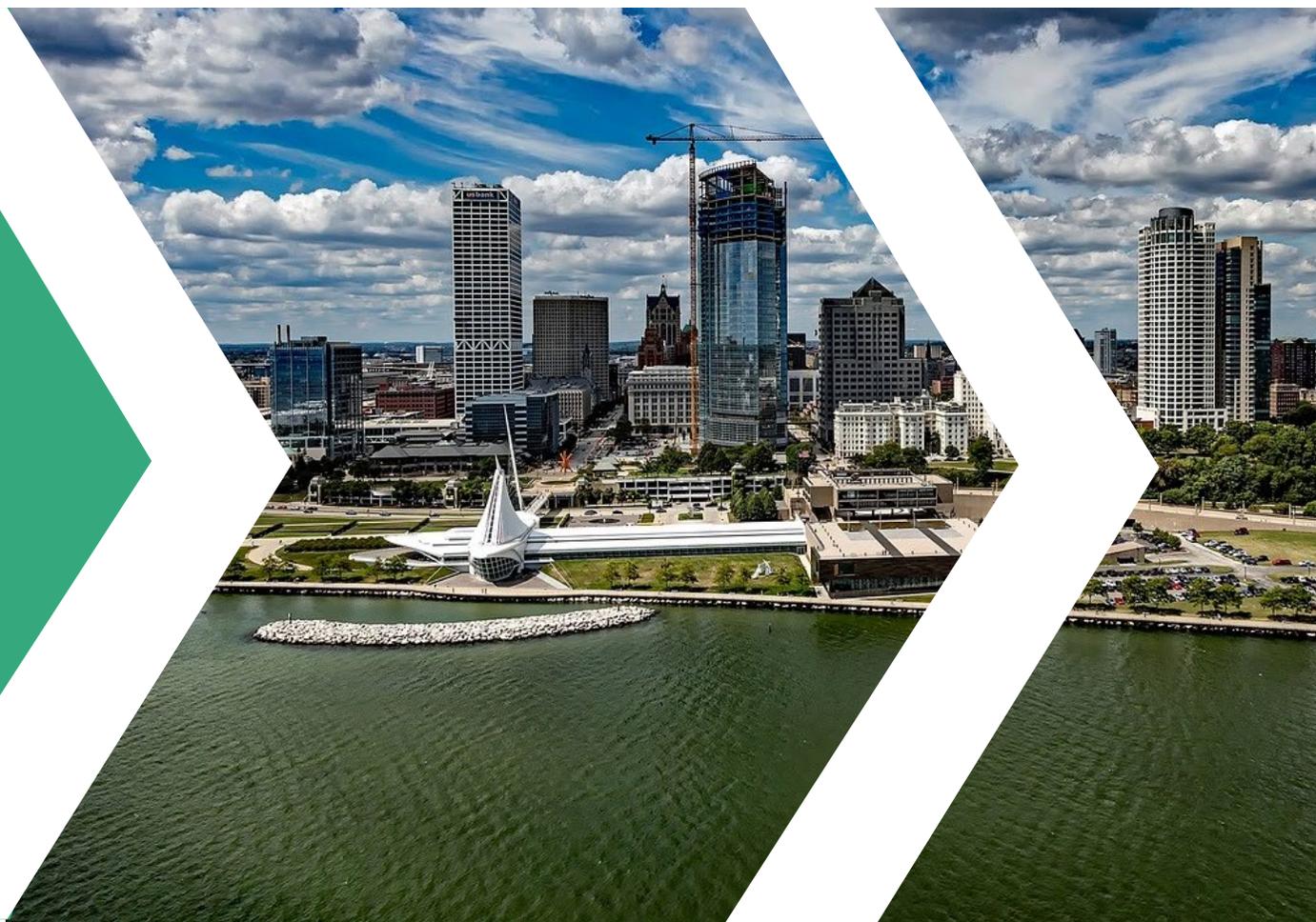


MILWAUKEE ESTUARY AREA OF CONCERN GREATJTI PROGRAM PLAN REPORT



Great Lakes National Program Office



**OCTOBER
2023**

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INTRODUCTION & PURPOSE



GreatJTI Project Overview

In January 2023, the U.S. Environmental Protection Agency's Great Lakes National Program Office (EPA GLNPO) began planning for a job training initiative pilot serving Milwaukee, Wisconsin, in conjunction with cleanup projects in the Milwaukee Estuary Area of Concern (AOC). EPA GLNPO selected the Milwaukee area for the pilot out of 25 existing AOCs, defined by the U.S.-Canada Great Lakes Water Quality Agreement as "geographic areas designated by the Parties where significant impairment of beneficial uses has occurred as a result of human activities at the local level."

The planning process for the EPA GLNPO job training initiative pilot, known as GreatJTI, consisted of building relationships with Milwaukee-area organizations involved with the cleanup of Milwaukee AOC sites as well as organizations involved in workforce development and community engagement. During the planning process, EPA and its contractor Skeo participated in the following activities:

- Joined monthly calls with the Milwaukee AOC Workforce and Contractor Group to discuss AOC-related projects and workforce development projects and goals. These calls provided EPA with key updates regarding the status of the projects as well as introductions and connections with groups in Milwaukee involved with workforce development.
- Discussed the specifics of each Milwaukee AOC project with project managers from three entities overseeing cleanups: Milwaukee County Parks, Milwaukee Metropolitan Sewerage District and EPA. This effort provided specific information about each project to inform the development of GreatJTI.
- Hosted discussions with representatives of organizations in Milwaukee, including Employ Milwaukee (Workforce Development Board), the Wisconsin Regional Training Partnership/Building Industry Group & Skilled Trades Employment Program (WRTP/BIG STEP), the Laborers' International Union of North America (LIUNA), the Great Lakes Region Organizing Committee, the Milwaukee AOC Community Advisory Committee (CAC), and the Great Lakes Community Conservation Corps. The representatives shared highlights from their work and how their organizations provide services to area communities.

Report Development Process

Building on the information gathered during the planning process, EPA developed a conceptual design for GreatJTI. This report addresses all parts of GreatJTI, which will include job training events that start in 2024 and continue potentially into 2025 and beyond. The report covers suggested methods for training outreach and recruitment, training components, and the number of students to target for inclusion, placement opportunities, tracking of program graduates, and the program's economic benefits, as well as reference appendices. The report also includes general information about Milwaukee, the Milwaukee Estuary AOC, and environmental justice (EJ) information and how EJ considerations will be addressed as part of the project.¹

¹ Information in this report is accurate as of October 2023. GreatJTI's components may be updated over time, based on local priorities, feedback from project partners and other factors.

Involved Organizations, Localities, Agencies and Other Entities

The organizations, localities, agencies and other entities who participated in the GreatJTI planning process are listed below. Many of them are part of the Milwaukee AOC Workforce and Contractor Group.

- City of Milwaukee
- Employ Milwaukee (Workforce Development Board)
- Laborers' International Union of North America (LIUNA) Great Lakes Region Organizing Committee
- Milwaukee AOC Community Advisory Committee (CAC)
- Milwaukee County
- Milwaukee County Parks
- Milwaukee Metropolitan Sewerage District
- TRUE Skool, Inc.
- EPA GLNPO
- Wisconsin Department of Natural Resources
- Wisconsin Regional Training Partnership/Building Industry Group & Skilled Trades Employment Program (WRTP/BIG STEP)
- Great Lakes Community Conservation Corps

As GreatJTI moves forward, more Milwaukee-area organizations may be contacted and invited to participate in project activities, including outreach, recruitment, evaluation and screening.



The Milwaukee Public Market sign.

Milwaukee Estuary AOC Overview

The Milwaukee Estuary is one of 43 AOCs across the Great Lakes designated in the 1987 Great Lakes Water Quality Agreement by the International Joint Commission (IJC) created by the United States and Canada. Their goal is to address the significant environmental degradation affecting water quality, sediment, habitat, fish and other beneficial uses in the Great Lakes. The Milwaukee Estuary AOC includes parts of the Milwaukee River, the Menomonee River, the Kinnickinnic River, Cedar Creek, Lincoln Creek and the Little Menomonee River, as well as the inner and outer harbor and nearshore waters of Lake Michigan.

History

Milwaukee, once known as “the machine shop of the world”, has hosted heavy industry since the late 1800s. Facilities have included manufacturing areas, meatpacking plants, tanneries, breweries and coal docks. More than 300 miles of sewers carried industrial discharge, human and animal waste and stormwater to the waters of the AOC. The rivers were also straightened and dredged to allow for commercial shipping. Some of them were dammed to power mills. Although sanitation improved in the 20th century, heavy pollution from point and nonpoint sources continued through the 1960s. This resulted in a legacy of sediment contaminated with polychlorinated biphenyls (PCBs), polycyclic aromatic hydrocarbons (PAHs) and metals.

The International Joint Commission designated beneficial use impairment (BUI) categories for AOCs representing different types of significant environmental degradation. The Milwaukee Estuary was assigned 11 of the 14 BUIs:

- Restrictions on Fish and Wildlife Consumption
- Eutrophication or Undesirable Algae
- Degradation of Fish and Wildlife Populations
- Beach Closings
- Fish Tumors or Other Deformities
- Degradation of Aesthetics
- Bird or Animal Deformities or Reproduction Problems
- Degradation of Benthos
- Degradation of Phytoplankton and Zooplankton Populations
- Restriction on Dredging Activities
- Loss of Fish and Wildlife Habitat

EPA can remove BUIs as cleanup work finishes and restoration targets are met. In 2021, EPA removed the Degradation of Aesthetics BUI for the Milwaukee Estuary.

Remediation and restoration projects completed across the Milwaukee Estuary AOC to date include extensive habitat restoration, such as dam removals and restoration of concrete-lined channels to increase fish passage and fish and wildlife habitat. Two sediment remediation projects removed over 330,000 cubic yards of contaminated sediment from the Kinnickinnic River. Planned and ongoing projects will remove over a million cubic yards of contaminated sediment from several rivers in the AOC, and restore aquatic, riparian and wetland habitat across the AOC.



Milwaukee Estuary AOC Map.

Community Overview

The Milwaukee region was originally home to several Native American peoples, including the Potawatomi, Menominee, Fox, Sauk and Ho-Chunk Nation (Winnebago). The city of Milwaukee was founded in 1846; Solomon Juneau, a French-Canadian fur trader, was elected as its first mayor. In the second half of the 19th century, Milwaukee became a center of foundry, machinery and metal-working industries and grain trading, and has remained well known for beer production. Over time, the city's economy has shifted from a focus on industry to service-sector businesses. Today, health care, banking and retail businesses employ most Milwaukee residents.

Milwaukee hosts a lively arts and entertainment scene. The city is home to theatres, galleries and museums such as the Marcus Performing Arts Center, the Milwaukee Art Museum and the Milwaukee Symphony Orchestra. Milwaukee also hosts festivals throughout the year, including Summerfest, one of the world's largest music festivals. Milwaukee's long-standing reputation as a beer-loving city is reflected in attractions such as the Pabst Mansion, the Miller Brewery Tour and the Bavarian Bierhaus. The city also hosts major league sports teams – MLB's Milwaukee Brewers and the NBA's Milwaukee Bucks call Milwaukee home.

Overall, Milwaukee is a city with a rich history, diverse cultural influences and vibrant communities. Despite environmental challenges, notable cleanup progress has been made in recent years. Ongoing cleanup efforts, collaboration and community engagement have contributed to the gradual restoration of the Milwaukee AOC. Continued investment in environmental education and ongoing dialogue with stakeholders offer the promise of a cleaner, healthier and more vibrant future for the area.

Community Profile

About 593,000 people live in Milwaukee, making it the most populous city in Wisconsin and the fifth-largest city in the Midwest. The three largest demographic groups in Milwaukee are White (42%), Black or African American (39%), and Latino or Hispanic (19%). In total, 56% of households make less than \$50,000 a year, and renter-occupied units make up 59% of the city's housing stock. The percentage of the population speaking a non-English language at home is 21%.

City of Milwaukee Demographic Data	
One Race	94%
White	42%
Black or African American	39%
American Indian	1%
Asian	5%
Pacific Islander	0%
Some Other Race	8%
Two or More Races	6%
Total Hispanic Population	19%
Population 65 Years and Older	11%
Population with Less Than a High School Degree	16%
Households with Income Base Less Than \$50,000	56%
Renter Occupied Units	59%
Population Speaking a Non-English Language at Home	21%
<i>Source:</i> EJScreen – EPA's Environmental Justice Screening and Mapping Tool (Version 2.11): https://ejscreen.epa.gov/mapper .	

Environmental Justice

What is Environmental Justice (EJ)?

The State of Wisconsin defines EJ as “the principle that all people and communities are entitled to equal protection and equal enforcement of environmental laws and regulations and have a right to equitable treatment and meaningful involvement concerning policy and regulatory development, implementation, and enforcement that has the potential to impact the environmental conditions of their community.” EPA defines environmental justice as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. This goal will be achieved when everyone enjoys the same degree of protection from environmental and health hazards, and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.”

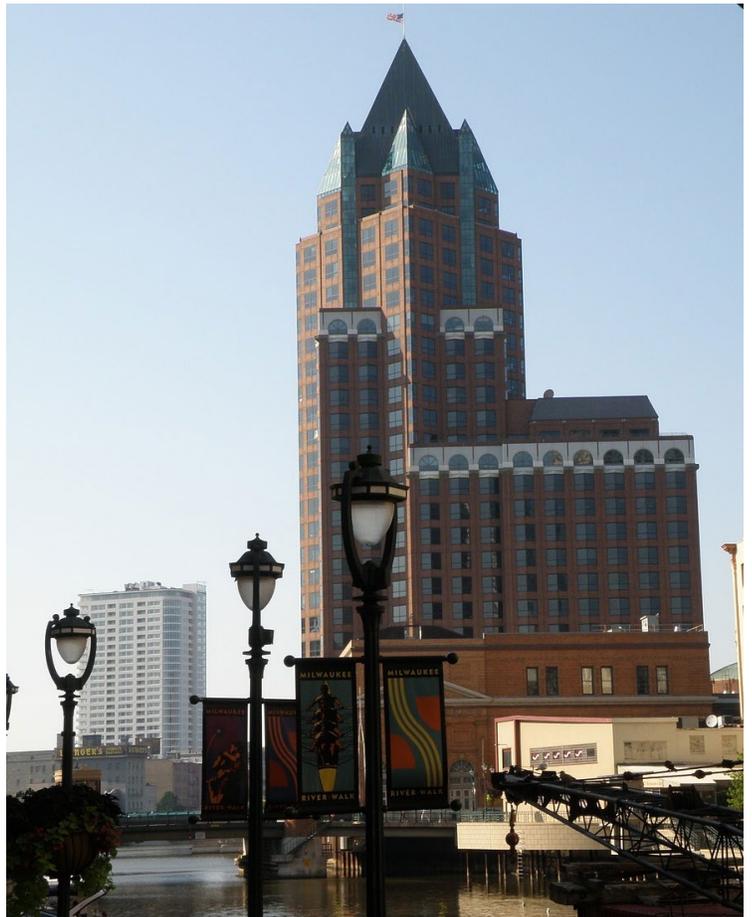


Milwaukee skyline.

EJ Considerations for GreatJTI

GreatJTI can advance EJ by reaching the communities most impacted by environmental risk and the communities most in need based on job and economic indicators. Specific EJ strategies to consider for GreatJTI include:

- Focus on the communities most impacted by environmental risk and the communities in most economic need. Communities facing significant environmental risk can be identified using environmental risk indicators (such as air pollution and proximity to hazardous waste sites) as well as health outcome data such as asthma rates, heart disease and life expectancy. Communities in economic need can be identified using indicators such as income, unemployment rate, high school graduation rates and English-speaking abilities as well as the availability of key services such as food deserts and medically underserved areas.
- Subcontract with a local community-based organization that is trusted by the community and has strong relationships with other trusted leaders provide multiple ways to reach the community.
- Enlist community-oriented outreach venues such as local culturally and ethnically relevant media, local community and cultural centers, faith-based institutions, and newsletters and social media from community-based organizations.
- Offer information in multiple formats, including written materials in printed and electronic formats, and in-person events such as presentations and meetings.
- Translate materials and enlist simultaneous translators to share information with communities with limited English-speaking abilities, as needed.
- Remove barriers to participation using equity supports. These supports can be designed in partnership with local community-based organizations. In some cases, EPA and EPA contractors cannot provide these benefits directly. However, they may be able to be arranged through community-based organizations, hosting venues, local government partners and local business sponsors. Examples of equity supports include offering:
 - Meetings at convenient times and convenient, trusted places for the community.
 - Childcare.
 - Culturally relevant food.
 - Participant support costs (sponsored by local governments, local businesses and grants).



Downtown Milwaukee.

EJSCREEN

EJScreen is EPA's EJ mapping and screening tool. It provides EPA with a nationally consistent dataset and approach for combining environmental and demographic socioeconomic indicators. EJScreen users choose a geographic area; the tool then provides demographic socioeconomic and environmental information for it. All EJScreen indicators are publicly available data. EJScreen provides a way to display this information and includes a method for combining environmental and demographic indicators into EJ indexes. EJScreen can also help identify a community's demographic characteristics, which in turn can help inform the development of effective outreach approaches that are culturally accessible and appropriate. It is primarily a screening tool; initial results should be verified and refined through direct engagement with communities and local organizations. According to 2023 EJScreen data, Milwaukee's population scores at the 90th percentile or above in the state for 10 out of 12 environmental indicators.



EJScreen Report (Version 2.11)



City: Milwaukee, WISCONSIN, EPA Region 5

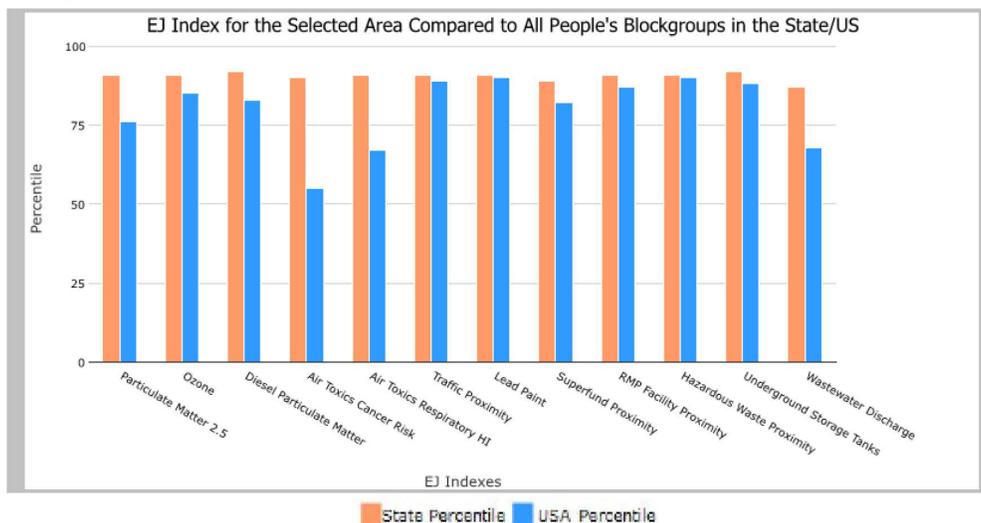
Approximate Population: 592,697

Input Area (sq. miles): 96.81

Milwaukee Proper (The study area contains 1 blockgroup(s) with zero population.)

Selected Variables	State Percentile	USA Percentile
Environmental Justice Indexes		
Particulate Matter 2.5 EJ index	91	76
Ozone EJ index	91	85
Diesel Particulate Matter EJ index*	92	83
Air Toxics Cancer Risk EJ index*	90	55
Air Toxics Respiratory HI EJ index*	91	67
Traffic Proximity EJ index	91	89
Lead Paint EJ index	91	90
Superfund Proximity EJ index	89	82
RMP Facility Proximity EJ index	91	87
Hazardous Waste Proximity EJ index	91	90
Underground Storage Tanks EJ index	92	88
Wastewater Discharge EJ index	87	68

EJ Indexes - The EJ indexes help users screen for potential EJ concerns. To do this, the EJ index combines data on low income and people of color populations with a single environmental indicator.



*Diesel particulate matter, air toxics cancer risk, and air toxics respiratory hazard index are from the EPA's Air Toxics Data Update, which is the Agency's ongoing, comprehensive evaluation of air toxics in the United States. This effort aims to prioritize air toxics, emission sources, and locations of interest for further study. It is important to remember that the air toxics data presented here provide broad estimates of health risks over geographic areas of the country, not definitive risks to specific individuals or locations. Cancer risks and hazard indices from the Air Toxics Data Update are reported to one significant figure and any additional significant figures here are due to rounding. More information on the Air Toxics Data Update can be found at: <https://www.epa.gov/haps/air-toxics-data-update>.

Project Timeline Table

GreatJTI takes an area-wide approach to address the training and job placement needs for the many Milwaukee AOC projects that are beginning cleanup work. The table below lists GreatJTI-related tasks and general timeframes associated with the program.

Timeframe	Tasks Completed/Anticipated
January 2023	<ul style="list-style-type: none"> • Host initial project kickoff discussions.
January – June 2023	<ul style="list-style-type: none"> • Conduct information gathering, including participating in the Milwaukee AOC Workgroup, AOC project manager and other Milwaukee-area group conference calls to gather information about the sites and the area.
May – October 2023	<ul style="list-style-type: none"> • Develop the GreatJTI Program Plan Report, with input from community organizations and partners.
Mid 2023 – Early 2024	<ul style="list-style-type: none"> • Research and develop habitat trainings for inclusion in GreatJTI training coursework.
Fall – Winter 2023	<ul style="list-style-type: none"> • Conduct outreach with additional Milwaukee-area groups to expand the network of organizations partnering with GreatJTI. • Identify and hire a Milwaukee-area community liaison subcontractor to assist with GreatJTI implementation, including support for outreach and recruitment and training oversight. • Identify and hire local trainers to provide components of the training program. • Continue to meet with the Milwaukee AOC Workforce and Contractor Group and other organizations to ask for their input and support for the process.
Winter 2023 – Early 2024	<ul style="list-style-type: none"> • Set the training program’s exact dates and locations. • Working with the community liaison subcontractor and partner organizations, establish an outreach strategy for the program, identifying multiple forms of advertising for the program in the Milwaukee area. • Advertise the training information and distribute outreach materials to program partner organizations, agencies and other relevant entities in the Milwaukee area to help recruit applicants for the program. • Advertise the program on social media, radio stations, newspaper and/or other methods identified by local contacts as successful methods for outreach. • Begin registering applicants for the program’s recruitment events.
Spring 2024	<ul style="list-style-type: none"> • Hold a series of recruitment events in Milwaukee at locations convenient for the community to provide program information to prospective applicants. • Continue with more recruitment and screening events for the program, including program tryouts and selection. (The Recruitment Process section provides more information.)
Spring 2024	<ul style="list-style-type: none"> • Hold the training program in Milwaukee, with about 30 students in the class. • Provide coursework over five weeks. • Hold a graduation ceremony honoring the trainees and their accomplishments at a venue in Milwaukee.
Spring 2024	<ul style="list-style-type: none"> • Work with contractors interested in hiring program graduates to organize interviews and assist with applications and other services needed to facilitate placement of graduates into positions working at AOC sites. • Work with workforce development representatives to access other services and opportunities available for program graduates.
Spring 2024 – Fall 2024 or later	<ul style="list-style-type: none"> • Provide follow-up services to program graduates to check in on their new jobs and support the successful start of their employment. • Collect information about program graduates for tracking purposes.

OUTREACH & RECRUITMENT



The Recruitment Process

GreatJTI will recruit applicants using multiple methods and will rely on the partnerships formed during the planning phase to identify and reach out to people. GreatJTI recruitment will target individuals who are unemployed or underemployed and looking for work. EPA will use the outreach methods below and also provide advertising materials to the program’s Milwaukee partners, who will then distribute the materials to their contacts and clients. Applicants that are already connected to and supported by a community-based organization have a greater chance of success in the program.

Potential Partners

Workforce Development Groups

A robust network of organizations in Milwaukee focus on workforce development. This network includes organizations that address manufacturing and construction work and partnering with apprenticeship trainings, provide services to youth and veterans, and provide extensive placement services to contractors. Some groups are familiar with and provide job training, and are affiliated with job centers funded through the U.S. Department of Labor Workforce Innovation and Opportunity Act.



Milwaukee Art Museum.

Unions

The LIUNA Great Lakes Region Organizing Committee works with laborers and employers, and can act as a bridge between job training and placement into union positions or with union contractors. The committee is a federal grant recipient and has programs that focus on diversifying the workforce.

Contractors and Employers

Local contractors can help with recruitment and should receive any program advertising outreach materials developed. They can distribute them to their existing employee pool and contacts. They may also want to hire program graduates.

Other Stakeholders

Other organizations, businesses and other groups in Milwaukee can assist with program recruitment by sharing program advertising materials with their contacts. They may include non-profits, faith-based organizations, service organizations and local government entities interested in partnering with GreatJTI.

Multi-Step Application Process

The GreatJTI application process is rigorous. It includes the following steps.

Step 1: Information Sessions

All prospective program applicants must attend an information session. These sessions will be held in convenient locations in the community. They will provide prospective applicants with detailed information about program requirements and expectations. The dates and times of the training and details on training courses and the application process will also be provided. The goal is to provide everything that prospective program applicants need to make informed decisions about their participation. The information sessions will be offered several times, on different dates, days of the week and times of day to reach as many people as possible.

Step 2: Document Submission

At the end of each information session, prospective applicants will be given a list of required eligibility-related documents as well as a date to return and submit documentation confirming their eligibility for the program. Program applicants will provide their documentation for review by GreatJTI staff. Each applicant will have a file created for them. They will also fill out an application form, sign release waivers and receive information about tryouts.

Step 3: Tryouts

Tryouts are a half-day event for applicants of the program. All applicants who have completed Step 1 and Step 2 participate in a series of activities. The activities are designed to identify people's skills following and giving instructions, interviewing, teambuilding, and responding to potential workplace scenarios, as well as basic physical fitness. Applicants will participate in large-group and small-group activities. At the end of the tryouts, applicants will receive information about calling a program hotline to learn if they have been selected for the program.

Applicant Selection Process

A team of GreatJTI staff and project partners will evaluate the applicants during the tryouts. After applicants leave on tryouts day, the evaluation team will meet and discuss each applicant. Evaluators will comment on each applicant's performance and then work together to identify qualified applicants. After the selections are made, applicants will call the program hotline to find out their status.

Partner Organization Evaluators

The evaluators participating in program tryouts and selection are invited to join the process about one month before the tryouts date. Evaluators can represent area organizations, businesses, remedial contractors, non-profits, state and federal agencies, and local municipalities. Local residents interested in helping are also welcome. An orientation event for evaluators will take place prior to tryouts day.

Community Liaison Subcontractor

GreatJTI's contractor, Skeo, will hire a local community liaison subcontractor to assist with on-the-ground work for the project. This support is critical to its success. The liaison role can be filled by an area organization or individual. The community liaison should be well-connected locally and have:

- Capacity to communicate with a large number of prospective trainees, depending on the project's outreach strategy.
- Ability to develop a good rapport with project trainees. The community liaison will provide oversight during the training program and may participate in follow-up activities with participants for six months or more after graduation.
- Knowledge of and familiarity with the area and local population demographics. The community liaison will assist with identification of recruitment and training venues and provide input on ways to structure the trainee outreach strategy.
- Ability to provide logistical support for in-person events supporting GreatJTI.

Working with a Local Contact Familiar with the Community

By working and subcontracting with a well-connected community liaison, GreatJTI will have access to local perspectives and insight when planning events, identifying venues for recruitment, confirming vendors and completing other tasks. The community liaison will also add credibility to GreatJTI events staffed by EPA or GreatJTI contractors. The community liaison is a familiar face for community members who may need reassurance to feel comfortable as they apply to participate in the program.

General Tasks Required

GreatJTI-related tasks supported by the community liaison may include:

- Designing the outreach strategy.
- Distributing/posting flyers.
- Sending out emails.
- Identifying newspaper, radio or other news outlets for advertising purposes.
- Presenting at community meetings.
- Locating/reserving venues.
- Attending recruitment/screening events.
- Providing training oversight.
- Providing resume assistance.
- Assisting with the graduation ceremony.
- Assisting with job placement.
- Providing follow-up services with program graduates.

Outreach Strategy

An effective outreach strategy is vital to GreatJTI's success. Its purpose is to attract qualified applicants to participate in the program. A secondary benefit of outreach efforts is heightened community awareness of cleanup efforts and EPA's commitment to providing local training opportunities.

A good outreach strategy will employ a plan that reaches community members effectively through a variety of channels. The approach will consider a variety of audiences and the ways they receive information. The approach will use the communication methods that are most effective for reaching the broader Milwaukee community while being mindful of also reaching diverse subgroups. Outreach will take place at the right time to attract interested candidates to program information sessions. The approach will be robust, blanketing the audiences and reaching targeted members. The outreach will also give back to the community in the form of paid advertising to local media outlets.

Methods and Implementation

GreatJTI will consult with the local community liaison, community leaders and EPA's GLNPO staff to identify target demographic audiences and understand effective local communication channels. GreatJTI will then develop the outreach strategy, which may include:



Email Blasts

GreatJTI info session information will be sent broadly to email listservs of Milwaukee-area organizations, including partners and agencies identified during the planning process. In partnership with the community liaison, GreatJTI will reach the following types of organizations:

- Faith-based organizations
- Workforce readiness groups
- Economic development agencies
- Community colleges
- Area contractors
- Non-profits
- Networking groups
- Community service organizations
- Public health groups
- Food and housing assistance organization



In-Person Meetings and Presentations

To spread the word about GreatJTI and encourage local organizations to network within their channels, the community liaison or contractor staff may present information at area meetings and to community leaders who can amplify the message across their networks. This approach can be a highly effective way to spread the word and increase program awareness. These in-person meetings might be informal visits or presentations at already-scheduled meetings.



Social Media Advertising

GreatJTI may use paid targeted and boosted social media advertising. Care will be taken to understand the community's social media preferences. The social media campaign will be targeted at desired demographics, including location, age and keywords of interest. Data will be provided regarding advertisement scope, including users reached and clicks to the link. Effective ads will be boosted to maximize performance.



Radio and Newspapers

Local radio, newspaper and online media ads will be placed to reach the target audience, if that is identified as an effective outreach method by the community liaison and/or program partners. Ads will run leading up to the information sessions and will increase in frequency the week before the events.



Flyers

The community liaison will be responsible for posting/distributing the GreatJTI program flyer throughout the community. Targeted locations for posting flyers may include public spaces such as:

- Laundromats
- Post offices
- Libraries
- Workforce centers
- Churches
- Community centers
- Schools
- Restaurants
- Barbershops/salons
- Grocery stores
- Gas stations



Hotline and Reminders

Outreach materials will direct prospective applicants to contact the GreatJTI hotline or register via an online registration page, such as Eventbrite. The hotline will be a local Milwaukee phone number staffed by program staff who can answer questions and register interested applicants for an information session. The hotline will remain in service for the duration of the program, allowing participants easy access to program staff from initial outreach through tryouts, training and post-training job placement follow up. If applicants prefer, they can register online via an Eventbrite webpage. A detailed list of registered applicants will enable program staff to send email, phone and text reminders. This contact will help ensure that interested applicants submit documents and attend tryouts.

TRAINING



Training Development

This list of potential GreatJTI training components was developed based on discussions with area contractors and employers as well as with AOC projects staff and partners.

Potential GreatJTI Training Components

40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER)

The 40-hour HAZWOPER course is required by the Occupational Safety and Health Administration (OSHA) for workers on hazardous waste sites, or people performing operations involving hazardous waste. Students will learn about personal protective equipment selection and use, safe work practices, respiratory protection and decontamination methods. They will also learn how to read chemical labeling to identify potential risks, site characterization, hazard recognition and emergency procedures.

Wisconsin Pesticide Applicator License and Certification Training (5.0 – Aquatic and Mosquito and 6.0 – Right of Way and Natural Areas)

Commercial application of certain pesticides and herbicides in Wisconsin requires certification and licensing. Core content in the pesticide applicator training includes how to read pesticide labels, regulatory issues, safety and personal protective equipment. Instruction for the aquatic and mosquito control (5.0) category will train students in custom application for controlling algae, aquatic weeds or other aquatic pests. Instruction for the rights of way and natural areas (6.0) category will train students in the use of pesticides for restoration and to maintain natural areas, including preparing land that will be transitioned to a natural area and to land that has been restored or is being managed for its natural features, including parks, forests, and native grasslands, and controlling invasive plants.

Wilderness CPR and First Aid

Wilderness CPR and First Aid teaches students the assessment and treatment of an ill or injured person in a remote setting where emergency medical response times may be longer and conditions more difficult. Topics include adult CPR/AED, heat-related emergencies, hypothermia, allergies and anaphylaxis, head and spinal injuries, burns, wounds, and bone and joint injuries.

National Wildfire Coordinating Group (NWCG) Firefighter Training Courses S-130, S-190 and L-180

The following NWCG courses will prepare students for work on prescribed burns:

- *S-190 – Introduction to Wildland Fire Behavior:* This course introduces students to the basic concepts of wildland fire behavior, such as how the characteristics and interactions of fuels, weather and topography affect fire behavior and how fire behavior affects risk to firefighters. The course introduces basic terminology used in wildland fire as well as the fire triangle, and discusses factors that can increase the risk for extreme fire behavior.
- *S-130 – Firefighter Training:* This course will train students in basic firefighting skills, such as fireline construction and methods of extinguishing a fire with and without water. Students will learn about Watch Out Situations as well as Standard Firefighting Orders and the safety zones system, lookouts, communications and escape routes. Students will also receive instruction on the tools, equipment, methods and techniques used in fireline construction and firefighting. The course includes a field exercise that may be arduous in nature.
- *L-180 – Human Factors in the Wildland Fire Service:* This course is designed to expose students to human performance concepts in high-risk work environments as part of basic wildland firefighter training. Instruction on situational awareness, basic communication responsibilities, attitude and stress barriers, decision-making process, and teamwork principles helps students develop an understanding of their responsibilities so they can integrate more effectively into crews/teams operating in high-risk, dynamic work environments.



The Milwaukee skyline.

Wetland Ecology

Wetland ecology instruction will teach students about the importance and function of wetlands, as well as the different types of freshwater wetlands. Instruction will include an introduction to wetland delineation, including how to identify wetland hydrology indicators, regional hydrophytic plant species and hydric soil indicators. Students will learn about wetland processes that influence habitat, flood attenuation, water quality and erosion control.

Basic Chainsaw Safety and Maintenance

Chainsaws are a basic tool of habitat management. Instruction on chainsaw safety will include personal protective equipment (PPE) and hands-on training on proper felling technique, as well as proper limbing and bucking techniques, including specialized cutting methods to prevent injury and enhance safety, efficiency and quality. Chainsaw maintenance will also be covered, including bar and chain and drive system maintenance. Students will also receive hand-on instruction in saw chain sharpening.

Wisconsin DNR Natural Heritage Inventory (NHI) Training Module

The NHI Portal is a mapping application that identifies endangered resources (endangered, threatened and unique concern animals and plants, natural communities and other special natural features) that may be impacted by a planned project. This course introduces students to NHI methodology and endangered species law, and walks students through how to avoid endangered resources by taxa, and provides a tutorial on how to use the NHI Portal.

Habitat Restoration

The Habitat Restoration Training will help students gain skills necessary for upland, riparian and aquatic habitat restoration projects in the Milwaukee Estuary AOC. Students will be encouraged to be observant and curious about the environment around them to encourage critical thinking and empower them to apply concepts taught throughout the course. The training will include classroom instruction as well as hands-on learning. Individual topics covered will adapt to project demands as more information becomes available. The training will give a broad overview of relevant

environmental topics, such as ecology, hydrology and soil science. Instruction will focus on the interaction of species and their environment and the wide-ranging benefits of habitat improvements. The training will also include basic plant identification, focusing on invasive species and common native species. Plants that pose a safety hazard will also be covered, such as poison ivy and phototoxic plants.

Hands-on activities may include planting and seeding methods, soil preparation before planting, and site-specific factors involved in plant selection. Instruction on plant care and maintenance will also be provided, such as pruning and irrigation. Instruction will also include soil cover and erosion control methods such as mulching and fabrics. Hands-on instruction will teach students safe and efficient use of landscaping tools, such as brush cutters, backpack sprayers, mowers and various hand tools. Training may also include restoration in aquatic and wetland habitats, such as planting methods and installation of aquatic habitat structures.

Work Readiness Training

The Work Readiness Training helps students develop workplace skills that will assist them in keeping and thriving at a job. One of the biggest workforce challenges expressed by employers is the absence of foundational workplace skills. These workplace skills also assist students in subsequent technical trainings that focus more on specific skills to help them get the job. Training includes activities from the Bring Your 'A' Game curriculum (<https://workethic.org/curriculum>) along with added elements that give them an overview of cleanup projects in the Milwaukee Estuary AOC, the projects associated with the training program and additional elements regarding EJ, working with diverse groups of people and more workplace tips for success.

The training uses a mix of classroom discussion and activities to assist students in gaining the knowledge and skills that will help them throughout the rest of the training and in future employment. The work readiness portion of the training also includes the initial introduction to GreatJTI and reviews the overall program, requirements, class agreements and expectations.

Training Implementation

GreatJTI will consist of one approximately five-week training program in late winter/spring 2024. The training will provide most of the courses outlined in the previous section.² Program graduates will be fully certified and ready to begin working at AOC sites by April/May 2024. With many projects beginning construction in spring and summer, program graduates should be able to find good opportunities for placement into positions at AOC sites or elsewhere.

Number of Students

The goal number of trainees for 2024 is a class of approximately 30 students. This number is based on a conservative estimate of the number of entry-level jobs that may be available at AOC sites in 2024. Training cohorts for potential future projects in 2025 and beyond may include differing training class sizes. As new site and project information becomes available, the goal number of trainees each year may vary; GreatJTI will be able to accommodate changes in training class size over time.

Training Oversight

GreatJTI will provide on-site contractor staff oversight throughout the training program to ensure that students' needs are met and that any issues that arise are addressed promptly. Staff oversight will be in addition to the presence of trainers, and in conjunction with the community liaison.

² The inclusion of specific training components in GreatJTI is based on several factors, including the availability of the training at the time needed by the program.

Support Services

GreatJTI will make every effort to ensure that the trainees who begin the program are able to complete it successfully. This will include working closely with the trainees to plan around any prior commitments and carefully addressing any matters affecting a trainee's attendance.

Potential Areas for Partnership

Partnering with local organizations to support GreatJTI is an ideal way to provide services that cannot be accessed through the GreatJTI EPA contract. Partnering with organizations that can provide food (during recruitment and the training program and at graduation), childcare services, bus cards/transportation reimbursement, donations of personal protective equipment or work gear/clothing and any monetary supplements during the program would greatly benefit the trainees and the program.

Participant Support Costs

Providing access to participant support costs may greatly increase the pool of candidates able to apply for GreatJTI. A training program without participant support costs provided means that some trainees may have to make sacrifices for themselves and their families in order to join the program, and many potential applicants may be unable to participate. GreatJTI plans to provide participant support costs to trainees through a cooperative agreement with Milwaukee Metropolitan Sewerage District. Including information about providing participant support costs in advertising materials for GreatJTI will enable more people to apply for the program. Providing the participant support costs throughout the five-week program will also increase the program's retention rate.

Graduation

After trainees complete all coursework, GreatJTI will host a graduation ceremony to honor their achievements. The event will be held at a venue in the community that is easily accessible by trainees and community members, and each trainee will be able to invite friends and family members. The graduation ceremony will feature remarks from speakers representing EPA, partner organizations and trainees. Graduation invitations and programs will be developed and distributed and program certificates will be handed out to each trainee during the ceremony.

PLACEMENT OPPORTUNITIES



Contractors – AOC sites and Other

GreatJTI is in contact with area AOC contractors and potential employers/firms to discuss their general hiring needs as well as their anticipated hiring needs for 2024. GreatJTI staff will continue to engage with the contractors and area employers throughout the program. After graduation, GreatJTI staff will work with the employers to place graduates into positions when possible. GreatJTI will work with each employer’s hiring-related requests to best meet their needs and have the highest placement rate for program graduates. These efforts may include scheduling individual interviews for an employer with some or all of the graduates, providing assistance to graduates to apply online for a specific position with an employer, and helping graduates with their resumes.

Unions

GreatJTI will continue to work with area unions to identify potential partnership opportunities and placement possibilities for program graduates looking to join apprenticeship and pre-apprenticeship programs. Graduates able to obtain entry into the unions may be able access a larger pool of jobs as well as jobs with higher pay (the Trainees Entering Union Careers part of the Long-Term Benefits section of this report provides more information). The Milwaukee Area Labor Council is also a potential resource for identifying potential job placement opportunities.

Workforce Development Group Assistance

Each of the workforce development groups involved in the planning process for GreatJTI offers services to clients in the Milwaukee area. Some groups serve area residents, such as Employ Milwaukee (Workforce Development Board), which is funded by the Workforce Innovation and Opportunity Act and has access to job centers where people can go for job placement assistance. Other groups, such as the Great Lakes Community Conservation Corps, provide services to specific populations such as veterans and youth. WRTP/BIG STEP serves as an intermediary between the community and construction and manufacturing contractors and may be able to identify job opportunities and assist with placement. GreatJTI will continue to work with these groups and other groups in the area to maximize job placement opportunities for graduates.



Historic Third Ward sign in Milwaukee.

FOLLOW UP AND TRACKING



Follow Up

GreatJTI staff will conduct program follow up and tracking. Graduates will be contacted primarily by phone and asked a series of questions about their employment or job search. Follow-up calls will begin immediately after completion of the training and may be conducted weekly at first for one-to-two months. As graduates settle into new jobs, the frequency of follow-up calls will be biweekly and monthly, at the discretion of GreatJTI staff. The follow-up period will continue for up to a year or longer, depending on the data to be collected.

Overall Tracking

During the program and follow-up period, GreatJTI staff will gather information from the trainees. To identify quantifiable economic benefits associated with GreatJTI and general program retention information, participants would need to share personal information about their financial, living and employment situations prior to and after GreatJTI. Collection of pre-program participant data would allow for the creation of a baseline for tracking program-related benefits. The following types of pre-program participant information, collected when participants are accepted into the program, would be helpful in creating that baseline:

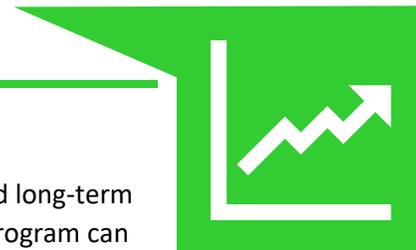
- Employment status (part-time, full-time, unemployed).
- If employed, general job category/type.
- If employed, average hourly wage or annual salary.
- Does the participant receive food assistance? If so, what is the monthly benefit received?
- Does the participant receive TANF/Wisconsin Works benefits? If so, what is the monthly benefit received?
- If applicable, a participant's most recent federal tax bracket.

To track program benefits over time, the same types of information would need to be collected for program participants after the program. Additional metrics to be tracked could include:

- The number of program participants that completed the training program.
- Feedback from program graduates about what they identified as program positives, as well as suggestions for program improvement.
- Feedback from program participants who did not complete the program indicating which factors contributed to this outcome. Their feedback could include suggestions about additional supports that could have helped people complete the program.
- The number of program graduates that obtained employment with site contractors.
- The number of program graduates that obtained employment with minority or women-owned business enterprises (MWBE).
- For program graduates who obtained employment as a direct result of the program, and that previously received public assistance (food assistance and/or TANF), did the new job end their reliance on those programs?

Participants may be hesitant to provide detailed, personal information about their employment status, income and reliance on public assistance. Monetary incentives could be considered to encourage program participants to engage in the program tracking process. Early and continued emphasis on the importance and goals of the program tracking process could also help increase participant willingness to provide the information needed to successfully track program benefits and success over time.

ECONOMIC BENEFITS/OUTCOMES



Short-Term Benefits

Providing unemployed or underemployed people with job training provides short- and long-term benefits to individuals, communities, and local, state and federal governments. The program can also provide benefits for EPA, remedial contractors and the broader regional economy. This section discusses some of these benefits qualitatively and, where possible, quantifies and monetizes economic benefits.

Due to data constraints and methodological limitations, it is not possible to quantitatively measure, monetize and capture all of the quantitative benefits of GreatJTI. Therefore, this section uses reasonable assumptions to make limited quantitative benefit estimates.

Trainees

Unemployed or underemployed individuals are often unable to substantively contribute to local, regional and national economies and sometimes require public support. People with well-paying jobs are usually able to support their families and contribute to the economy by spending money and paying taxes. The program can also benefit fully employed individuals who are interested in expanding their skill sets or changing careers.

Program trainees benefit by gaining marketable skills and enhancing their employment potential. When they begin a job that requires their new skills and certifications they receive a steady paycheck, which can increase their quality of life and also result in a personal sense of pride from participating in the program and being placed into well-paying jobs. The program also allows trainees to play an active role in the protection and restoration of their neighborhoods.

It is important to distinguish between program benefits and the benefits created by the existence of the jobs. People would have filled the positions filled by GreatJTI graduates if the program did not exist, but the positions would not necessarily have been filled by local community members or people that were unemployed or underemployed.

EPA

The program provides secondary benefits for EPA GLNPO. With its focus on supporting local jobs, GreatJTI can significantly strengthen relations between EPA and local communities. In turn, this relationship-building can result in increased community understanding and acceptance of remedial activities. EPA can also benefit from how the program removes communication barriers. The program makes community members more aware of cleanup efforts and environmental issues, builds trust through productive working relationships and demonstrates EPA's commitment to meaningful community involvement.

Remedial Contractors

Remedial action contractors benefit from the program because they are provided with a new pool of local workers trained to their specifications. Per diem, hotel and transportation costs associated with bringing in workers from outside the area can increase cleanup costs. Access to a group of specially trained program graduates can help lower costs associated with using remote workers and help ensure quick startup for construction and cleanup efforts at sites. The program builds goodwill in the community by showing that the remedial action contractor is willing to work with area residents.

Residents

The residents in the cleanup area benefit because the program increases understanding of site cleanup efforts in the community. Local, trusted community members working at a site can be stewards and provide accurate information to residents who may have questions or are interested in learning more. In addition, through working with GreatJTI, the community liaison organization is able to build its capacity to host future job training programs.

Long-Term Benefits

People with well-paying jobs are usually able to support their families without public assistance and contribute to the economy by spending money on goods and services and paying taxes. Long-term benefits of the program can include decreased unemployment, long-term increases in trainees’ projected income, a reduction in the need for social services such as unemployment insurance payments, food stamps or “welfare payments”, and a higher probability of trainees paying local and federal income taxes. Without additional detailed information about program participants, it is not possible to track the specific details of each graduate’s use of public assistance prior to entering the program and/or the specifics of their personal tax filings after the program. However, there are a range of likely fiscal impacts at the state and federal level that directly offset program costs. By using reasonable assumptions, some specific benefits can be estimated for GreatJTI.

Trainees’ Projected Income

According to EPA’s Environmental Justice Screening and Mapping Tool, 56 percent of Milwaukee residents earn less than \$50,000 a year and 59 percent of residents rent homes. Increasing the income and income potential of program graduates results in an increase in their ability to purchase goods and services, pay taxes, and generally contribute to the economy. The table below lists some example job types that program graduates could potentially obtain, as well as estimated annual incomes for those jobs.

Estimated Annual Incomes for Selected Program-Related Jobs

Job Type	NAICS Code	Average Weekly Wage (2022)	Estimated Annual Income
General Freight Trucking, Local ³	484110	\$1,077	\$56,004
Hazardous Waste Collection	562112	\$1,800	\$93,600
Landscaping Services	561730	\$884	\$45,968
Nonresidential Site Preparation Contractors	238912	\$1,815	\$94,380
Other Heavy and Civil Engineering Construction	237990	\$1,147	\$59,644
Remediation Services	562910	\$1,161	\$60,372
Site Preparation Contractors	238910	\$1,705	\$88,660
<i>Notes:</i> EPA obtained wage information from the U.S. Bureau of Labor Statistics (BLS). EPA used the BLS Quarterly Census of Employment and Wages database to obtain average weekly wage data for businesses in Milwaukee County, Wisconsin. Average weekly wage data were identified by matching the North American Industry Classification System (NAICS) codes for each type of business with weekly wage data for corresponding businesses in Milwaukee County. If weekly wage data were not available at the county level, EPA sought wage data by state level. To determine the estimated annual incomes associated with the selected jobs, EPA multiplied the average weekly wage figure by the number of weeks in a year (52).			

Tax Revenue

The successful employment of program graduates means that they will have a higher probability of paying local and federal income taxes. While taxes are a transfer of money from individuals to government entities, they provide valuable resources to local governments for necessities including infrastructure, education and public safety. All graduates placed into positions after graduation could pay federal income tax of up to 24% of their taxable income. State income tax for employed graduates could be up to 7.65% of their taxable income in Wisconsin. Each graduate will have different deductions, tax credits and effective tax rates, which prevents the calculation of the actual taxes that will be paid. In addition to income tax payments, portions of graduates’ incomes will be spent on goods and services. Some of those goods and services will be subject to state and local sales or service taxes.

³ Jobs in this category may require a commercial driver’s license, which is not provided through GreatJTI. Applicants with a valid commercial driver’s license could benefit from the training and certifications provided through GreatJTI.

Federal and State Income Tax Rates

Taxing Jurisdiction	2023 Tax Rate
Federal	10% to 24% ¹
Wisconsin	3.54% to 7.65% ²

Notes:

1. Federal income tax rate information source is the Internal Revenue Service website (accessed 6/26/2023): <https://www.irs.gov/newsroom/irs-provides-tax-inflation-adjustments-for-tax-year-2023>. The lowest rate is 10% for incomes of single individuals with incomes of \$11,000 or less (\$22,000 for married couples filing jointly). The tax rate of 24% percent corresponds with incomes over \$95,375 (\$190,750 for married couples filing jointly).
2. State income tax rate information source is the Wisconsin Department of Revenue website (accessed 6/26/2023): <https://www.revenue.wi.gov/Pages/FAQS/pcs-taxrates.aspx#tx1a>. Wisconsin individual income tax rates vary from 3.54% to 7.65%, depending on marital status and income.

Reduction in Social Service Needs

While it is possible that not all program participants will be unemployed or rely on public financial assistance, it is reasonable to expect that once unemployed graduates complete the program and obtain employment, they will have less need for various forms of public assistance. However, without statistics on which public assistance programs individuals were eligible for or participated in prior to being accepted into GreatJTI, it is not possible to estimate the total savings for which the program would be responsible.

The analysis below illustrates the potential payments avoided for unemployment and public assistance programs, per person per year. Using annual average payments for the state in which graduates will be employed (Wisconsin) provides one conservative indicator of potential benefits from reduced public assistance payments. Forms of public assistance considered below are unemployment payments and state public assistance programs. The table below shows the current per person maximum unemployment benefit for Wisconsin, and the potential amount received if the maximum benefit is received for a full year. This maximum annual benefit represents a potential cost savings per graduate. An employed graduate potentially saves \$19,240 in state and federal unemployment payments.

Maximum Unemployment Payments Potentially Avoided

Unemployment Insurance Payments		
State	Maximum Weekly Benefit ¹	Maximum Annual Benefit
Wisconsin	\$370	\$19,240

Notes:

Maximum weekly benefit obtained from the Wisconsin Department of Workforce Development: <https://dwd.wisconsin.gov/uiben/qualifying-wages.htm>.

State public assistance programs include Supplemental Nutrition Assistance (commonly referred to as food stamps) and Temporary Assistance for Needy Families (TANF) (commonly referred to as welfare payments). Wisconsin's food stamp program is called FoodShare. Eligibility for these benefits is based on a variety of factors, including family characteristics, health characteristics and income level. By assuming that some GreatJTI graduates are receiving food stamps and/or TANF payments before participating in the program, but will not receive these payments after the program, some potential impacts can be estimated. The table below illustrates the average benefits received per Wisconsin family that qualifies for food stamps. For every GreatJTI graduate that no longer uses food stamps, there is an average, estimated annual impact of about \$3,492. The annual average payment for food stamps for a family of three is \$9,192.

Estimated Food Stamp Payments

Wisconsin FoodShare Benefits		
	Monthly Maximum Benefit	Annual Benefit
Single Person	\$291	\$3,492
Family of Three	\$766	\$9,192

Notes:
Benefit information obtained from Wisconsin's Department of Health Services website (accessed 10/18/2023):
<https://www.dhs.wisconsin.gov/foodshare/fpl.htm>.

Wisconsin Works (W-2) is Wisconsin's primary TANF program. It provides employment preparation services, case management and cash assistance to eligible families. For every graduate that no longer receives TANF payments after participating in GreatJTI, there is an average annual benefit of \$7,836.

Estimated TANF Benefits

Wisconsin TANF Benefits		
	Monthly Maximum Benefit ¹	Annual Benefit
Wisconsin Works (W-2) Participant ²	\$653	\$7,836

Notes:
1. Benefit information obtained from the Wisconsin Department of Children and Families Wisconsin Works (W-2) Manual (accessed 6/26/2023): https://dcf.wisconsin.gov/manuals/w-2-manual/Production/10/10.1_Paid_W-2_Employment_Positions.htm. Wisconsin's W-2 program offers participants cash payments for participating in job training and employment programs. The maximum monthly benefit amount of \$653 is for participants in the Community Service Jobs (CSJ) placement category.
2. Low-income parents and pregnant women may participate in W-2. Information source: [https://dcf.wisconsin.gov/w2/parents/w2#:~:text=Wisconsin%20Works%20\(W%2D2\)%20is%20Wisconsin's%20primary%20Temporary%20Assistance,cash%20assistance%20to%20eligible%20families.](https://dcf.wisconsin.gov/w2/parents/w2#:~:text=Wisconsin%20Works%20(W%2D2)%20is%20Wisconsin's%20primary%20Temporary%20Assistance,cash%20assistance%20to%20eligible%20families.)

Trainees Entering Union Careers

Program graduates may also be eligible for employment in union careers. According to the U.S. Bureau of Labor Statistics (BLS), workers with union representation enjoy a significant pay premium compared to non-union workers. The BLS reports that non-union workers earn just 85% of what unionized workers earn. Unions help reduce wage gaps for women workers and workers of color, and union members benefit from better paid leave than non-union workers. With the increased wages and benefits, and economic security that union representation provides, workers represented by unions have more financial stability and upward mobility, and a lower risk of poverty than non-union workers.



Milwaukee riverwalk and buildings.

APPENDICES

Sample Outreach Flyer



Would you like to earn certifications? Are you interested in environmental work?

FREE TRAININGS OFFERED:
 Lead Worker • Lead Renovator • CPR/First Aid
 EPA Asbestos Supervisor • OSHA Construction
 Safety • Hazardous Waste Operations and
 Emergency Response (40-hr HAZWOPER)

To learn more and apply, you **MUST** attend **ONE** of the
 60-min. information sessions held on:

Information Sessions	Dates	Times
IN ENGLISH The Highlander (at "The Venue" building) 2122 North 30 th Street, Omaha, NE 68111	March 22 & 23	10 AM or 1 PM
IN SPANISH Kroc Center 2825 Y Street, Omaha, NE 68107	March 22	6 PM



The Environmental Protection Agency is offering this program to train local residents for environmental jobs in the area. This program will provide participants with multiple certifications at no charge and prepare them for careers in environmental cleanup work.

For more information on the Omaha Lead Superfund site:
www.epa.gov/superfund/omahalead

Job placement is not guaranteed after completion of the training program.

TO REGISTER :



<https://SJTI-omaha.eventbrite.com>

CALL: (402) 200-3010

SCAN

OR VISIT

Sample Graduation Ceremony Program



Acknowledgments

B2 Environmental • Capacity Cultivators • City of Omaha • EGM, Inc. • Environmental Restoration Heartland Workers Center • McGill Asbestos • Metropolitan Community College • Midwest Training Institute • Omaha Chamber of Commerce • Salvation Army Kroc Center • Urban League of Nebraska • World Speaks



Omaha Lead Superfund Job Training Initiative



GRADUATION
MONDAY, MAY 1, 2023
6:00 PM

Highlander Accelerator
 2122 North 30th Street
 Omaha, NE 68111



Omaha Lead SuperJTI Graduates

ALEJANDRA CENTENO	MARTIN LEWIS
AMBER STURDIVANT	OMAR EMMANUEL RODRIGUEZ
VERY LEWIS	PATRICIA QUIROGA
CARL REED	PENELOPE LEON
CHRISTOPHER BANKS	RODNEY GRAY
CHRISTOPHER MORFELD	ROSA RUIZ
CORY CARTER	SHARITA WILLIAMS
DANNY STUBBLEFIELD	TIA LOVE
JONATHAN JACKSON	TRESHAUN ARTHUR
LAURA SCHOENROCK	TREY SWEET



Graduation Program

- Welcome: Winsley Durand
President, Capacity Cultivators
- Program Message: Tiffany Reed
Program Manager, Skeo Solutions
- Remarks: Steve Zivny
Supervisor of Hazard Control Program, City of Omaha

Keith Station
Deputy City of Staff - Diversity, Equity & Inclusion, City of Omaha

Dr. Lindsay Huse
Director, Douglas County Health Department

Meg McCollister
Regional Administrator, U.S. Environmental Protection Agency, Region 7
- Technical Trainer Remarks: Phillip Johnson
Training Manager, Midwest Training Institute

Arturo Aceves
Spanish Interpreter/Translator, World Speaks
- SuperJTI Graduate Remarks: Cory Carter
Rosa Ruiz
Laura Schoenrock
- Class Reflections and Presentation of Diplomas: Saul Talamantes
SuperJTI Staff, Skeo Solutions
- Certificates Earned: Work Readiness Training
CPR/First Aid
EPA Asbestos Supervisor
40-hr Hazardous Waste Operations and Emergency Response
OSHA Construction Safety
Lead Worker
Lead Renovator

**MILWAUKEE ESTUARY AREA OF CONCERN
GreatJTI Program Plan Report**

**October
2023**

