

# *PART I*

## *STATEMENT OF WORK*

(The awardee's proposal is incorporated  
as the Statement of Work)

**NOTE:** Please note the start /effective date for this Earmark grant as indicated in the Period of Performance section of the agreement. Also, as indicated in Part IV, Special Conditions, #4, no Pre-Award costs have been approved under the terms of this grant. Should you have questions, please contact the grant officer at 202-693-3296.

## **I. TECHNICAL PROPOSAL**

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### **1. ABSTRACT**

Milwaukee Youth Construction Training Program (MYCTP) is a project to train youth in the construction trades. In 2008, the Milwaukee area received two congressional appropriations to support youth construction training programs with awards going to the City of Milwaukee and Northcott Neighborhood House (NNH). The City of Milwaukee is the awardee and fiscal agent of Project A with the Milwaukee Area Workforce Investment Board (MAWIB) sub-granted to act as the program operator. MAWIB will further contract with NNH as sub sub grantee to provide direct training and participant services. NNH also received its own separate congressional appropriation and their appropriation will be known as Project B. Whereas Project A includes MAWIB and NNH under the City of Milwaukee congressional appropriation, Project B only includes NNH and the NNH congressional appropriation.

MYCTP is the combined effort of Project A and Project B and will be referred to as such. MYCTP is a youth and community development program that simultaneously addresses several core issues facing the near north side of Milwaukee, Wisconsin, including poverty, unemployment, education, housing, crime prevention and leadership development. Although Project A and Project B will have a distinct separation, they will be coordinated and operated in concert.

The MAWIB has been designated as the lead agency responsible for planning, coordinating and monitoring of Project A. NNH is the sub-sub grantee for the project providing direct education, training, and employment services for the youth. NNH will also service as the Community Development Corp responsible for the acquisition, development, and sale of the properties developed by the MYCTP.

MYCTP will use the National Youth Build design to teach the skills of construction and the corresponding soft skills. Project A will provide 18 disadvantaged youth with construction skills training and GED/vocational education, while Project B will provide 6 disadvantaged youth with construction skills training and GED/vocational education. Youth participants will receive case management services, educational programming and on-the-job training. Through this initiative, participants will receive 6 credits toward MATC's 32 credit construction program. The grant will operate over a twenty-four month period. MYCTP will act as a link for youth job placement and a connection with construction trades.

#### **OUTCOMES for Part (A):**

- 100% of youth will be enrolled into project
- 70% of youth will be placed in employment or education
- 50% of youth will attain a degree or certificate
- 50% of youth have literacy and numeracy gains
- 75% of youth will remain in employment after first year
- 80% of youth will have will not get arrested by law enforcement during the first year
- Contribute to building two single family affordable houses for low-income families

## 2. STATEMENT OF NEEDS

### A. Project's Purpose:

Train youth in construction trades.

### B. Description of the Major Issues Addressed:

1. **Youth have barriers to employment:** Central City Milwaukee youth lack access to effective career exposure and employment opportunities. Other barriers include criminal backgrounds, lack of transportation and/or driver's license and AODA issues. Central City youth also lack work readiness and soft skills.
2. **Youth lack educational skills:** The City of Milwaukee consistently posts one of the lowest African-American graduation rates in the country. According to the Wisconsin Department of Public Instruction, the 2006-2007 graduation rate is 68.6%. According to TABE results when youth enroll in current Milwaukee Youth Build programming, the average reading level is 5.7 and the average math level is 6.4.
3. **Youth lack occupational skills:** All apprenticeship programs and union jobs in the construction industry require a minimum of a high school diploma for enrollment or placement. According to recent report of Big Step/Wisconsin Regional Training Partnership, there is a great need for youth to be trained in the construction industry with minorities representing approximately 12% of current apprenticeships in the state.
4. **High Unemployment Neighborhood:** The UW-Milwaukee Center for Economic Development found that for certain depressed pockets of the target area, unemployment rates for African-American males ages 25-54 spiked as high as 54.9 percent, nearly 10 times the U.S. rate ("Stealth Depression: Joblessness in the City of Milwaukee since 1990, UWM CED, August 25, 2003, p. 19). In addition, According to the U.S. Department of Labor, Bureau of Labor Statistics, unemployment tends to be higher among out-of-school youth than enrolled youth, and it is much higher among those who lack a high school diploma or General Educational Development (GED) certificate.
5. **Central City Milwaukee housing stock is aging, causing a lack of affordable, safe housing:** In Milwaukee's central city, communities of color reside in unimproved housing stock that is substandard and, in some cases, environmentally unsound. HUD estimates that Milwaukee needs an additional 28,000 units of affordable housing (Comprehensive Housing Affordability Survey – 2004). Yet, federal block grant funding to support affordable housing projects has decreased by 21.6% since 2001 (Milwaukee Journal Sentinel, September 11, 2005).

Further, one in five renters in this city spends more than 50% of total household income on rent (US Census Bureau – 2000; Population and Housing Profile). Within the Program area, the average assessed value for homes is \$80,130; these values compare to a city-wide average of \$152,434 (City of Milwaukee, Master Property File - 2005). Within the program area, 13% of the properties are listed with building code violations; these percentages compare to a city-wide percentage of 6.21% (City of Milwaukee, Department of Neighborhood Services – 2005).

## **C. Individuals to be Served (Participants)**

### **1. Description:**

Project A will recruit and train 18 at-risk youth from ages 16-24. Youth who need assistance completing their GED and skill training in the construction industry will be targeted under this grant. Based on our demographics for the Northcott area, participants will mostly be high school dropouts, adjudicated youth aging out of the foster care and other at risk youth populations. Participants will be identified and assessed to determine their aptitudes, interests and capacity to successfully benefit from the MYCTP.

### **ELIGIBILITY REQUIREMENTS**

- Significant interest in the construction field
- 16-24 yrs of age
- Youth classified as out of school youth at time of enrollment
- Low income, foster care, youth offender or disabled youth
- Basic skills deficient
- Referred by a local school for attainment of H.S. Diploma
- Meet WIA program eligibility requirements
- 50% returning from Department of Corrections or a child of an incarcerated parent
- 25% exception window for those who don't exactly meet the requirements (High School Graduates)
- Participants will either be enrolled into WIA Youth or Adult programs in accordance with WIA regulations for eligibility

### **2. Rationale for Selection:**

The eligibility requirements were selected to address the issues surrounding the target population of high unemployment, low educational achievement and juvenile delinquency rates. According to the 2000 US Census Bureau, there are approximately 740 youth in the Northcott Neighborhood without a high school diploma and 54.6% of youth are considered high school dropouts. Many of these individual youth also have committed felonies and therefore have difficulty finding employment. By recruiting young people with felony

convictions, Project A will provide alternative options to the criminal activities that caused their incarceration.

### 3. DESCRIPTION OF THE IMPACTED AREA

#### A. Area Delineated

The target area is considered one of the most economically depressed communities in the city of Milwaukee and has a severe lack of affordable housing stock. The boundaries of the project are from 6<sup>th</sup> Street (East) to 35<sup>th</sup> Street (West) and from Vliet Street (South) to Capitol Drive (North). The actual construction site will be 2601 and 2607 West Cherry Street for the current year. The intent of the project is to construct five homes over two years which is situated in US Census tract 121, in the fourth Aldermanic District and third Police District of Milwaukee.

<u>Target Area Demographics</u>	<u>Northcott</u>
Total Population +	36,144
Percentage minority ++	95.70%
Poverty rate +++	46.05%
Unemployment rate *	12.35%
Drop-out rate **	54.60%
Number of 18-24 year olds without a high school diploma ***	740

**Sources:** + US Census Bureau 2000 SF1 \* US Census Bureau 2000 SF3  
 ++ US Census Bureau 2000 SF1 \*\* Wisconsin Information Network for Successful Schools – (2004-2005)  
 +++ US Census Bureau 2000 SF3 \*\*\* US Census Bureau 2000 SF3

#### B. Labor Market Information for the Area

The construction industry in Milwaukee County is growing, and MYCTP is committed to preparing youth for the local labor market in construction-related, demand-driven occupations. Labor market projections estimate a 11.38% increase in the number of carpenter helper jobs in Milwaukee County from 2006 to 2016, with an average of 40 job openings per year, at an average wage of \$12.00 per hour; for construction laborer jobs, the projection is a 9.4% increase, with 250 average openings per year, at an average wage of \$19.00 per hour; for carpenters the projection is for an 9.95% increase over the same period, with 700 average openings per year, at an average wage at \$22.00 per hour (Source: Wisconsin Worknet – [www.worknet.wisconsin.gov](http://www.worknet.wisconsin.gov)). All three of these positions are considered “in-demand” jobs nationally with job growth estimated between 10 and 20% for carpenters; 0 and 9% [at least 6%] for construction laborers; and 10 to 20% for carpenter helpers (Source: Career Voyages – [www.careervoyages.gov](http://www.careervoyages.gov)).

## Occupational Projections Table

TARGETED OCCUPATIONS	CURRENT EMPLOYMENT	GROWTH FORECAST	AVERAGE WAGE
Carpenters Helpers	1,220	40 annually	\$12.00 per hour
Carpenters	30,820	480 annually	\$22.00 per hour
Construction Laborers	13,790	250 annually	\$19.00 per hour

### C. Socioeconomic Information for the Area

Other social indicators for the area include 12.11% of households are single parent households, 38.12% of the population is below the poverty level, and 29.62% of residents are between the ages of 18-24. There were 3,622 crimes committed in the area or 95.681 crimes per 1,000 residents while City wide figures indicate that Milwaukee rate in 68.812 crimes per 1,000 residents, information from the City of Milwaukee COMPASS Database. ([itmadpps.ci.mil.wi.us/publicapplication\\_SR/aldermanicDistrict/index.jsp](http://itmadpps.ci.mil.wi.us/publicapplication_SR/aldermanicDistrict/index.jsp)) Data is from January 1, 2008 through September 29, 2008.

## 4. STATEMENT OF WORK

### A. Project Goals

MYCTP has six primary goals that if met will positively impact the community in a variety of ways while preparing young people for high skill, high wage positions in Milwaukee's construction industry.

- 1) **Outreach/Recruitment and Assessment/Enrollment:**  
Project A will recruit and enroll 18 participants from the target area by the end of the project.
- 2) **Education:**  
Project A participants without a high school diploma or GED will acquire either a high school diploma or GED by the end of the project.
- 3) **Literacy/Numeracy Gains:**  
Project A participants will show increases in literacy and numeracy rates by one grade level by the end of the project.
- 4) **Occupational Skills Training:**  
Project A participants will complete a six credit certificate program that provides students with the academic foundations of carpentry (Math for Carpenters, OSHA Safety Regulations and Building Materials) at MATC by the end of the project.

5) **Employment:**

Project A participants will be placed in unsubsidized employment by the end of the project.

6) **Neighborhood Revitalization:**

Construct two single-family affordable homes by the combined projects A and B for low-income families by the end of the project.

**B. Major Project Components**

**Description of Components Addressing Each Issue and Goal**

Part (A) and Part (B) are comprised of the same program components; however, the components will be segmented according to participant.

1) **Outreach/Recruitment and Assessment/Enrollment**

MAWIB and NNH will work with other community and faith based agencies, the Wisconsin Department of Corrections (DOC), MAWIB, Milwaukee Area Technical College (MATC), and the Milwaukee Safe Streets Initiative to identify youth from the target area ages 16-24 who are WIA eligible to enroll in the program. Recruitment information will be disseminated through local CBO's agency and alternative schools to reach out to high school drop outs who may be interested in obtaining a GED/High School Diploma with high interest in the construction field. Eligible youth and younger adults will be enrolled into MAWIB youth and adult services. MAWIB will process all Project (A)/WIA enrollment paper work of intake form, assessment and Individual Service Strategy (ISS). Youth and younger adults will be assessed for career exploration, interest and skill set matching.

2) **Barriers to Employment Remediation**

In order to reduce the barriers to employment, youth will have to engage in different services to improve the likelihood of successful entrance into the workforce. Once youth are thoroughly recruited and enrolled into the program, they will begin the educational and employment training. After initial assessment, services will be made available to them: mentoring, counseling/leadership development, work readiness, supportive services and follow-up services.

**Mentoring:**

NNH and Fire Fighters Local 215 will develop a mentor program that helps to develop leadership skills for participants to combat barriers to employment and recidivism. The mentor component will go beyond the typical monthly meetings and occasional phone calls that most initiatives of this type are limited to. Participants and mentors will engage in a variety of activities that provide the opportunities (some of which will be service related projects) for youth to develop leadership skills and for mentors to make a lasting positive impact on the youth.

**Counseling/Leadership Development:**

NNH will work collaboratively with the Wisconsin Department of Corrections (DOC), Fire Fighters Local 215 and other community based agencies to explore viable opportunities for youth to develop leadership skills and engage in community service programming. Through these collaborations NNH will seek to instill a sense of community ownership in the young people while exploring avenues and programming that provides the crewmembers an opportunity to participate in the decision making process as we attempt to revitalize our neighborhoods.

**Work Readiness:**

NNH will work with youth to provide on-site work readiness training for youth, while MAWIB will work with youth in a comprehensive work readiness training that focuses on developing soft skills, resume building, and interviewing (i.e. proper dress, etiquette, and addressing possible involvement with department of corrections). In addition, employment in the construction trades typically requires individuals to hold a valid driver's license. In order to address this barrier, Justice 2000 will be a provider for driver's license recovery program.

**Follow-Up Services:**

Following youth exit, MAWIB will track participants and monitor them for 12 months to ensure participant success. MAWIB youth services coordinator will make maintain contact with telephone calls, mailings, and other forms of contact. Within the follow-up year, youth will be eligible for comprehensive services to reduce the barriers to employment.

**3) Education:**

NNH utilizes a standardized open entry curriculum developed by MATC to assist students in meeting the basic skills requirements for attainment of a High School Diploma or GED. MATC faculty members will provide the educational programming in NNH's educational and computer labs to complete their High School Diploma or GED. Tutoring services will be made available by NNH to youth for GED/high school completion and literacy and numeracy improvement to combat basic skills deficiencies.

**4) Vocational Skills Training:**

NNH and MATC will implement a six credit certificate program in carpentry that provides successful graduates with National OSHA Certification and Advance Standing in MATC's 32 credit Carpentry Diploma Program. Youth acquire the carpentry skills by actually building single-family homes.

**5) Employment:**

MAWIB and NNH will work with employer and various agencies to place participants into employment opportunities. Job development staff at the MAWIB has established relationships with key construction employers and trades organizations to create network of employment possibilities. As an



example, NNH and MAWIB recently implemented and successfully piloted this model with Pragmatic Construction of Milwaukee in which the employer pays the youth \$10.00 an hour. MAWIB will also work with Big Step/WTRP and the State of Wisconsin Bureau of Apprenticeship Standards to link participants with apprenticeships in the construction trades.

**6) Neighborhood Revitalization:**

Through collaboration with Housing Authority for the City of Milwaukee (HACM) and the City of Milwaukee and Department of City Development (DCD), NNH will identify parcels of land that can be purchased by MYCTP; in most cases these parcels will cost \$1.00. Costs associated to the acquisition and materials related to the property will not be charged to the grant.

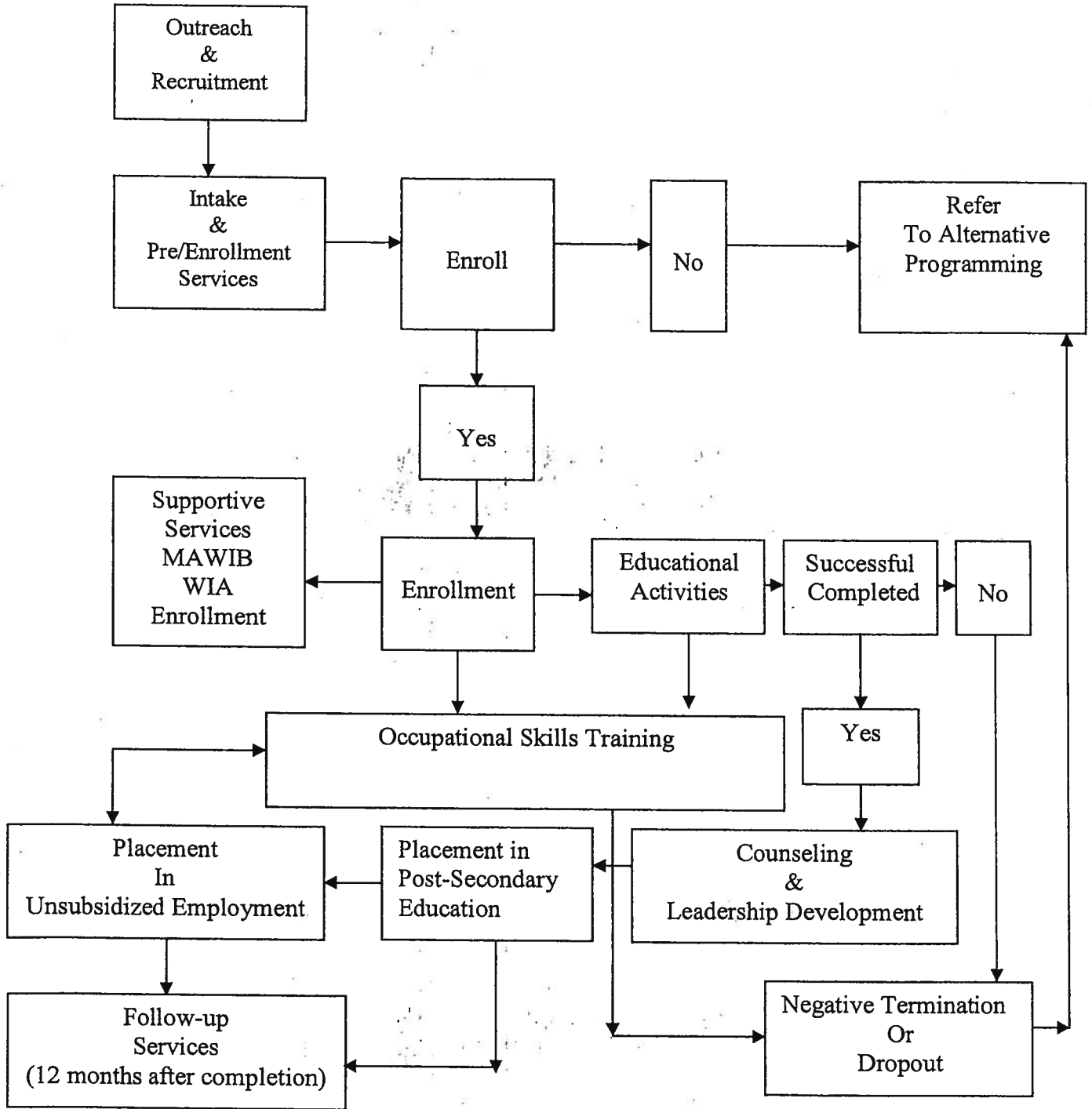
After identifying suitable parcels of land, NNH will work with Architects Engberg Andersen Design to develop housing plans to be submitted to HACM and DCD. Once the initial Plan Review is completed, NNH will solicit bids from viable sub-contractors for building materials and mechanicals (the bidding must include at least three solicitations per area, public notices will be placed in the Daily Reporter Newspaper). Once the bid process is completed, NNH's Project Manager will develop a complete housing production budget for each home to be constructed.

During the construction phase, students spend 32 hours a week in the various production activities. All carpentry functions are performed by the young people while mechanicals are completed by sub-contractors who allow the students to do some of the task under their supervision as this allows students to be exposed to facets of the housing production process. Production of a home takes from 10 to 13 months given factors such as weather and attendance of students.

Once homes are completed, NNH will work with the various Homebuyer Counseling Programs funded by the city of Milwaukee (i.e. Select Milwaukee, Housing Resources and Career Youth Development), to identify potential buyers who meet the HUD established income guidelines. In addition to these sources, NNH will be working with HACM to identify disabled persons living in HACM's Housing Units that may be eligible to purchase the Fully Accessible Homes produced by MYCTP (The project will build two homes over the grant period, one of which will be fully accessible and is expected to be sold to a family with a disabled family member. As a coordinated redevelopment plan, five homes over a two year period will be built as a result of the partnership). The funds from Homes sold by MYCTP are considered Program Income and are reinvested in the program as a part of MYCTP's Sustainment Plan.

<b>Project Components</b>				
<b>Component</b>	<b>Activity</b>	<b>Location</b>	<b>Delivery Method</b>	<b>Responsible Partner</b>
Outreach/ Recruitment Assessment/ Enrollment	Work with agencies to Identify Youth In the target Area to enroll into program	City Milwaukee Aldermanic District 4 US Census Tract 121	Communicate with Staff at One Stops MAWIB and WI Dept. Corrections	NNH & MAWIB
Barriers to Employment Remediation	Mentoring Counseling Leadership Work Readiness Follow-up Services	Fire Fighters Local 215 facilities; NNH	NNH Staff will assign Mentors to youth; NNH Staff will provide counseling, Leadership Development, Work Readiness activities on-site; Follow-up services will be provided by MAWIB staff	NNH & MAWIB
Education	High School Diploma/GED Basic Education Tutoring Services	NNH Educational Labs; MATC Adult Basic Lab	Customized to students Grade level in Math and Reading - MATC faculty in traditional setting	NNH & MATC
Vocational Skills Training	MATC Carpentry Classes Work Site Skills Development	MATC Carpentry Lab; MYCT Worksites	Students attend MATC classes and work on-site participating in construction of residential housing	NNH & MATC
Employment	Assist successful participants in acquiring unsubsidized employment	Milwaukee Metropolitan Area	NNH & MAWIB will work with employers/s, One Stops, Labor Unions and MATC to identify and refer participants to employment opportunities	NNH & MAWIB
Neighborhood Revitalization	Contribute to the building and selling of two affordable single-family homes to low-income buyers	2601 - 2629 W. Cherry Street Milwaukee	NNH will work with Homebuyer Counseling Agencies, Lending Institutions and potential home buyers	NNH & DCD

### Diagram of Project Components



### C. Work Schedule

WORK SCHEDULE										
Project Component	Task	Year 1				Year 2				Staff / Organization Responsible
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Outreach/Recruitment/ Assessment/ Enrollment	Identify 16 work-ready youth	X	X	X	X	X	X			NNH Staff
	Conduct Initial Assessment	X	X	X	X	X	X			
	Develop Individual Service Strategy	X	X	X	X	X	X			MAWIB & NNH Staff
	Develop Education Plan	X	X	X	X	X	X			NNH, MAWIB & MATC
	Provide participants with an overview of the program	X	X	X	X	X	X			NNH Staff
	Enroll into the project before classes; youth sent to construction training at worksite	X	X	X	X	X	X			NNH Staff & MATC Instructor
Barriers to Employment Remediation:  Mentoring Counseling Leadership Development Work Readiness	Review ISS to determine barrier remediation strategy	X	X	X	X	X	X	X		NNH & MAWIB STAFF
	Outreach to Adult Mentors & Assign Youth to Mentors	X	X	X	X	X	X	X		
	Identify AODA & Mental Health Counseling needs of youth / Assign youth to services	X	X	X	X	X	X	X		
	Youth participate in on-going leadership development training	X	X	X	X	X	X	X		
	Youth participate in work readiness training program	X	X	X	X	X	X	X		
	Staff conduct follow-up services 12 months post exit					X	X	X	X	
Education	Enroll students in basic education classes	X	X	X	X	X	X	X		NNH & MATC
	Enroll students in HS Diploma/GED	X	X	X	X	X	X	X		
	Provide individual and group tutoring services	X	X	X	X	X	X	X		

## WORK SCHEDULE

Project Component	Task	Year 1				Year 2				Staff / Organization Responsible
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Vocational Skills Training	Foundation / Masonry Skills	X	X	X	X					MATC
	Framing Skills		X	X	X	X	X	X		
	Basic HVAC Mechanical			X	X	X	X	X		
	Basic Electric & Plumbing			X	X	X	X	X		
	Basic Cabinetry			X	X	X	X	X		
	Basic Windows & Doors			X	X	X	X	X		
	Basic Drywall & Flooring			X	X	X	X	X		
	Basic Painting & Finish			X	X	X	X	X		
	Exterior Landscaping				X	X	X	X		
Employment	Conduct Outreach to Construction Employers	X	X	X	X	X	X	X		NNH Staff
	Youth Attend Job Fairs	X	X	X	X	X	X	X		
	Youth Prepare & Submit Resumes to Employers	X	X	X	X	X	X	X		
	Youth Apply for Apprenticeship Programs	X	X	X	X	X	X	X		
	Employers Invited to MYCT Worksites	X	X	X	X	X	X	X		
	Job Placement	X	X	X	X	X	X	X	X	
	Youth Employed	X	X	X	X	X	X	X	X	
	Youth Retain Employment	X	X	X	X	X	X	X	X	
Neighborhood Revitalization	Acquire Property	X	X	X		X	X	X		NNH Site Supervisors (Participants)
	Build Foundation	X	X	X						
	Structural & Mechanical Completed			X	X	X				
	Finish Interior & Exterior				X	X	X			
	Complete Construction				X	X	X			
	Sale of Home							X	X	
Evaluation	Select Evaluator				X					MAWIB
	Review Program Outcomes	X	X	X	X	X	X	X	X	MAWIB & NNH
	Develop Corrective Action Plan (if necessary)		X		X		X			MAWIB & NNH
	Implement Corrective Action Plan			X		X		X		MAWIB & NNH Project Manager
	Conduct Final Evaluation and Produce Report								X	MAWIB & NNH

#### **D. Partner/Collaborator Participation**

Milwaukee Youth Construction Training Program (MYCTP) is the combined effort of Project A and Project B. The City of Milwaukee is the awardee of Project A of, the Milwaukee Area Workforce Investment Board (MAWIB) will act as the sub-grantee. MAWIB will partner with NNH to act as the sub-sub grantee as the operator of Project A. NNH also received its own separate congressional appropriation and their appropriation will be known as Project B. Whereas Project A includes MAWIB and NNH under the City of Milwaukee congressional appropriation, Project B only includes NNH and the NNH congressional appropriation.

MYCTP is a partnership between the Milwaukee Area Workforce Investment Board (MAWIB), Northcott Neighborhood House (NNH), Milwaukee Area Technical College (MATC), and Milwaukee Public Schools (MPS) with key support provided by Wisconsin Housing and Economic Development Association (WHEDA), the State of Wisconsin Department of Corrections (DOC), and the City of Milwaukee. MYCTP operates independently of the City of Milwaukee Housing Authority Youth Build Program.

- NNH is the sub-sub grantee for the Project A. NNH will be instrumental in delivering the educational services necessary for the participants to attain their General Education Diploma through their collaboration with the Milwaukee Area Technical College (MATC). NNH staff will also be providing the on-site construction training for the youth in order to effectively build homes. (Please see attachment A)
- MAWIB and NNH will work with City of Milwaukee Department of City Development (DCD) to identify properties that will allow the program to have the greatest impact on neighborhood revitalization. (Please see attachment A)
- MAWIB and NNH will partner with the Milwaukee Area Technical College to provide vocational training in their 32 credit carpentry program to effectively perform on the worksite. MATC will administer curriculum in a customized way for youth for post-secondary credit. While the majority of the educational activities are provided by MATC Faculty in NNH's facilities, there are several classes (i.e. Cabinet Making and other Millwork activities) that require participants to spend five hours a week at MATC's Downtown Campus. MATC ensures that students meet the academic requirements necessary for participants to receive course accreditations. (Please see attachment A)
- NNH and Fire Fighters Local 215 will develop a mentor program that helps to develop leadership skills for participants to combat barriers to employment and recidivism. (Please see attachment A)
- MAWIB will work collaboratively with Big Step/WRTP and local Labor Unions, the State of Wisconsin Bureau of Apprenticeship Standards, and the

construction contractor associations to identify employment and apprenticeship opportunities for participants. As an example, NNH and MAWIB recently implemented and successfully piloted this model with Pragmatic Construction of Milwaukee in which the employer pays the youth \$10.00 an hour. (Please see attachment A)

**E. Linkages to the Workforce Investment System**

MYCTP is a collaborative initiative coordinated by the Milwaukee Area Workforce Investment Board - the designated workforce development board serving Wisconsin Workforce Development Area #2. As the lead coordinating and planning agency for Milwaukee workforce development system, the MAWIB serves as the central agency for developing linkages between the MYCTP and the City of Milwaukee, WIA youth programs, and the overall workforce development system. The MAWIB WIA Local Plan has identified the Construction Industry as a target sector for development of career pathways and youth development strategies to build a qualified workforce; the MYCTP serves as one of the primary mechanisms to engage disadvantaged youth in construction occupations.

MAWIB will act as the administrator and coordinator of MYCTP for Project A. MAWIB will also act as the employer of record for young people by cutting payroll checks, creating Individual Service Strategies and providing some career counseling. All participants regardless of the referral source are required to participate in the WIA orientation and must meet WIA eligibility requirements to participate in the program.

**5. PROJECT OUTCOMES**

Below is a table of outcomes for only Project A.

**A.) Performance Measurers and Planned Outcomes for Project A**

<b>PERFORMANCE TABLE</b>		
<b>Name of Performance Measure</b>	<b>Measure Definition or Formula</b>	<b>Planned Level of Outcomes</b>
Measure 1. Enrollment Rate	The number of participants enrolled in the program divided by the enrollment goal.	The goal for this measure is 100% by the end of the first year (18 youth)

Measure 2. Placement in Employment or Education	The number of participants who are placed in employment (including the military) or enrolled in post-secondary education and/or advanced training/ occupational skills training in the first quarter after the exit quarter divided by the total number of participants who have exited in the previous quarter.	The goal for this measure is 70% (13 youth)
Measure 3. Attainment of Degree or Certificate	The number of youth who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of youth participants who exit during the quarter.	The goal for this measure is 50% (9 youth)
Measure 4. Literacy and Numeracy Gains	The number of youth participants who are basic skills deficient at enrollment who increase one or more educational functioning levels divided by the number of participants who have completed one year of program service from the date of enrollment (though some of this service may be post-exit) plus the number of participants who exit before completing the program.	The goal for this measure is 50% (9 youth)
Measure 5. Retention Rate	Participants who exit the program and are placed in employment or post-secondary education or training in the first quarter after exit and remain in employment or education in the third quarter after exit divided by the number of participants who are placed in employment or post-secondary education or training in the first quarter.	The goal for this measure is 75% (14 youth).
Measure 6. Recidivism Rate	The percentage of participants who were re-arrested for a new crime or re-incarcerated for revocation of the parole or probation order within one year of enrollment in the YouthBuild program divided by the number of participants that entered the program as youth offenders.	The goal for this measure is 20% or below (4 youth).
Measure 7. Contribute to building a house	The number of units of affordable housing built and sold to low to moderate income families.	The goal for this measure is 100% or 2 units.

- **Data Collection**

Data will be collected to maintain data and track outcomes for the grant. Every six weeks, the site supervisor, teacher, and individual participant meet to evaluate



progress toward ISS goals. During this meeting the previous time period is discussed and critiqued. Goal attainment or progress toward goals is explored, and if necessary, new or modified goals are set. The six-week evaluation allows for written commentary regarding behavioral issues and selected positive accomplishments. Throughout the program year, staff will maintain records of participant accomplishment, including numbers achieving a high school credential, increasing literacy/Numeracy, securing employment (and hourly wage), and post-secondary placement. Staff will maintain data on graduates through follow-up data collection, interviews, and employer and school contacts.

## **B.) Evaluation Component**

### **1.) Design of the Evaluation**

MYCTP will utilize evidence based, process evaluation program model, adopted from the Youth Build USA evaluation model. This evaluation method ensures consistency of outcome measurements across the board for all MYCTP operating agencies. A variety of measurement tools will be used to document each program process including participant pre and post test surveys, and Individualized Service Strategy (ISS) goal setting tools aimed at keeping participants focused on meeting their short and long term goals including basic academic skills, pre-employment skills, job-Specific skills, work maturity, independent living, and career development. Competency-based evaluations will be used to assess participants' success. Pre and post test surveys will be used as the basis for analyzing and measuring attitudinal changes.

Efforts To Outcomes (ETO) is a case management software that will be used to track participants. ETO is utilized by WIA Youth program operators to track and manage participant activities and outcomes. In an effort to prepare for the national Youth Build Department of Labor grant, the program will also use the Youth Build Management Information System to track youth. MAWIB will be responsible for the operation of the system.

### **2.) Evaluator**

MAWIB Planning Department will act as the primary evaluator of the program. MAWIB will evaluate the various program components and develop all appropriate reporting, corrective action plans and document best practices. While evaluating the various program components, MAWIB will work with NNH Project Manager to develop all mid-term and final reports to various funding sources to indicate the programs progress or short comings. In the case of short falls on planned outcomes, the corrective action plan will delineate the proposed changes in the

program and the timeframe for implementation. The program will be evaluated on a quarterly basis; but will also have monthly spot checks on the various components to ensure that they are consistent with the program goals. A final report detailing the evaluation of the program will be completed.

## **6. MANAGEMENT AND PERSONNEL**

### **A. Applicant Organization**

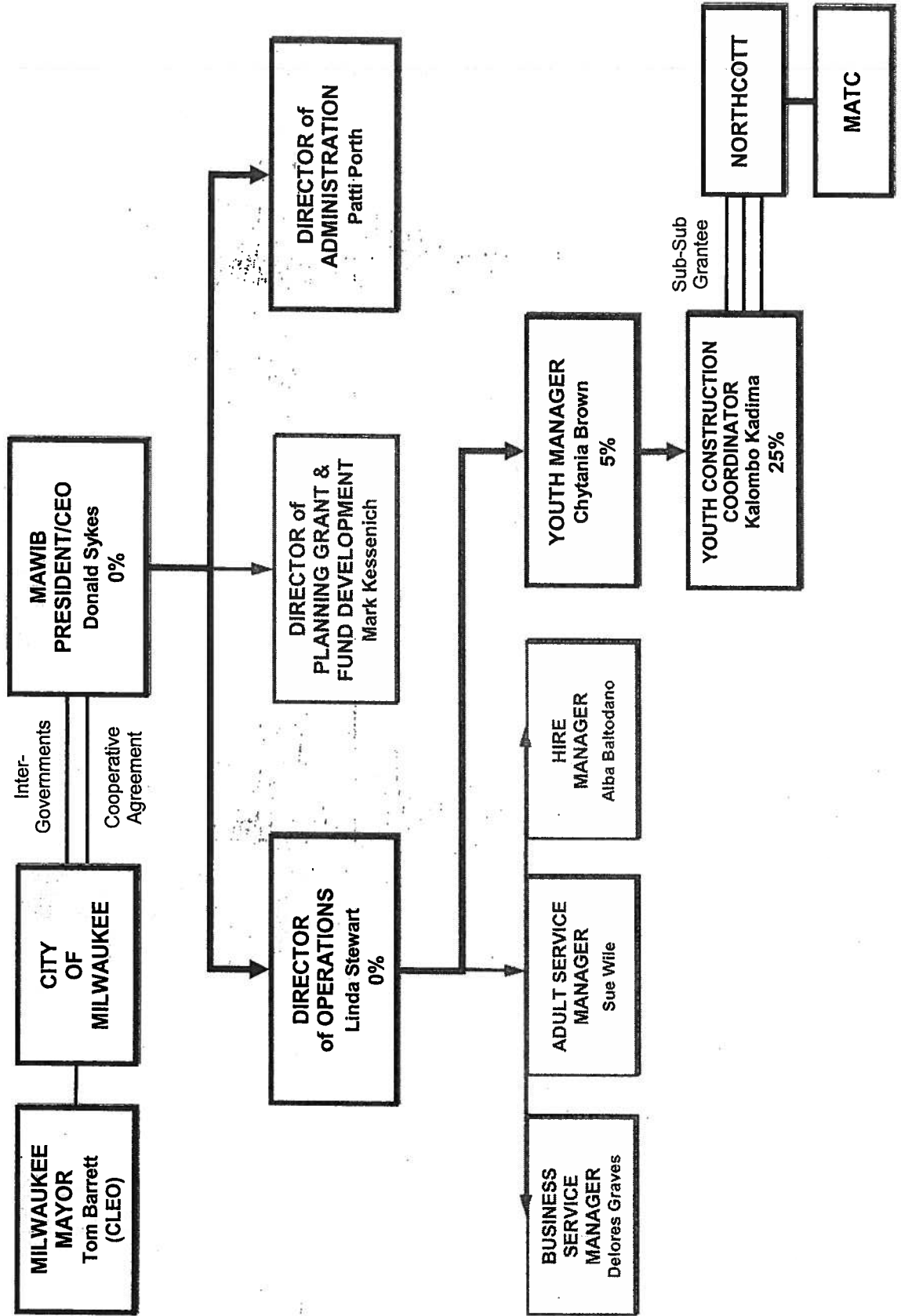
The City of Milwaukee through the Community Development Grants Administration is the applicant of record for the MCYTP – Project A. The City of Milwaukee and the MAWIB share an intergovernmental agreement to administer job training and employment programs under WIA and other programs as may be mutually agreed upon (Please see attachment A)The primary responsibility of the MAWIB remains the operation of the Milwaukee County One-Stop Job Center system. In this role, the MAWIB administers an annual budget of \$14 million to serve residents and businesses within the Milwaukee area and Southeastern Wisconsin.

The MAWIB receives funding to serve youth, adults, dislocated workers, disabled individuals, incumbent workers, older workers, and individuals with issues related to poverty substance abuse, lack of education, and other significant barriers to employment. Further, in partnership with local leaders from government, private industry, labor and community and faith based organizations, MAWIB develops workforce solutions that meet and anticipate regional economic development needs. For employers we offer specialized training programs and innovative human resource services to provide the skilled workers they need to remain competitive and contribute to a robust economy. For job seekers, we provide the resources to keep pace with today's job market.

#### **• Location of the Project within the Organization's Structure**

Project A is a part of the MAWIB Youth services programming within its special projects unit. MAWIB will serve as the coordinating and monitoring agency of the program. As the lead coordinating and planning agency for Milwaukee workforce development system, the MAWIB serves as the central agency for developing linkages between the program and the City of Milwaukee, WIA youth programs, and the overall workforce development system.

# MILWAUKEE YOUTH CONSTRUCTION TRAINING PROGRAM



- **Relationship of Project to other Organizational Activities**

Project A aligns with the mission of the City of Milwaukee to ensure economic vibrancy for the businesses and citizens of Milwaukee. As the Chief Local Elected Official for the Milwaukee Workforce Development Area, the Mayor has designated the MAWIB as the lead agency for coordinating, planning, and administering programs and strategies aimed at providing job training to improve the economic conditions of the city and its citizens. The MAWIB operates as the lead agency under a cooperative agreement between the City of Milwaukee and the MAWIB Board of Directors. Under the cooperative agreement the MAWIB has been designated as the lead agency for the program and will provide all administrative and oversight functions.

Project A is built on a previous Youth Build grant to the MAWIB from U.S. Department of Housing and Urban Development in 2005 to operate a local Youth Build program. As of August 31, 2008, the HUD grant has expired and the project is being funded through WIA Youth dollars and private funds. Currently there are seven youth who have not completed the program with that were enrolled into the last two quarters of the project. The funding for Project A will be used to complete the program for these current participants. Most of the participants will be new to the program.

Furthermore, the Youth Build grant established the MAWIB's partnerships with MATC and Northcott and established MAWIB staffing responsibilities related to maintaining participant files, monitoring program activities, providing technical assistance, and integrating WIA funding and program elements into the program. Project A's issues, goals, and objectives are aligned with the current Youth Build model to ensure that Project A's objectives will be met.

#### **Project Administration**

- **Project Oversight and Start-up Responsibilities**

MAWIB Youth Services Coordinator will have oversight and start-up responsibilities for Project A. Since the project is an expansion of an existing program, there will be minimal start up activities.

- **Fiscal Responsibilities**

The MAWIB Administrative Division will provide accounting, fiscal, and payroll services for the grant as well as provide quarterly reporting.

- **Reporting Responsibilities**

MAWIB Youth Services Coordinator will be responsible for collecting and analyzing programmatic data, maintaining files, and preparing summary reports for Project A.

## **B. Staffing Level Rationale**

The MAWIB has allocated one full time staff (1.0 FTE), Kalombo Kadima, to work 25% of his time to handle the coordination and monitoring activities related to Project A. Staffing levels for Project A sub-sub grantee (NNH) are based on currently established ratios of staff to participant as experienced through the on-going Youth Build programs in Milwaukee. (Please see attachment B)

### **• Key Staff**

Kalombo Kadima (25%): MAWIB Youth Services Coordinator, 3 years as a youth worker who is responsible for MAWIB coordination with existing partners, recruiting participants, case management, maintaining files and worksite visits to monitor progress. Kalombo has a college degree and has worked as a youth worker for the past 3 years.

Chytania Brown (5%): MAWIB Youth Services Manager, responsible for the program implementation of the MAWIB WIA youth and adult case managers. Chytania holds a master's degree and has worked in youth services for over 10 years.

French Reasby (60%): Site Supervisor with 32 years private construction experience; 5 years WFS construction supervisor.

James Hogan Jr. (75%): Site Supervisor with 42 years experience in the construction industry; 5 years Wisconsin Fresh Start (WFS) Construction Supervisor; advises major construction firms on methods of recruiting and maintaining young people of color. Also assists as part-time construction advisor and job placement coordinator.

DeAndrea Harris, Assistant Site Supervisor (75%): 3 years of construction experience, 2 years WFS Assistant Site Supervisor.

## **7. SUSTAINMENT PLAN**

MYCTP is comprised of two funding components required to conduct the program: Construction Costs and Program Related Costs. Construction Costs include expenses related to the acquisition of property and the materials and equipment costs of the development. Program Related Costs include wages/salary paid to program participants and program staff, supportive services costs, tuition and educational related expenses, and other expenses related to participant activities.

The MAWIB and NNH have developed a two year funding projection based on secured and anticipated public and private support. Additionally, funding from the sale of existing projects and homes planned for this project has been included as well. We have funding and a Line of Credit from the Wisconsin Housing and

Economic Development Authority (WHEDA) and its Foundation. Our current and 2009 contracts with the City of Milwaukee and the State of Wisconsin will be extended and ratified by October 2008. MAWIB will also apply for the current Department of Labor Youth Build grant via a competitive application.

**Funding Sources:** Table below is a chart of current and proposed funding.

	Funding Source	Type of Funding	2009 Proposed Funding	2010 Proposed Funding
<b>Construction Costs: Related Funding</b>	City of Milwaukee	HOME Funds Year to Year	\$275,000.00	\$150,000.00
	WHEDA	Revolving Line of Credit	\$200,000.00	\$200,000.00
	WHEDA	Grant	\$25,000.00	\$25,000.00
	Home Sales	Program Income	\$225,000.00	\$225,000.00
<b>Sub Total</b>			<b>\$725,000.00</b>	<b>\$600,000.00</b>
<b>Program Costs: Related Funding for Youth Construction Training Program Components</b>	MAWIB	WIA local	\$0	\$60,000
	City of Milwaukee	CDBG Funds Year-to-Year	\$200,000.00	\$175,000.00
	Wisconsin Dept Commerce	State Funds Year to-Year	\$55,000.00	\$55,000.00
	Bradley Foundation	Grant Funds	\$25,000.00	\$25,000.00
	US DoL ETA	YouthBuild	\$500,000	\$500,000
	Milwaukee Public Schools	DoL Demonstration Grant	\$60,000	\$0
<b>Sub Total</b>			<b>\$840,000.00</b>	<b>\$815,000.00</b>
	<b>Total</b>		<b>\$1,565,000</b>	<b>\$1,415,000</b>