



# Workforce Development Programs Mapping & Analysis





## Limitations

All of the data presented are based on information self-identified and provided by County departments that report to the County Executive. There may be, and likely are, other workforce development-related activities occurring within County departments that are not captured by this report.

Recommendations are broad and general and should guide the County's next steps for further development of a comprehensive workforce strategy. The programs presented in this report vary in terms of infrastructure, staffing support and outcomes. This report does not make any statements about the effectiveness or impact of the programs listed. Instead, this report attempts to present general information about the workforce programming currently in place to provide Milwaukee County with a comprehensive look at its current programming efforts.

## Acknowledgment

The Office of African American Affairs (OAAA) would like to thank P3 Development Group for conducting research, analysis, and content development for this report. Additionally, OAAA would like to thank the County's Economic Development Division, particularly Jim Tarantino and Sherri Jordan, as well as the various departmental representatives who generated and collected the data presented in this report. Lastly, Milwaukee County's workforce development efforts would not be possible without the exceptional and tireless work done by County employees every single day.



# I N S I D E

Introduction .....5

Key Findings .....6

Methods .....7

Best Practices in Workforce Development Programs .....8

Overarching Recommendations .....10

Milwaukee County Workforce Programs Snapshot.....12

Conclusion.....13

## **APPENDIX**

Milwaukee County Workforce Program Profiles.....15

    Economic Development Division .....16

    Department of Health and Human Services.....17

    Child Support Services.....23

    Milwaukee County Parks .....24

    House of Correction .....26

    Information Management Services Department (IMSD) .....29

    Milwaukee County Zoo.....30

    Department on Aging.....31



OFFICE OF THE COUNTY EXECUTIVE

# Chris Abele

---

MILWAUKEE COUNTY EXECUTIVE

May 18, 2016

Milwaukee County's new Office on African American Affairs has the ambitious mission of recognizing and resolving the County's racial inequities for the benefit of all of its citizenry and for the region to achieve its full potential. I am deeply committed to this mission and have made it the top priority of my second full term as County Executive. I fully expect and hope to be held accountable for improving outcomes in a tangible and measurable way.

Since the Office on African American Affairs is currently unfunded, I assigned staff from my office to establish OAAA and begin to move it forward. As a crucial first step, we conducted an analysis of the workforce development programs within County government. I am proud to say that Milwaukee County currently provides workforce development services to over 1,100 individuals annually. I'm excited to know that Milwaukee County is well positioned to do quite a lot more to impact workforce development in Milwaukee.

This report serves as a modest beginning to the ambitious goal of resolving the County's racial inequities. I look forward to working with the Board to fund and staff the Office on African American Affairs so that it can enact the recommendations in this report and grow into an entity truly capable of finally addressing Milwaukee's racial inequities once and for all.

Sincerely,

Chris Abele





# Introduction

During the first quarter of 2016, the Milwaukee County Executive directed the Office on African American Affairs to provide a map and initial assessment of active workforce development programs and initiatives being delivered by Milwaukee County across all County departments.

A focus on workforce development is critical to Milwaukee's future. Although the economy has improved since the recent great recession, unemployment in Milwaukee County remains a significant challenge that impacts quality of life for thousands of residents. According to the U.S. Bureau of Labor Statistics, Milwaukee County's unemployment rate stood at 6.2% in February 2016, compared to 5.5% statewide and 5.2% nationally.<sup>1</sup>

The burden of unemployment is far greater for specific communities in Milwaukee County, resulting in tremendous racial disparities. The unemployment rate in the 53206 zip code is nearly 50%.<sup>2</sup> Although disparities exist in metropolitan areas across the country, racial disparities in male employment, for example, have grown wider in Milwaukee than in any metropolis in the nation. In 2010, in every age cohort, the Black male employment rate lagged over 32 percentage points below the white rate, and over 20 points below the Hispanic male rate.<sup>3</sup>

In fact, rates of employment for African American men in Milwaukee County have reached historic lows. In 2010, only 44.7 percent of the Milwaukee metro area's working-age Black males (those between the ages of 16-64) were employed — the lowest rate ever recorded for Black males in Milwaukee. This stands in comparison to an employment rate of 85 percent almost forty years ago.<sup>4</sup>

While Milwaukee's racial issues are complex and interrelated, a key component of any successful strategy for ameliorating those issues will be policies and programs that increase access to jobs for those who need them. In the Office on African American Affairs' initial public meeting, community residents overwhelmingly cited economic development and employment as the primary issue the Office should focus on.

Given the diverse array of departmental functions and services provided by Milwaukee County, County government is well positioned to follow the community's recommendation by significantly impacting the state of workforce development in Milwaukee. The initial focus on workforce development provides the newly created Office on African American Affairs with a specific and targeted strategy to begin to work towards its mission of resolving Milwaukee's racial inequities.

In partnership with the County's Economic Development Division and P3 Development Group, an assessment was conducted to assist Milwaukee County in identifying potential gaps in its workforce development efforts and informing the development of policies and programs that increase access to jobs for unemployed residents.

While definitions of "workforce development" vary, the term is now generally considered to describe a relatively wide range of activities, policies and programs intended to meet employment needs and enhance a region's economic stability and prosperity. Current workforce development best practices use a holistic human resources approach to prepare workers with needed skills, address barriers that workers face, facilitate the development of new opportunities for employment and provide solutions that are responsive to larger economic development needs and opportunities.<sup>5,6</sup>

Given the significant need, Milwaukee County government can and should play a critical role in advancing economic strategies that improve employment opportunities for its residents and enhance the regional economy. By providing job training, creating employment opportunities for under- and unemployed residents, supporting local businesses and aligning programs to meet the workforce demands of local employers, Milwaukee County can play a significant role.

Using the key findings of this assessment, the County can better support and coordinate workforce development program activities and align individual departmental efforts with an overarching workforce development strategy.

# Key Findings

The key findings of this analysis are detailed below.

## 1. Milwaukee County engages in a significant amount of workforce development activity.

Currently, at least 8 out of 14 County departments under the leadership of the County Executive have workforce development programs, which serve at least 1,100 individuals annually. A snapshot of these efforts by department is provided in Section IX and a profile and analysis of each program identified during this assessment is provided in the Appendix. The information presented in the profiles varies based on the information provided by departments. In addition, there are departments such as Human Resources and Community Business Development Partners that provide workforce-related activities inherent to their mission that are not detailed in this report.

Milwaukee County's workforce development programs serve a variety of populations, including low-income individuals, seniors, persons with disabilities, former offenders, incarcerated individuals and students.

All programs address one or more of the following workforce development components, as detailed in the Section IX:

**A. Basic Education:** Instruction in basic skills, such as reading, writing, and math. May include High School Equivalency Diplomas, GEDs, and/or any subject normally offered in the basic curricula of an accredited elementary or secondary school.

**B. Work Readiness and Job Search:** Individual or group support that prepares clients to apply for, obtain and keep a job. Types of support may include providing job listings, providing access to on-line job banks, assisting with filling out applications, job fairs and assistance with skills such as interviewing, résumé writing, attendance and punctuality.

**C. Job Training and Coaching:** Instructional time, both experiential and classroom, spent on acquiring skills specific to a particular occupation. May include on-the-job training, in which

the trainee learns skills at the work site. Can include one-on-one assistance provided by specialized individuals who help clients learn how to carry out their job duties and learn necessary interpersonal skills. Services may include assessment, counseling, advocacy, travel training and other services needed to maintain the employment.

**D. Work Supports:** Assistance to help clients overcome barriers to employment. Services may include transportation, driver's license assistance, housing assistance, childcare assistance, dependent care assistance and AODA/mental health evaluation and treatment. Can include case management support services, a systematic process by which staff monitors the client's progress and intervenes when necessary to solve problems. Case management can include employability assessment, educational assessment and the development of and follow up with an employability plan.

**E. Job Placement:** Formal relationships with employers to place clients into specific jobs.

**F. Program Evaluation:** Collecting, analyzing, and using information about program clients, services provided, program outputs, and program outcomes to assess the effectiveness and efficiency of the program.

A review of best practices shows that the more successful workforce development programs in other large metro areas use a comprehensive approach and include work supports and job placement.<sup>7</sup>

## 2. Milwaukee County is well positioned to increase the impact of its workforce development activities in a way that impacts Milwaukee's racial disparities.

The Department of Health and Human Services has the greatest number of workforce development programs serving the most people, followed by the House of Correction and the Department on Aging. All of these departments work with specific populations and provide workforce development services to meet the needs of

their client population and, therefore, their department's mission. Given their size and diverse client bases, these departments are best positioned to implement comprehensive workforce development strategies that are capable of helping to address racial disparities in employment.

Although this report focuses on the eight departments that provide some level of workforce development programming, it's important departments that currently don't report having any workforce development activities are included in future planning efforts. These departments may offer untapped opportunity to

expand programming based on successful models from other departments and could bring new assets to the table in creating a comprehensive workforce development strategy.

Perhaps most importantly, the Office on African American Affairs will develop a comprehensive workforce development strategy, coordinate interdepartmental activity and planning, provide data infrastructure and measurement ability, serve as a convener of external organizations and offer an enhanced ability to build partnerships outside County government.

## Methods

To assist Milwaukee County in identifying opportunities for enhanced coordination in its workforce development efforts, the mapping and initial assessment consisted of three primary tasks:

- 1. Collect preliminary data on Milwaukee County workforce development projects**
- 2. Conduct an analysis of all County workforce development programs and provide recommendations for future workforce development efforts**
- 3. Provide workforce development program best practices analysis**

The key data collection activities for the workforce development assessment were performed in collaboration with project management staff from the Economic Development Division and P3 Development Group. Phone interviews were conducted with Milwaukee County staff responsible for active workforce development programs in each department.

Data from these interviews informed the development of a matrix (Section IX) that provides a snapshot of all Milwaukee County workforce activity by department.

Data include:

- 1. Workforce Services Provided**
- 2. Program Description**
- 3. Targeted Demographics**
- 4. Funding Source**
- 5. Enrollment Totals**

Based on the data collected, the Office on African American Affairs provided overarching recommendations for County officials.



# Best Practices in Workforce Development Programs

As Milwaukee County moves forward in developing a comprehensive workforce development strategy, it is helpful to review and incorporate best practices. This assessment includes a review of factors that have been found to contribute to successful programs.

A 2012 research study conducted by Chapin Hall at the University of Chicago looked at several successful workforce development programs in Chicago and attempted to understand the factors that explain why they achieve success and how these factors can be measured to improve the workforce development system. Interviews with successful program providers helped researchers identify factors that they believe contribute to the success of these programs and organizations and to successful outcomes for program participants.

The following summarizes the identified success factors in workforce development programs. While some of these pertain more directly to community-based organizations, all key principles can be applied to government agencies seeking to expand and improve workforce development efforts.

## **Intake Assessments**

The eligibility and intake assessments that programs require of all applicants are thorough and extensive, capturing as much subjective and objective information about the applicant as possible to determine their willingness and ability to complete their program. As a result, potential barriers to success and employment are identified early, and for those applicants that ultimately enroll, programs have assessed the supports that will be needed to encourage program completion and success.

## **A Comprehensive Program Approach**

Given the barriers some participants face, the successful programs offer a comprehensive approach to training and engaging their participants in addition to the technical and job skills training. This includes addressing psychosocial challenges, such as conflict and time management and professionalism, and addressing basic needs such as clothing, transportation and medical assistance.

## **Data Capacity**

Maintaining the information undergirding the traits and needs of employees, the services provided by departments and

organizations, and the outcomes of program activities will require a data infrastructure robust enough to handle many inputs and provide information to policymakers and program staff that allow for continuous improvement of operations, quality assessment and measurement of outcomes.

## **Flexibility in Many Aspects of the Organizations' Operations**

Successful organizations demonstrate flexibility to remain committed to their mission while responding to changing participant needs and the economic environment. The organizations studied are flexible in their service delivery strategies in order to meet the needs of participants, whose profiles are constantly evolving, as well as the fluctuating needs of employers and local businesses.

## **Organizational Leadership and Staff**

The leaders in the organizations studied are very active. Leadership staff and program staff are in constant communication, with each recognizing the crucial role the other plays in participants' success. Leadership staff endorsed the motivation, attitude and personal experiences and characteristics that program staff bring to the organization, more so than their education or professional experience.

## **Plans for Growth Amid Funding Challenges**

While acknowledging funding as a primary challenge, the organizations all had strategic plans for future growth. These plans differed, with some opting to serve more participants and broaden their scope, and others choosing to narrow their focus and serve existing participants more thoroughly.

## **External Relationships, Community, and Policy**

Strong employer relationships are important, where employers are treated as customers who receive dedicated efforts to ensure their workforce needs are met. Organizations must meet employers' and industries' changing demands while ensuring enough partnerships exist to place graduates in employment. Each organization has dedicated staff who are responsible for finding and cultivating these relationships.



### **Workforce Providers Collaborate with Each Other**

The organizations studied consider themselves to have a dual client base, serving their participants as well as their employer partners and local businesses. Training providers often exhibit collaborative tendencies to work together to fulfill the needs of participants and employers.

### **Community Partners Provide Many Services to the Organizations' Clients**

Community partners, such as colleges, healthcare providers,

community-based organizations, and many others, serve as a source of referrals into the program as well as provide many support services that organizations cannot provide on their own.

### **Engagement in Policy and Advocacy**

The successful organizations advocate for their funding and support their services and programs before policymakers at all levels of government. Programmatic efforts alone cannot adequately address racial disparities in employment. Successful organizations also address overarching policies that perpetuate workforce development challenges.

# Overarching Recommendations

This report represents an important step in the County's efforts to develop a comprehensive workforce development strategy. With at least 8 of 14 departments under the leadership of the County Executive engaged in workforce development activities, great opportunity exists for expanded and more coordinated workforce development efforts. The following are overarching recommendations for consideration by Milwaukee County leadership:

## 1. Develop a comprehensive workforce development strategy with defined goals, long-term objectives, expected outcomes and an explicit focus on reducing Milwaukee's racial disparities in employment.

Current workforce development activities across departments are sporadic and loosely defined. To have true impact, County leadership will need to articulate a comprehensive vision for workforce development and set defined goals and targets. Once articulated, these goals can guide activities implemented across departments. Implementing a comprehensive vision, however, will require greater capacity and resources within the Office on African American Affairs to coordinate activities across departments, expand current programming efforts, increase participation and strengthen community partnership opportunities.

Career pathways can help participants move from training and internship opportunities to initial employment and ultimately, to the possibility of a meaningful career. Building career pathways should be a guiding principle on which the County builds its comprehensive strategy.

Given the County's significant racial disparities in employment, an aggressive strategy to address these disparities should be developed. Using client eligibility factors like income level, residing in high unemployment zip codes and other indicia of disadvantage can assist in disproportionately impacting those individuals most in need.

## 2. Require all County departments to articulate their vision, values and goals for workforce development activities within their department as aligned with the County's comprehensive strategy.

All departments should examine the opportunities that exist within their department to build intentional workforce development activities into their operations. Articulating how each department will fit into the County's comprehensive strategy will help ensure that all department leaders assume responsibility for the success of the County's comprehensive workforce development efforts. This requirement, however, should recognize that departments with larger field operations have significantly more capacity for increased workforce development activities than smaller departments.

## 3. Develop and implement an evaluation and monitoring plan that gives departments the tools needed to measure workforce development activities, outputs, outcomes, and assess progress toward benchmark goals.

With defined goals and targets in place, the County can measure and assess progress, providing the data necessary for needed course corrections. Data will also help the County continue to assess gaps and opportunities for enhanced efforts, as well as identify where strategic partnerships can build the County's capacity for program implementation and broaden its ability to address racial disparities in employment.



#### **4. Target efforts towards those most in need and address other factors that contribute to unemployment and high disparity rates.**

The mission of the newly created Office on African American Affairs provides an important opportunity to focus workforce development efforts on communities facing the greatest challenges to employment. Additionally, the OAAA can also help ensure that the County's workforce development efforts are integrated into a comprehensive approach with other important economic strategies that impact African American employment rates, which may include for example, affordable housing, transportation, and criminal justice reform. Although workforce development is a major component of successful economic strategies, it is only one part of a larger, multi-faceted solution needed to increase employment and spur economic growth. The County should continue its efforts to make structural improvements to these systems which drive high unemployment rates.

#### **5. Leverage the public workforce system and actively coordinate with community organizations advancing workforce development programs.**

The County can increase its capacity to implement a comprehensive workforce development strategy by strengthening and expanding its current partnerships with community organizations, local and state agencies, and educational institutions. These partners can provide support for program participants and address common challenges, which the County departmental programs may not be equipped to handle. These include addressing psychosocial challenges, such as conflict and time management and professionalism, and addressing basic needs such as clothing, transportation and medical assistance.

Successful partnerships require dedicated time and energy to build strong relationships, identify the potential organizational assets and needs of all partners and develop partnership strategies that mutually advance the goals of all partners.

#### **6. Use the County's resources and leverage its partnerships to facilitate efforts that build the entrepreneurial capacity of Milwaukee County's African American community.**

An important facet of workforce development in Milwaukee is the generation of new opportunities for employment that provide solutions that are responsive to Milwaukee's larger economic development needs and opportunities. Nationally, new businesses account for nearly all new net job growth.<sup>9</sup> According to the 2011 Forbes article "Best Cities for Minority Entrepreneurs", the Milwaukee region ranked dead last (#52) for the factors that support entrepreneurship in the minority community.<sup>10</sup> As a state, Wisconsin lags behind the rest of the nation in new business starts, entrepreneurship, and innovation. In 2015, the Kaufmann Foundation's "Kaufman Index for Startup Activity" ranked Wisconsin last among all U.S. states.<sup>11</sup> As Milwaukee and Wisconsin struggle to create an environment that cultivates entrepreneurship and new business starts, Milwaukee's ability to create new jobs is in turn limited. As the overall economy suffers this condition, the prospects for new business growth in the African American community are similarly limited.

Through the Office on African American Affairs, the County is well positioned to convene the multiple efforts that support small business development in the County and can leverage County-wide resources and opportunities in partnership with public, private, educational and philanthropic entities to ultimately expand the entrepreneurial capacity of Milwaukee County's African American community.

## Milwaukee County Workforce Programs Snapshot

Department/ Agency	Active Programs	Basic Education	Work Readiness and Job Search	Job Training and Coaching	Work Supports	Job Placement	Program Evaluation
<b>Information Management Services</b>	Internship Program		✓	✓			
<b>Department on Aging</b>	Interfaith Older Adults Programs	✓	✓	✓			✓
<b>Parks</b>	Summer Youth Employment Program; Student Conservation Associate		✓	✓		✓	
<b>Zoo</b>	PROJECT SEARCH		✓	✓			
<b>Economic Development Division</b>	UpLift MKE		✓	✓	✓	✓	
<b>House of Correction</b>	Preparation for Success; Forklift Certification; American Job Center; Culinary Training; Word of Hope Ministries	✓	✓	✓	✓	✓	✓
<b>Child Support Services</b>	New Pathways for Fathers and Families	✓	✓	✓		✓	✓
<b>Health &amp; Human Services</b>	Wraparound OTJ; Wraparound EST; Individual Placement Services; Grant Avenue Club; Multicultural Services Community Employment Program; Disability Services; Face Forward Program; Power of Harambee Youth Employment Program	✓	✓	✓	✓	✓	✓

# Conclusion

This assessment demonstrates that Milwaukee County has many active workforce development programs across its departments which can be leveraged for greater impact. Once the Office on African American Affairs is fully funded and staffed, great opportunity exists for the County to elevate these initiatives by creating an overarching comprehensive strategy, setting well-defined targets, aligning resources to departments that are well-positioned to meet these targets, and providing more coordination across department programs.

A highly skilled workforce is critical for strengthening our local economy and ensuring a high quality of life in our region. Creating skilled workers for an economy that is constantly changing will require strategic investments and stronger workforce development

programs, which must be coordinated and aligned with employers' needs. There is great need in Milwaukee County for comprehensive programs that provide job training in high demand sectors, offer coaching and mentoring, create employment opportunities, and provide broad work supports.

Moreover, the newly-formed Office on African American Affairs should ensure that the County's efforts have a direct impact on improving employment opportunities for African American residents, who bear the burden of some of the largest unemployment disparities in the country. Ultimately, improving the County's workforce development efforts should enhance a comprehensive approach to economic development, including structural improvements to the County's transportation, housing, and justice systems.

<sup>1</sup> Wisconsin Department of Economic Development. Press Release: Wisconsin Local Employment & Unemployment Estimates Released, March 30, 2016.

<sup>2</sup> Levine, Marc. Zip Code 53206: A Statistical Snapshot of Inner City Distress in Milwaukee: 2000-2012. UW-Milwaukee Center for Economic Development, 2014.

<sup>3</sup> Levine, Marc. Race and Male Employment in the Wake of the Great Recession. UW-Milwaukee Center for Economic Development, 2012.

<sup>4</sup> Ibid.

<sup>5</sup> Lyn E. Haralson. "What is Workforce Development?" Federal Reserve Bank of St. Louis. <https://www.stlouisfed.org/publications/bridges/spring-2010/what-is-workforce-development>. Accessed April 2016.

<sup>6</sup> Workforce Connections. "What is Workforce Development?" USAID, May 2014 [http://www.wfconnections.org/what\\_is\\_workforce\\_development](http://www.wfconnections.org/what_is_workforce_development).

<sup>7</sup> Weigensbert, E., et al. *Inside the Black Box: What Makes Workforce Development Programs Successful?* Chapin Hall at the University of Chicago, 2012.

<sup>8</sup> Weigensbert, E., et al. *Inside the Black Box: What Makes Workforce Development Programs Successful?* Chapin Hall at the University of Chicago, 2012.

<sup>9</sup> John Haltiwanger, Ron S. Jarmin and Javier Miranda, *The Review of Economics and Statistics*, "Who Creates Jobs? Small Versus Large Versus Young," 2013, available at: [http://www.mitpressjournals.org/doi/pdf/10.1162/REST\\_a\\_00288](http://www.mitpressjournals.org/doi/pdf/10.1162/REST_a_00288).

<sup>10</sup> Forbes, "Best Cities for Entrepreneurs," 2011, available at: <http://www.forbes.com/sites/brettnelson/2011/03/23/best-cities-for-minority-entrepreneurs-2011/#312518102269>.

<sup>11</sup> The Kauffman Index: State Rankings, available at: <http://www.kauffman.org/microsites/kauffman-index/rankings/state>.





# Milwaukee County Workforce Program Profiles

A P P E N D I X

# Economic Development Division

## UpLift MKE

The Office of Economic Development (OED) is responsible for a broad range of functions in Milwaukee County government including supporting workforce development initiatives. The department is currently supporting Office on African American Affairs where addressing workforce development issues is a critical activity.

UpLift MKE is a jobs program that provides the opportunity, training, and support to residents in Milwaukee's most distressed neighborhoods. By partnering with employers, educators, and Employ Milwaukee, this program is able to generate higher wages and low-income residential placement in Milwaukee's highest growth sectors. UpLift MKE is designed to have a high-impact by focusing on zip codes where the unemployment rate is higher than the County's average, starting with 53206. UpLift MKE utilizes an innovative, flexible, and performance-based sector-based intermediary approach that has been well documented to increase employment and wages for low-income people.

### PROGRAM HIGHLIGHTS

- Uplift Milwaukee is aligned with regional efforts to create family-wage sustaining jobs in the region.
- The Economic Development Division is positioned to connect all county agencies and act as a convener to establish alignment on workforce development planning and strategy.
- The Economic Development Division has flexibility in its range of possible approaches to workforce strategy. Multiple tools and resources are available to the department.

UPLIFT MKE	
Customer/Client Profile	Residents of high unemployment zip codes
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Employ Milwaukee, MATC, WRTP/Big Step are responsible for marketing and outreach
Participant Surveys	No
Age Requirement	No
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	\$400,000 allocated from "non-departmental land sale revenues" within Milwaukee County's budget
Fiscal Agent(s)	N/A
Funding Sunset	2015 allocated funding until the full amount is spent or December 21, 2017, whichever is earliest
Program Objective	Convening in support of sustainable employment to Milwaukee's neediest job seekers
How long has the program been active?	2014
Service Provider	None
Number of Staff	1 PTE
Staff Responsibilities	N/A
How often is the program facilitated?	Daily
Schedule/Hours	Monday thru Friday 8 a.m. to 5 p.m.
Program Incentives	Financial/Bus Vouchers
Program Type	UpLift Milwaukee is designed to encourage job seekers and employers to use Employ Milwaukee as the their first source for vacancies.
External/Internal Partners	Additional funding from Milwaukee County is provided to Employ Milwaukee based on performance — \$2,000 per placement from targeted zip code — Huber Inmates/\$1,000 per placement from Tier 2 Zip Code - including Huber Inmates
Contracted External Partners	Employ Milwaukee's Industry Council (identifies employers)
Current Number of Participants Enrolled	43
Maximum Enrollment	300

# Department of Health and Human Services

Milwaukee County Department of Health & Human Services (DHHS) works to enhance the quality of life for individuals who need support living healthy, independent and safe lives within our community. DHHS operates workforce development programs across its four non-management divisions:

## Delinquency & Court Services Division:

- Power of Harambee Program: Provides job training, employment and soft skills development training to youth who have been adjudicated in the juvenile justice system.
- Face Forward Programs: Provides education, employment and training opportunities to court-involved youth.

## Disability Services Division:

- Workforce Development Program: Works with persons with intellectual and physical disabilities to obtain competitive employment and move to self-sufficiency.

## Housing Division:

- Grand Avenue Club Program: Works with community partners to place individuals participating in the County's Housing First program in jobs successfully.

## Behavioral Health:

- Wraparound On the Job Training: Provides pre-employment hard and soft skill development consisting of both classroom and hands on job activities. Participants are paid a training wage.
- Wraparound Employment Related Skills Training: Provides employment skills training to youth and young adults who are experiencing emotional and mental health challenges in an effort to find, secure and keep a job.
- Multicultural Services Community Employment Program: Employment preparation and on-the-job training provided via fee for service contracts to various disadvantaged populations.
- Individual Placement Services Programs: An evidence-based model of supported employment for individuals coping with mental illness and/or substance use disorders.

Collectively, DHHS's programs are among the largest workforce development programs in Milwaukee County. They include some of the longest-standing programs in the County, as well as three new programs launched in 2016.

## PROGRAM HIGHLIGHTS

- DHHS contracts with several community service providers to broaden their reach and increase capacity, including contracts with St. Charles Youth and Family Services, La Causa, Goodwill, Easter Seals, Milwaukee Center for Independence and the Center for Self Sufficiency.

- Some of the DHHS workforce development programs draw upon evidence based approaches including Individual Placement Services and the "Work First" model.
- Several programs have strong partnerships with the business community for job placement and mentoring or coaching. The Disabilities Division has set a specific goal to work with businesses that embrace full inclusion of people with disabilities in the labor force and promote the certification and growth of disability owned businesses.

## POWER OF HARAMBEE PROGRAM

Customer/Client Profile	Adjudicated Youth
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Promoted through Westcare and MacPyles
Participant Surveys	No
Age Requirement	14-17 years of age
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	US Bank, MacPyles & Westcare
Fiscal Agent(s)	N/A
Funding Sunset	N/A
Program Objective	Job Training, employment and soft skills development
How long has the program been active?	2015
Service Provider	Westcare and MacPyles
Number of Staff	1 FTE
Staff Responsibilities	Monitor participant progress
How often is the program facilitated?	Weekly (8 week Program)
Schedule/Hours	Evenings
Program Incentives	No
Program Type	Job Training and Coaching
External/Internal Partners	US Bank, MacPyles & Westcare
Contracted External Partners	No
Current Number of Participants Enrolled	75
Maximum Enrollment	200

## Department of Health and Human Services *(continued)*

FACE FORWARD PROGRAM	
Customer/Client Profile	Court involved youth ages 14-24 in the City of Milwaukee
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Conducted through HSWs, at schools, community events and community organizations
Participant Surveys	No
Age Requirement	14–24 years
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Department of Labor
Fiscal Agent(s)	Center for Self Sufficiency
Funding Sunset	9/1/2017 (formatted just as "September 2017")
Program Objective	Provide education, employment and training opportunities to youth who have a chance to get charges diverted or expunged
How long has program been active?	January 2016
Service Provider	CFSS
Number of Staff	2 full-time case managers and 7 part-time positions
Staff Responsibilities	Case management, match to credential training, tutoring and workforce services
How often is the program facilitated?	Daily — case by case basis
Schedule/Hours	N/A
Program Incentives	Employment retention bonus
Program Type	Basic Education, Job Training and Coaching, Work Readiness and Job Search, Job Placement, Work Supports
External/Internal Partners	DCSD, Flood the Hood with Dreams
Contracted External Partners	Center for Self Sufficiency
Current Number of Participants Enrolled	84
Maximum Enrollment	188

DISABILITY SERVICES WORKFORCE DEVELOPMENT PROGRAM	
Customer/Client Profile	Young adults residing in Milwaukee County graduating from high school with a physical or intellectual disability
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Regularly met with MPS and other municipalities to provide transition services to every young adult graduating from high school.
Participant Surveys	No
Age Requirement	18–60, focus on 18–24
Income Requirements	Medicaid eligibility: Generally max is \$750/person on SSI and \$1250/month on SSD
Education Requirements	No
Benefit Requirements	SSI or Social Security Disability
Funding Source	Milwaukee County tax levy and basic community aids
Fiscal Agent(s)	No
Funding Sunset	Funding allocated yearly
Program Objective	To assist individuals in obtaining competitive employment with at least minimum wage or higher and move to self-sufficiency
How long has program been active?	Over 20 years
Service Provider	Broadscope, Goodwill, Milwaukee Center for Independence and Easter Seals
Number of Staff	1 FTE
Staff Responsibilities	To review and oversee new intakes, monitor goals and progress of participants, review contract compliance
How often is the program facilitated?	Daily
Schedule/Hours	9 a.m. to 4 p.m.
Program Incentives	No
Program Type	Job Training and Coaching, Work Readiness and Job Search, Work Supports, Job Placement
External/Internal Partners	DVR, MPS, DPI, Curative Care, Independence First, Easter Seals, MCFI, Broadscope, Life Navigators, State Department of Health Services, Social Security Administration, Disability Solutions Collaborative, Family Care, Goodwill
Contracted External Partners	Broadscope, Goodwill, Milwaukee Center for Independence and Easter Seals
Current Number of Participants Enrolled	25–30
Maximum Enrollment	30–35

## Department of Health and Human Services *(continued)*

<b>HOUSING DIVISION: GRAND AVENUE CLUB</b>	
Customer/Client Profile	Chronically homeless individuals enrolled in the Housing Division's Housing First Initiative
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Conducted by Housing Division homeless outreach staff
Participant Surveys	No
Age Requirement	18
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Foundations
Fiscal Agent(s)	No
Funding Sunset	Potentially 2017
Program Objective	
How long has program been active?	2016
Service Provider	Grant Avenue Club
Number of Staff	1 PTE
Staff Responsibilities	Ensure job placements are occurring and that clients are successful
How often is the program facilitated?	Placements are done weekly
Schedule/Hours	First shift
Program Incentives	Clients receive regular work wages.
Program Type	Job Training and Coaching, Work Readiness and Job Search, Job Placement
External/Internal Partners	Various private businesses that partner with the Grand Avenue Club for contracts
Contracted External Partners	
Current Number of Participants Enrolled	10
Maximum Enrollment	N/A

<b>BHD WRAPAROUND: ON THE JOB TRAINING PROGRAM</b>	
Customer/Client Profile	Working age youth and young adults in any of Wraparound's programs (excluding CORE)
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Word of mouth referrals; Wraparound participants have access to a provider directory, which provides information on vendors and services. Vendors are not permitted to solicit business directly from families or care coordinators, but can present information to Care Coordination teams
Participant Surveys	Yes
Age Requirement	Minimum age: 15 3/4 years
Income Requirements	No
Education Requirements	No
Benefit Requirements	Enrollment in Wraparound Milwaukee
Funding Source	Non Medicaid pooled funding
Fiscal Agent(s)	N/A
Funding Sunset	N/A
Program Objective	Pre-employment hard and soft skill development consisting of both classroom and hands on job activities, time limited, paid a training wage (see text box below)
How long has program been active?	Established 6/1/2011
Service Provider	St. Charles Youth and Family Services
Number of Staff	Vendor (St. Charles) has 6 FTE dedicated to this service.
Staff Responsibilities	Vendors have discretion with assigning staff responsibilities for the various program activities
How often is the program facilitated?	Ongoing; enrollment is open
Schedule/Hours	9 a.m. to 8 p.m., varies by time of year. During school year, services shift to evenings
Program Incentives	On the Job Training includes an incentive payment (\$700) if individuals are hired and retained on jobs for 60 days
Program Type	Job Training and Coaching
External/Internal Partners	
Contracted External Partners	St. Charles Youth and Family Services
Current Number of Participants Enrolled	39
Maximum Enrollment	64

## Department of Health and Human Services (continued)

BHD MULTICULTURAL SERVICES COMM EMP	
Customer/Client Profile	The disadvantaged, unemployed, post prison population, recovering population, W-2 General public
Voluntary/Compulsory	Voluntary, unless mandated by the courts
Marketing/Outreach	None
Participant Surveys	Yes
Age Requirement	18–55 years
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Grants or qualified WIA participants
Fiscal Agent(s)	None
Funding Sunset	N/A
Program Objective	To strengthen and employ individuals from soft skills to family supportive wages by education, job training, employment services post-graduation
How long has program been active?	Since 1972, with job-training since 2005
Service Provider	Agency staff
Number of Staff	7 FTE
Staff Responsibilities	From enrollments to overall success of the clients that participate in programs and classes. Trainers are to train and prepare for exams and immerse clients in hands on to learn how to run equipment and learn all procedures. Administration is responsible for student accountability and registration
How often is the program facilitated?	Every 3 weeks begin new programs to maintain a steady flow of completed participants for employers
Schedule / Hours	Monday thru Friday, morning, afternoon and night classes; Saturday classes offered seasonally
Program Incentives	No
Program Type	
External/Internal Partners	Sherwin Williams, MATC, Spartan Chemicals, Roder, Inc., CMI, IICRC, Green Institute, MEGA, etc.
Contracted External Partners	N/A
Current Number of Participants Enrolled	57
Maximum Enrollment	130

BHD WRAPAROUND: EMPLOYMENT RELATED SKILL TRAINING SERVICES	
Customer/Client Profile	Working age youth and young adults in any of Wraparound's programs (including CORE)
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Word of mouth referrals. Wraparound participants have access to provider directory, which provides information on vendors and services. Vendors are not permitted to solicit business directly from families or care coordinators, but can present information to Care Coordination teams. Enrollees involved in Wraparound's CORE program can automatically receive service as part of the CORE service package
Participant Surveys	Yes
Age Requirement	Minimum 15 <sup>3</sup> / <sub>4</sub> years
Income Requirements	No
Education Requirements	No
Benefit Requirements	Enrollment in Wraparound Milwaukee
Funding Source	Supported by Medicaid funding
Fiscal Agent(s)	No
Funding Sunset	N/A
Program Objective	Working with youth/young adults who are experiencing emotional and mental health challenges in an effort to find, secure and keep a job
How long has program been active?	Established 2/1/2016
Service Provider	Current: La Causa; Future: St. Charles Youth and Family Services and Running Rebels
Number of Staff	La Causa has 2 staff; St. Charles has 6 FTE dedicated to this service
Staff Responsibilities	Vendors have discretion with assigning staff responsibilities for the various program activities
How often is the program facilitated?	Ongoing; enrollment is open
Schedule/Hours	Individualized to meet the participants needs
Program Incentives	No
Program Type	Employment skills training
External/Internal Partners	
Contracted External Partners	La Causa
Current Number of Participants Enrolled	25
Maximum Enrollment	Current capacity is 30, but could be scaled up in time

## Department of Health and Human Services *(continued)*

BHD INDIVIDUAL PLACEMENT SERVICES	
Customer/Client Profile	Individuals coping with mental health and/or substance use disorders
Voluntary/Compulsory	Voluntary
Marketing/Outreach	IPS informational sessions open to all assigned treatment team consumers
Participant Surveys	In pilot stage
Age Requirement	No specific age exclusions
Income Requirements	CCS does not have an income limit (though individuals need to have T-19 to qualify). To be eligible for other CARS services, individuals must have an income of less than \$2,000 per month.
Education Requirements	No
Benefit Requirements	To be eligible for CCS and receive IPS services through a CCS team, individuals must have T-19. To be eligible for CSP, individuals do not have benefit specifications.
Funding Source	Medicaid-CCS, Medicaid-CSP and Tax Levy, Wraparound (for CORE teams) and DVR funding
Fiscal Agent(s)	Milwaukee County BHD, Wraparound (for CORE Teams)
Funding Sunset	N/A
Program Objective	To improve competitive employment rates and participation in educational activities for individuals coping with mental health and/or substance use disorders
How long has program been active?	2014
Service Provider	Milwaukee Mental Health Associates (MMHA), Goodwill and Easter Seals.
Number of Staff	1 FTE. Additional responsibilities are distributed. Direct services are brokered out to contracted vendors
Staff Responsibilities	Milwaukee County CARS staff provide general oversight and leadership. Responsibilities include: developing effective policies and procedures, building partnerships with vested stakeholders, developing IPS specific trainings, participation in fidelity reviews, data collection, providing ongoing support and assistance to Milwaukee County's contracted IPS vendors and serving as a liaison to the State IPS Team
How often is the program facilitated?	
Schedule/Hours	Generally Mon thru Friday, 7:30 a.m. to 5 p.m. Additional times of day based on client needs
Program Incentives	No
Program Type	Basic Education, Job Training and Coaching, Work Readiness and Job Search, Job Placement, Work Supports
External/Internal Partners	CARS clinical teams, IPS contracted vendors- Milwaukee Mental Health Associates (MMHA), Goodwill and Easter Seals; CARS clinical teams (MMHA-CSP, APC, La Causa, Bell Therapy, Whole Health Clinical Group-CCS teams; Wraparound CORE teams La Causa, Department of Vocational Rehabilitation (DVR) and the State IPS Team
Contracted External Partners	Milwaukee Mental Health Associates (MMHA), Goodwill and Easter Seals
Current Number of Participants Enrolled	66
Maximum Enrollment	N/A

## Department of Health and Human Services *(continued)*

MAKING MILWAUKEE WORK FOR YOUTH	
Customer/Client Profile	Youth and young adults ages 14–24 who are involved in the juvenile justice system via probation, out-of-home placement due to juvenile justice involvement or diversion programming
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Program is marketed in partnership with DOC, Delinquency & Court Services, MPS, Safe and Sound and out-of-home placement providers
Participant Surveys	Yes
Age Requirement	Youth and young adults ages 14–24
Income Requirements	No
Education Requirements	
Benefit Requirements	No
Funding Source	Face Forward—Department of Labor via the Safer Foundation
Fiscal Agent(s)	Safer Foundation
Funding Sunset	9/30/2017 (formatted as September 30, 2017)
Program Objective	Providing training, legal services, and other ancillary services to service this population to support their involvement with the workforce development system to assist with connecting them with career track exploration and/or linkage. In addition, to provide barrier remediation to assist with their effective transition into adulthood and employment
How long has the program been active?	2014
Service Provider	Running Rebels, Social Development Commission, Wisconsin Regional Training Partnership, Legal Action of Wisconsin
Number of Staff	7.5 FTE
Staff Responsibilities	Contract monitoring for compliance, technical assistance, program reporting
How often is the program facilitated?	Weekly
Schedule/Hours	9 a.m. to 5 p.m., some evening and weekend hours
Program Incentives	Training attendance stipend, DMV Driver's License fee payment, work experience opportunities, transportation, work supplies, interview clothing, post-secondary application fee payment
Program Type	Job Training and Coaching, Job Search, Work Support, Work Readiness and Job Search
External Partners	Running Rebels, Social Development Commission, Wisconsin Regional Training Partnership, Legal Action of Wisconsin
Contracted External Partners	Yes
Current Number of Participants Enrolled	88
Maximum Enrollment	175

# Child Support Services

## Milwaukee County New Pathways for Fathers and Families

Milwaukee County Child Support Services (CSS) is implementing New Pathways for Fathers and Families, a five-year grant aimed at supporting fathers with children ages 24 and under in targeted Milwaukee neighborhoods. Designed to improve the employment and economic mobility of participating parents, New Pathways curriculum, which offers program services in economic stability, responsible parenting and health marriages/relationships, fosters positive father-child engagement and encourages healthy relationships.

Services are provided through skill-building workshops, which are followed by individualized services to address unmet needs. Services are targeted for fathers living in Milwaukee County neighborhoods that experience a high birth rates to unmarried parents, a low percentage of households with two married parents, high rates of fatherless households, high poverty rates and high unemployment and incarceration rates, particularly for Black males.

Launched in 2015, the program aims to serve 950 participants per year.

### PROGRAM HIGHLIGHTS

- New Pathways is a federally-funded program being administered through multiple levels of government and community collaboration.
- New Pathways supports parents from specific economically challenged neighborhoods and backgrounds in Milwaukee.
- Through partnerships, New Pathways will operate across multiple County agencies with support for economically-disadvantaged fathers of children under 24 in Milwaukee.

NEW PATHWAYS FOR FATHERS AND FAMILIES	
Customer/Client Profile	Economically disadvantaged parents of youth under age 24
Voluntary/Compulsory	Voluntary
Marketing/Outreach	The program is marketed through brochures, fliers and radio as well as CSS Outreach. CSS provides outreach through community presentations and Child Support 101 sessions
Participant Surveys	Yes – Participant (Pre & Post)
Age Requirement	Parent with children under age 24
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	U.S. Department of Health and Human Services (HHS), Administration for Children and Families (ACF), and Office of Family Assistance (OFA).
Fiscal Agent(s)	Milwaukee County
Funding Sunset	N/A
Program Objective	New Pathways offers three integrated core program services: Economic Stability, Responsible Parenting and Healthy Marriage/Relationship.
How long has the program been active?	2015
Service Provider	Multiple community partners
Number of Staff	7 Variable FTE
Staff Responsibilities	Duties conducted by Authorizing Official, Project Director, Project Fiscal Director, Administrative Assistant, Outreach Coordinator and Paralegal positions
How often is the program facilitated?	Program begins July 2016
Schedule/Hours	Day & Evening Hours
Program Incentives	Transportation & Meals
Program Type	Job Training and Coaching, Job Placement
External Partners	Milwaukee Area Workforce Investment board for Job Search Assistance via Job Centers, Job Training, Youth Employment, and Employer Development. Other employment support service providers include WRTP, (Job Training, Apprenticeship Programs) and Northcott (Construction Skills Training and Transitional Jobs)
Contracted External Partners	Yes
Current Number of Participants Enrolled	0
Maximum Enrollment	950 Per Year



# Milwaukee County Parks

## Summer Youth Employment Program & Transform Milwaukee Jobs + Student Conservation Associate & Internships

The Milwaukee County Parks Department (Parks) partners with corporate, nonprofit and other community stakeholders to offer experiential job training opportunities in landscape design, urban gardening and facilities management to high school students and individuals with physical challenges. Parks staff provide education, soft skills training, résumé development and on the job training to program participants. Large field operations with multiple worksites support ample training and learning opportunities within the Parks Department. Guided by the principles of environmental stewardship, the department supports and sustains a dedicated workforce reflecting the

culturally diverse communities that Parks serves throughout Milwaukee County.

### **PROGRAM HIGHLIGHTS**

- The Parks Department's large field operations and multiple work-site locations create a broad range of possible workforce development opportunities when compared to other divisions and departments with smaller operations.
- Parks is one of a very few divisions or departments with corporate partnerships that provide funding resources for a specific workforce program.

## Milwaukee County Parks (continued)

SUMMER YOUTH EMPLOYMENT PROGRAM TRANSFORM MILWAUKEE JOBS	
Customer/Client Profile	Youth & Young Adults
Voluntary/Compulsory	Voluntary
Marketing/Outreach	The TMJ and SYEP program is promoted through Employ Milwaukee
Participant Surveys	Yes, participant evaluations
Age Requirement	15–24 years of age
Income Requirements	Yes — differs for each program funding source
Education Requirements	Yes — differs for each program funding source
Benefit Requirements	Yes — differs for each program funding source
Funding Source	Workforce Funding Alliance
Fiscal Agent(s)	Workforce Funding Alliance
Funding Sunset	N/A
Program Objective	Skill development & training
How long has the program been active?	SYEP: 2008 TMJ: 2011
Service Provider	Parks
Number of Staff	15 Unit Coordinators
Staff Responsibilities	The staff provides on the job training specific to Parks roles and responsibilities.
How often is the program facilitated?	SYEP: late May to late August TMJ: each youth is required to complete 1040 hours for the program
Schedule/Hours	SYEP: 20 hours per week TMJ: 29 hours per week
Program Incentives	No
Program Type	Job Training and Coaching
External/Internal Partners	No
Contracted External Partners	No
Current Number of Participants Enrolled	0
Maximum Enrollment	N/A

STUDENT CONSERVATION ASSOCIATE & INTERNSHIPS	
Customer/Client Profile	Youth and Young Adults (Age 15–24)
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Program promoted through Milwaukee County's career website, various social media outlets, and through the local college and university networks
Participant Surveys	Yes
Age Requirement	15–24 years of age
Income Requirements	No
Education Requirements	High school student or recent graduate
Benefit Requirements	No
Funding Source	Grant funded
Fiscal Agent(s)	SCA
Funding Sunset	December 2016
Program Objective	Skill development and training
How long has the program been active?	2005
Service Provider	Parks
Number of Staff	6
Staff Responsibilities	Provide education, soft skills trainings and resume development
How often is the program facilitated?	July thru August for summer crews and all year for year-long crews
Schedule/Hours	40 hours per week for summer crews
Program Incentives	No
Program Type	Job Training and Coaching
External/Internal Partners	EPA, SCA
Contracted External Partners	Yes, SCA
Current Number of Participants Enrolled	80
Maximum Enrollment	N/A

# House of Correction

## Preparation for Success + Forklift Certification Program + American Job Center + Culinary Training Aramark Program + Word of Hope Ministries Program

The House of Correction (HOC) houses individuals who have been sentenced to a year or less incarceration period and has several active workforce development programs. Through a variety of collaborations and partnerships linked to multiple agencies, the House of Correction facilitates workforce programs in an effort to decrease recidivism. HOC workforce programs are active in both community settings and within the HOC.

Many inmates re-entering the community are connected to faith-based organizations that support participant re-acclimation to community and family life. Programs within the HOC facilities are being implemented formally and informally based on resources, capacity, and individual needs. HOC has a formal partnership with Aramark, who provides culinary arts training to HOC inmates. An additional formal partnership exists with Word of Hope Ministries, which provides general support to HOC inmates.

Traditional job training activities are provided to inmates through a variety of programming activities and include job coaching, job search, and soft-skills development.

Workforce programming at HOC has seen several iterations over recent years and no formal comprehensive workforce strategy has been adopted.

### PROGRAM HIGHLIGHTS

- HOC has both formal and informal workforce programming in place.
- Individual staff members provide job training and support to inmates outside of the scope of their normal work-related duties and responsibilities.

### FORKLIFT CERTIFICATION PROGRAM

Customer/Client Profile	HOC Inmates
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Inmate library, Dorm fliers in HOC
Participant Surveys	No
Age Requirement	No
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Cost of fuel provided by Milwaukee County
Fiscal Agent(s)	N/A
Funding Sunset	No funding allocated
Program Objective	Forklift Certification, recertification & safe driving
How long has the program been active?	2014
Service Provider	N/A
Number of Staff	2 - Forklift Instructors
Staff Responsibilities	Forklift driving instruction & recertification
How often is the program facilitated?	Every other month
Schedule/Hours	Three day course/12-hour training
Program Incentives	Certificate
Program Type	Job Training and Coaching
External/Internal Partners	Milwaukee County Airport, Home to Stay & Job Center
Contracted External Partners	No
Current Number of Participants Enrolled	8
Maximum Enrollment	20

## House of Correction (continued)

AMERICAN JOB CENTER	
Customer/Client Profile	HOC Inmates
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Inmate library, Dorm fliers in HOC
Participant Surveys	No
Age Requirement	No
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Department of Labor
Fiscal Agent(s)	N/A
Funding Sunset	N/A
Program Objective	Teach inmates soft skills and job training
How long has the program been active?	2016
Service Provider	Employ Milwaukee & Milwaukee County
Number of Staff	2
Staff Responsibilities	Program oversight
How often is the program facilitated?	Continuous
Schedule/Hours	Varies
Program Incentives	N/A
Program Type	Job Training and Coaching
External Partners	American Job Center
Contracted External Partners	No
Current Number of Participants Enrolled	60
Maximum Enrollment	Seeks to serve 750 participants with 125 having extended services following incarceration

ARAMARK CULINARY TRAINING PROGRAM	
Customer/Client Profile	HOC Inmates
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Inmate library, Dorm fliers in HOC
Participant Surveys	No
Age Requirement	No
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Milwaukee County
Fiscal Agent(s)	N/A
Funding Sunset	Unknown
Program Objective	Culinary skill development
How long has the program been active?	2014
Service Provider	Aramark
Number of Staff	N/A
Staff Responsibilities	N/A
How often is the program facilitated?	Continuous
Schedule/Hours	Varies
Program Incentives	No
Program Type	Job Training and Coaching
External Partners	Aramark
Contracted External Partners	Aramark
Current Number of Participants Enrolled	150
Maximum Enrollment	250

## House of Correction (continued)

PREPARATION FOR SUCCESS PROGRAM	
Customer/Client Profile	HOC Inmates
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Inmate library, Dorm fliers in HOC
Participant Surveys	Yes
Age Requirement	No
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	No
Fiscal Agent(s)	N/A
Funding Sunset	N/A
Program Objective	Soft skills, resume writing, interviewing skills
How long has the program been active?	2015
Service Provider	HOC
Number of Staff	1 FTE - Correctional Officer
Staff Responsibilities	Inmate instruction
How often is the program facilitated?	Continuous
Schedule/Hours	Monday thru Friday
Program Incentives	No
Program Type	Job Training and Coaching
External Partners	Job Center
Contracted External Partners	No
Current Number of Participants Enrolled	12
Maximum Enrollment	Continuous

WORD OF HOPE MINISTRIES PROGRAM	
Customer/Client Profile	HOC Inmates (53206 residents)
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Inmate library, advertising in each dorm in HOC
Participant Surveys	Yes
Age Requirement	No
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	No
Fiscal Agent(s)	N/A
Funding Sunset	N/A
Program Objective	Soft skills, resume writing, interviewing skills, job readiness
How long has the program been active?	2014
Service Provider	WOH
Number of Staff	3 Case Managers and 2 Mentors
Staff Responsibilities	Inmate instruction
How often is the program facilitated?	Continuous
Schedule/Hours	Daily
Program Incentives	Transportation & Program Certificates
Program Type	Job Training and Coaching
External Partners	MATC, Preparation for Success
Contracted External Partners	No
Current Number of Participants Enrolled	100
Maximum Enrollment	Continuous

# Information Management Services Department (IMSD)

## IT Internship Program

IMSD is charged with supporting Milwaukee County's 21st Century technology needs. Since 2009, IMSD has recruited students from local colleges and universities for its Information Technology Internship Program. The IT internship program is part of the division's strategy to develop, recruit and retain local talent in the IT field. Students gain valuable experience working on IT projects while receiving assistance and oversight from IMSD staff. The program expands the division's operational capacity and supports the fulfillment of its succession planning activities to meet the talent acquisition needs within the division.

### PROGRAM HIGHLIGHTS

- IMSD operates the only workforce development program across all interviewed Milwaukee County divisions and departments that provides high school graduates with an opportunity to earn credits toward their college degree.
- The internship provides students with talent, skill development and "on-the-job training" for careers in the high-demand, high-growth field of IT. It also supports key outcomes toward closing the County's 21st Century skills gap.

IT INTERNSHIP PROGRAM	
Customer/Client Profile	IT Students
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Work with IT Departments at MATC, Marquette and UWM, post on school boards and directly with IT professors
Participant Surveys	N/A
Age Requirement	No
Income Requirements	No
Education Requirements	Must be enrolled in college or university in an IT field of study
Benefit Requirements	No
Funding Source	IMSD Operating Budget
Fiscal Agent(s)	IMSD
Funding Sunset	N/A
Program Objective	Primary objectives: gain knowledge and skills about IT
How long has the program been active?	2009
Service Provider	IMSD
Number of Staff	1 FTE
Staff Responsibilities	Interview desktop support interns, train and provides hands on experience
How often is the program facilitated?	6 month internships
Schedule/Hours	Flexible with student schedules
Program Incentives	Some participants receive college credit
Program Type	Job Training and Coaching
External/Internal Partners	Sheriff's Office and House of Correction
Contracted External Partners	N/A
Current Number of Participants Enrolled	3
Maximum Enrollment	7

# Milwaukee County Zoo

## PROJECT SEARCH

With over 200 acres of land and 2,000 animals under its responsibility, the Milwaukee County Zoo is a nationally recognized leader in research and education contributing to worldwide animal management and habitat sustainability efforts. Based on the size of zoo operations and its diverse scope of objectives there are numerous workforce engagement opportunities possible.

PROJECT SEARCH, the current workforce program in operation at the Zoo, supports the job readiness and social skill development of high school students who are cognitively and physically challenged. In partnership with Goodwill and CESA, the students currently enrolled in the program earn credits towards their high school graduation as the program operates during the school year. Through workplace learning opportunities throughout Zoo operations, participants learn problem-solving, teamwork and social relationship building and gain new job skills and independence.

### PROGRAM HIGHLIGHTS

- PROJECT SEARCH is a nationally recognized program operating in multiple states.
- Partnerships exist between multiple non-profit organizations to fulfill the program objectives.
- PROJECT SEARCH supports programming for an underserved population.

PROJECT SEARCH	
Customer/Client Profile	Young adults ages 18-25 with disabilities and cognitive learning challenges
Voluntary/Compulsory	Voluntary
Marketing/Outreach	School districts, community agencies
Participant Surveys	Yes
Age Requirement	18-25 years of age
Income Requirements	No
Education Requirements	High School Credits
Benefit Requirements	No
Funding Source	CESA, Goodwill & Zoo Dept.
Fiscal Agent(s)	N/A
Funding Sunset	No end date for funding
Program Objective	To develop job & social skills for young adults with disabilities and cognitive learning skills
How long has the program been active?	2015
Service Provider	CESA & Goodwill
Number of Staff	1 - FTE-Teacher and 2 FTE Job Coaches (Goodwill)
Staff Responsibilities	Teacher (lesson plans) & Job Coach (hand on shoulder)
How often is the program facilitated?	During school year (September to June)
Schedule/Hours	5 days per week, 8 a.m. to 2:30 p.m.
Program Incentives	Case manager provides transportation and UW Whitewater Credits
Program Type	Job Training and Coaching
External/Internal Partners	Goodwill, CESA
Contracted External Partners	No
Current Number of Participants Enrolled	12
Maximum Enrollment	20

# Department on Aging

## Interfaith Older Adult Program, Inc.

### Mature Workers Resource Center

In partnership with the Department on Aging, Interfaith Older Adult Programs (Interfaith), a local community-based nonprofit organization, is contracted to provide a broad range of supportive services for adults age 55 and older that reside in Milwaukee County. Interfaith operates six senior centers and eleven neighborhood outreach offices throughout Milwaukee County where, amongst other programs and activities, workforce development services are provided. Serving 17,000 clients in Milwaukee County, Interfaith employs dozens of local seniors. In addition, seniors seeking to develop the relevant skills to secure employment or advance in the workplace are extended volunteer and experiential work opportunities within the multiple Interfaith locations. The Mature Workers Resource Center teaches participants employment skills and helps participants search for job opportunities.

#### PROGRAM HIGHLIGHTS

- The Department on Aging is the only department across Milwaukee County government with workforce programing that specifically targets seniors.
- Interfaith workforce programs for seniors have been active for more that 16 years, the longest across all Milwaukee County divisions and departments interviewed.

INTERFAITH PROGRAM	
Customer/Client Profile	Seniors/Older Adults (55 years of age and older)
Voluntary/Compulsory	Voluntary
Marketing/Outreach	Interfaith Older Adult Programs promotes on website; accepts referrals from agencies throughout the aging network, including United Way. United Way conducts outreach through senior & resource centers.
Participant Surveys	Yes
Age Requirement	55 years of age and older
Income Requirements	No
Education Requirements	No
Benefit Requirements	No
Funding Source	Federal Older Americans Act Program
Fiscal Agent(s)	Milwaukee County Aging & Employ Milwaukee
Funding Sunset	N/A
Program Objective	Teach computer skills, and help with employment search
How long has the program been active?	2000
Service Provider	Interfaith Older Adult Programs, Inc.
Number of Staff	1 FTE
Staff Responsibilities	Monitor and assess program activities
How often is the program facilitated?	Daily
Schedule/Hours	9 a.m. to 3 p.m. (20 hours/week)
Program Incentives	No
Program Type	Job Training and Coaching
External/Internal Partners	Employ Milwaukee
Contracted External Partners	No
Current Number of Participants Enrolled	163
Maximum Enrollment	N/A



MILWAUKEE COUNTY OFFICE OF THE COUNTY EXECUTIVE  
Milwaukee County Courthouse  
901 North 9th Street, Room 306 • Milwaukee, WI 53233  
Phone: 414-278-4211 • Fax: 414-223-1375