Fair & Equitable Infrastructure: Investing in Communities & Workers

A WEBINAR

HEARTLAND ALLIANCE
NATIONAL INITIATIVES

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Fair & Equitable Infrastructure: Investing in Communities & Workers

A WEBINAR
Housekeeping

Use the Questions/Chat box to send a question.

Q & A session @ the end of the webinar.

Video & slides will be made available.
Today’s Panelists

LISA CYLAR BARRETT
PolicyLink

ANDREW SIMONS
Department of Public Works, City of Milwaukee

MELISSA YOUNG
Heartland Alliance National Initiatives on Poverty & Economic Opportunity

JEFF CARROLL
Details Deconstruction/Humanim

JOHN ANDERSON
Wisconsin Regional Training Partnership (WRTP)/BIG STEP

MELISSA YOUNG
Heartland Alliance National Initiatives on Poverty & Economic Opportunity
National Initiatives on Poverty & Economic Opportunity

We are dedicated to ending chronic unemployment and poverty.
Our National Initiatives

The National Transitional Jobs Network (NTJN)
Black Men Overcoming Barriers & Realizing Employment (B.MORE) Initiative
The National Center on Employment & Homelessness (NCEH)

Partner

PolicyLink
FAIR & EQUITABLE INFRASTRUCTURE: INVESTING IN COMMUNITIES AND WORKERS

Lisa Cylar Barrett
Director of Federal Policy
PolicyLink
March 7, 2018
OVERVIEW OF POLICYLINK

• PolicyLink - A national research and action institute advancing economic and racial equity by Lifting Up What Works®.

• Equity- as just and fair inclusion – the lens for all of our work and must drive all policy decisions

• An equitable society is one in which all can participate and prosper.

• The goals of equity must be to create conditions that allow all to reach their full potential.

• Equity creates a path from hope to change.
### OVERVIEW OF POLICY LINK (CONT’D)

Areas of work include:

<table>
<thead>
<tr>
<th>Equitable Economy</th>
<th>Access to Financial Security</th>
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<tbody>
<tr>
<td>Health Equity and Place</td>
<td>Healthy Food Access</td>
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<tr>
<td>Infrastructure Equity</td>
<td>Institute for Black Male Achievement</td>
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<tr>
<td>California Policy Advocacy</td>
<td>Promise Neighborhoods Institute at PolicyLink</td>
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<tr>
<td>Alliance for Boys and Men of Color</td>
<td>Transportation Equity Caucus</td>
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<td>Convergence Partnership</td>
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</table>
IMPORTANCE OF INFRASTRUCTURE INVESTMENTS

- Influences who can participate in society, who gets left behind, and whose children are most likely to advance
- Can expand opportunity and improve the quality of life for everyone
- Create conditions that allow everyone to contribute and succeed
TRUMP ADMINISTRATION’S INFRASTRUCTURE PLAN

- Taken together with Trump’s proposed budget would actually cut existing highway and public transportation funds and eliminate existing infrastructure jobs
- Dramatically increases local and state taxes and user fees, like tolls and water rates, which will fall hard on working people.
- Provides a huge handout to Wall Street banks, whose privatization of roads, bridges, water systems and other public assets will increase already skyrocketing inequality
- Guts important protections for clean air and water
TRUMP ADMINISTRATION’S INFRASTRUCTURE PLAN (CONT’D)

• Ignores the people and communities which are most in need of this investment
• Provides another windfall for the Administration’s wealthy comrades by encouraging privatization of public systems
• Favors funding mechanisms which are not feasible for the infrastructure investments needed in low income communities and communities of color
• Provides for minimal Federal investment and instead shifts the cost burden to working families with increases in local and state taxes
FIVE KEY PRINCIPLES FOR AN EQUITABLE INFRASTRUCTURE INVESTMENT

- Supports a broad range of projects beyond roads, bridges, and airports to include access for all to safe, reliable, and clean affordable energy, telecommunications, clean water, parks, schools, libraries, community facilities and centers, childcare, and affordable housing.

- Prioritizes Infrastructure Investments in Communities and Areas that Need Them Most. Avoiding displacement of existing residents, and providing opportunities to create shared benefits and build wealth.

- Invests in Projects that Deliver Community Benefits, Environmental Justice, Racial Equity, and Good Jobs.

- Requires Transparency and Diverse Local Input.

- Prioritizes Public Financing and Public Control:
EXAMPLES OF EQUITABLE INFRASTRUCTURE INVESTMENT

- **Pittsburgh**
  - landmark community benefits agreement in the historically African American Hill District
    - brought together more than 100 community, faith and labor organizations to win first source hiring for construction and permanent service jobs, a grocery store in the neighborhood and
    - an $8 million fund for community investment.
Los Angeles Metropolitan Transit Authority (Metro) became the first transit agency in the country to adopt a Construction Careers Policy for all major construction projects,
- $2.4 billion Crenshaw/LAX Transit Project,
- 8.5-mile light-rail line that runs through the heart of LA’s black community.
- requires 40 percent of construction hours be performed by construction workers residing in economically disadvantaged areas,
- 10 percent participation of disadvantaged workers, and
- 20 percent participation of apprentices.
- includes a project labor agreement which establishes wage, benefits, and training standards for all workers on the project.
LISA CYLAR BARRETT
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LISACB@POLICYLINK.ORG
202-846-1567
As high as 60% of properties are VACANT
20\% 
UNEMPLOYMENT Rate
Reclamation totals to date:

- 1,000,000+ bricks
- 300,000 bf of lumber and flooring

Employment goals FY 18

- 30 employees - City contract
- 18 - 20 - Residential market

175 employed since 2012
Initial investment
• $500,000

Break even
• 24 months
• Lost money in the next 12 months

FY 18 revenue projection
• $2.2 million gross annual
• Net revenue <1%
DOWN STREAM
ITERATION

BRICK+BOARD
a Humanim Social Enterprise
LESSONS LEARNED
A Purpose – Not A Program

- Transitional Jobs and Creating Pathways to Employment

- Five Part Strategy
  - Industry Advisory Boards
  - Jobs Scan
  - Community Work Partnerships - Transitional Jobs
  - Career Pathways
  - Collaborations
Funding Sources

- **Department of Children & Families (DCF)**
  - Transform Milwaukee Jobs (TMJ) – UMOS (lead agency)
    - Temporary Assistance of Needy Families (TANF)
      - Provides transitional jobs participants base wage - $7.25/hour

- **Community Development Block Grants (CDBG)**
  - Employment Services
    - Provides wage subsidy increase to $11.03/hour

- **City of Milwaukee**
  - Tax levy
    - Supports leveraged funds

- Other leveraged grants and funding sources
Transitional Jobs - Goals

- Provide high quality work experiences for each participant
- Create pathways to unsubsidized employment
- Establish and leverage long-term partnerships that match training with opportunity
- Increase levels of City services to residents and taxpayers
- Utilize models that work
Transitional Jobs - Implementation

- City of Milwaukee – Community Work Partnerships & Transitional Jobs
  - Host worksite location
  - Roughly six (6) month Transitional Job trainee work experiences
  - 40 hour work weeks and paid trainings
  - Wage subsidy
    - City increase wage from minimum wage ($7.25) to City Living Wage (2018 - $11.03)
  - City provides meaningful and marketable dignity based work experiences, supervision, job coaching, resources and much more
  - City supports Career Pathways – workforce development trainings and services
    - Includes referrals to unsubsidized employment
  - Supplemental workforce allows City to provide residents with enhanced levels of service
City of Milwaukee –
Transitional Jobs History

- 2014 – ‘Traditional’ Transitional Jobs Program (Pilot)
  - Community Work Partnerships - Transitional Jobs worksite location
    - Department of Public Works (DPW)
    - Infrastructure projects – pothole repair and general street maintenance
  - Program Partner: UMOS – Transform Milwaukee Jobs (TMJ)
City of Milwaukee –
Transitional Jobs History

- 2015 – Compete Milwaukee launch
  - Community Work Partnerships - Transitional Jobs worksite locations
    - DPW and other City departments
      - General labor, field and property inspection staff and clerical placements
  - Expanded Transitional Jobs model
    - Milwaukee Police Department – Police Ambassador Program
      - Two-way mentorship model
    - Accelerated (three month) program
      - Safety net for individuals not eligible for six month Transitional Job
        - Employ Milwaukee – local Workforce Development Investment Board
    - Career pathways – workforce development trainings and services
      - WRTP/BIG STEP
City of Milwaukee – Transitional Jobs History
City of Milwaukee –
Transitional Jobs History

- 2016 – Expansion of Quality Worksites and Partnerships
  - Transitional Jobs Programs Continued:
    - Community Work Partnerships – Transitional Jobs worksite locations: DPW and other City departments
    - Milwaukee Police Department – Police Ambassador Program
    - Accelerated (three month) program
    - Career pathways – workforce development trainings and services
  - Expanded Transitional Jobs model
    - City of Milwaukee – DPW Forestry, Urban Landscape Training Initiative
      - Landscape and vegetation abatement
        - Compete Milwaukee Alumni
    - Compete/Milwaukee Builds
      - Construction and deconstruction
        - Compete Milwaukee Alumni
    - Summer Jobs for Young Adults
      - Job training and employment readiness
    - Career Plus Coordinators
      - Local high school career counselors
City of Milwaukee – Transitional Jobs History

- 2017 & 2018 - Maintain Focus, Evaluate Successes, Opportunities and Program Scope

  - Transitional Jobs Programs Continued:
    - Transitional Job worksite locations: DPW and other City departments
    - Milwaukee Police Department – Police Ambassador Program
    - Career pathways – workforce development trainings and services

- Expanded Transitional Jobs model - 2018
  - Out-of-School Youth (OSY) Contractor Connection (Pilot)
    - Build the next generation of construction workers through contractor host worksite locations
Community Work Partnerships - Transitional Jobs at City of Milwaukee Worksite locations 2014 - 2017

TMJ Transitional Jobs Participant Demographic Information:

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<th>Race</th>
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<tr>
<td>TOTAL</td>
<td>222</td>
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Challenges, Evaluation and Successes

- **Challenges:**
  - Not everyone is ready for a Transitional Job
  - Identify correct capacity
  - Workforce development woven into the fabric of operations

- **Evaluation:**
  - Career counseling and case work elements critical
    - Worksite staff, WRTP/BIG STEP, local agencies, partners and broader community
  - Human centered programming means meeting individuals where they are at
  - Resources are to be leveraged whenever possible
  - Seek out new and creative opportunities and partnerships
Compete Milwaukee Works!

**Successes:**

- **85% participants** gained unsubsidized employment following their work experiences
  - Over $1.8 million dollars of wages are potentially following into City of Milwaukee neighborhoods as a result of post-subsidized employment earnings
  
  *Data based on 159 Community Work Partnerships – Transitional Jobs participants from 2015 – 2016

- **The Milwaukee Police Ambassador program has a 100% post-program employment and education rate for all 52 participants from 2015-2017**

- The City of Milwaukee has hired 32 individuals through the civil service hiring process, including City Laborers and Milwaukee Police Community Service Officers

- Over 366 individuals have participated in Transitional Jobs programming supported by the City of Milwaukee since 2014

- Approximately 1.6 million in funds leveraged

- Over 190,000 hours of supplemental services have been provided to City taxpayers through dignity based Transitional Jobs work experiences
City of Milwaukee partners with WRTP/BIG STEP to provide career pathways workforce development trainings and services to individuals participating in adult Transitional Jobs programs through Compete Milwaukee
Who is WRTP/BIG STEP?

- A 501(c)3 nonprofit workforce intermediary dedicated to connecting people to family-sustaining jobs.

- Mission: to enhance the ability of public and private sector organizations to recruit, develop, and retain a more diverse, qualified workforce in construction, manufacturing and emerging sectors of the regional economy.

- Industry led, worker centered, and community focused
Career Assessments & Case Management

- Career Assessments – Identify strengths, barriers and goals
  - Skills Inventory
  - TABE testing
  - Individual Employment Plans
  - Pre-screening
  - Register for services (WIOA, FSET, other)

- Case Management – Career Counseling
  - Referrals to supportive services
  - Job placement and referrals
  - 12 month post program follow-up services
Human Centered Career Counseling

- Apply various Skills Inventories and other assessment tools
- Evaluate each participant's current certifications and employment readiness skill level
- Using workforce development assessments, identify what services and/or related partner(s) each participant will need
- Refer participant to needed resources – goal to address barriers that have prevented them from obtaining employment or education

- Educate participants about in-demand / high-wage careers while simultaneously addressing barriers to employment

- LEADING TO EMPLOYMENT
Supportive Services – Direct Referrals

- Drivers license recovery
- Drivers license acquisition
- Transportation
- Child care services
- GED/HESD acquisition and other educational resources
- Financial literacy
- AODA and Mental health services
- Other

Referrals to WIOA, FSET, other available services are also extended to eligible participants

WRTP- BIG STEP leverages existing community workforce partnerships which allows participants to gain direct access to a continuum of needed supportive services
Workforce Development Services

- Classroom Trainings & Certifications
  - Entry Level Construction Skills
  - Manufacturing Essential Skills
  - Introductions to Apprenticeships
  - Pre-employment testing skills
  - Child Support 101
  - Job readiness preparation
  - Resume workshops
  - Employment and training navigator session
  - Residency Preference Program (RPP)
  - Adult First Aid/CPR/AED
  - OSHA-10 Hour Safety

![Construction Readiness Orientation](image)
Certifications & Workshops

- Examples:
  - City of Milwaukee - Residential Preference Program Certification (RPP)
  - Adult First Aid/CPR/AED Certification
  - Occupational Safety and Health Association (OSHA-10 or 30) Certification
  - Manufacturing Essential Skills and Entry-Level Construction Essential Skills
  - Industry designed trainings
  - Resume workshops

- Industry Advisory Boards on regional growth industries and job scan data is used to drive employment referrals and industry-specific skills trainings/certifications for participants
Challenges, Evaluation and Successes

- **Challenges:**
  - In some instances a participant may choose not to take full advantage available training and resources offered.

- **Evaluation:**
  - Participant options are increased exponentially when they are connected to a broader workforce develop system, related funding sources and the ability to access the continuum of community resources.

- **Success:**
  - WRTP/Big Step has made over 35 direct unsubsidized referrals to local employers such as Harley-Davidson Motor Company, Duwe Metals Products (Northwestern Mutual Tower Construction Project) and more.
Direct Unsubsidized Employment Referrals

- Participants are continuously connected to multiple employment opportunities through various networks
  - City of Milwaukee
  - Local workforce investment board – Employ Milwaukee, specifically the Business Services Unit
  - Department of Workforce Developments
    - One-Stop Centers (DWD)
  - WRTP/BIG STEP’s direct employer engagement & apprenticeship readiness efforts
Success Story - Shawn

- 2015 Compete Milwaukee participant
- Out of steady work for years
- Engaged in Career Pathways through WRTP/BIG STEP
  - Learned to operate a forklift, perform CPR and how to succeed a job interview
- Accessed Duwe Metals Products through direct referral
- Manufacture the glass panes for the Northwestern Mutual Tower construction project
- Received multiple promotions and is on career pathway towards gaining middle-class family supporting wages
Questions – Connect – Network

Contact us to share your story:

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Senior Programs and Partnerships Coordinator
WRTP-BIG STEP
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A key element of infrastructure projects in communities can be subsidized employment, social enterprise, and transitional jobs programs.
Principles for Fair & Equitable Infrastructure Investments

- Contribute to **thriving** communities
- **Invest** in communities
- Promote long-term **economic well-being** of individuals
- Ensure access to **quality jobs**
- Do no **harm**
Questions...?
Next Steps

The webinar recording & slides will be made available to you.

Via email, we’ll try to answer any questions we didn’t have time to address today.
...Check out our (free!) toolkits

- WIOA Planning & Implementation Toolkit
- Opportunity Youth Employment Toolkit
- Employer Engagement Toolkit
- Working To End Homelessness Toolkit
- Transitional Jobs Programs Toolkit
- TANF and Transitional Jobs Toolkit

www.heartlandalliance.org/nationalinitiatives
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