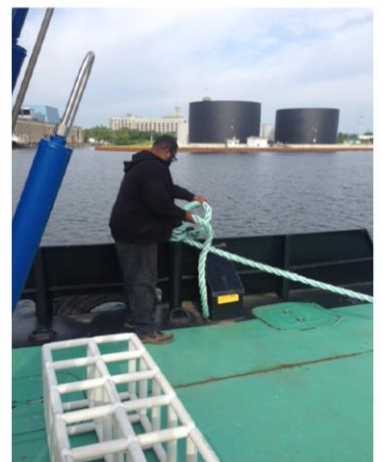


COMPETE MILWAUKEE

Compete Milwaukee Update

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October 7, 2015



Background

The City of Milwaukee's unemployment rate is 9.3% (25,779) - almost three points higher than the metropolitan area as a whole.¹ As of December 31, 2013 there were 10,174 long-term unemployed in the seven-county Southeastern Wisconsin region – 6,010 (60%) resided in Milwaukee County.² Unemployment Insurance (UI) data does not take into account individuals who have not applied or are not eligible for UI, so the number of long-term unemployed in the city is likely even higher.

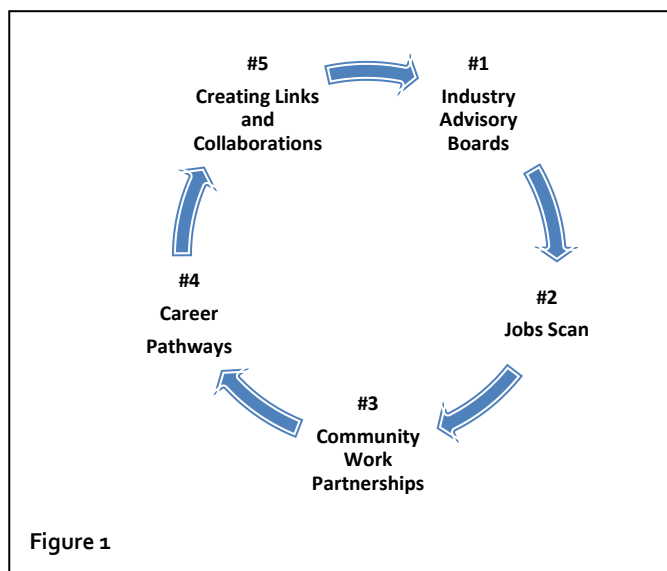
Unemployment disproportionately impacts City of Milwaukee residents. Only two of the 40 large metro areas in the nation—Buffalo and Detroit—reported lower black male employment rates in 2010 than did Milwaukee³. The employment rate for Milwaukee black males in their prime working years (ages 25-54) reached a new low of 52.7% in 2010 - this is 32% lower than the 85% employment rate for prime working age white males in Milwaukee – representing more than triple the racial employment gap of the 1970s¹. Black males comprise 11% of Milwaukee County's population; however, 21% are unemployed⁴. 55% of all black males in Milwaukee County (44,000 individuals) are classified as "unemployed" or "not in the labor force."²

Since January 1, 2015, 12 companies in Milwaukee have had plant closings and/or mass layoffs, affecting 3,379 workers – three times the total of 2014. Although the city comprises only 10% of the state's population, 33% of all layoffs occurred here.⁵ Unemployment has long-term effects. A person who has been unemployed for five weeks or less has a 31% chance of getting a job, and a person who has been unemployed between 27 - 52 weeks, has only a 12% chance of getting a job.⁶

The Compete Milwaukee Strategy

In 2014, Mayor Barrett and the Milwaukee Area Workforce Investment Board (MAWIB) introduced Compete Milwaukee: a five-part workforce development plan that creates strategies that connect private-sector labor market demand and workforce labor market supply. Compete Milwaukee's five strategies are aligned to contribute to a viable, competitive private sector by supplying it with its workforce needs, while creating pathways to employment for underemployed Milwaukee residents: matching individuals to jobs, and jobs to individuals.

Compete Milwaukee recognizes the importance of personalized interventions and job-readiness training. It emphasizes preparing and enabling participants to gain access to the labor market by focusing on where they are and where they want to, and can, go. With the acquisition



¹ Wisconsin Department of Workforce Development, Bureau of Workforce Training; LAUS Query for June 2014.

² Wisconsin Department of Workforce Development; Division of Unemployment Insurance

³ Levine, Marc V. "Race and Male Employment in the Wake of the Great Recession: Black Male Employment Rates in Milwaukee and the Nation's Largest Metro Areas, 2010", January 2012.

⁴ U.S. Census; 2013 American Community Survey; 1 year estimates.

⁵ Source: Wisconsin Department of Workforce Development, Plant Closings and Mass Layoffs from 1/1/14 through 9/24/14;

⁶ Council of Economic Advisors and U.S. Department of Labor

of new skills and tools, participants have a greater set of individual choices as they seek unsubsidized, family-sustaining employment, contributing to healthy families and healthy neighborhoods. Compete Milwaukee leverages local, state and federal resources and engages private and public-sector partnerships to create an innovative approach to workforce development.

Strategy #1 - Industry Advisory Boards

Mayor Barrett and MAWIB have convened Industry Advisory Boards (IABs) in five key growth industries with the goal of creating industry-specific workforce strategies for connecting labor market projections and the recruitment of qualified workers. Composed of private-sector employers, and aligned around manufacturing, construction, healthcare, retail, hospitality and financial services, the IABs identify resources and provide recommendations to develop industry-specific strategies to connect workforce supply and demand.

All of the IABs have convened multiple times in recent months. The meetings have included 44 representatives from the private sector and 5 industry association leaders. In high level assessment interviews with a dozen businesses, MAWIB has heard consistent themes related to the challenges of recruiting a diverse workforce, workers who lack essential skills, and in many instances, lingering and career-discouraging images related to their industry, namely in manufacturing, construction, and hospitality. Additionally, the IABs recognize that in the early development stage they will need to expand the number of members along specific market segments. For example, finance will include a banking subcommittee and a financial services subcommittee.

Strategy #2 - Job Scan

The city and MAWIB, in partnership with the Milwaukee Metropolitan Sewerage District, contracted for a “Job Scan” to deliver real-time labor market data to the city and workforce development agencies. The Job Scan will include a “gap analysis” to improve understanding of labor supply and demand needs, as well as allocation of resources to meet those needs. MAWIB is leading the effort by working with industry consultants to finalize the Job Scan. The Job Scan will be comprised of three components. A critical issues assessment will be developed through interaction with IABs. A job forecast will be developed through one-on-one and focus group discussions with industry employers. Finally, a Job Scan methodology will be developed to provide a sustainable data protocol that includes traditional labor market sources, incorporates employer surveys and interviews and feedback from IABs.

Strategy #3 Community Work Partnerships - Transitional Jobs

The Transitional Jobs program is a significant “supply side” component of the larger Compete Milwaukee workforce supply and demand strategy. Individuals are employed in three or six month transitional jobs throughout city departments. The employment opportunities allow individuals to gain skills and training while working alongside city workers, receiving onsite guidance and mentoring as they learn the “tools of the trade”. With a short-term work experience with the city, workers acquire experience and skills that contribute to greater labor market participation. A more detailed description of the transitional jobs program begins on Page 4.

Strategy #4 - Career Pathways

Compete Milwaukee provides unique access to jobs for participants who lack work experience, relevant skills and career access through an opportunity to work and prepare for the demands and requirements of their next employment opportunity. In partnership with the Wisconsin Regional Training Partnership WRTTP/BIG STEP, the City of Milwaukee provides all individuals employed in the Transitional Jobs program with a career pathways opportunity. Over the course of three or six months of work, each enrolled participant receives an evaluation of his or her work background, skills and education, interests and aptitudes. Once an individual selects a career pathway that matches his or her interests and needs, they are engaged in a training curriculum that contributes to a greater portfolio of skills that will assist him or her in securing permanent employment. Additional detail on the career pathways component is provided on Page 11.

Strategy #5 Creating Links and Collaboration

Successful implementation of Compete Milwaukee relies on regular collaboration between city departments, workforce development agencies and regional employers. Compete Milwaukee uses a dedicated liaison to coordinate with all parties to provide active management of the needs and opportunities available for Transitional Jobs participants, while identifying new collaborations and program alignment to serve underemployed individuals throughout the community. The liaison also provides technical assistance on workforce development management to city staff and guides Compete Milwaukee at each stage of implementation.

The liaison provides technical assistance and active management of the needs and opportunities available for all program participants. The liaison tracks employment plans, conducts site visits, evaluates program partner performance and coordinates job opportunities with the IABs, private employers and participating agencies. The liaison provides on-going support to city staff and program participants, tracks submission of program activity reports and coordinates all aspects of participants' work experience from intake to successful completion of the program including follow up.

Transitional Jobs Program

2014 Program Year: A Starting Point

In April of 2014, Mayor Barrett and the City of Milwaukee's Common Council adopted Resolution 131797 to supplement its pothole and street repair operations by approving a host-worksite agreement between the city and United Migrant Opportunity Services (UMOS) for 25 workers assigned to the city's Department of Public Works (DPW). In June of 2014, the city adopted Resolution 140111 to place an additional 75 participants, from UMOS and MAWIB, in various DPW service areas. Recruitment for the additional participants continued through September of 2014. DPW ended

COMPETE MILWAUKEE WORKER PROFILE

This worker was one of the first to take advantage of WRTTP/BIGSTEP's employer connections and was placed after only two short months in the program into an unsubsidized full-time position in the manufacturing industry.

Despite the fact that he was also working on recovering his Driver's License, limiting him to employment opportunities on the bus line, this worker was intent on completing the screening and placement process of Triada Employment Services (the non-traditional employment agency of WRTTP/BIGSTEP). He now works full-time at a company called Strattec, Inc. in the position of Tumble Barrel Machine Operator making \$14.70 per hour with access to health care benefits and hopes to advance within the company.

recruitment efforts in early fall due to its reduced operational demand for laborers in the winter months. With an overall goal of 100, more than 70 participants were placed in 2014. The overall program retention rate was 77%, indicating program participants who stayed in the program for the full six months or exited early for unsubsidized employment. UMOS and MAWIB served as the employers of record for program participants and were responsible for payroll, workers compensation and case management.

Work Assignments (2014)

Participants were placed in a variety of functional areas within DPW, performing tasks including: street and pavement repair, street light repair, refuse and recycling collection, turf and plant maintenance, fire hydrant maintenance and fleet garage attendants. Program participants worked under the direct supervision of DPW supervisors and alongside DPW employees. This relationship was designed to ensure training and development of the workers' employment skills. A Compete Milwaukee Coordinator was hired in December of 2014 and served as the day-to-day program manager and intermediary for city staff, UMOS, MAWIB and Compete workers.

Compete Milwaukee Connects to Other City Initiatives and Priorities

The **Strong Neighborhoods Plan** is the City of Milwaukee's effort to revitalize and renew neighborhoods affected by vacancy and blight. A Property Monitoring Team, comprised of Compete Milwaukee workers, supplements the work of city staff, by regularly inspecting city-owned foreclosed properties.

Milwaukee Promise Zone Initiative: Alderman Hamilton authored the Promise Zones legislation with the goal of establishing a multi-faceted approach to addressing systemic poverty, joblessness, poor health, crime and low educational achievement in four designated zones in the city. As one component of the initiative, three-month subsidized job opportunities were provided to 27 individuals with a primary recruitment focus in the Milwaukee Promise Zones.

Community/Police Relations: In order for police to be effective in reducing crime, they must have the support of the neighborhoods that are most afflicted by it. The Milwaukee Police Department Ambassador program engages young people in the process of creating personal relationships with officers through a meaningful work experience.

Extended Employment Opportunities (2014)

In order to provide opportunities to 2014 program participants who had not secured unsubsidized employment and to provide support for DPW short-term staffing needs, in early 2015, the city and W RTP/BIG STEP reached out to former participants to provide short-term employment opportunities.

The city's DPW Parking Enforcement Division hired thirteen program participants in April to place MKE Park decals on parking meters across the city. Following the launch of the MKE Park cell phone "app", workers performed outreach by distributing promotional material and assisting the general public in using the application for the first time.

Immediately following the MKE Park App opportunity, thirteen participants were hired by DPW Electrical Services as Temporary City Laborers. One individual maintained a placement in Parking Enforcement and was placed at the Parking Information Desk. One individual was hired by the city as a temporary appointment to Sanitation Supervisor. Some 2014 participants applied for Seasonal City Laborer positions, and three workers were hired by the city after a very competitive hiring process.

Job Readiness and Training (2014)

With funding provided by Community Development Block Grant (CDBG) reprogramming funds, Compete Milwaukee, partnering with W RTP/BIG STEP, extended case management, assessment and specialized industry training to 2014 participants including those not employed in temporary

employment with the City of Milwaukee. The 2014 Transitional Jobs program experience showed that additional job readiness training and more extensive individual case management were key factors in securing unsubsidized employment.

Many 2014 participants continue to be engaged by WRTP/BIG STEP in an effort to secure unsubsidized, family-supporting employment in manufacturing or construction skills trades or through WRTP/BIG STEP's diverse network of service organizations. As of October 1st 2015, 26 2014 program participants were employed in temporary or permanent unsubsidized employment.

2015 Program Year: Expansion and Improvement

In 2015, Compete Milwaukee expanded beyond DPW by creating placement opportunities throughout city departments according to the ability of those opportunities to increase levels of city service to residents and taxpayers and create pathways to unsubsidized employment. Program improvements were made to standardize and enhance activities. The program also purposefully connected to other initiatives and priorities of the Common Council and Mayor Barrett (See inset on Page 5). Workers were offered a wide variety of sector-based training, as well as on-the-job training and skills development.

Funding

The 2015 Compete Milwaukee budget was funded through a variety of sources (CDBG, city tax levy, Workforce Investment Act (WIA) and Federal Temporary Assistance to Needy Families (TANF) totaling \$2,080,163 (Attachment A). Approximately \$1.3 million in city funds were used to leverage almost \$750,000 in federal WIA and TANF dollars. It is anticipated that almost \$250,000 in CDBG funding will remain at the end of 2015 to help fund 2016 participant salaries. The majority of 2015 funds were used for wage compensation to raise workers' salaries from the state minimum wage to the city's living wage of \$10.66/hour.

Recruitment

The goal of the 2015 Compete Milwaukee Transitional Jobs program was to provide 135 placements within city departments. Leveraging the State of Wisconsin Department of Children and Families (DCF) transitional jobs program, UMOS referred 155 eligible participants to the city's Department of Employment Relations (DER) with the goal of placing 115 in various city departments. In addition, MAWIB recruited 55 young adults from the Milwaukee Police Department's (MPD) Police Aide program and various MAWIB programs in order to fill 20 positions in the MPD Ambassador Program. Finally, in early July 2015, recruitment began for an additional 25 participants for an accelerated three month summer work experience.

Compete Milwaukee Trainings

CONSTRUCTION

TOOL IDENTIFICATION AND
SAFETY
CDL CLASS B LEARNER'S PERMIT
BLUEPRINT READING
TAPE MEASURE
CONSTRUCTION CULTURE &
ESSENTIAL SKILLS
RPP CERTIFICATION

MANUFACTURING

SAFETY AWARENESS
PRINT READING
TECHNICAL MATH
EFFECTIVE COMMUNICATION
TIME MANAGEMENT

OTHER

EMERGING SECTORS
CUSTOMIZED SKILLS TRAINING
DIRECT HIRE OPPORTUNITIES

SKILL DEVELOPMENT

READING & MATH TUTORING
RESUME WRITING
DRIVER'S LICENSE
ACQUISITION/RECOVERY
MILWAUKEE FATHERHOOD
INITIATIVE PARTNERSHIP:
CHILD-SUPPORT
MANAGEMENT,
RESPONSIBLE FATHERHOOD
EDUCATION (OPTIONAL
REFERRAL)

Compete Milwaukee staff conducted intake at double the goal to meet the anticipated attrition rate. 237 individuals were pre-qualified at intake; however, many were ultimately determined ineligible, withdrew from the recruitment process, or could not be located, which contributed to a lower number of actual placements. Table 1 shows the attrition occurring at each stage of recruitment.

As of October 1, 2015, 113 participants were placed in the 2015 Compete Milwaukee program. Of the 103 workers who had been employed at least 30 days, all passed the Wisconsin Department of Children and Families (DCF) measure⁷ for individuals exhibiting barriers to employment by retaining their subsidized employment for more than 30 days (10 recently placed participants have yet to reach the 30 day benchmark). 81 have met the 60 day retention benchmark required by DCF.

Table 1: Recruitment Attrition	
Compete Milwaukee Recruitment	Actual
UMOS, MAWIB & Compete Milwaukee Qualified	267
Signed Background Check Consent	267
Passed Background Check	201
Signed Drug Test Consent	141
Passed Drug Test	116
Total Workers Placed	113

Table 2: DCF Eligibility Criteria

Must reside within the program area at the time of enrollment (Sherman Blvd, Silver Spring, Hwy 43, Mitchell Street)
Must be 18 – 64 years old at the time of enrollment
If older than 24 years of age, must be the biological, adoptive or primary relative caregiver of a child under the age of 18
Individual must have one of the following: a child support order, a child welfare reunification plan or be an ex-offender
Must have been unemployed for the last four (4) consecutive calendar weeks prior to enrollment
Cannot be receiving W2 benefits and not eligible to receive Unemployment Insurance Compensation
Have an annual household income that is less than 150% of the federal poverty guideline for the household size

Challenges

In order to leverage DCF transitional jobs funding, the city must recruit individuals who met the state's strict program criteria (See Table 2).

In July of 2015, UMOS notified the city that enrollment and recruitment must cease due to a UMOS budgetary shortfall in worker salary funds. Fortunately, additional state funding was secured, and Compete Milwaukee experienced no program interruption. However, all recruitment was abruptly stopped and participation was limited to 69 individuals in the six-month program and 27 individuals in the three-month summer program, for a total of 113 overall participants.

The initial plan was to recruit a large number of participants, early on and quickly, to get them working as soon as possible. The goal was for background checks and consequent pre-employment testing to be conducted in a short window of time (less than eight weeks). DER accommodated a large influx of background checks; however, the large volume of intake created capacity challenges.

Solutions

The initial recruitment plan was to have 115 UMOS and 20 MAWIB participants recruited with background checks and pre-employment testing completed within eight weeks between January and February of 2015. In light of the strict eligibility criteria and processing time, this initial plan was adjusted to an on-going recruitment process.

⁷ <http://dcf.wisconsin.gov/w2/pdf/tmj-policy-manual.pdf>

In order to provide a short-term work experience to individuals who may not meet the strict program criteria, 25 individuals were funded by the city for a three month "Summer Jobs for Adults Initiative." Workers were placed in DPW's Streets and Sanitation divisions and the Port of Milwaukee. Workers received from W RTP/Big Step: career pathways training, tutoring, specialized certifications and assessments with the goal of matching workers' experiences, skills, interests and career goals to long-term family supporting employment.

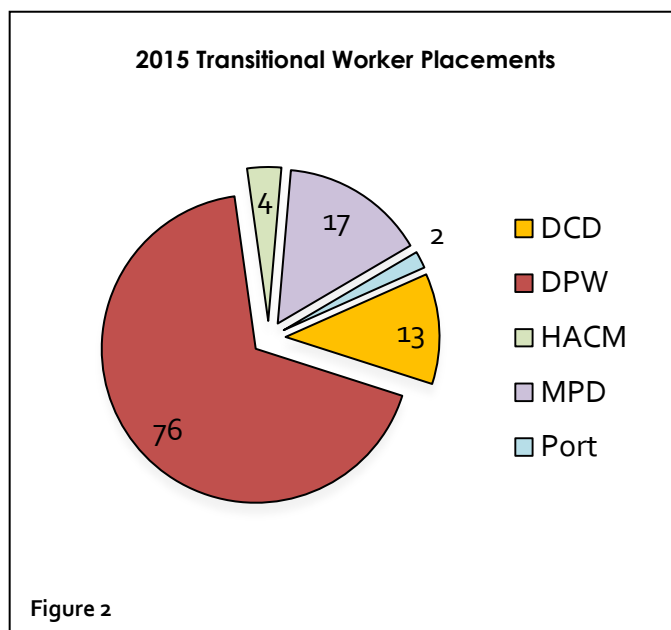
To expedite the city's process to approve program candidates, Compete Milwaukee and DER worked closely with DPW Human Resources staff to support DER in expediting Compete Milwaukee's pre-employment testing.

City Work Assignments

Placement opportunities were identified throughout city departments according to the ability of those opportunities to increase levels of city services to residents and taxpayers and create pathways to unsubsidized employment. Pairing these work experiences with additional training and guidance helps prepare Compete workers for unsubsidized employment.

Department of Public Works - 76 Participants

For the second consecutive year, DPW served as a worksite for Compete Milwaukee transitional workers. 50 Compete Milwaukee workers were placed in four DPW service areas as of July, 2015 25 Summer Work Experience participants will have started by October 2nd and DPW will have placed 76 transitional workers in 5 DPW divisions by the end of 2015. Descriptions of work performed by service area are provided below.



Forestry: 29 Compete Milwaukee workers placed in Forestry have logged over 19,757 hours since April 2015. The participants were placed at three different work site locations. Workers helped Forestry in a variety of ways, including boulevard planting and maintenance. The supplemental workforce has allowed skilled Forestry staff, such as Arborists, to increase completion of specialized tasks.

Transportation Infrastructure (Streets & Bridges): 21 Compete Milwaukee workers placed in Streets & Bridges logged over 8,953 hours since April 2015. The participants were assigned to small work crews. Workers were used to patch potholes and perform other street maintenance activities. The supplemental workforce enhanced the service area's street maintenance effort.



Water Works: Four Compete Milwaukee workers placed in Water Works logged over 1,464 hours since April 2015. The participants worked one-on-one with Water Works staff performing various paving projects on city streets. Water Works benefited from the additional workforce and workers learned skills that will help them transition to a construction-related career pathway.

Parking Enforcement: Three Compete Milwaukee workers in Parking Enforcement logged over 1,717 hours since the beginning of June 2015. The participants have assisted staff in a variety of job assignments including curb painting. The supplemental workforce helps Parking Enforcement improve the parking experience for city motorists.

Sanitation: 19 Compete Milwaukee workers placed in Sanitation have logged roughly 3,831 hours since mid-August. Workers have assisted Sanitation crews on refuse and recycling truck routes. They have also been utilized to build, repair or clean carts and perform various jobs as assigned.

Milwaukee Police Department - 17 Participants

The Milwaukee Police Department (MPD) Ambassador Program expands Compete Milwaukee's focus on traditional transitional jobs by expanding the principal goals to combine work experience for young adults with mentorship and positive social impact. The Ambassador Program was launched in March 2015 when 17 Ambassadors were sworn in by Chief of Police Edward Flynn. Ambassadors work 20 hours per week at locations throughout MPD and participate in four hours of enrichment activities each week at the Police Academy. Ambassadors learn about police science and the public safety field, while participating in job-readiness training, computer literacy and other personal and professional growth activities.

Aged 19-25, Ambassadors are paired with MPD mentors who supervise, positively engage and provide guidance to the Ambassadors. Since the program's commencement, Ambassadors have had a wide-range of real world, community-engaging experiences. The Program seeks to accomplish the following goals:

Goal #1: Provide meaningful work and educational experiences to young adults who are interested in pursuing careers or continuing their education in public safety or criminal justice.

Goal #2: Provide another tool for encouraging diversity in hiring of Milwaukee Police Officers, civilian positions within the MPD, as well as facilitate employment in other professional areas.

Goal #3: Expand on and strengthen current MPD community partnerships.

Goal #4: Provide individualized guidance and opportunities for professional and personal growth by pairing each Ambassador with a Milwaukee Police Officer.

Goal #5: Strengthen opportunities for young adults to learn from the MPD and MPD to learn from young adults through a two-way-ambassadorship.

COMPETE MILWAUKEE WORKER COMMENDATION

A Compete Milwaukee worker has displayed a commitment and a desire to advance and has continually shown a high level of professionalism in all of her interactions at W RTP/BIG STEP. Since participating in the program, she has taken the opportunity to acquire all of the certifications that W RTP/BIG STEP has to offer based on her background and qualifications:

**City of Milwaukee Department of
Public Works Residency Preference
Program (RPP)*

**Milwaukee Public Schools*



Department of City Development/Department of Neighborhood Services- 13 Participants

The Property Monitoring and Mentoring Program was created in 2015 as part of his Strong Neighborhoods Plan and Compete Milwaukee initiative. This joint venture of the Department of City Development (DCD) and the Department of Neighborhood Services (DNS) provides DCD an opportunity to ensure monthly monitoring of city-owned vacant properties in the neighborhoods in our city most impacted by foreclosures, while assisting DNS code enforcement inspectors in monitoring and inspecting foreclosed properties.

The DCD Property Monitoring Team and DNS Inspector Internship Training Program supplement the work of DCD Real Estate staff members who manage and market foreclosed residential properties. At present, DCD manages more than 1,000 city-owned properties and relies on field staff from other departments to contact DCD staff when they observe problems affecting city-owned properties such as vandalism, missing boards, dumping and squatters. Reliance on this informal system means that some problems may go unobserved, unreported and unaddressed for long periods of time. The Property Monitoring Team gives DCD an opportunity to provide monthly monitoring of city-owned vacant properties in the neighborhoods most impacted by these properties. Between 150 and 200 inspections are completed each week by team members. As of early September, 2,643 properties were inspected (some several times) and 58 special requests were made to clean-up overgrown vegetation.



The six month transitional jobs created by this program include a one month training component provided by the DNS Residential Code Enforcement section and a five month field work component provided by the DCD Property Management Team. DCD entered into a contract with Milwaukee Community Service Corps to administer the day-to-day property monitoring operations, which included transportation and supervision. Through classroom and on-the-job experiences, Compete workers are exposed to the Milwaukee Code of Ordinances, basic DNS system applications, entering and answering complaints, surveying building exteriors and creating violation records.

One Compete Milwaukee worker was employed as a DCD Office Assistant and assisted in telephone work, data entry, customer contact and was exposed to the basic principles of real estate listings and sales. Compete Milwaukee workers have been commended by DCD and DNS staff for exceeding work experience expectations in the real estate division.

Port of Milwaukee – 2 Participants

The Port of Milwaukee hosted two program participants. One started in April and the other in September. These workers served as general laborers performing facilities, grounds and equipment maintenance. The supplemental workforce allowed the Port to accomplish deferred maintenance projects and tasks. Workers helped update fire sprinklers, mowed grass, trimmed trees, organized inventory, maintained equipment, served as deck hands on Port boats for the MPD dive team and supported Port staff to accomplish other tasks. One of the Port workers was invited to speak at the Board of Harbor Commissioners meeting where he presented his personal story while highlighting his experience in the Compete Milwaukee program.

Housing Authority of the City of Milwaukee (HACM) - 4 Participants

Four Compete workers were assigned to the Housing Authority of the City of Milwaukee (HACM). The four workers gained considerable work experience and training while assisting property managers and HACM staff in general custodial duties, grounds maintenance, brush and tree trimming, cleaning and performing basic facilities repair. Some of the workers have been commended for exceeding their supervisor's expectations in their ability to learn new skills, support a wide variety of tasks and support HACM staff and residents.

COMPETE MILWAUKEE CAREER PATHWAYS

"One of the strengths of the Compete Milwaukee program is its ability to connect a diverse workforce to the industry development taking place in our City. Two participants transitioned to unsubsidized employment and will be working as glaziers assembling windows for the Northwestern Mutual project, and more participants are on their way."

Wages

In 2014, 73 Transitional Jobs participants earned the city's adopted living wage of \$10.10/hour resulting in \$618,979 wages flowing into city neighborhoods that year. In 2015, 110 Compete Milwaukee program participants earned the city's living wage of \$10.66/hour, resulting in \$1,089,782 in estimated wages, as shown in Table 3. Appendix C shows the residence locations of the majority of participants.

Career Pathways and Training

Compete Milwaukee provides unique access for participants to work and prepare for the demands and requirements of their next employment opportunity. In partnership with WRTP/BIG STEP, Compete Milwaukee provides all program participants with a career pathways opportunity. Over the course of 3-6 months of work, each enrolled participant receives an evaluation of his or her work background, skills, education, interests and aptitudes. Once an individual selects a career pathway that matches his or her interests and needs, they are engaged in a training curriculum that contributes to a greater portfolio of skills that assists him or her in securing permanent employment. In 2015, CDBG funding was leveraged to support ongoing mentoring and case management to a greater number of 2014 and 2015 Compete Milwaukee participants.

Table 3: Worker Hours and Wages

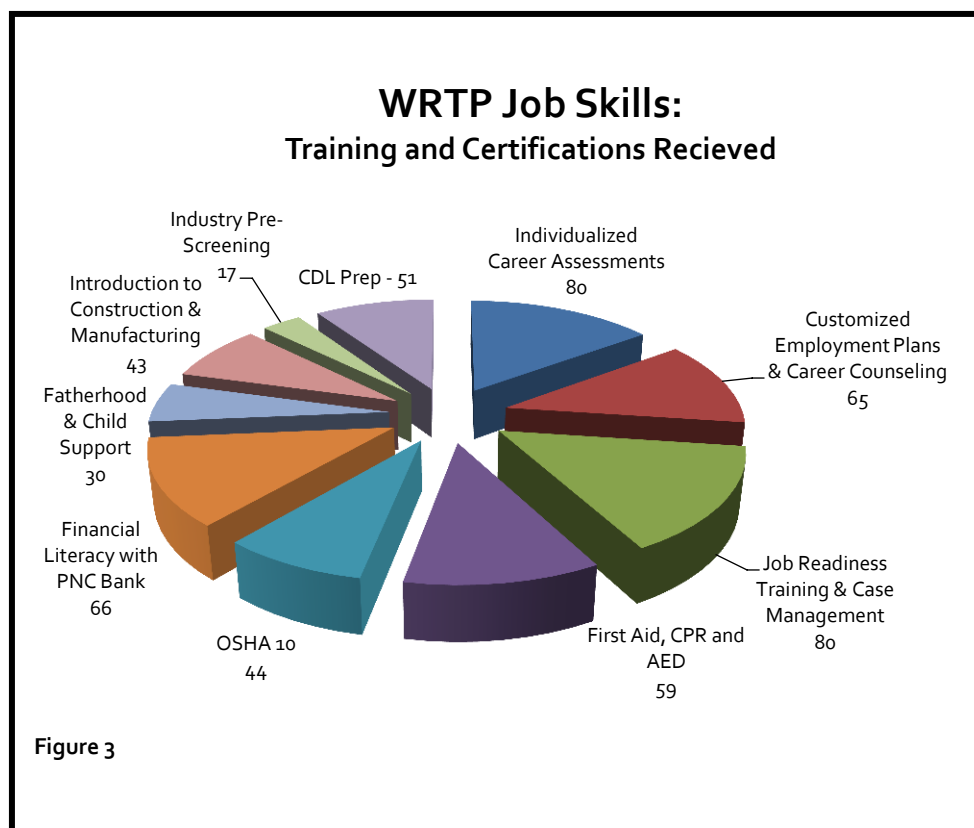
Compete Milwaukee Programs	Worker Hours Actual	Total Wages Actual/Estimated*
2014 6 Month	61,285	\$618,979
2015 MPD	16,432	\$175,165
2015 6 Month	71,759	\$764,951
2015 Summer 3 Month	14,040	\$149,666
Total Wages Paid	163,516	\$1,708,761

WRTP/BIG STEP utilizes assessment tools including Test of Adult Basic Education (TABE) testing, WisCareers and resume review to develop an individualized skills inventory and an industry-appropriate assessment to assist candidates in determining a career pathway employment plan. WRTP/BIG STEP works with the Compete Milwaukee Liaison and Compete Milwaukee Coordinator to enroll each individual in an appropriate career pathway training plan, which includes opportunities for career overview, guidance, job site tours and industry-recognized certifications. WRTP/BIG STEP also provides Compete Milwaukee workers with a connection to other workforce resources including Residential Preference Program (RPP) certification, Communities in Need (COIN) certification, Women in Skilled Trades support group, hands-on skills training and Manufacturing Skills Standards Council Certification (MSSC).

2015 Compete Milwaukee workers are trained for 16 hours a month for an estimated total of 96 hours in the six month program period. An eight hour orientation was provided to 2014 Compete Milwaukee workers followed by career and educational assessments, as well as job placement services.

Figure 3 shows program participant training and certifications received (numbers indicate number of participants).

Beginning in mid-September, WRTP/BIG STEP and the Compete Milwaukee Liaison began working with individuals in their final four weeks of training to update resumes and begin placement activities. As participants' transitional employment with the city ends, WRTP/BIG STEP will connect individuals to targeted employment opportunities in high demand industries, primarily apprenticeship in the construction industry and entry level opportunities in manufacturing and emerging sectors. As of October 1st, 2015, 35 Compete Milwaukee participants achieved unsubsidized employment as listed below. WRTP/BIG STEP will utilize data tracking software and coordinate with MAWIB/UMOS case managers to complete retention tracking for a period of one year.



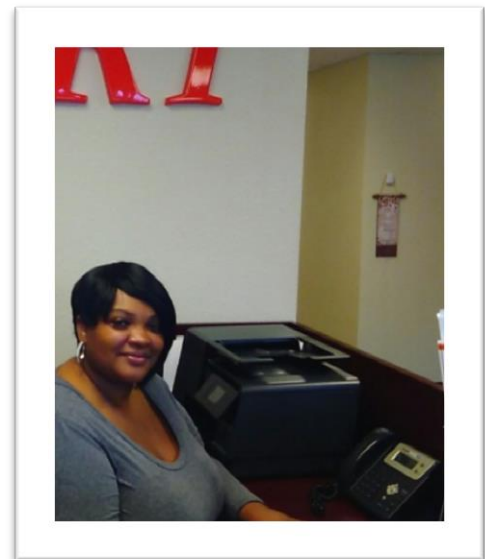
(Numbers above indicate number of individuals who received each service, certification, etc.)

Unsubsidized Employment Placements

Compete Milwaukee's overarching goal is to support underemployed Milwaukee residents in finding and maintaining family-supporting, industry-specific unsubsidized employment. Compete Milwaukee has engaged resources, partnerships and new initiatives to provide work experience, skills acquisition and job readiness training that will help workers match their career interests to job opportunities. This strategy positions them for success by the end of their work experience with the City of Milwaukee. Thirty seven Compete Milwaukee workers from 2014 and 2015 cohorts have found unsubsidized employment in key industry sectors with leading employers.

Intensive efforts to assist 2014 Compete workers began in 2015, while efforts to match workers to unsubsidized placements for 2015 Compete workers began earlier in their work experience, with many obtaining unsubsidized employment prior to finishing 1,040 hours of work with the city. The Compete Milwaukee Liaison will continue to collaborate with W RTP/BIG STEP, MAWIB and U MOS to facilitate placements for workers prior to the end of the work experience with the city and continue to provide that service after the program ends.

- ✓ 2 Strattec (Molten Metal Pourer and Tumble Barrel Operator)
- ✓ 2 DUWE at Northwestern Mutual construction project
- ✓ 1 Time Warner Cable
- ✓ 1 Northern Exposure Landscaping
- ✓ 1 Schneider National
- ✓ 1 Quad/Graphics (Forklift Operator)
- ✓ 1 Tri-City Bank
- ✓ 1 Contemporary Services Corporation
- ✓ 1 American Securities & JBM Securities
- ✓ 1 Walmart
- ✓ 1 Amri Counseling Services
- ✓ 1 Northcott Neighborhood House
- ✓ 1 Milwaukee Sheriff's Department
- ✓ 1 Goodwill
- ✓ 8 found unsubsidized employment independently
- ✓ 12 City's Electrical Services Division
- ✓ 1 City's Parking Enforcement Department
- ✓ 1 City Sanitation Supervisor (also had worked in Electrical Services)
- ✓ 3 City Seasonal Laborer positions (also had worked in Electrical Services), after a very competitive hiring process.



Strengthening the Program

The 2015 Compete Milwaukee program incorporated a framework of policies and procedures for both participants and city departments to ensure the program's success.

➤ ***Worker Orientations***

All participants received training on program goals, work site locations, payroll information, program partner case management, uniforms, supervisor responsibilities, safety protocols, attendance expectations and disciplinary policies and procedures.

➤ ***City Staff Trainings***

Staff trainings for city managers, supervisors, and staff were conducted to ensure the best possible work experience for participants, as well as to provide necessary implementation tools to city personnel. Trainings included information about Compete Milwaukee's workforce development strategy, specialized trainings and career pathways, participant eligibility, case studies, importance of managers' positive impact, Compete Milwaukee point of contacts, worker expectations, program policies and procedures and other resources.

➤ ***Website***

Compete Milwaukee staff and the city's Information Technology and Management Division (ITMD) created a website to serve as a "one-stop-shop" for all program information, allowing city staff to conveniently access updated program information at any time. Website information includes topics such as "How to Proceed with Worker Injuries", "Timesheet Protocols" and "Worker Handbooks".

➤ ***Online Performance Database***

Compete Milwaukee staff and the city's Information Technology and Management Division created an online database that tracks the performance of each program participant including contact information, work assignment, commendations, hours worked, worker status updates, injuries and disciplines. The online database complements a paper copy filing system which stores information such as applications, career history, skills inventory, income verification, TABE scores, WIS Careers assessments, proof of graduation, work rules receipt, interview responses, offers of employment, resume and case notations sheet. Program partners maintain their own records, and the Compete Milwaukee Liaison coordinates information-sharing and compilation of data among agencies.

➤ ***Progressive Disciplinary Policy and Procedures***

Compete Milwaukee staff established progressive discipline policies and procedures to provide a structured process to identify and address performance and disciplinary matters for program participants. Policy and procedures include: Worker Code of Conduct, Attendance Policy Expectations, Supervisor Responsibilities, Disciplinary Procedures, Appeal Processes and Corrective Action Plan. City supervisors are required to use these rules to guide participants' work experiences while supporting individuals who may have certain barriers to employment.

➤ *Increased Case Management*

Many Compete Milwaukee workers who want and need to work face major barriers to doing so, including lack of a high school diploma, lack of a driver's license or related revocation, unstable family environments with child support or re-unification issues, homelessness or a history with the criminal justice system.

For the two year period that UMOS partnered with the city, UMOS served a total of approximately 800 individuals in various other work sites in Milwaukee. UMOS referred a major sub-population of these individuals to the city. Table 4 illustrates the aggregate statistics of barriers to employment experienced by this population. The Compete Milwaukee Liaison and Compete Milwaukee Coordinator provide hands on case management, support and mentoring for participants. Coupled with training opportunities and coordination with worksite supervisors, participants receive a valuable experience leading to less attrition.

Table 4: Barriers to Employment

Description	Estimate
Scores lower than sixth grade in math or reading in Test for Adult Basic Education	30%
No Driver's License	57%
Non-Custodial Parent with child support arrears	81%
Criminal Justice System Involvement	95%



2016 Program Year: Focus on Quality

As depicted on Table 5 below, in 2016, approximately 100 participants are targeted for placement with the City of Milwaukee. It is expected that approximately 60 will be referrals from UMOS. In 2016, UMOS is allowed to make up to 60 new placements per month among all of its partnering host work-sites, including the City of Milwaukee. As a result, the city will phase 60 UMOS placements over a two month period to ensure each worker can complete their 6 month placement in 2016.

The city is committed to the value that this work experience provides for Milwaukee residents, and as such, will maintain its focus on the quality of each placement and program activity. See Attachment B for the proposed 2016 Compete Milwaukee budget.

Table 5: 2016 Recommended Compete Milwaukee Worker Placements			
Department	Nature of Assignment	Task	Placements
DPW - Streets and Bridges	Street Maintenance	General labor assisting street maintenance crews with pot-hole patching, asphalt paving, and concrete repair.	25
DPW - Electrical Services	City Laborer	General labor assisting crews in streets lighting, street signal repair.	5
DPW - Forestry	City Laborer	Trimming, pre-mowing debris collection, back-fill of stump removal	20
DPW - Sanitation	City Laborer	Sweep road medians, debris collection, cart repair, door tagging, neighborhood clean-up	25
Water Department	Hydrant Service Worker	Inspection and maintenance of hydrants throughout the MWW Service area	5
Total DPW			80
Port of Milwaukee	Maintenance Worker	Facility and Grounds Maintenance	2
Department of Administration	Program Assistant	Fatherhood Initiative	1
HACM	Property Maintenance	Custodial duties, grounds maintenance and basic building maintenance	4
Police Department	Ambassador	Police Ambassador Program	12
TOTAL COMPETE MILWAUKEE PLACEMENTS			99



Attachment A

Compete Milwaukee 2015 Budget and Estimated Expense

	Item or Service	CDBG	City Tax Levy	Workforce Investment Act	Federal TANF	TOTAL
FUNDING SOURCE		806,978	510,006	84,086	679,093	2,080,163
ESTIMATED EXPENSE			-			-
	63 Compete Workers (6 Month)	263,304	-		559,811	823,115
	20 Compete Workers (3 Month)		150,000			150,000
	17 Police Ambassadors	56,976	86,256	84,086	3,765	231,083
	13 DCD Property Inspection Workers	54,333	-		115,517	169,849
	DCD Property Inspection Service Contract	-	55,000			55,000
	Compete Milwaukee Liaison	65,000	10,000			75,000
	Career Pathways Training - WRTP	120,000	100,000			220,000
	Jobs Scan	-	75,000			75,000
	Supplies and Services	-	<u>33,750</u>	-	-	<u>33,750</u>
	Subtotal	559,613	510,006	84,086	679,093	1,832,797
Remaining Funding		247,365	-	-	-	247,365

Attachment B

Compete Milwaukee 2016 Budget and Estimated Expense

	Item or Service	CDBG	City Tax Levy	Federal TANF	TOTAL
FUNDING SOURCE		659,008	154,154	554,712	1,367,874
		-	-		-
ESTIMATED EXPENSE		-	-		-
	DPW: 55 subsidized 6 months	264,825	-	526,020	790,845
	DPW: 25 unsubsidized 3 months	179,738			179,738
	PORT: 2 subsidized 6 months	9,630	-	19,128	28,758
	Milwaukee Fatherhood Initiative: 1 subsidized 6 months	4,815	-	9,564	14,379
	Police Ambassadors: 12 unsubsidized 6 months	-	86,274		86,274
	Training (WRTP): 83 Workers (DPW,PORT,MFI)	170,000	-		170,000
	CM Liaison (MAWIB)	30,000	45,000		75,000
	Supplies and Services	-	22,880		22,880
	Total Cost	659,008	154,154	554,712	1,367,874

Attachment C

Compete Milwaukee 2015 Worker Residences

