

# EMPLOY MILWAUKEE ANNUAL REPORT



2017

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# LETTER FROM THE DESIGNATED CHIEF ELECTED OFFICIAL

With the catalytic development occurring in our region, the need for a qualified workforce is front and center. We are working closely with the business community through our Industry Advisory Boards on talent development, from entry level positions to experienced workers. Preparing our young people to be the region's future workforce is a high priority.

My Earn & Learn program provides opportunities for young people to develop work-readiness skills while they gain experience and earn wages. I am incredibly proud of this year's new and innovative work experiences. In 2017 Earn & Learn participants were placed at the Medical College of Wisconsin and assigned to work in healthcare related occupations throughout the Medical College and the Milwaukee School of Engineering (MSOE). They were given the opportunity to experience careers in healthcare firsthand, including participating in the Apprenticeship in Medicine program, and a research assignment at MSOE. Additionally, more than two dozen young people participated in the national Multi-Craft Core Curriculum initiative, a workforce training program that prepares participants to successfully complete a building trades apprenticeship program, through Earn & Learn. The Milwaukee Bucks collaborated with Earn & Learn to help prepare young people for jobs in the construction industry and opportunities to work on the Arena Project.

We have developed innovative programming and training opportunities to connect residents to career opportunities leading to family supporting jobs. Our strong partnerships with employers and workforce training organizations have created unprecedented opportunities for residents to work on development projects, including the Arena Project, Northwestern Mutual and the Milwaukee Streetcar. Ensuring residents have opportunities across industries is critically important. The TechHire Program is training people for careers in IT, and our collaboration with CVS Health is providing access to careers in healthcare through the Pharmacy Technician Pre-Apprenticeship Program.

I am proud of the programs and services offered through Employ Milwaukee and look forward to what will most certainly be an exciting year for workforce development.

Sincerely,



**Tom Barrett**

*Employ Milwaukee Designated Chief Elected Official  
Mayor, City of Milwaukee*

# LETTER FROM THE BOARD CHAIR AND PRESIDENT/CEO

This year at Employ Milwaukee our team and network partners focused upon implementing the federal workforce system changes known as the Workforce Innovation and Opportunity Act (WIOA) while developing purposeful pathways and intentional connections for our job seekers and employers. You will learn more about these talent development and sourcing initiatives as you read through this year's Annual Report.

Board members and agency staff invested time to build deeper collaborations with our education and training partners and more intentional programming to develop our region's educated and skilled workforce. Our Business Services & Solutions Team delivered tailored solutions for industry, including targeted candidate recruitment and customized hiring events, in response to labor market demand and employer requests. We continued to align our talent development services with all levels of apprenticeship programming (e.g. youth and registered programs as well as pre-apprenticeship occupational programs) to cultivate new recruits to skilled occupations.

Our American Job Center footprint in Milwaukee County expanded in 2017. The American Job Center Network now includes four locations throughout Milwaukee County that provide integrated, high quality services to job seeker and employer customers while connecting them to the resources of the county-wide workforce development system. Our newest affiliate American Job Center location opened in August at the MATC Walker's Square campus on the near south side of Milwaukee. This location includes a new Workforce Innovation and Opportunity Act (WIOA) Title I service provider (America Works) to connect the surrounding community to career planning and support services. For those job seekers who have difficulty traveling to an American Job Center location or connecting to workforce services online, we launched our "Mobile Workforce Connections" (MWC) team to meet people where they gather in the community. Over 300 new job seekers have been connected to the job center system by our MWC team in the first months.

While we continue to connect adult workers and job seekers to employment opportunity and wage progression, we also intentionally focused upon preparing our youth, the region's future workforce. The Milwaukee County Career Plus Youth Apprenticeship Consortium operated by Employ Milwaukee now includes the West Allis-West Milwaukee and Brown Deer school districts as well as Nicolet High School. Students receive occupation related classroom instruction and 450 hours of paid work experience through the state's youth apprenticeship program.

Finally, our innovation and collaboration intentionally extended beyond state boundaries this year as we officially announced the multi-state workforce collaboration Midwest Urban Strategies at Bader Philanthropies in July. Representatives from eleven Midwest urban centers convened in Milwaukee under Employ Milwaukee's leadership to build the "connective tissue" to share and develop best practices for workforce and talent development. Three different grant initiatives are underway in eight urban centers to connect apprenticeship programming to new occupations, to develop IT skill sets and credentials in non-traditional populations and to build new talent pipelines for industry.

We encourage you to read on to learn more about the Intentional Collisions created by Employ Milwaukee and our network partners!



**Don Layden**

*Board Chair  
Employ Milwaukee*



**Earl Buford**

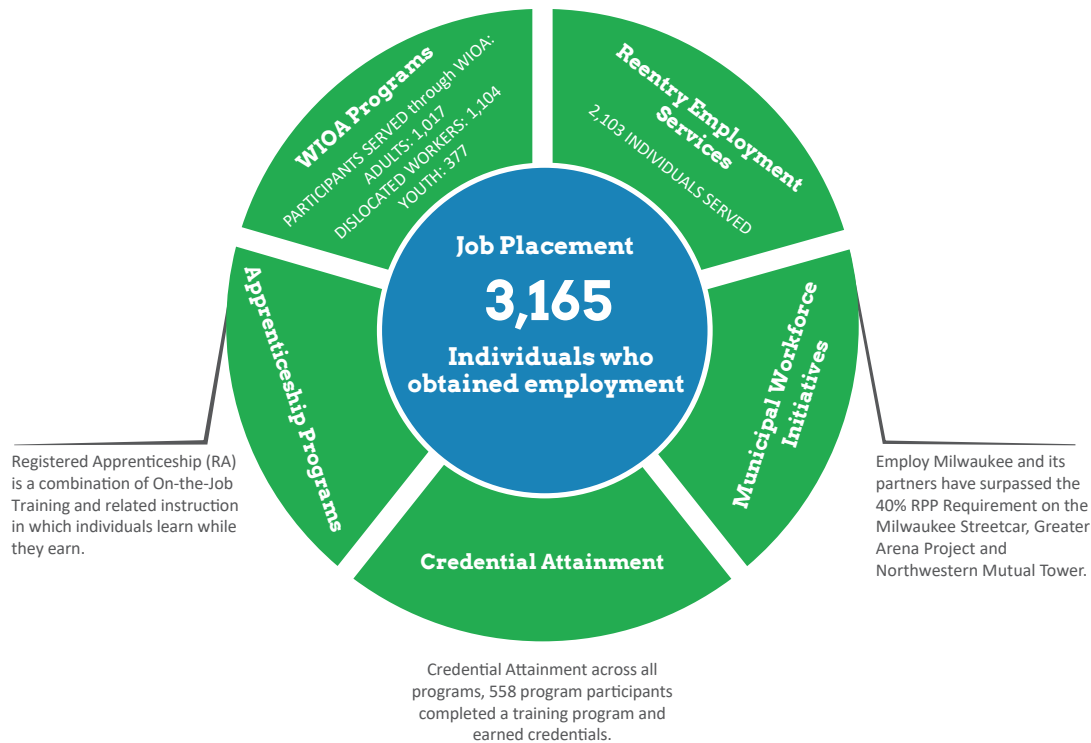
*President and CEO  
Employ Milwaukee*

# The Year In Review

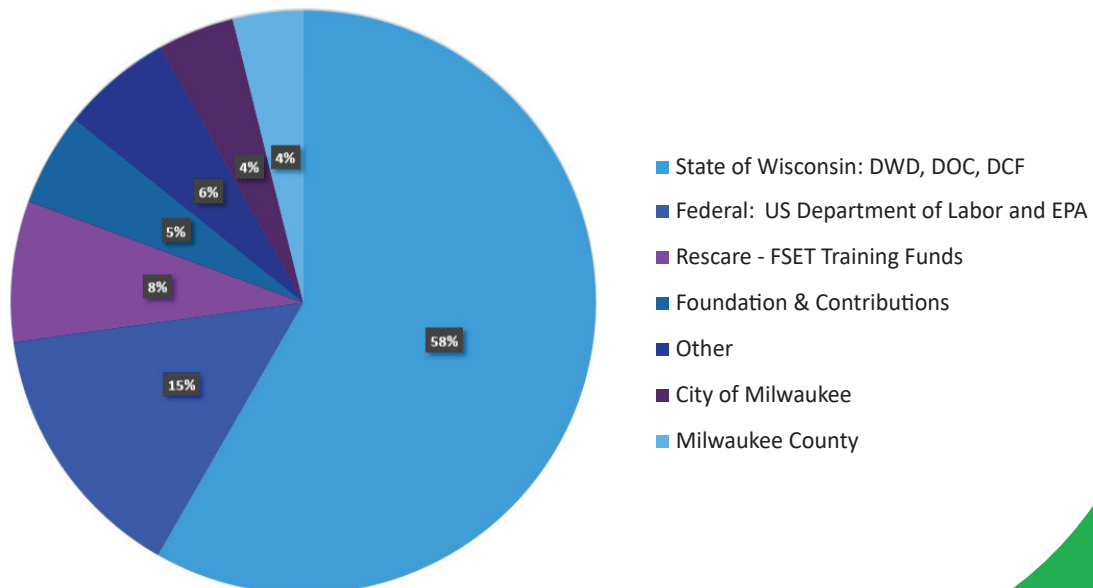
## Outcomes and Investments

### Access to Talent for the Region's Employers

Our program designs and business services strategies align with the needs of companies to develop a skilled and educated workforce. Our diversified funding sources allow us to create flexible, responsive programming to address job seeker, career planning and employer talent needs. Training programs are aligned with real-time job openings as well as future business demands determined by labor market data and projections. Our employer-driven industry advisory model connects individuals to in-demand employment which drives regional economic growth. As we invest federal, state and local funding in workforce and talent development programs and services, we deliver innovative solutions that produce results and value.



Our combined formula and discretionary funding portfolio allows us to create innovative programming across industry sectors. Federal WIOA formula funding supports foundational workforce activities and career planning programs. Coupled with a flexible network of service and training providers, we have developed a collaborative, innovative workforce strategy which incorporates skill training, apprenticeship programming and on-the-job training experiences into foundational programs and services. Regional partnerships with educators, training providers, business associations and employers extends the reach of programming and available workers.





# 14,156

Participants Served\*



# 3,165

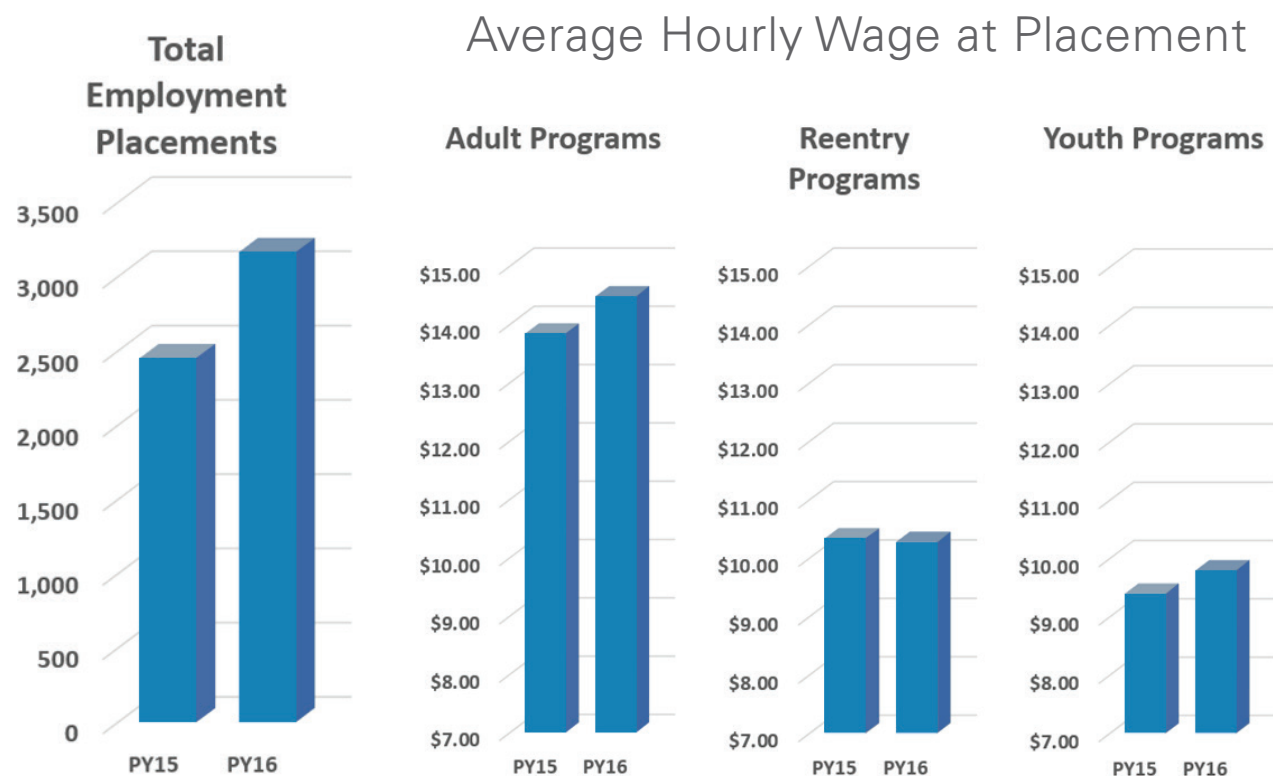
Individuals Who  
Obtained Employment



# 1,606

Youth Who Obtained  
Paid Work Experience

By connecting job seekers to the workforce system through the American Job Center network, Job Center of Wisconsin, or our Mobile Workforce Connections initiative, where we go to where people gather, we connect people to good-paying jobs with opportunities for advancement.



PY: Program Year, July 1, 2016 - June 30, 2017

\*Served participants are individuals involved with our Programs, Business Services, and Community Workforce Connections



Manufacturing is a high demand industry sector.

# The Year In Review

## Outcomes and Investments

### Training Investments

Participants Who Completed Training **1,297**

To ensure workers are being trained for current job openings, we have implemented a sector strategy to develop training curricula with employers across industries. We work closely with companies in high growth industries, including the Manufacturing, Construction, Healthcare, Hospitality/Retail, Finance, Information Technology and Transportation sectors. Our industry partners identify specific skills needed for high demand occupations. Our education and training partners design customized curricula to train individuals with the skills for these occupations across industries. Once trained, our Business Services & Solutions Team matches candidates with job openings and potential employers.

### Training Completions and Investment Dollars



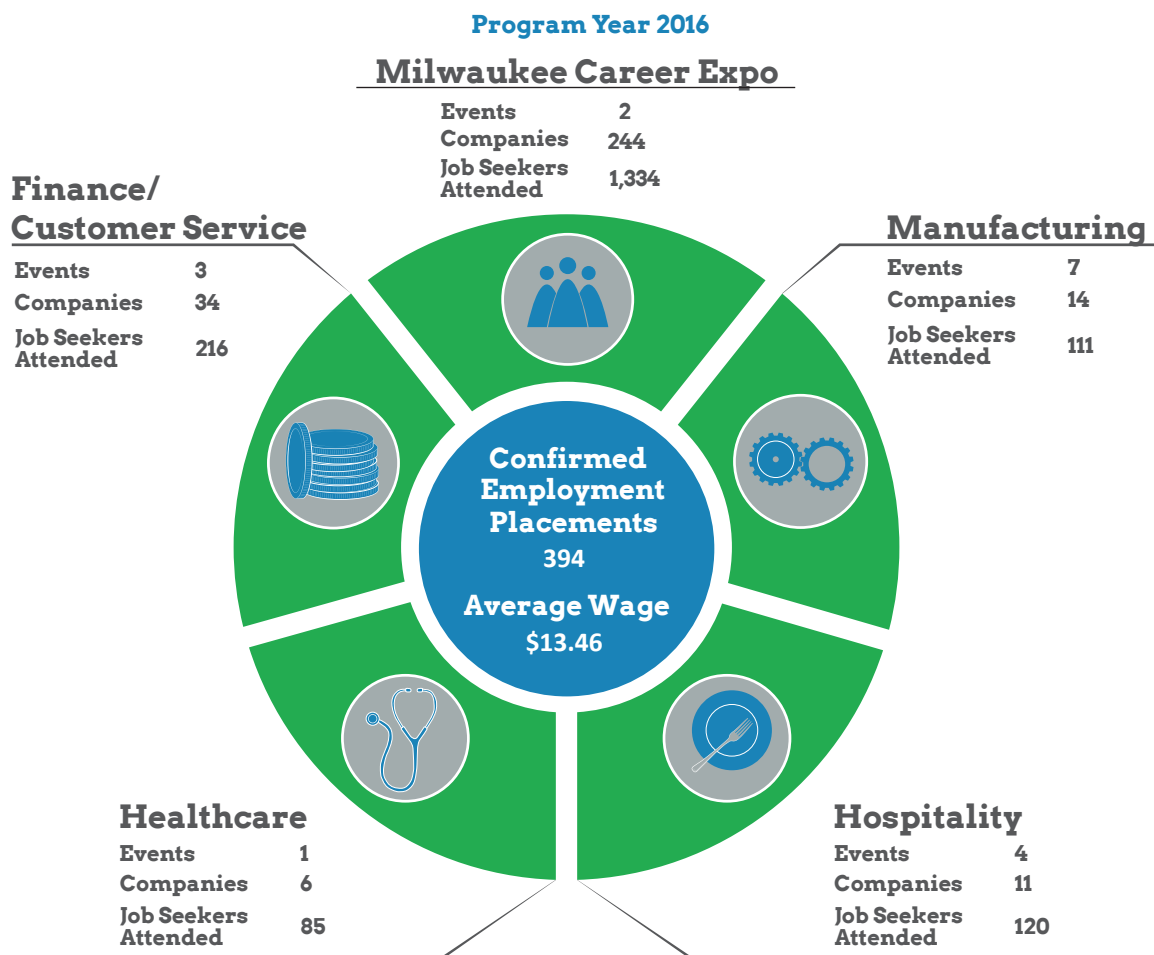
Training Investments	Training Dollars		Training Participants	
	PY15	PY16	PY15	PY16
Healthcare Support Occupations	\$409,323	\$767,934	451	587
Construction and Extraction Occupations	\$490,696	\$730,490	418	525
Transportation and Material Moving Occupations	\$605,706	\$534,733	208	174
Production Occupations	\$251,664	\$270,554	162	117
Personal Care and Service Occupations	\$130,754	\$188,099	214	298
Office and Administrative Support Occupations	\$68,703	\$162,053	76	110
Computer and Mathematical Occupations	\$170,250	\$150,497	141	171
Installation, Maintenance, and Repair Occupations	\$7,404	\$102,731	22	22
Food Preparation and Serving Related Occupations	\$13,736	\$82,346	28	50
Business and Financial Operations Occupations	\$144,237	\$71,940	57	48

TechHire is a training and employment program.



## Talent Sourcing

The Business Services & Solutions Team offers customized candidate recruitments, skill development and training programs and other talent development and sourcing solutions to regional employers. These products reflect a collaborative effort with the business community, workforce and educational partners, community and faith-based organizations and the other local workforce development boards of Wisconsin.

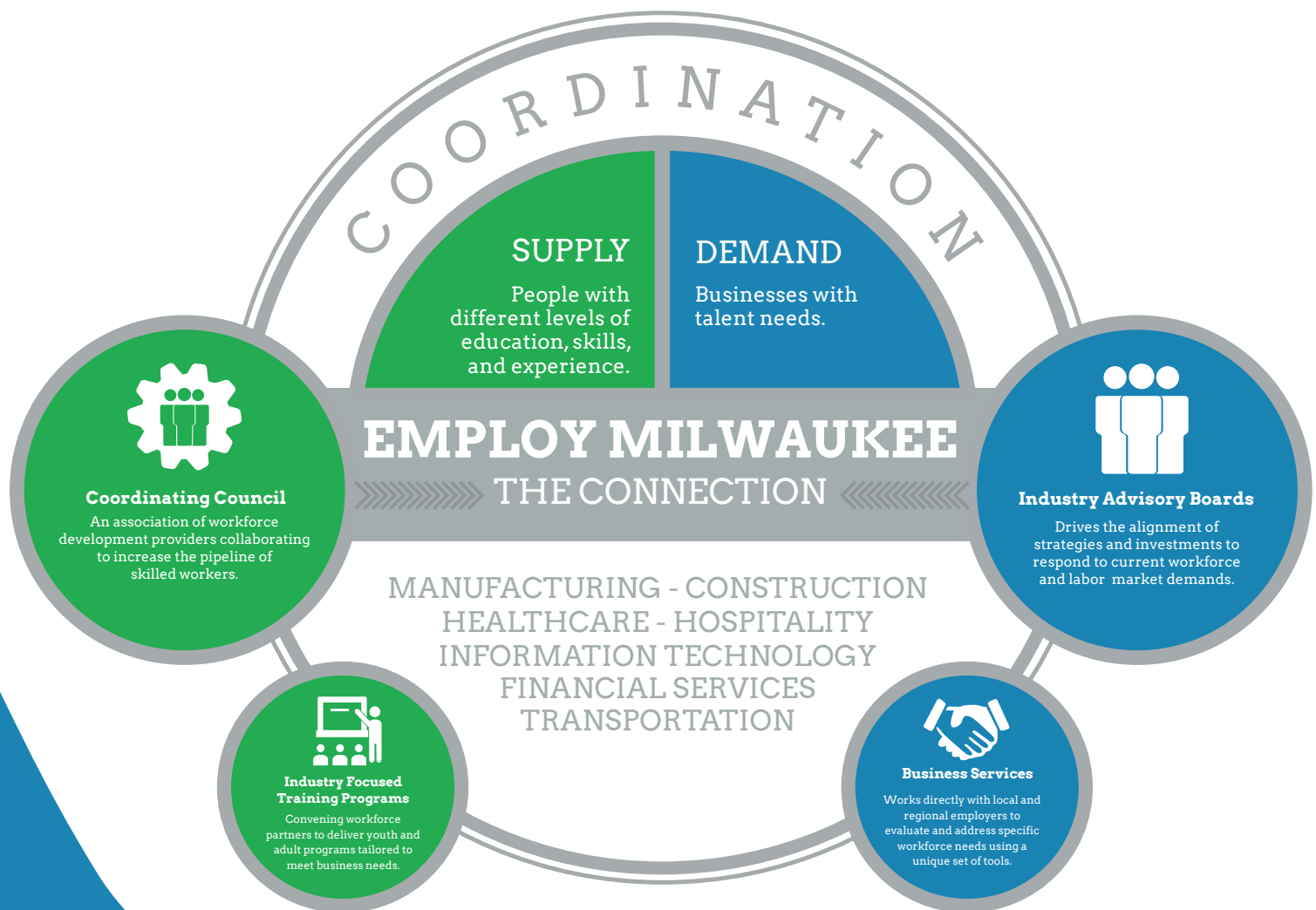


Onsite Hospitality and Retail Hiring Event.



# WDA #2 Value Proposition

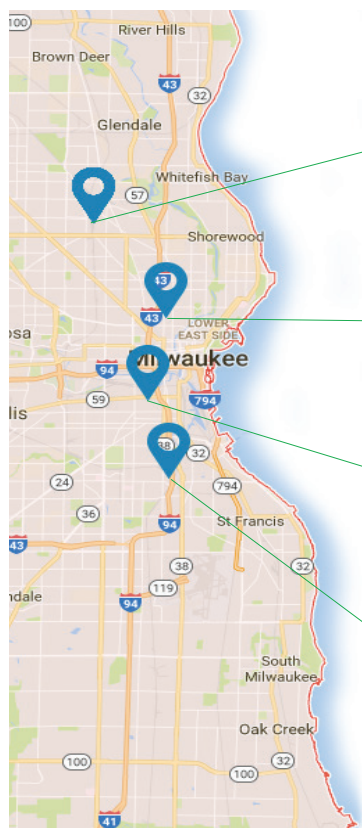
We are an industry-driven, sector based local workforce development board that serves as a strategic convener to promote and broker effective relationships between workforce, business, economic development, and education partners in Milwaukee County. The goal of sector-based strategies is to build regional talent pipelines in high-demand industries and occupations, address employer skill shortages (replacement and new positions) and to create purposeful Career Pathways for job seekers and students. Training programs are aligned with real-time market demand data as well as future workforce projections by occupations and industries. Registered and Youth Apprenticeship programs are designed for current and emerging occupations. Candidate recruitment and customized hiring event services are developed for businesses based upon articulated requirements and industry credentials. All programs and services are designed and aligned to support the region's economic development strategies and growth initiatives.





## American Job Center Network

American Job Centers (AJCs) are designed to provide access to a full range of services for job seekers, workers, and businesses in one location. Employ Milwaukee oversees the American Job Center System in Milwaukee County through four AJCs located at:



### AMERICAN JOB CENTER LOCATIONS IN MILWAUKEE COUNTY

#### Job Center Central

4201 N. 27th Street, 4th Floor, Milwaukee, WI 53216  
 Phone: 414-203-8500  
 TDD/TTY: 711 (Wisconsin Relay)  
 Hours: Mondays, Tuesdays, Thursdays, Fridays: 8am – 5pm;  
 Wednesdays: 8am – 7pm

#### Southeast Wisconsin Job Center

1915 N. Dr. Martin Luther King Drive, Milwaukee, WI 53212  
 Phone: 414-374-1800  
 TDD/TTY: 711 (Wisconsin Relay)  
 Hours: Mondays through Fridays: 8am - 4:30pm

#### Milwaukee Walker's Square Job Center

816 W. National Avenue, Suite 400, Milwaukee, WI 53204  
 Phone: 414-302-2668  
 TDD/TTY: 711 (Wisconsin Relay)  
 Hours: Mondays through Fridays: 8am - 5pm

#### Milwaukee Southeast Job Center

2701 S. Chase Avenue, Milwaukee, WI 53207  
 Phone: 414-389-6607  
 TDD/TTY: 414-389-6697  
 Hours: Mondays through Fridays: 8am - 4:30pm

A proud partner of the  network

# WDA #2 Value Proposition

## BUSINESS SERVICES AND SOLUTIONS

To ensure the Milwaukee 7 region's employers have a skilled and educated workforce, our Business Services & Solutions Team implements a multi-pronged approach, including convening Industry Advisory Boards to drive skills development and training, tailored candidate recruitment, customized hiring events, and innovative training solutions.

### Industry Advisory Boards

Employ Milwaukee has established an Industry Advisory Board (IAB) operating model around key industry sectors and occupations. Employer and industry representatives drive the alignment of our talent sourcing and skill development strategies to respond to current workforce and labor market needs. In this model, employers are engaged and encouraged to become partners in developing the services and solution sets. The IABs are employer-driven and chaired by executives strategically selected for their expertise in human capital management and talent sourcing. Members are deeply committed to providing labor expertise in regional growth industries and are committed to hiring qualified candidates identified through candidate recruitment and outreach efforts and customized hiring events. Existing IABs include employers and business representatives from Construction, Hospitality, Healthcare, Finance and Manufacturing. Many IAB representatives serve on other sector-based organizations in the region including the Midwest Energy and Research Consortium (M-WERC), the Center for Healthcare Careers Southeast Wisconsin, and Associated General Contractors of Greater Milwaukee. Additional IABs are being formed for the Information Technology and Transportation, Distribution, and Logistics sectors.

#### ***Employ Milwaukee Industry Advisory Board Chairs:***

**Construction:** Michael Fabishak, CEO, *Associated General Contractors of Greater Milwaukee*

**Manufacturing:** David Mitchell, President, *Vector Technologies*

**Healthcare:** Amy Rislov, CHRO, *Aurora Health Care*

**Hospitality:** Beth Weirick, Executive Director, *Downtown Milwaukee, BID #21*

**Finance:** Michael Sheppard, Managing Director, *Principal Financial Group*



Dustin Farberg, Director of Human Resources, Bartolotta Management Group, speaks to job seekers.

### Employer Hiring Events

The Business Services & Solutions Team designs customized hiring events for employers to connect with pre-screened and qualified candidates. Employers define hiring qualifications, skill and credential expectations, work experience preferences and other hiring requirements such as veteran hiring preferences. The Employ Milwaukee team and network partners identify appropriate candidates through Job Center of Wisconsin resume searches, network partner candidate inventories, training program graduates, and invite qualified candidates to pre-screening recruitment events.

Prior to the customized hiring event, candidates interested in gaining employment in a specific sector or with a particular employer are pre-screened by Employ Milwaukee staff and prepared for interviews. Employer services for hiring events include marketing of job openings, space allocation for interviews, application/resume collection and pre-screening, and job development and outplacement assistance.

## Customized Recruitment and Pre-Screening

Growing the region's talent pipeline is a fundamental strategy of every local workforce development board. Employ Milwaukee works collaboratively with service and training partners and Coordinating Council members to connect with job seekers and individuals to share training program and employment opportunities. Businesses are connected to candidates with the skills and qualifications required for their open positions.

Through our Mobile Workforce Connections staff, our reach into communities has expanded by connecting with individuals and employers who were not previously engaged in the workforce system. Once connected to the Job Center of Wisconsin and local programming, job seekers can be recruited and pre-screened for referral to training programs and employer hiring events. Job ready candidates are informed of and invited to hiring events where employers and staffing agencies interview candidates who possess required skills or work experience. Job seekers pursuing their first job or next employment opportunity are recruited for events where employers are seeking dependable, team-oriented and trainable individuals who are committed to acquiring work experience or new skill sets.

In 2017, Employ Milwaukee pre-screened over 1,000 job-seekers for twenty-three customized hiring events. More than three dozen employers with open positions in the Manufacturing, Construction, Hospitality, Healthcare, Finance and IT sectors have hired candidates recruited through the Employ Milwaukee pre-screening model.

## On-The-Job Training

On-the-Job Training (OJT) is a work-based training model that is considered one of the most effective ways to train new employees. OJT's improve motivation and retention of new hires, reinforce ongoing learning and upgrade transferable skills. The OJT program is especially helpful to businesses that find a new hire candidate who would be a great fit with the company culture and demonstrates potential for long-term employment but may lack technical skills. OJT is a great method for teaching technical skills while helping to offset the employer's cost associated with any loss of productive time while training a new hire.

## Success Story

Established in 1946 and headquartered in Milwaukee, on N. 35th Street, between W. Hampton and W. Villard Avenues, Stainless Foundry & Engineering, Inc. is a well-established and highly regarded manufacturer of raw and machined castings. Stainless Foundry approached Employ Milwaukee's Business Services & Solutions Team with a request to assist them in the recruitment for over a dozen entry-level job openings with a starting wage of \$13 an hour. An Onsite Recruitment event was held on May 17, 2017, and 43 job seekers attended and were prescreened by Employ Milwaukee staff. Fifteen of those candidates passed the pre-screening and within two weeks, four of those candidates were hired at Stainless Foundry.

**"I believe the way to find employees is to look to the community. I've participated in recruitment programs with other companies, including GE. This is a great way to find quality workers. If you are looking for a job with the potential to move up, this is the company for you,"** said Stainless Foundry CEO and President, Jim Stachowiak, when he attended the May 17th event.





## ADULT AND YOUTH PROGRAMS

### Workforce Innovation and Opportunity Act (WIOA)

As the designated administrator of Workforce Innovation and Opportunity Act (WIOA) programs in Milwaukee County, Employ Milwaukee oversees the workforce system that provides job seekers and workers with services to help them successfully meet the skill requirements of local employers. Job seekers and workers who participate in WIOA are paired with a Career Planner who uses assessment tools and develops an action plan for the participant's career success. WIOA programs use local Labor Market Information as a cornerstone for ensuring that action plans will produce outcomes for the participant while providing local employers with the skilled workforce they need to remain competitive in a global economy.

### Adult and Dislocated Worker Programs

Our WIOA Adult and Dislocated Worker Programs provide adults with access to career and training services that help them achieve the employment goals outlined in their WIOA action plan. Career services include Workforce Preparation Activities, such as workshops led by experts in resume development and interviewing techniques, Financial Literacy Services, and coordination with other programs, such as English Language Acquisition or Adult Basic Education. A variety of training services, including Occupational Skills Training, On-the-Job Training (OJT), Job Readiness Training, and Customized Training, provide options that meet the individual's needs and learning style.

### Youth Program

Our WIOA Youth Program provides opportunities for youth and young adults ages 16-24 to successfully transition into postsecondary education or a job on a career pathway. Elements of this program support education attainment, career exploration, and work experience. Available services include Dropout Prevention and Recovery, Leadership Development Opportunities, Adult Mentoring, Financial Literacy and Occupational Skill Training. WIOA Career Planners guide youth participants through concurrent services designed to make the goals in their WIOA action plan a reality.

### Success Story

John Doering worked as a bill collector for Wells Fargo Home Mortgage for eight years before a downsizing. After the downsizing, Employ Milwaukee invited him to a meeting about the Dislocated Worker Program. "At first," Doering said, "the staff had a few questions on how I completed my work duties in the past because I am blind, but once informed about what I have done and how I can adapt work around methods to complete my work duties, they were very reassuring about my job search prospects." John Doering met with a Career Planner to discuss his future employment, who then coordinated with the Division of Vocational Rehabilitation (DVR), the Division of Wisconsin's Department of Workforce Development serving individuals with disabilities. After eleven months, John found a job as the Administrative Pricing Assistant at Industries for the Blind Inc., ibMilwaukee. This globally recognized non-profit is a national supplier and distributor of office supplies, furniture, tools and more. John's service dog "Auggie" accompanies him to work.





## Summer Jobs and Beyond / Career Plus

Primarily funded through a Summer Jobs and Beyond: Career Pathways for Youth (CPY) grant from the U.S. Department of Labor, our Career Plus program provides local youth with career services, paid work experience and access to in-school enrichment programming such as financial literacy, social-emotional learning, and STEM education. This innovative program places Career Coordinators in area high schools to create the bridge many students need between high school and post-secondary education or employment. Current participating high schools include North Division, South Division, Barack Obama, Bradley Tech and two high schools in the West Allis-West Milwaukee School District - Nathan Hale and West Allis Central.

## MilwaukeeBuilds

The MilwaukeeBuilds initiative is led by Employ Milwaukee and our Construction Industry Advisory Board, with active engagement from a multi-disciplinary partnership consortium, including W RTP/ BIG STEP, Milwaukee Area Technical College, the City of Milwaukee Community Block Grant Administration, the Housing Authority of the City of Milwaukee, Northcott Neighborhood House, and Milwaukee Christian Center. The strategic design of this program provides individuals with an opportunity to pave a career pathway in the construction industry while earning wages and contributing to Milwaukee's growth.

Three unique phases guide participants through MilwaukeeBuilds.

**Phase 1: *YouthBuild*** provides basic job readiness skills, GED preparation and driver's license attainment, as needed.

**Phase 2: *AdultBuild*** offers instruction in classrooms and on actual worksites. Students earn valuable certifications such as CPR/First Aid, HAZWOPER, and OSHA 10, through subsidized training in residential construction trade areas.

**Phase 3: *Unsubsidized Entry Level Construction Employment*** with an average wage of \$13.50 per hour is accessible to successful completers through the initiative's industry partners.

## YouthBuild

YouthBuild provides a route to employment in the construction industry for youth and young adults, providing exposure to employment in the construction trades. Coordinated training that uses industry-supported curricula to increase educational and work skills is provided in conjunction with GED preparation, adult mentoring and peer support. YouthBuild participants work at three sites building houses as they receive subsidized wages and earn industry-recognized credentials. Program graduates are supported in transitioning to apprenticeship, employment and/or postsecondary education programs.



20 Earn & Learn students interned at the Medical College of Wisconsin this summer. This one-of-a-kind summer job experience is the result of a new partnership between Employ Milwaukee and the Medical College.

# WDA #2 Value Proposition

## Apprenticeship Programs

### Registered Apprenticeship

Registered Apprenticeship (RA) is an evidence-based workforce program that combines On-the-Job Training with related instruction, allowing workers to learn the practical and theoretical aspects of a skilled occupation. Job seekers receive immediate employment opportunities that offer career advancement through Registered Apprenticeship. Upon graduation, apprentices earn credentials that are nationally-recognized and training that may be applied toward future education endeavors. Employers drive this model, which incorporates industry input into the development of training standards that can be customized by participating businesses. Employ Milwaukee is working with the Wisconsin Department of Workforce Development, Principal Financial Group, the employer lead of our Finance Industry Advisory Board, Equitable Bank and Associated Bank to develop the state's first Registered Apprenticeship program in the financial sector. Employ Milwaukee has hosted Developing a Curriculum (DACUM) sessions, which include a focus group and a facilitated storyboarding process to capture the major duties and responsibilities for an occupation, in addition to necessary knowledge, and skills, and personality traits. The Financial Advisor Registered Apprenticeship Program will provide an exciting workforce training option for this high demand industry in Milwaukee County!

### Youth Apprenticeship

Youth Apprenticeship is a vital strategy in linking students with viable career pathways while building a stable workforce, engaging interested students through hands-on learning at local businesses. Career and Technical Education provided through school instructors complements the work experience gained at the workplaces. Employ Milwaukee is proud to receive support from the Wisconsin Department of Workforce Development to lead the Milwaukee County Career Plus Youth Apprenticeship Consortium. Our consortium's steering committee is comprised of employers, educators, and industry professionals who coordinate youth apprenticeship placements and employer recruitment in the West Allis-West Milwaukee School District, the Brown Deer School District, and the Nicolet Unified School District in Glendale. Employ Milwaukee also supports other local Youth Apprenticeship Consortia as a knowledge resource to improve the area's success with this proven strategy.

Carpenter apprentices complete apprenticeship readiness training in preparation to work on the Milwaukee Bucks Arena Project.





## Job Placement

IN THE SUMMER OF  
2017, MORE THAN  
60 WORK SITES  
EMPLOYED **1,160**  
YOUNG PEOPLE

### Earn & Learn Summer Youth Employment Program

Our Earn & Learn Summer Youth Employment Program provides youth and young adults an entry-level 6-to-8-week work opportunity. Young people earn a subsidized wage for a maximum of 20 hours each week while developing work readiness skills, such as worksite communication and punctuality, and gaining job-specific skills and abilities. Work experiences available through our Earn & Learn Program range from developing culinary skills at the Wisconsin State Fair Park to working in medical facilities.

IN 2016, THE  
INITIATIVE PLACED  
**364** INDIVIDUALS  
IN UNSUBSIDIZED  
MANUFACTURING  
JOBS

### Mayor's Manufacturing Initiative

The Mayor's Manufacturing Initiative is a collaboration between stakeholders including Milwaukee Mayor Tom Barrett's Office, Employ Milwaukee, WRTD/ BIG STEP, technical colleges and economic development groups. The initiative has two overarching goals: 1) to help eliminate the manufacturing skills gap by training job seekers with the skills employers need to fill actual job openings, and 2) to fill these job openings with trained City of Milwaukee residents who are unemployed or underemployed. Trainees of this initiative access a career pathway in the manufacturing industry while placed in businesses such as Harley-Davidson, Masterson, Briggs & Stratton, Miller Coors, Brady Corporation, Capitol Stampings and DRS Technologies.

THE PROGRAM HAS  
RESULTED IN **300**  
JOB PLACEMENTS  
WITH AN AVERAGE  
WAGE OF **\$11.66**  
AN HOUR

### UpLift MKE

Employ Milwaukee administers Milwaukee County's UpLift MKE, a demand-based "first source" employment program. The Milwaukee Bucks were the first employer partner to commit to this program, and over time employers from the manufacturing, hospitality, customer service, finance and information technology industries have become engaged.



Recently, UpLift MKE received a Human Capital Award at the 3rd Annual Community and Economic Development Gathering.



## Credential Attainment

Across all programs in 2017, 558 training program participants earned credentials upon program completion. These credentials included diplomas, degrees, industry-recognized credentials, and National Career Readiness Certificates to add to their portfolio for employment. This successful outcome is the result of tailoring the workforce services available to the needs of each individual through the work of trained Career Planners. Action plans for career pathway advancement are developed with participants to include steps towards earning credentials and skills necessary to obtain employment.

## Municipal Workforce Initiatives

Employ Milwaukee's collaborations with the City of Milwaukee maximize opportunities that come with one of the greatest construction booms in the city's history! Workforce strategies have been developed to ensure City of Milwaukee residents benefit from the building of catalytic projects.

Employ Milwaukee is the lead workforce development entity working in partnership with the public and private sectors on the following projects:

### **The Milwaukee Streetcar**

This modern streetcar line is currently under construction in Milwaukee and providing opportunities for regional workers and city residents to gain skills through public/private partnerships.

### **Greater Arena Project**

This state-of-the-art facility will be home to the Milwaukee Bucks beginning in 2018. Team leadership has been intentional in building a local workforce through collaborations with Employ Milwaukee and training partners creating opportunity for individuals to earn certifications across industries and access registered apprenticeships.

### **Northwestern Mutual Tower**

This high-rise tower built near the shore of Lake Michigan has provided opportunity and access to careers in the construction trades for area residents. The skills gained by workers on this project are transferable to the other large scale development projects.

The City of Milwaukee has required that 40% of the hours worked on these projects be performed by certified Residential Preference Program (RPP) workers. By training eligible individuals in the skills required by contractors, we are preparing an RPP-certified labor force of skilled workers. Using an industry-led approach, these projects connect underrepresented populations (focusing on minorities, women, and veterans) to career pathways in the region's construction industry and provide added support to ensure these individuals are properly equipped to successfully obtain lifelong employment.

Milwaukee Bucks Arena Project





## REENTRY EMPLOYMENT SERVICES

**2,103  
INDIVIDUALS  
SERVED**

Regional businesses are facing one of the most challenging hiring markets in decades. With unemployment in the region at historic lows, finding quality employees is difficult. Within the decade, as the massive baby boomer generation begins to retire and fewer skilled workers are available to replace them, companies will face a labor shortage of dramatic proportions, which makes finding innovative sources of employees important.

The term “reentry” describes individuals returning to the community from jail or prison. Employment has been proven to substantially reduce the risk of re-offending; however, many former offenders struggle with a lack of adequate education and job skills that employers demand. To help citizens overcome barriers and successfully reenter the community, as well as to provide innovative sources of talent for employers, Employ Milwaukee partners with the State of Wisconsin, local government, public and private employment and training providers, and community- and faith-based organizations to provide employment services to these individuals, inside and outside of jails and prisons. Employment services are provided pre- and post-release, including career planning (access to the Job Center of Wisconsin, resume building, job searching, skill assessments, etc.), skill training, and supportive service referrals.

**REENTRY  
EMPLOYMENT  
SERVICES IN THE  
HOC PUTS UP TO 40  
INMATES PER MONTH  
TO WORK THROUGH  
HUBER WORK  
RELEASE**

### Reentry Employment Services at the House of Correction (HOC)

A grant from US Department of Labor allows us to provide pre- and post-release services to individuals who will be released within 180 days from the Milwaukee County House of Correction (HOC). This program integrates the Council of State Government’s Integrated Reentry & Employment Strategies (IRES) Model and provides career planning, job readiness and skills trainings, all centered around Labor Market Information, assessments of the individual, and an employment action plan. Referrals to American Job Centers are provided to participants, so that they may access WIOA programming to guide them through their transition immediately upon release.

**88% OF  
PARTICIPANTS  
RETAINED  
EMPLOYMENT FOR  
AT LEAST 30 DAYS**

### Windows to Work

We assist participants with their employment, housing, medical and psychological needs through Windows to Work, a Wisconsin Department of Corrections-funded program. Instruction in financial literacy, work place competencies, conflict resolution and problem solving are provided through case managers who plan for successful reintegration with participants. Assessments and supports begin six months prior to prison release, with twelve months of follow up and supportive services after reintegration into the community.

**UNEMPLOYMENT IS AT A HISTORIC LOW, BETWEEN  
2.5% AND 3.6% IN THE SEVEN-COUNTY REGION.**

Source: Wisconsin Department of Workforce Development; Office of Economic Advisors; October, 2017

*In 2016, there were 8,819 individuals released from the Wisconsin Division of Adult Institutions. Of those individuals released, 2,759 (31%) returned to Milwaukee County. (Source: Wisconsin Department of Corrections)*

# WDA #2 Value Proposition

## MOBILE WORKFORCE CONNECTIONS

Mobile Workforce Connections (MCW) advances the efforts to perform outreach to people in their communities and make educational and intentional connections to the public workforce system. Employ Milwaukee Community Relations Team members canvas neighborhoods and events to connect Milwaukee County job seekers and workers to employment and training opportunities. Activities are carried out using a people-centered strategy, with team members equipped with public workforce system information (technology-based, physical locations, network partner and skill development), mobile devices, and strategic collateral materials. Team members develop partners, onboard and refer individuals to partner services and skill development programs, and also provide employer referrals. As this initiative increases the number of skilled workers in the Milwaukee County labor shed and the number of workers accessible through JobCenterofWisconsin.com, area employers benefit from increasing quality and quantity available to them.

## COORDINATING COUNCIL

Employ Milwaukee's core "supply side" delivery mechanism is our Coordinating Council, a 40 plus member association of local workforce system service providers. The Council is designed as an advisory body comprised primarily of major organizations that provide workforce development and related services and funding. Its mission is to collaborate to improve employer access to skilled workers by communicating employer needs identified by our Industry Advisory Boards, remediating system wide barriers, exchanging best practices, and collaborating on funding opportunities. Working Groups include such cooperative efforts as the Milwaukee Re-Entry Network, the Milwaukee Job Ride Collaborative, and the Driver's License Recovery Initiative.



**"We have developed outreach strategies to increase the connections of individuals to the resources of the workforce system. Additionally, our Mobile Workforce Connections team goes to where the people gather. It is our goal to connect every individual who needs assistance to a lifetime of employment."**

**–Willie Wade**

*Chief Marketing Officer, Employ Milwaukee*

### Center for Healthcare Careers Southeast Wisconsin

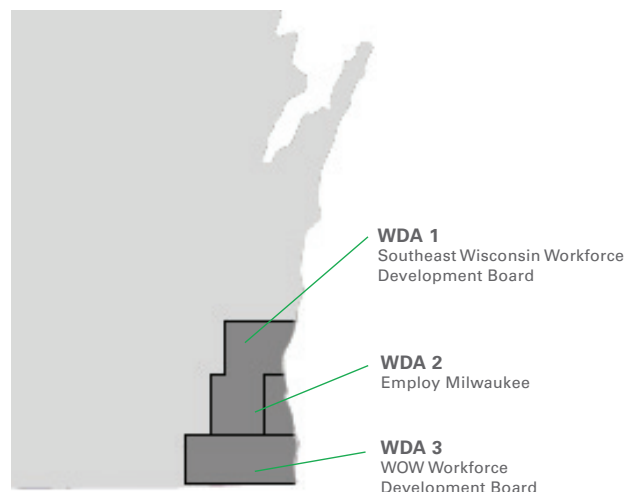
The mission of the Center for Healthcare Careers Southeast Wisconsin (CHCSEW) is to unite all appropriate stakeholders in a viable, flexible structure to locate, educate and support a workforce from service to professional levels in Southeast Wisconsin's healthcare industry. The specific purpose of CHCSEW is to develop a talent pipeline of healthcare workers in Southeast Wisconsin that will benefit all CHCSEW partners.

During the past year, CHCSEW, in partnership with Employ Milwaukee, has leveraged resources to provide internships for Milwaukee Public School students who are enrolled in National Academy Foundation Healthcare Pipeline Initiative programs. Thirteen juniors and seniors from four Milwaukee Public Schools high schools have received work experiences at CHCSEW sites, working directly with professionals in surgical preparation, radiology, pharmacy, and medical equipment preparation. Students found the experiences to be "opportunities of a lifetime," and employers discovered a talented pool of capable future healthcare workers. Graduating seniors are attending college majoring in nursing or other related academic studies.

CHCSEW partners have selected two training programs for new and entry-level employees that will help them prepare for advanced positions in healthcare careers. Employers permit workers to participate in the cohort training programs during work hours. More than 30 incumbent workers were recruited for the programs this past year, and 17 are currently receiving training.

### Regional Workforce Alliance

Employ Milwaukee collaborates with adjacent workforce development boards (WDBs) to foster economic development and high-growth opportunities within the Southeastern Wisconsin region. Employ Milwaukee, the Waukesha-Ozaukee-Washington (W-O-W) WDB and the Southeast WDB (Kenosha, Racine, and Walworth Counties), have a long-standing regional association called the Regional Workforce Alliance (RWA). RWA jointly funds a coordinator, meets regularly to discuss and plan regional workforce strategies, and implements regional initiatives. These activities include conducting regional analysis, obtaining funding for joint ventures, sharing evidence-based best practices, coordinating business outreach, promoting employment in high demand industries and occupations, and responding to regional events such as an influx of new investment and jobs in a streamlined manner.



### M7 Talent Partnership

As a member of the Regional Workforce Alliance, Employ Milwaukee is a partner in this Milwaukee 7 regional economic development initiative to build/retain/attract the region's talent supply. The M7 Talent Partnership (M7TP) connects employers in Southeast Wisconsin with the right talent supply chain partners to fuel business growth for a new advanced manufacturing and digital economy. The M7TP team serves as a defined entry point for employers and job seekers.

The M7TP currently functions as nine distinct Action Teams organized around three key priorities:

1. M7 = Talent Magnet: Vastly increase qualified candidates to fill advanced manufacturing and digital technology jobs in Southeast Wisconsin.
2. Every Business Benefits: Help individual employers improve their talent attraction, retention and development capabilities.
3. Job-Ready Talent: Seamlessly align regional education/training systems and industry, with a focus on speed to market.

Teams are forming in late 2017 to start building talent pipeline solutions starting in early 2018.



# Multi-State Innovation and Leadership

## Midwest Urban Strategies

### **MIDWEST URBAN STRATEGIES CONSORTIUM MADE OFFICIAL IN MILWAUKEE**

Midwest Urban Strategies is a groundbreaking initiative and the first of its kind in the country, created as a regional mechanism to drive economic growth. Midwest Urban Strategies represents a coordinated effort on behalf of 12 U.S. Department of Labor (DOL) Region 5 urban Workforce Development Boards (WDB) in the Midwest to bolster regional planning through systematic approaches in attracting and retaining businesses and talent. Together, these cities and boards share and apply best practices in workforce development and integrate efforts and resources to fully maximize federal, state and local funds and initiatives to build a competitive regional workforce system aimed at revitalizing the Midwest economy.

In July, workforce leaders from member WDBs across the Midwest, along with representatives from the U.S. DOL, convened in Milwaukee to sign an agreement creating the Midwest Urban Strategies Consortium. Employ Milwaukee is the administrative lead and works in partnership with workforce boards in the following cities: Chicago, Illinois; Cincinnati, Ohio; Cleveland, Ohio; Columbus, Ohio; Detroit, Michigan; Gary, Indiana; Indianapolis, Indiana; Kansas City, Missouri; Minneapolis, Minnesota; St. Louis, Missouri; and Wichita, Kansas. Through intentional industry engagement that puts business in the driver's seat and connects employers to a well-prepared supply of workers, Midwest Urban Strategies can improve effectiveness and efficiency regionally and locally, making the Midwest a major player within the national economy.



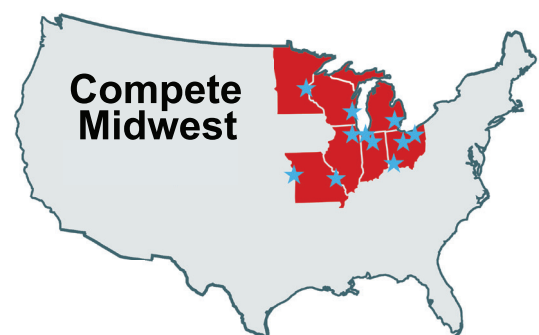
Leaders from 12 urban workforce development boards met in Milwaukee to formalize Midwest Urban Strategies.

## Compete Midwest

Compete Midwest, the program arm of the Midwest Urban Strategies Consortium, secured three grants from the U.S. Department of Labor: the American Apprenticeship Initiative, TechHire Program, and America's Promise. We work with our workforce partners in St. Louis, Missouri and Detroit, Michigan to address the needs of businesses through the American Apprenticeship Initiative. A new apprenticeship program, the Pharmacy Technician Registered Apprenticeship, has been created and is formally registered with the U.S. Office of Apprenticeship. This Registered Apprenticeship track was developed by the Wisconsin Department of Workforce Development in collaboration with Employ Milwaukee and our employer partner CVS Health.

We eagerly launched the highly anticipated TechHire Program to address the demand for skilled IT workers. To date, 42 individuals have participated in CompTIA A+ certification training for entry level careers as Computer User Support Specialists. Through TechHire, Employ Milwaukee offers a flexible training model, providing cohort-based training and other services available through WIOA, such as Career Planning and supportive services. Innovative support for business, including On-the-Job Training, paid internships, specialized services to incumbent workers, provide businesses with solutions to meet their unique IT talent needs.

America's Promise addresses worker shortages in 14 high-growth occupations within four targeted H1-B Industries: Advanced Manufacturing, Information Technology, Finance and Health Care. America's Promise will serve seven urban epicenters in the Midwest through each city's workforce development board (WDB) providing business outreach, training and placement activities.





## INTENTIONAL COLLISIONS

### *Purposeful Pathways Leading To Employment and Sustainable Talent Sourcing*

Employ Milwaukee creates Intentional Collisions to support regional economic growth by designing and developing talent connections to provide employers with access to a sustainable, educated and skilled workforce. Our industry-driven sector strategies focus on talent development and sourcing through career pathway models. By leveraging workforce investment, coordinating education and training partners and delivering targeted business services to industry in response to occupational labor market information and known employer demand, we align our talent development programs and services with the needs of companies across the region.





**Tom Barrett**

Employ Milwaukee Designated  
Chief Elected Official  
Mayor of Milwaukee

**Don Layden**

Employ Milwaukee Board Chair  
Baird Venture Partners

**Earl Buford**

President and Chief Executive  
Officer  
Employ Milwaukee

**Griselda Aldrete**

Hispanic Professionals  
of Greater Milwaukee

**Kimber Bartosiak**

WE Energies

**Dan Buehrle**

Principal Financial Wisconsin  
Business Center

**Dan Bukiewicz**

Building and Construction  
Trades Council

**Carol Burgett**

WI Department of Workforce  
Development, Division of  
Employment and Training

**Brigadier General (Ret.)****Robert Cocroft**

Center for Veterans Issues

**Lea Collins-Worachek**

WI Department of Workforce  
Development, Division of  
Vocational Rehabilitation

**Carla Y. Cross**

Cross Management Services, Inc.

**Randy Crump**

Prism Technical Management  
and Marketing Services, LLC

**Dr. Darienne Driver**

Milwaukee Public Schools (MPS)

**Alicia Dupies**

Milwaukee Bucks

**Michael Fabishak**

Association General Contractors  
of Greater Milwaukee

**Pam Fendt**

Laborers' International Union of  
North America (LIUNA),  
Local No. 113

**Andres E. Gonzalez**

Froedtert Health Care

**Ossie Kendrix**

African American Chamber  
of Commerce

**John Kissinger**

GRAEF

**Gene Manzanet**

PNC Bank

**Dr. Vicki Martin**

Milwaukee Area Technical College  
(MATC)

**Lupe Martinez**

United Migrant Opportunity  
Services (UMOS) Corporation

**Ted Matkom**

Gorman and Company, Inc.

**Dr. Mark Mone**

University of Wisconsin-  
Milwaukee

**Darryl Morin**

Advanced Wireless

**Lois O'Keefe**

Mayoral Appointee

**Alan Perlstein**

Midwest Wisconsin Energy  
Research Consortium (M-WERC)

**David Pifer**

Legal Action of Wisconsin

**Lauri Rollings**

Plumbing Mechanical Sheet  
Metal Contractors' Alliance

**Howard Snyder**

Northwest Side Community  
Development Corporation

**Karen Spindler**

Duracell

**Rhonda Taylor-Parris**

Aurora Health Care

**Wallace White**

W2Excel

**Patricia Woodard**

WI Department of Workforce  
Development, Division of  
Unemployment Insurance

**Wade Woodworth**

Milwaukee Job Corps Center

**Stephen Xiong**

Catholic Charities

## EMPLOY MILWAUKEE

### AUDITED FINANCIAL STATEMENTS

For the Fiscal Year Ending June 30, 2017

#### Support and Revenue

Government and Service Contracts	\$15,690,653
Contributions	\$1,113,334
Other Revenue	\$899,062
<b>Total Revenue</b>	<b>\$17,703,049</b>

#### Expenses

##### Programs

Youth Programs	\$5,380,623
Adult Programs	\$7,717,095
Dislocated Worker Program	\$3,182,479
Other	\$161,973
<b>Total Program Expenses</b>	<b>\$16,442,170</b>

<b>Management &amp; General Expenses</b>	<b>\$1,134,556</b>
<b>Total Expenses</b>	<b>\$17,576,726</b>
Change in unrestricted net assets	\$126,323





## Mission

To build a strong workforce development system by planning, coordinating, collaborating, and monitoring workforce initiatives with businesses, partners and community stakeholders at the local, regional, and state level to ensure a skilled and productive workforce for the 21<sup>st</sup> century.

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