklayers Local 8, Tim Kroll, JP Cullen, Anthony Neira, Laborers 113, Jon Nehls, Mortenson Construction, Joel Zielke, Steamfitters 601) are engaged and invested in workforce development with WRTP/BIG STEP. Working with the Director of Construction Initiatives on strategy and direction, there are key items on the agenda for discussion: pipeline needs, targeting youth, apprenticeship readiness training and retention in the industry.

### **Section A.V – Employment Retention**

WRTP/BIG STEP does weekly and monthly outreach to participants that have been provided community certification and/or training services (BIG STEP, MC3, ELCS) to offer support or re-engagement if needed. WRTP/BIG STEP tracks their trade status and connection to the pipeline, and whether they have obtained employment or not. If participants have not actively engaged in the BIG STEP Apprenticeship Readiness Program in 30 days, staff follows up to offer assessment, advice or supportive services if needed before determining someone inactive and/or no longer interested in the program.

### **Section A.VI – Average Wages**

As of September 30, 2017, the average hourly wage for these placements is \$27.08 per hour which far exceeds wages of most workforce training programs.

### **Section B – Summary of Activities for Student Participants**

#### **Section B.I – High School Students**

WRTP/BIG STEP in partnership with Employ Milwaukee, MATC, MPS and the Milwaukee Bucks started a class in June with 26 MPS youth participants in the MC3 curriculum at MATC. The course ended on August 11<sup>th</sup>. Participants that completed this training received industry led and recognized certifications as well as a few MATC college credits. The participants in the class were Sophomores, Juniors and Seniors recruited from City of Milwaukee schools and Employ Milwaukee's Earn and Learn Program. The students were taken to the Bucks Arena for job site visits and also had exposure to different industries



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with guest speakers and hands-on presentations in the classroom. Some of these guest speakers included Heat and Frost, Carpenters and Bricklayers. Highlights of the benefits provided to youth participating in WRTP/BIG STEP programming include:

- Multi Craft Core Curriculum (MC3)
- MATC College Credit
- BIG STEP Apprenticeship Readiness Program
- Construction Career Week

Another youth cohort will be recruited for and scheduled beginning early 2018 with similar curriculum and industry exposure.



**MC3 Youth Class surveying Construction at the Bucks Arena**

### **Section B.II – Post-Secondary Students**

For this program period, WRTP/BIG STEP and MATC have been working and coordinating program provision, instructor selection, and working out logistical issues. The goal of this training is projected to start in November 2017 and is intended to help participating students gain the skills and knowledge to succeed with entering in and progressing in a construction career pathway.

### **Section C – Status Update on Co-Enrollment and Leveraged Funding**

WRTP/BIG STEP'S procedure is to provide services and training at no cost to its participants. Because of the skilled and technical nature of this training, average training for construction can average \$3,000 per participant and can include funding for work boots and other personal protective equipment. Because of

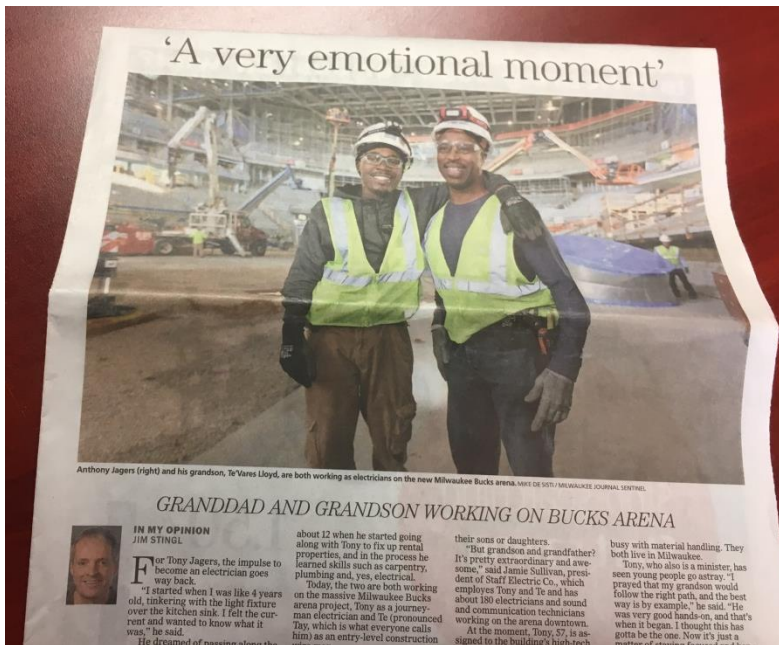




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this, individuals who sign up for services and training at WRTP/BIG STEP are assessed for the best fit of a wide range of funding sources to meet both the participants' needs as well as their qualification for the various funding sources. For this project, funding was provided from ResCare FSET, WIOA, BIG STEP Industry funds and other private/ philanthropic funds acquired by WRTP/BIG STEP.

### Section D – Best Practices and Success Stories



#### D.1. A Family Success Story

Te'Vares Lloyd has been participating in BIG STEP program throughout 2017 with a personal goal to link to a career as an Electrician- just like his grandfather. As featured on a story in the Journal-Sentinel, he was following his grandfather's footsteps in both gaining a foothold through BIG STEP and becoming a journey level electrician. As the October 22 story quoted Te', the opportunity to start his career, "It's just the beginning of my path, my future" For the grandfather, his statement encapsulates the emotional value on working on the Bucks Arena, "You're here- highest profile job in Wisconsin right now. You're part of it. How many of your friends are doing that?"

Te' has started down that Electrician's path by become a Construction Wireman (CW) at Staff Electric. Once work lessens up at the Arena, he will be back with the goal to complete BIG STEP's Apprenticeship Readiness Program and become an Electrical apprentice while working as a CW. He heard the message his grandfather gave him, "Once you become an electrician, you'll be set for life." The Bucks Arena project and support of people like Te' can make this family dream come true.



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### D.2. Best Practice

A major obstacle for Milwaukee individuals seeking careers in the construction industry is meeting the requirement to have a High School Diploma or GED. Individuals in this situation may have the knowledge and skill but need to fill some knowledge gaps as well as have the required, state recognized credential. Towards this end, WRTP/BIG STEP in partnership with Literacy Services developed a curriculum that utilizes DPI's 509 diploma process to provide a competency based HSED. This quarter, the pilot class for this was started. Towards this, WRTP/BIG STEP, along with Literacy Services, coordinated and facilitated a recruitment at WRTP/BIG STEP in September for an entry level training class for interested and qualified candidates to receive MC3 training curriculum, certification and their HSED upon completion. There were 9 individuals who attended the orientation and 7 agreed to participate in this very intensive schedule. However, at the end, these individuals will have both their HSED and MC3 knowledge and skills as well as various industry-recognized credentials such as OSHA 30, First Aid and others. The class began September 18, 2017 and has 6 students going through 3 months of unpaid training. The training components of HSED and MC3 work in correlation to provide connections and streamline the curriculums to achieve both credentials. The class is scheduled to complete December 2017. The training provides opportunity for those that encountered previous barriers to achieving their HSED and to help connect them to the construction industry and qualify for registered apprenticeship programs as a career opportunity.

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