



GROWING PROSPERITY | WORK PLAN

STRATEGY 5.1

Grow the workforce employers need

ACTION ITEM

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.

PARTNERS

City of Milwaukee
Redevelopment Authority of the City of Milwaukee
Milwaukee Area Technical College
Wisconsin Regional Training Partnership
US Department of Commerce/Economic Development Administration and other federal agencies
Wisconsin Economic Development Corporation
Milwaukee Area Workforce Investment Board
Milwaukee 7/Next Generation Manufacturing Council

RESOURCES REQUIRED

-- Provide building within Century City business park as location for Center's activities
-- \$7.8 million capital investment

Note: The project is included in the Milwaukee 7 Region's successful application for federal Investing in Manufacturing Communities Partnership application, and will be the subject of federal grant applications as IMCP funding opportunities are identified.

IMPLEMENTATION STEPS

1) Gather partners to define the parameters of training to be offered at the Center. Identify existing program resources within MATC's School of Technology and Applied Sciences; identify gaps that require new curricular and instructional resources. Enter into cooperation agreements that formalize the commitments of each partner to the creation, development and operation of the Center.

2) In consultation with MATC and local manufacturing companies, determine equipment that must be made available at the Center for both training purposes and development of prototypes and testing of manufacturing approaches by local manufacturing firms.

3) Develop funding proposals to federal agencies.

4) When funding is secured, undertake development of facility, purchase and install equipment, and complete curricular development.

5) Open center. Market training programs to employment candidates with an interest and aptitude in manufacturing. Market center to companies seeking state-of-the-art equipment to produce prototypes and test manufacturing approaches.

PRIORITY

Medium term - high priority

REASON FOR ACTION

Both Growing Prosperity and the M7 economic development framework identify two key issues in local workforce development: the need to connect workers with a ladder of opportunity, and the need for greater regional alignment and coordination in workforce development efforts, to ensure that growing sectors of the economy have access to workers with the skills they require.

The Center for Advanced Manufacturing is designed to meet this need by developing a facility, in the heart of the central city, that offers trainees the opportunity to access a system of "stackable credentials," from certification to diploma programs, for lifelong careers in manufacturing. Graduates of the Center's programs will strengthen their qualifications for employment in growing industry clusters.

DESIRED OUTCOME

Provide training to 400 individuals in the first five years of operation.

Place 230 individuals in fulltime advanced manufacturing jobs in the first five years of operation.

Assist 130 individuals to obtain job promotions in the first five years of operation.

Provide a significant locational advantage to the Century City property as RACM markets these industrial sites to manufacturing firms.



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ACTION ITEM

5.1.2 - Align workforce development structure with growth opportunities in key asset industry and large employment clusters.

PARTNERS

Milwaukee Area Workforce Investment Board (MAWIB)
Milwaukee 7
Office of the Mayor
Industry Advisory Board
WRTP/BigStep
City of Milwaukee
Milwaukee County
Milwaukee Metropolitan Sewerage District

RESOURCES REQUIRED

Industry advisory groups to drive business services
Industry-based assessment of job openings and opportunities (Jobs Scan)
Individualized assessment capacity for individuals hired for City of Milwaukee transitional jobs
Funding to support development of Jobs Scan.

IMPLEMENTATION STEPS

- 1) MAWIB and Mayor's Office appoint Industry Advisory Boards to assist in workforce development planning. Boards will be created for the following industry sectors:
 - Construction
 - Manufacturing
 - Healthcare
 - Hospitality/tourism
 - Financial services
- 2) MAWIB will issue a request for proposals for a "Jobs Scan," an assessment of current and forecast growth and related training and hiring needs for the regional labor market. Industry Advisory Boards will oversee the development of the Jobs Scan. The Scan will include:
 - Comprehensive assessment of programs and partnerships already in place for the workforce development system, to identify gaps, barriers, and socio-economic indicators that indirectly impact employment opportunities.
 - Analyze labor market data to determine regional workforce needs.
 - Gather real-time information about regional employer needs, using an intensive interview process.
- 3) Engage WRTP/BigStep to provide industry-readiness assessments for individuals hired to work in transitional positions created by City government.
- 4) Create links and collaborations to maximize the impact of resources devoted to workforce development.

PRIORITY

High priority, short-term

REASON FOR ACTION

The most successful workforce development investments are those that result in employment for individuals receiving assistance. Robust research, planning and coordination between workforce development providers and growing industry sectors in need of workers will align resources to respond to current and future workforce needs within the region. By aligning resources with industry needs, workforce development services are more likely to result in jobs and career paths for the individuals receiving those services.

DESIRED OUTCOME

- 1) Workforce development resources will be aligned to maximize their impact.
- 2) Local planning and investment will be aligned with the Workforce Innovation and Opportunity Act, the "Ready to Work" report and other federal initiatives.
- 3) Individuals receiving workforce development services will be more likely to find jobs and move onto a career path.



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ACTION ITEM

5.1.3 -- Expand internships, job shadowing opportunities, part-time summer jobs, and local high school career academies for college and high school students.

PARTNERS

- Local colleges and universities
- Wisconsin private colleges consortium
- Regional technical college consortium
- Society of Human Resource Managers -- Milwaukee
- Milwaukee Area Workforce Investment Board
- Earn and Learn program
- Lead to Change
- Talent Dividend
- Beyond the Bell

RESOURCES REQUIRED

IMPLEMENTATION STEPS

- 1) Create a Milwaukee Area College Internship Consortium, with the following mission:
 - share information among educational institutions regarding internship opportunities
 - promote the value of and need for local internship opportunities for students attending Milwaukee institutions of higher education

PRIORITY

Medium -- medium term

REASON FOR ACTION

Students who have the opportunity to participate in internships and job-shadowing become better acquainted with the work environment, employer needs, local employment opportunities, and the link between years of school completed and their competitiveness for employment. These platforms also help local employers become more familiar with the new talent needed to sustain their operations as older workers retire.

DESIRED OUTCOME

Expand number of jobs available to youth and young adults in Milwaukee.

Connect post-secondary students in Milwaukee with employment experiences that may lead to long-term opportunities with local employers following graduation.



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ACTION ITEM

5.1.5: Investigate proven national models, such as Children's Savings Accounts and "Say Yes to Education" that improve odds of college entry for students of low-income families.

PARTNERS

LEAD:

- City of Milwaukee Department of Administration

PARTNERS:

- Local and national foundations
- Local financial institutions
- Local elementary schools (public and private)
- Milwaukee Succeeds
- Milwaukee Public Library

RESOURCES REQUIRED

- Staff time to undertake research on national models.
- Stakeholder input regarding the design of a Children's Savings Account program.
- Substantial budget allocation -- this may include 100% donated funds or a mix of donated and city budget funds.

IMPLEMENTATION STEPS

1. Research national models, in order to select a model that is best suited to the needs of Milwaukee families.
2. Hold one-on-one meetings to acquaint key partners with the model and obtain their support for the concept and commitment to work toward implementation.
3. Hold a stakeholder conference that brings representatives of the national model to Milwaukee to discuss how it works and what is needed to implement it locally.
4. With the assistance of key partners, create a local program design and multi-year budget.
5. Devise a multi-year funding plan for the initiative, including both public and private funding.
6. Apply for foundation grants to support the multi-year funding plan.
7. Include the City's share of the project cost (if any) in the City budget.
8. Launch the program.
9. Monitor program participation.

PRIORITY

Long-term, medium priority

REASON FOR ACTION

According to data collected by the Wisconsin Dept. of Public Instruction, there is a significant "aspiration gap" among high school graduates that falls along racial lines. Fewer African-American and Hispanic graduates expect to pursue education after high school.

A growing body of research suggests that 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. "Children's Savings Accounts" can be established for all children entering public and private school kindergarten classes, with public and private funds paying for the initial contribution. Research indicates that the very existence of these accounts helps to raise aspirations for college within families.

DESIRED OUTCOME

- 1) Increase the number of families that are putting money aside for their children's post-high school education.
- 2) Reduce the "aspiration gap," and increase the number of low-income students who pursue post-high school education.



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STRATEGY 5.2

Expand efforts to assist the hardest to employ.

ACTION ITEM

5.2.1 -- Appoint a team to explore creating an entity, like Homeboy Industries, that offers jobs and provides support services for ex-offenders.

PARTNERS

Milwaukee Area Workforce Investment Board (MAWIB)
Milwaukee Re-Entry Network (MREN)
Wisconsin Community Services
Project Return
Word of Hope Ministries
MICAH
Wisconsin Dept. of Children and Families
Milwaukee Community Business Collaborative
PRO-PAINTER
Milwaukee Working

RESOURCES REQUIRED

- 1) Research of existing practices.
- 2) Advice, counsel and cooperation of existing local agencies that provide services to ex-offenders.
- 3) Philanthropic support to establish small businesses run by ex-offenders.

IMPLEMENTATION STEPS

- 1) Research examples of Entrepreneurial re-entry initiatives, including Homeboy Industries of Los Angeles, Liberty Kitchen of New Orleans, and others. Gather information about the manner in which each initiative operates, including its funding. Based on the study of these examples, create a list of best practices.
- 2) Gather local organizations involved in assisting ex-offenders to successfully re-enter the community after incarceration to evaluate these models and determine whether a similar effort makes sense for Milwaukee.
- 3) Research the availability of entrepreneurial training within the Wisconsin prison system.
- 4) With the assistance of local entrepreneurial support organizations as well as re-entry organizations, create a business plan for a Milwaukee entrepreneurial re-entry Initiative.
- 5) Write a case statement that can be used to seek philanthropic resources to support the start-up of an entrepreneurial re-entry initiative.

PRIORITY

Medium - medium term

REASON FOR ACTION

A 2010 survey of human resource professionals found that 90 percent of companies use criminal background checks in making hiring decisions. Another study found that a criminal record reduces the likelihood of a job callback or offer by nearly 50 percent. These common practices can have the effect of barring people with criminal histories from meaningful employment.

Homeboy Industries of Los Angeles operates a series of small businesses that employ ex-offenders, providing them with training, work experience, and job references. Employees also have access to support services that assist them to re-enter the community, ranging from parenting classes to mental health services.

Homeboy also offers a model of entrepreneurship, which is increasingly recognized as a viable wage-earning alternative for some ex-offenders.

DESIRED OUTCOME

Ex-offenders returning to Milwaukee neighborhoods will have opportunities for meaningful employment in local mall businesses.



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ACTION ITEM

5.2.2 - Facilitate local employers' pursuit of hiring practices that are more inclusive of ex-offenders.

PARTNERS

Milwaukee Area Workforce Investment Board
Milwaukee County House of Correction
Milwaukee Re-Entry Network
Wisconsin Dept. of Corrections
Wisconsin Dept. of Children and Families
Faith-based agencies

RESOURCES REQUIRED

Federal and state workforce development funding for employment training and job placement programs targeted to ex-offenders.

Philanthropic funding to support services to ex-offenders entering the work force.

Coordinated planning among agencies and service providers that address individuals returning from incarceration, with the purpose of aligning resources and programs to meet the needs of both ex-offenders and employers.

Partnerships among workforce development, corrections, and family support agencies.

IMPLEMENTATION STEPS

- 1) Develop a coordinated, multi-agency strategic plan to implement offender reentry initiatives.
- 2) Aggressively seek funding from public and philanthropic sources to support such initiatives.
- 3) Establish job training and employment opportunities within correctional institutions, including the Milwaukee County House of Corrections.
- 4) Provide transitional work opportunities in the community for previously incarcerated individuals to assist participants to build job skills and establish a successful work record.
- 5) Provide services such as case management, mentoring, education, service learning, occupational training, and driver's license recovery to improve the odds that individuals returning from incarceration will be able to obtain and sustain employment.
- 6) Target workforce development and mentoring services to at-risk youth, who would benefit from preventative initiatives supporting their employability.

PRIORITY

High priority, long-term

REASON FOR ACTION

Forty percent of all Wisconsin parolees, approximately 3,500 per year, return to Milwaukee County. In addition, there are approximately 15,000 parolees under supervision locally. Upon release, individuals who have been incarcerated face poor odds for meaningful employment because of their records, time out of the labor force, persistent legal problems, low education attainment levels, and other factors.

DESIRED OUTCOME

Increase the number of individuals released from incarceration who have access to workforce development and support service.

Increase the proportion of ex-offenders who are successful in obtaining and sustaining permanent employment in Milwaukee.



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ACTION ITEM

5.2.3 - In partnership with the superintendent of 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.

PARTNERS

Mayor of Milwaukee
Milwaukee Common Council
Superintendent, Milwaukee Public Schools
Milwaukee Board of School Directors
Local foundations
UW-Milwaukee Employment and Training Institute

RESOURCES REQUIRED

- 1) Funding to commission research regarding the costs and benefits of restoring driver's education classes.
- 2) Funding sufficient to pay the costs of driver's education classes in Milwaukee public high schools
- 3) Cooperation of City of Milwaukee and Milwaukee Public Schools to mount a significant fund-raising effort
- 4) Maintain funding for driver's license recovery efforts provided by organizations such as Justice Point.

IMPLEMENTATION STEPS

- 1) Commission research from the UW-Milwaukee Employment and Training Institute to determine the costs and benefits of restoring driver's education.
- 2) Identify local foundations whose missions are aligned with the restoration of driver's education classes and/or the expansion of access to employment for Milwaukee residents.
- 3) Develop a City/MPS joint grant application strategy to pursue necessary funding.
- 4) Implement driver's education classes in MPS high schools.

PRIORITY

Long term, medium priority

REASON FOR ACTION

Lack of a driver's license and automobile severely limits access to job opportunities throughout the M7 region. Because public transportation does not adequately serve the entire region, increasing the number of licensed drivers in Milwaukee will remove a significant barrier to employment for thousands of central city residents.

DESIRED OUTCOME

MPS high school students will have access to driver's education, resulting in an increase in the number of legally licensed drivers in Milwaukee.



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ACTION ITEM

5.2.5 -- Expand the State of Wisconsin transitional jobs program.

PARTNERS

Governor
State of Wisconsin, Dept. of Children and Families
Local state legislative delegation
City Intergovernmental Relations Division
City of Milwaukee
Milwaukee Area Workforce Investment Board

RESOURCES REQUIRED

State budget allocation to provide wages and for transitional workers

IMPLEMENTATION STEPS

PRIORITY

High priority

REASON FOR ACTION

Transitional jobs programs that reduce the risk and expense of hiring hard-to-employ individuals encourage employers to try out workers who otherwise might not be competitive for employment. The Wisconsin Dept. 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. In 2015, the City of Milwaukee, through its Compete Milwaukee initiative, filled approximately 10% of the job slots allocated to this program.

DESIRED OUTCOME