Develop a workforce prepared and poised for success.

Economic growth is fully dependent on a capable, skilled workforce, and improving Milwaukee's system of developing, retaining and deploying skilled workers is essential to successful economic growth. The State and City's education and workforce training systems and local employers must continue to be partners in proactively assisting current workers and those who are not in the workforce to obtain the skills required for productivity and personal success.

CHAPTER 5

Human Capital Development

5.1 Introduction

Employed residents are the single most important ingredient in the city's economic health. Residents who hold jobs add value to the economy by using their skills to make employers more competitive, and the wages they earn are recycled locally and regionally through expenditures for everything from houses and cars to restaurant meals. Not surprisingly, comparing Milwaukee's recent 2013 Market Value Analysis with Census data shows a strong correlation between neighborhood health and wages. Neighborhoods dominated by higher-wage earners with more disposable income are the healthier areas of the city, while those neighborhoods characterized by high rates of unemployment and concentrations of low-wage households are the most distressed.[1]

Companies choosing where to locate or expand operations cite workforce as a main component of their decision. A 2013 survey of 200 corporations and site selection consultants found that nearly 90% ranked "availability of skilled labor" as "important" or "very important" to their location evaluation.[2] Cities that can demonstrate that the local labor pool has the skills needed by a company seeking to build or expand get careful consideration. In an era when low-skilled production jobs have largely moved overseas to developing countries, cities with large numbers of unskilled residents struggle to remain attractive.

The M7 *Framework for Economic Growth* lays out multiple strategies to leverage metro Milwaukee's assets to encourage economic growth throughout the region. The human capital represented by Milwaukee city residents is critical to the success of those strategies. In order to maximize the role of city residents in the region's growth, and ensure that they benefit fully from economic expansion, our city's human capital agenda must tackle several challenges:

1. Changing demographic characteristics of the local workforce.

2. Troubling gaps in employment, earnings and educational attainment between white and non-white residents, with high rates of unemployment among African American men in particular.

3. Concerns among employers of a "skills gap," particularly in manufacturing firms, and extending to younger workers' lack of the "soft skills" needed to be successful on the job.

4. Transportation barriers and regional land development patterns that limit job accessibility for many inner city residents.

For the city's economy to thrive, city residents must be able to compete for and obtain gainful employment opportunities. Residents, employers and the public sector all have roles to play in achieving this goal. Residents need to accept responsibility for taking advantage of educational and training opportunities at all levels, from pre-school through college. Employers must ensure that their hiring and promotion practices provide an equal playing field for all applicants. Finally, the

Figure 5.1: Comparison of Economic Indicators for Strong and Weak Market Metro Areas

	Weak Economies	Strong Economies
Per capita income growth	1.4%	1.8%
Central city poverty rate	21.8%	16.5%
Suburban poverty rate	8.9%	9.6%
% of poor residents in high poverty Census tracts, 2000	48.3%	36.9%
Index of racial segregation (whites, blacks) in 2000	62.7	48.9
Ratio of income at 80th percentile to 20th percentile	440.2	416.8

Source: Manuel Pastor, "Been Down So Long: Weak Market Cities and Regional Equality," 2013 white paper.

public sector must bring stakeholders together and make certain that educational institutions, City government and the local workforce development system are sensitive to employers' needs, and capable of delivering job candidates that meet those needs.

Equal opportunity and economic growth are inseparable: a growing body of research shows that cities in which there is less of an income gap among groups of residents have higher growth rates than cities with larger gaps. In addition, cities with stronger economies had lower levels of income inequality, central city poverty, and racial segregation compared to cities with weaker economies, as shown in Figure 5.1.[3] Strategies to maximize and leverage Milwaukee's human capital must not only serve employers' needs, but also provide pathways for individuals to compete effectively for job opportunities.

The Role of Primary and Secondary Education

There is no question that quality primary and secondary education is essential to future success in the workplace. Our community has long recognized the need to improve student performance and ensure that graduating students are prepared for employment or additional education and technical training. Milwaukee has experimented for two decades with a variety of approaches to accomplish these goals. We acknowledge at the outset that low achievement in elementary and secondary school is a major barrier to workplace success. However, strategies for school improvement are beyond the scope of this report. That said, a community in which many individuals enter the workforce without having mastered basic skills in school needs to make a significant investment in workforce development and training activities, including investment in remedial education, in order to address these gaps.

5.2 Current Conditions

As described in Chapter 2, Milwaukee's demographics have changed dramatically over the past few decades. The city's population has become majority-minority over the years.[4] The city also has a younger population and higher rate of entry into the workforce than the region as a whole.

Figure 5.2 describes the working age population for the city and region. The ratio of workforce entry to exit compares the number of new workers entering the workforce to older workers retiring or leaving the workforce. The greater this number is above parity (1.00, where the number entering equals the number exiting), the faster the workforce is growing. The city posts a higher ratio of workforce entry to exit as well as larger percentages of young and prime working age residents, suggesting that the city represents the future of the region's workforce.[5]

Milwaukee has a significant immigrant population: 9.9% of the city's residents are foreign-born compared to 7.1% of the region's population and 4.6% for the state as a whole.[6] According

Figure 5.2: Working Age Population Characteristics

	City	Region
Workforce participation rate	65.2%	78.0%
Ratio of workforce entry to exit	1.63	1.12
Percent of population, Aged 25 - 34	16.4%	13.7%
Percent of population of prime working age	50.8%	45.0%

Source: American Community Survey, 2011

Figure 5.3: Job Openings in Southeastern Wisconsin in May 2009

	College Bachelor's or Higher	License, A.D., Certificate, or Experience	High School Completion Only	No Experience	Total
Full-time openings	2,829	3,743	281	499	7,352
Part-time openings	570	2,202	234	384	3,390
Total openings	3,399	5,945	515	883	10,742
Percent of total	31.6%	55.3%	4.8%	8.2%	100.0%

Source: Regional Workforce Alliance, 2009

to the Brookings Institution, immigrants are an increasingly important source of labor: the proportion of the U.S. workforce that is foreign-born has more than tripled since 1970, from 5% to 16 percent.[7] In fact, nearly all of the growth in the U.S. labor force over the next 40 years is expected to come from immigrants and their children.[8] Immigrants add to the labor force, provide skills and work jobs that native-born workers typically would not, and contribute to overall economic activity.

Immigrant workers, however, can face significant barriers to entering the labor market and utilizing the skills they have acquired in their home countries. Nearly one third of immigrants with bachelor's degrees are working jobs for which they are overqualified.[9] Several factors contribute to underemployment of immigrants: language barriers, American employers' lack of familiarity with foreign education credentials, and lack of understanding among immigrant populations of American hiring practices and interview norms. Addressing these issues will help Milwaukee to maximize the value of immigrant human capital.

Educational Attainment

As the dominance of manufacturing in the city economy has waned, and technology and automation have changed the ways in which tasks are performed in nearly every profession, the bar for entry to full-time, family-supporting employment is higher than it was a generation ago. Employers increasingly demand post-secondary education and related "career ladder" experience as conditions for employment.

A 2009 survey of Milwaukee region job openings reinforced the importance of post-secondary credentials for job-seekers, while also revealing opportunities for those who did not pursue a four-year degree. As Figure 5.3 shows, more than half of available positions required some training beyond high school but less than a bachelor's degree. For example, a two-year associate's degree from a technical college works well for job seekers who need training where a highly specific skill set is part of the degree program. The employer will not have to provide the majority of on-the-job training because the job seeker has already acquired those skills and only needs to learn the practices and procedures of the new workplace.

However, less than one in six job openings was available to individuals with only a high school diploma. Approximately 31% of city residents have only a high school diploma, and 18% did not complete high school at all.[10] Without basic high school credentials and some post-secondary training, the employment outlook for these individuals is poor. Thirty years ago, a high school degree would have been a "terminal" degree for factory and clerical workers in Milwaukee. Now it is just one stop on the path to job readiness.

A growing "green jobs" sector can provide quality employment without requiring a college degree. (Source: Midwest Renewable Energy Association)

Unemployment rates reflect the demand for highly-educated workers. In January 2014, the seasonally adjusted unemployment rate for individuals without a high school diploma was 9.6%, compared to 6% for individuals with some college experience, and 3.2% for those with a bachelor's degree or higher.[11] Individuals with post-secondary education also earn significantly more than those with only a high school diploma: in 2014 median annual earnings for full-time workers (aged 25-32) with a college degree were $17,500 higher on average than for those who had only finished high school.[12]

Milwaukee is home to a dozen institutions of higher learning, with a combined enrollment of more than 75,000 students. These include the University of Wisconsin-Milwaukee, the state's second-largest public university, Marquette University, the state's largest private university, and the Milwaukee Area Technical College, the largest technical school in the state, as well as Milwaukee School of Engineering and Milwaukee Institute of Art and Design, and acclaimed liberal arts colleges such as Alverno College, Mount Mary College and Cardinal Stritch University. Yet Milwaukeeans still lag behind their counterparts in Wisconsin and the nation in overall educational attainment. Only 80% of Milwaukeeans have graduated from high school compared to nearly 90% statewide and 85% nationally. Just over one in five Milwaukeeans has a bachelor's degree or higher, compared to one in four in Wisconsin and 28% nationally.[13] Increasing local enrollment in post-secondary education, and retaining those individuals once they have graduated, are critical priorities as our community seeks to develop a workforce that is poised and prepared for success.

Learning from Others

Philadelphia's Knowledge Industry Partnership (KIP)

Philadelphia has established the Knowledge Industry Partnership (KIP), to improve the quality of both personal and professional experiences of students attending college in metro Philadelphia, with the goal of increasing the retention of graduates. KIP has a three-pronged strategy: enroll, engage, and employ. The strategy includes activities to attract more and better students to local colleges and universities; improve students' off-campus experiences, and connect students to internships and mentoring provided by local employers.

KIP, which receives substantial investment from the Greater Philadelphia Tourism Marketing Corporation, works to brand Philadelphia as a "city built for students" and the region as "one big campus." KIP has shown success in increasing enrollment at Philadelphia colleges, number of graduates, and the proportion of students educated who stay in the Philadelphia region after graduation.[14]

Many who graduate from college will likely need post-degree training. Only 48% of 2012-2013 college graduates say they have received on-the-job training, according to a recent report by Accenture. Moreover, 69% of college seniors say they will need more training or education after graduation to get the job they want—and 80% expect a formal training program when they land with a new employer. However, this may be changing. According to the same study, while employers have dialed back on training, employers' expectations of education and professional training are shifting toward continuous learning throughout workers' employment history, and not just during college.[15]

Milwaukee Succeeds, a coalition of educators, community and business leaders and funders, was established to identify and implement activities that help children succeed from "cradle to career." One of the organization's four goals is for all young people to utilize post-secondary education or training to improve opportunities beyond high school and prepare for a successful career.

Milwaukee Succeeds has set ambitious targets for the community. Figure 5.4 shows that city residents lag behind the region, state and nation in post-educational attainment. By 2020, Milwaukee Succeeds aims to increase the percentage of city residents aged 25 to 34 who have at least a bachelor's degree from 27% to 33%, and to increase the percentage who have at least an associate's

Learning from Others

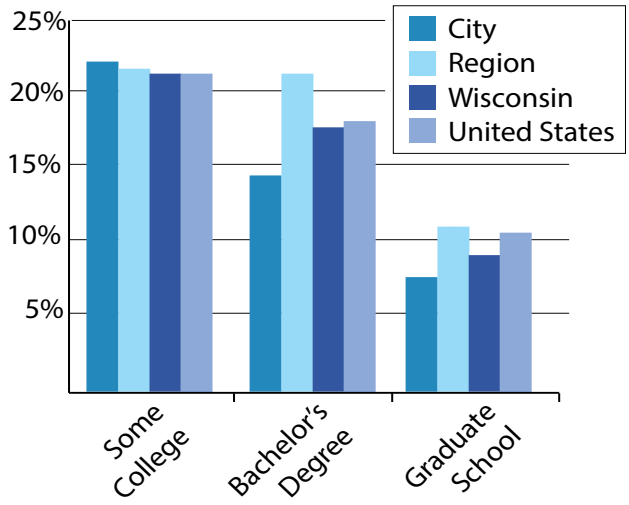
Paving the Pathway to College

Two strategies to increase college enrollment among disadvantaged students are gaining traction across the nation. "Say Yes to Education," a New York-based organization, has established holistic programs in the distressed cities of Syracuse and Buffalo to provide the supports needed to improve school success and college readiness. Government and private funds are being used to pay costs associated with measures such as lengthening the school day, placing social work and counseling staff in schools, establishing in-school health clinics, operating after-school programs, and increasing early childhood education opportunities. "Say Yes" higher education compacts with dozens of public and private colleges complement these activities. Participating colleges create "Say Yes" scholarships and grants for students who graduate from public and charter schools in the two cities.

In San Francisco, City government has established college savings accounts for all children who enroll in public school kindergarten. The Kindergarten to College (K2C) accounts start with a $50 deposit made with City and County resources. Parents are encouraged to add to the account regularly, and local foundations and business contributions provide funds used to further incentivize regular deposits. San Francisco policymakers created K2C in light of research that found that children with savings accounts are up to seven times more likely to attend college than those without an account, regardless of the family's income, race, or educational attainment. Similar programs, generally called Children's Savings Accounts (CSAs), have been set up in Colorado and Mississippi.

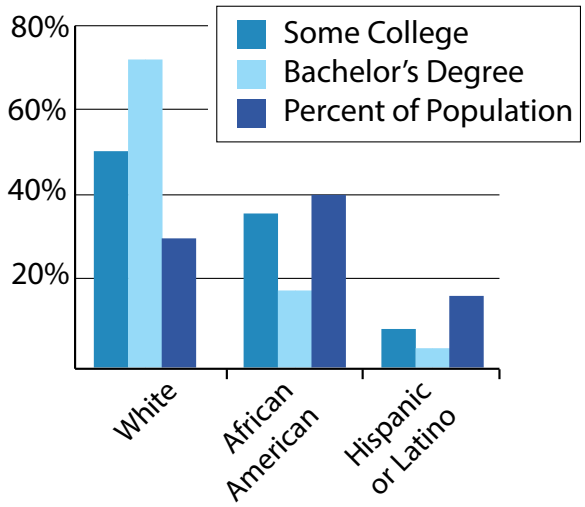
In some communities, such as Kalamazoo, Michigan, business leaders and philanthropic organizations have made an early commitment to providing financial aid for post-secondary study to students who graduate from local high schools. According to the Pathways to College Network, these "Promise" programs may put more students, especially those from low-income and first-generation families, on the path to college, in part by providing them with assurance they will have funds to pay for college. Promise programs also act as an economic development tool, because they give low- and middle-income families a reason to stay in a school district, and encourage students to do well in school.[17]

Figure 5.4: Educational Attainment (Overall) for City, Region, State, and U.S.



Source: American Community Survey, 2012

Figure 5.5: Educational Attainment by Race/Ethnicity for the City of Milwaukee



Source: U.S. Census Bureau, 2010

Figure 5.6: Post-Graduation Plans for Milwaukee Public Schools Class of 2012

	College	Vocational or Technical School	Job Training
Asian	51.6%	14.4%	0.8%
African American	36.3%	23.6%	0.5%
Hispanic or Latino	32.3%	21.2%	1.7%
White, Non-Hispanic	45.9%	13.7%	0.8%

Source: Wisconsin Department of Public Instruction, 2012

degree from 34% to 61 percent.[16] To reach these Milwaukee Succeeds goals, the community must concentrate on increasing post-secondary enrollment, retention and completion, particularly among the city's minority residents.

As Figure 5.5 illustrates, white Milwaukeeans have a disproportionate share of higher education credentials. While white residents comprise 37% of the population, they hold 71% of the bachelor's degrees, and account for almost half of the residents who have at least some post-secondary training. In contrast, African Americans (40% of the population) hold only 17% of the bachelor's degrees. Latinos (17% of the population) hold only 5% of the bachelor's degrees.[18]

Income gaps may explain some of the disparity in attainment: while college attendance overall is increasing, disparity in college attendance based on family income has never been greater.[19] In fact, children raised in low income families are nearly 30% less likely to attend college than those raised in high income families.[20] Low-income students also are less likely to complete degree programs. High cost of tuition and inadequate preparation for college work are among the reasons.[21] Since 1985, the overall consumer price index has risen only 115% while the college education inflation rate has risen nearly 500%.[22]

An "aspirations gap" also explains some of the differential in post-secondary enrollment rates. The Wisconsin Department of Public Instruction gathers data regarding post-graduation plans for graduating high school seniors. For the class of 2011-12, nearly 75% of Wisconsin seniors said they planned to attend college or technical schools or enter into a job training program. Only 60% of Milwaukee Public Schools graduates reported such plans.[23] Their plans differ by race and ethnicity, as shown in Figure 5.6. Fortunately, African Americans, who make up the majority of graduates from Milwaukee Public Schools, are increasingly more likely to report their intent to seek further education after high school; however, lower standardized test scores still indicate that more preparation is needed before many of these students enter college.[24]

Workforce Skills

The misalignment between the skills job-seekers possess and those employers need has been well publicized in Wisconsin. The problem is not exclusive to Wisconsin: the 2012 edition of Manpower Group's *Talent Shortage Survey* reports that U.S. employers have the greatest difficulty recruiting workers across 10 fields: skilled trades, engineering, sales, accounting and finance, information technology, management, technicians, drivers, mechanics, and chefs/cooks. The report further found that while employers globally are concerned about the lack of necessary employability skills among job candidates, only one employer in five is using training and development to fill the gap, and only

Local Success
Earn & Learn

Since 2005, the City of Milwaukee, in cooperation with the Milwaukee Area Workforce Investment Board and dozens of local employers, has made part-time jobs available to young people aged 14 to 22 through Earn & Learn. More than 19,000 youth have worked in Earn & Learn positions. Most jobs are created by non-profit agencies; federal Workforce Investment Act funds are used to pay wages for these positions. Local government agencies and private sector employers also create Earn & Learn jobs at their own expense. The City of Milwaukee is the largest Earn & Learn employer, placing teens in summer positions at a variety of City agencies. The U.S. Conference of Mayors has cited Earn & Learn as a "best practice" in implementing summer jobs programs. [26]

6% of employers are working with educational institutions on relevant curricula that can fill knowledge gaps.[25]

To address this disconnect, educational institutions such as Milwaukee Area Technical College, UW-Milwaukee, and the Milwaukee School of Engineering include employers on program advisory boards to ensure that their curricula are work-relevant and meet employers' current and future needs.

Over the past several decades, Milwaukee's manufacturing economy has transitioned from work that could be done by unskilled or semi-skilled workers with on-the-job training to jobs that require science, technology, engineering and math (STEM) skills. In contemporary times, even as manufacturing has become less prominent in the local job mix, the need for STEM-skilled workers has greatly expanded. In fact, 21.4% of jobs in metropolitan Milwaukee demanded STEM skills in 2013. The top local STEM occupations include health care, information technology, metal and plastic workers, financial specialists, engineers and construction trades workers. Among STEM skill jobs, just under half (48.5%) require more than a two-year degree. All STEM jobs, including those requiring a two-year degree or less, pay significantly better than non-STEM jobs, as Figure 5.7 demonstrates.[27]

The most competitive job applicants present a combination of basic knowledge, technical skills and experience appropriate to the demands of the position and "soft skills" such as communication ability, a strong work ethic, initiative, interpersonal skills, and teamwork. Although there are no local data regarding soft skills, a 2006 survey of 400 employers across the country indicated that many young job seekers lack these essential skills.[28]

While most organizations and initiatives aimed at soft skills development focus on young workers, studies show that more experienced workers also need additional soft skills training. Providing more opportunities for both young and more experienced workers alike to develop soft skills is important to improving the competitiveness of Milwaukee workers. Programs like on-the-job coaching, classroom activities facilitated by teachers, service learning and volunteering, and

Local Success
Promoting STEM Skills

In the past decade, local efforts have emerged to develop STEM proficiency among students. The largest is Project Lead the Way, a hands-on learning partnership between the Milwaukee Public Schools (MPS) and area employers that engages 5,500 middle- and high-school students. According to MPS, 45% of students who participate are female and approximately 85% are students of color. Milwaukee Area Technical College (MATC) has created BEST (Biochemical Excellence in Science and Technology), a strategy to stimulate interest in STEM careers. BEST includes development of several new associate's degree programs, workshops for high school students, research internships for college students, and STEM-focused professional development for high school teachers.

Several other local programs aim to increase STEM skills specific to manufacturing jobs. The Mayor's Manufacturing Partnership, a collaborative effort among the Milwaukee Area Workforce Investment Board, City of Milwaukee, Wisconsin Regional Training Partnership (WRTP/BIG STEP) and MATC, seeks to address the shortage of skilled workers for open manufacturing jobs. Manufacturing Careers Partnership, organized by the Metropolitan Milwaukee Association of Commerce and Milwaukee 7, was formed to increase the manufacturing talent pool. Its initial project, started in 2013, concentrates on welding skills. Additionally, WRTP operates the Entry Level Skills Manufacturing training program to develop skills of entry-level workers at specific firms.[30]

Figure 5.7: STEM Wages in Metro Milwaukee, 2011

	STEM Wages	Non-STEM Wages
All jobs	$68,303	$38,687
Jobs requiring a bachelor's degree or higher	$83,311	$65,704
Jobs requiring an associate's degree or less	$54,178	$32,487

Source: J. Rothwell, "The Hidden STEM Economy," 2013

additional involvement by corporate partners could go a long way towards cultivating the important skills needed for Milwaukee workers to succeed in the workplace.[29]

Employment Disparities

For the last several decades, Milwaukee has struggled with a disparity in employment rates among various segments of the population, as shown in Figure 5.8. In 2010, only 44.7% of the Milwaukee region's working-age African American males were employed. Only Detroit and Buffalo saw lower rates. Of those in prime working years (25 to 54 years of age) only 52.7% were employed, the lowest of any major city in the U.S.[31]

Incarceration rates among African American males remain a major impediment to employment: of the approximately 57,000 African American male residents in Milwaukee, more than 23,000 are in prison or have an incarceration record.[32] Upon release from prison, men who have been incarcerated face poor odds for meaningful employment. Nationally, less than half secure a job upon their return to the community. In fact, ex-offenders are the least likely to find successful employment due to their records, time out of the labor force, persistent legal problems, low education attainment levels, restrictions on access to student loans, limited government supports for education and vocational training, high recidivism rates, and driver's license suspensions and revocations.[33]

The Milwaukee Area Workforce Investment Board operates programs that have provided assistance to about 650 individuals who have been involved in the criminal justice system, including both adults and juveniles. These programs provide case management, community service learning activities, training, skill development, job placement, housing, medical and psychological assistance, and financial literacy. However, the need for services dwarfs the number of participants in these programs.

Figure 5.8: Regional Male Employment, Age 25-54

Year	African American	Hispanic Or Latino	White Non-Hispanic
1970	84.8%	90.2%	94.5%
1980	74.9%	90.4%	92.3%
1990	64.9%	75.1%	92.1%
2000	61.1%	70.6%	89.7%
2010	52.7%	72.6%	85.1%

Source: Univ. of Wisconsin-Milwaukee Center for Economic Development

In Milwaukee, nonprofit organizations ranging from social welfare organizations to interfaith groups like Project Return seek to provide the life skills and support former inmates need to transition from prison to work, family and community. Project Return, which serves more than 1,500 individuals annually, connects ex-offenders to the Job Task Force program. Participants have access to assistance with resumes and job applications, computers, and transportation and clothing needs.

A partnership between the Milwaukee Department of Public Works (DPW) and Wisconsin Community Services (WCS) provides employment to screened WCS clients transitioning from the corrections system to long-term employment. DPW contracts with WCS to hire individuals to fill short-term openings when DPW workers take on certain seasonal or unanticipated duties. This approach provides meaningful training and work experience that can be the foundation for future employment.

Transitional jobs are another strategy to assist the hard-to-employ. The Wisconsin Transitional Jobs Demonstration Program, a State initiative that used federal stimulus funds, paid the wages of 4,000 minimum wage jobs for up to six months, allowing employers to try out workers at no risk or expense. A study of the project by the Economic Mobility Corp found that the program was successful in reaching disadvantaged populations in the labor market. According to the Milwaukee Transitional Jobs Collaborative, half of the participants eventually secured an unsubsidized job. Of the participants, 48% were African American men, 39% had felony records, and more than 60% had been chronically unemployed. In the year following the program, participants had higher rates of employment and earnings.[34] Funding for the Transform Milwaukee jobs program, a similar initiative administered by the Wisconsin Department of Children and Families, was approved in late 2013.

Transportation to employment is a critical issue

for many Milwaukee workers and job seekers, particularly those working in low-wage positions. Nearly 20% of Milwaukee households report that they do not have a vehicle, and more than 25% commute via carpooling, public transit, or walking.[35] In fact, Milwaukee's bus system is an especially important lifeline to jobs for low-wage workers: median earnings for those who commute to work by bus are just under $15,000 annually—just 54% of the median income for all local commuters. More than one quarter of Milwaukee residents who use public transit to get to work live in poverty.[36] For those who commute by bus, cuts in transit service and increases in bus fares pose significant barriers to employment success.

Possession of a valid driver's license is another critical issue for job seekers, particularly young people. While fewer teenagers in general are pursuing driver's licenses, inner city teens, and inner city minority teens in particular, have far lower rates of driver's license possession than suburban teens. Fewer than 21% of Milwaukee-area African American teens and 20% of Hispanic teens had a probationary license or instruction permit in 2012. In contrast, almost 63% of white teens did.[37] Moreover, nearly 28,000 African American men in Milwaukee County had their driver's licenses either revoked or suspended as of 2013.[38]

5.3 Building on Strengths

Youth Career Readiness

Several local programs currently introduce youth to career possibilities. My Life! My Plan! (MLMP) is a program sponsored by the Greater Milwaukee Committee's Talent Dividend Initiative. MLMP offers a three-hour workshop that teaches high school students about career clusters, the driver industries that are providing future jobs in the region, and how to prepare for a constantly-evolving job market.

During the workshop, students meet with volunteer career coaches from the business community, who guide them through a career assessment and career exploration process that includes identifying the education necessary to pursue specific career pathways. MLMP encourages students to set realistic short- and long-term goals to better prepare for college and career success after high school. MLMP also offers businesses a way to invest in Milwaukee's future workforce and feed the talent pipeline. The program served 2,500 students during the 2012-13 school year, engaging nearly 750 volunteer career coaches.

Learning from Others
Homeboy Industries, Los Angeles

Homeboy Industries of Los Angeles, a non-profit organization, provides a promising alternative pathway to employment for individuals with criminal records. Founded in 1988, Homeboy Industries employs about 250 former gang members and previously incarcerated individuals in seven social enterprises, including a bakery, farmer's market, catering service, silkscreen and embroidery business, and café at the Los Angeles City Hall. The organization also provides free services to its employees and others, including tattoo removal, mental health, substance abuse and domestic violence treatment, and legal help. Homeboy has an educational component, operating a charter high school and GED classes, and providing training in solar panel installation. Revenues from the business operations cover about a quarter of the cost of providing the social and educational services.

The Homeboy Industries philosophy cites provision of both jobs and free support services in a single location as a key to success. This arrangement "increases the likelihood of a client taking advantage of services offered, and completing the program successfully," according to the organization.[39]

Skills Development

Many local agencies offer a wide variety of workforce training programs for adults. The most important players in the city are the Milwaukee Area Workforce Investment Board (MAWIB) and the Milwaukee Area Technical College (MATC).

MAWIB deploys primarily federal and state funds to support basic skills training, industry and sector-specific skills training, customized training at the

request of individual employers, and training provided to individuals, youth, and displaced workers enrolled in various public assistance programs. MAWIB is also responsible for planning, leading, coordinating and monitoring Milwaukee County's workforce development system.[40]

MAWIB's activities are constrained by restrictions associated with the range of public grants that largely fund its budget: these include requirements that only individuals under state income thresholds or individuals with specific life situations be trained. About one third of individuals served by MAWIB have not completed high school or earned a GED, and approximately 30% of clients have criminal backgrounds. MAWIB plays a crucial role in addressing the needs of residents who face barriers to employment, but the Public Policy Forum found that MAWIB needs to do a better job of tying its priorities to those sectors of the economy that might provide a "better match" for the skills and education of current job seekers.[41]

MATC, the largest of the colleges within the Wisconsin Technical College System, enrolls more than 50,000 students annually at its four campuses in metro Milwaukee. Its budget makes it the third largest higher education institution in Wisconsin, behind UW-Madison and UW-Milwaukee. MATC offers about 70 associate degree programs, 45 technical diploma programs, 80 certificate programs, 25 apprenticeship programs, general education courses, English as a second language courses, GED, and adult enrichment programs. MATC's Office of Workforce and Economic Development develops customized job training programs.[42] MATC has worked with regional industry cluster organizations, including the Water Council and FaB Wisconsin to develop training and certificate programs.

The Mayor's Manufacturing Partnership, a collaboration among MATC, MAWIB, the Wisconsin Regional Training Partnership/BIG STEP and more than 50 regional manufacturing partners, bridges the divide between job seekers and available manufacturing jobs. The partnership develops and delivers employer-driven training for specific job openings at manufacturing firms. Since its formation in 2012, more than 800 individuals have been trained, placed, or have advanced their skills.

The Milwaukee Job Corps, a federally-funded comprehensive job training program, works to teach at-risk young people the skills they need to gain employment or continue their education. Students are in residence at the Job Corps campus on Milwaukee's northwest side for one to two years while they pursue training in manufacturing, construction and health care. Students lacking a high school diploma are enrolled in GED classes, and driver's education classes are available for those who are not licensed. Training in soft skills also helps Job Corps graduates transition successfully to gainful employment.

Other organizations that provide training resources to Milwaukeeans include the Wisconsin Regional Training Partnership/BIG STEP, W-2 agencies, the Wisconsin Department of Workforce Development, the Wisconsin Department of Corrections, Goodwill Industries, Milwaukee Job Corps, Wisconsin Community Services, and Milwaukee Center for Independence. A new organization, GPS Education Partners, focuses its efforts on high school juniors and seniors by organizing integrated work-based education programs.

Talent Attraction & Retention

FUEL Milwaukee, founded by the Metropolitan Milwaukee Association of Commerce in 2001, has grown to a 7,000-member organization devoted to "creating a vibrant, inclusive community that is magnetic to talent."[43] FUEL provides its young

Mayor Tom Barrett welcomes the new Milwaukee Job Corps campus. (Source: Continuum Architects)

professional members with access to regional assets, leadership and professional development, volunteer opportunities, networking and socializing events, and opportunities for involvement in civic engagement and community building.

5.4 Strategies & Actions

The M7 *Framework for Economic Growth* concludes that upgrading and better aligning the skills of the workforce with occupations demanded by employers may be the most critical factor to improving economic growth prospects in the region. The connection between regional economic growth and the role of the central city and its citizens has been well documented.[44] Strategies aimed at improving city resident inclusion in the labor force through education, skill development and regional transportation system improvements, will benefit regional employers and expand residents' access to jobs both in the city and the suburbs.[45] The following strategies and action items, therefore, focus on initiatives that will link all Milwaukee residents to training and employment opportunities within the city and in the greater Milwaukee region and help to grow the workforce employers need.

7
Strategy 5

Strategy 5.1: Grow the Workforce Employers Need

No.	Action Item	Time Frame	Lead Actor	Supporting Partners
5.1.1	Build on the success of the Mayor's Manufacturing Partnership and expand training opportunities by developing a Center for Advanced Manufacturing at Century City	Medium	CITY	RACM; MATC; WMEP; M7; MAWIB
The Center, proposed in Milwaukee's recent successful application for federal designation through the Investing in Manufacturing Communities Partnership, would focus on training workers from throughout the region who need certifications and other credentials to strengthen their qualifications for employment in asset industry clusters. Locating at Century City will increase access to training for central city residents who exhibit an aptitude for and interest in advanced manufacturing, and also provide a significant location advantage to Century City as RACM markets these industrial sites to manufacturing firms.				
5.1.2	Align workforce development structure with growth opportunities in key asset industry and large employment clusters	Short	MAWIB; M7 Workforce Development Director	FaB Milwaukee; Global Water Center M-WERC; MATC; area colleges & universities
Milwaukee's publicly-financed workforce development resources include federally-funded job training and job readiness activities under the umbrella of the MAWIB; local taxpayer-funded classes at the MATC; the State Department of Workforce Development; and smaller training programs sponsored by non-profit agencies. The City supports computer training classes and job drop-in labs at all public libraries. It is critical to accelerate the work that has been done in recent years to align training and job-readiness programs with employer needs and job openings. FaB Wisconsin has successfully partnered with MATC to create certification programs desired by local employers in the food industry, serving as a model that can be replicated to ensure successful linkages between job seekers, job training, and employment opportunities.				
5.1.3	Expand internships, job shadowing opportunities, part-time summer jobs, and local career academies for high school and college students	Medium	MAWIB	Lead to Succeed; Talent Dividend; City of Milwaukee; Beyond the Bell
Such experiences help students become acquainted with the work environment, employer needs, local employment opportunities, and the link between years of school completed and their attractiveness to employers. These platforms also help local employers become more familiar with the new talent needed to sustain their operations as older workers retire.				

Strategy 5.1 (Continued)

No.	Action Item	Time Frame	Lead Actor	Supporting Partners
5.1.4	Develop a website of opportunities for employers to become involved in job preparation activities that target local youth	Short	CITY	Lead to Succeed; Dream, Explore, Build; City of Milwaukee
Efforts such as Lead to Succeed and My Life! My Plan! have developed approaches to teach work-readiness and "soft skills." The success of these efforts relies on volunteers who engage students for various periods of time. Employers also have the opportunity to become involved in shaping curriculum of school-to-work programs operated by Career Academies, such as the Academy of Hospitality and Tourism operated by Washington High School. A central website will facilitate the involvement of volunteers in these programs.				
5.1.5	Investigate proven national models, such as Children's Savings Accounts, "Say Yes to Education" and "Promise" programs that change the educational aspirations of students of low-income families	Medium	CITY	Milwaukee Succeeds; City of Milwaukee; local foundations; public library system
A growing body of research suggests low-income children are more likely to attend college when their parents are actively assisted to save for higher education when their children are very young.				
7.4 5.1.6	Establish branding, events and internship opportunities designed to better connect students at Milwaukee colleges and universities with the assets and opportunities of the larger community, with the goal of retaining more graduates	Medium	Local universities FUEL Milwaukee	VISIT Milwaukee; Talent Dividend; FUEL Milwaukee; NEWaukee; local employers; post-secondary schools
With a dozen colleges in the city, Milwaukee has a large student population that represents a significant talent pool for local employers. However, merely attending college here is not sufficient to ensure that these students will stay in Milwaukee after graduation. A concerted effort to engage college students in the larger life of Milwaukee has the potential to increase the retention of college graduates here.				

The Milwaukee Area Technical College is an integral part of Milwaukee's higher education system. (Source: Department of City Development / Planning)

Strategy 5.2: Expand Efforts to Assist the Hardest to Employ

No.	Action Item	Time Frame	Lead Actor	Supporting Partners
5.2.1	Appoint a team to explore creating an entity like Homeboy Industries that offers jobs and provides support services for ex-offenders	Medium	Wisconsin Community Services	Word of Hope Ministries, Wisconsin Dept. of Corrections, Wisconsin Community Services, Ezekiel Ministries, Project Return; MAWIB
The Homeboy Industries model presents an integrated strategy that combines business creation, employment opportunity, and services needed to help men and women coming out of the correctional system make the difficult transition to long term employment.				
5.2.2	Facilitate local employers' pursuit of hiring practices that are more inclusive of ex-offenders	Medium	MAWIB	MAWIB; local employers; Project Return; Wisdom
The Baltimore Alliance for Careers in Healthcare led efforts to identify jobs in health care suitable for ex-offenders. As a result, more than 1,000 individuals with criminal records have been hired. In 2010, several Milwaukee-area health care providers met to examine the Baltimore model, but the work was never finished. Given the strength of the local health care industry, this work should be restarted with the goal of making appropriate jobs available to individuals with prison records.				
5.2.3	In partnership with Milwaukee Public Schools, spearhead a private fundraising effort to restore free driver's education classes in MPS and expand support for driver's license recovery efforts	Long	Mayor's Office MPS Superintendent	UWM Training & Employment Institute; local foundations
Some people lack licenses because they cannot afford to take private driver's training; others lose their licenses for failure to pay municipal fines. In either case, lack of a driver's license and automobile severely limits access to job opportunities throughout the region. Increasing the number of licensed drivers in Milwaukee will remove a significant barrier to employment for thousands of central city residents. The City will lead the charge to restore free driver's education for high school students by working with MPS and interested foundations to secure funding.				
4.2.4 5.2.4	Vigorously advocate for public transportation improvements that connect city residents to employment centers throughout the metropolitan area	Long	Metro*GO!*	City of Milwaukee; Milwaukee County; MMAC; M7; local employers
City residents are part of a laborshed that covers the entire seven-county region. Yet city residents who need or choose to use public transportation to get to work are increasingly challenged by reductions in local bus service, and lack of coordination between the Milwaukee County Transit System and bus systems outside Milwaukee County. Economic growth means full utilization of the city's human capital, which depends on robust transit alternatives such as bus service, the planned streetcar line, bicycle transport and bike sharing, and inter-county transit lines.				
5.2.5	Support the expansion of the State of Wisconsin transitional jobs program	Short	Wisconsin Dept. of Children & Families	Governor's Office; MAWIB; local employers
Transitional jobs programs that reduce the risk and expense of hiring and the fixed costs of wages and benefits, encourage employers to try out workers who otherwise might not be competitive for employment. The Wisconsin Department of Children and Families has developed a successful, employer-friendly model that creates job opportunities that provide an immediate income and lay the foundation for longer-term employment.				

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