

MILWAUKEE COMMERCE

Fall 2016 - Volume 95, No.3

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Howard Fuller - Milwaukee Collegiate Academy

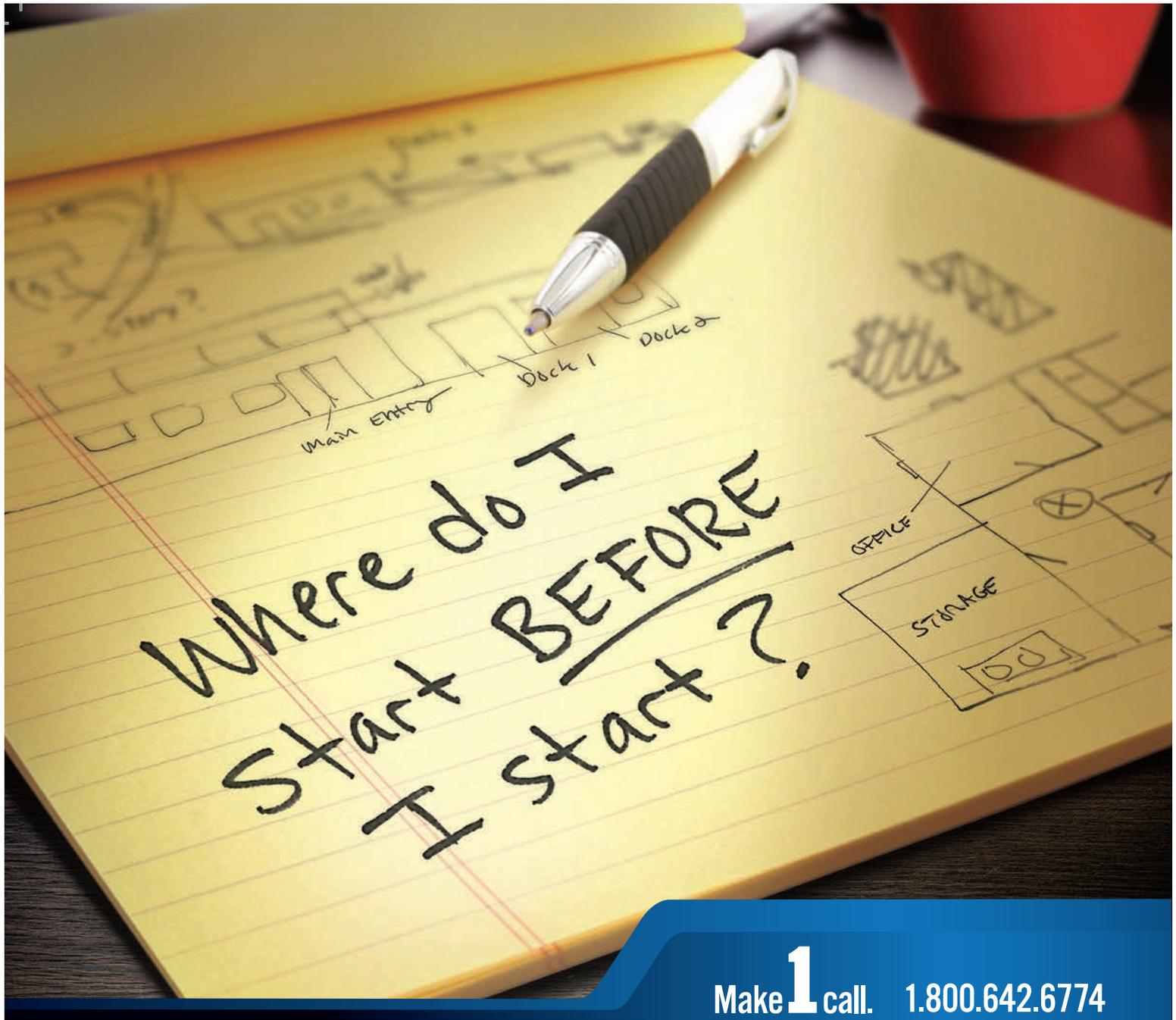
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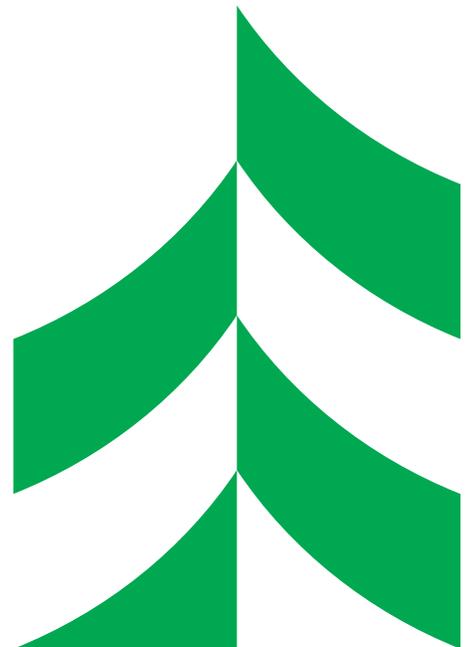


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From the President

EDUCATION:

Leverage what's working, challenge what's not

It's complicated. Milwaukee's education system has seen many changes in the past 25 years – from the expansion of the Milwaukee Parental Choice Program and additions of charter schools to numerous changes in the superintendent leadership of Milwaukee Public Schools. Some of these have been effective, some have failed and for some, time will tell. But all these changes are set against a backdrop of extreme challenges.

We have tremendous and courageous education leaders providing high-quality education to students in the most challenged zip codes in the city. Some work in Milwaukee Public Schools, some have started their own schools from the ground up as charters, and some serve students through offerings in the Parental Choice Program. While they may differ in approach, they all work with students who have incredibly challenged lives outside of school. These challenges can include poverty, violence, drugs, incarceration, unstable housing and insecure family settings. The largest student population in the city is the population furthest behind.

To blame these results on schools, school leaders, or a school system makes the solution to a complex set of challenges overly simplistic and frankly unfair to those striving to educate. To say that we are doing our best to educate these children, despite what is happening outside of school, is to put our collective heads in the sand and ignore policy changes, school innovations, and the commitment needed to continuously improve. The recommendations included in this edition of *Milwaukee Commerce* are offered as a way to leverage what is working, to challenge what is not, and to stimulate what could be. The recommendations are not offered as a finished product, but as an open-ended dialogue. And they represent the interests of employers eager to engage as a community partner in raising educational attainment and prosperity for all children.

We do not have all the answers, but we do have an obligation to be productive partners in the K-12 system. [View all of MMAC's recommendations for urban education at www.mmac.org/education.html](http://www.mmac.org/education.html)



Devin Shanley

MMAC President

“
We do not have all the answers, but we do have an obligation to be productive partners in the K-12 system.”

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35 YEARS

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United P&H Supply Company

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Community Financial Service Center
Kickhaefer Manufacturing Company
Strand Associates, Inc.

20 YEARS

Converted Products, Inc.
EmPowerHR
Gomoll Research & Design, Inc.
Locatelli and Company SC
Marso Companies LLC
Milwaukee Center for Independence
NOVA Systems, Inc.
Ticket King

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The QTI Group
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Volunteers of America of WI
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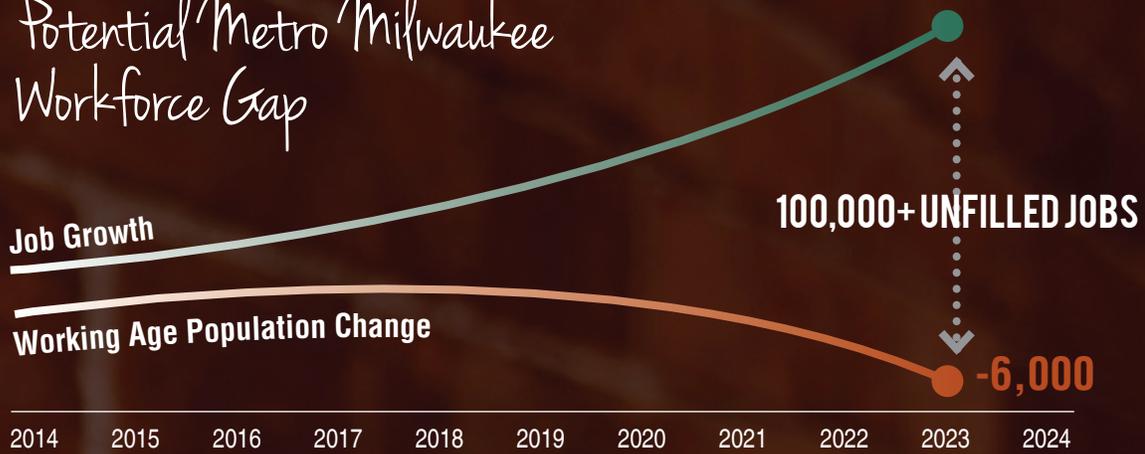


EDUCATION

is our economic cornerstone

MMAC BELIEVES EMPLOYERS HAVE A RESPONSIBILITY TO ENGAGE IN IMPROVING THE OUTCOMES FOR K-12 STUDENTS — ESPECIALLY ECONOMICALLY DISADVANTAGED STUDENTS WITH THE LARGEST ACHIEVEMENT GAPS AS COMPARED TO THEIR PEERS.

Potential Metro Milwaukee Workforce Gap



MMAC serves our membership and the community by supporting a globally competitive regional economy capable of providing high-value, high wage jobs, which sustain a vibrant quality of life for all. To execute on this vision, the Association continuously updates its strategic planning document, the *Blueprint for Economic Prosperity*.

This edition of *Milwaukee Commerce* presents MMAC's latest findings and recommendations that we believe will have the greatest impact on our future workforce and our current citizens in the area of K-12 urban education.

Global & local demographic trends

Metro Milwaukee's economy is global. Employment and capital investment decisions

compete every day with the trends that both shape and shake our future. Change is swift, automation is king, and each market inflection point spells disruption or opportunity.

Investment will flow to regions that provide a stable platform from which employers can best innovate, produce and serve their customers.

For the first time since 1950, the working age population of the world's advanced economies is declining, and will continue to do so through 2050. Lower birth rates (dropping in half) and an aging population of non-working dependents will strain many economies.

- continued on page 10

U.S. Workforce Population Growth

1950-2000	127%
PROJECTED 2000-2050	36%

Low-income Milwaukee students

FACE MULTIPLE CHALLENGES

87%

of all African American children in Milwaukee County are raised in families at or near the **POVERTY LEVEL**.

79%

of Latino and other non-white children at or near the **POVERTY LEVEL**.

86%

of all **WISCONSIN BIRTHS OUT OF WEDLOCK** were to African American mothers, 10% higher than the U.S. average.

70%

is the cumulative risk an African American male high school dropout has of **BEING INCARCERATED BY HIS MID 30s** (born 1975-1979).

METRO MILWAUKEE RANKS

8TH

HIGHEST AMONG U.S. METROS FOR CONCENTRATED POVERTY.

- continued from page 9

These shifting global demographics also cast U.S. workforce population growth in a dramatically different light. From 1950 to 2000, the U.S. workforce population grew by 127% to 141M. In the 50 years following 2000, the U.S. workforce population is projected to grow by only 36%, and the trend from 2015-2050 shows a growth rate of just 10%. This means even the faster-growing geographic areas

of the U.S. will see their workforce population grow more slowly, and regions like the Midwest, including Wisconsin and Metro Milwaukee, will have their workforce challenged by stagnating population growth as well as out-migration.

The metro area is projected to see the gap between available jobs and available workforce grow to 100,000 by 2023. These unfilled job openings are the projected result of modest economic growth, an aging workforce and a

EDUCATIONAL ATTAINMENT

Metro Milwaukee Talent Profile
+25 YRS. AGE = 1,040,000

Less than H.S.
Diploma

104,000

H.S.
Graduate

285,000

Metropolitan Milwaukee is trapped in a cycle that drains the potential of far too many of its citizens before they even reach a classroom. What we know about giving children their best chance is not new in this community — or others. Chances for success are greatly enhanced if children are born at a normal birth-weight to a non-poor married mother with at least a high-school diploma. For a significant number of children in Milwaukee, this is NOT the case:

50%

of fathers under age 30 without a post-secondary degree are **LIVING WITH THE MOTHER OF ALL THEIR CHILDREN.**

78%

of **HIGH-SCHOOL DROPOUTS HAD THEIR FIRST CHILD BY AGE 25** (median age women 19, for men 22). Only 3% of young men with a bachelor's degree or higher had a child by age 22.

79%

IS THE UNEMPLOYMENT RATE OF YOUNG PEOPLE (AGES 20-24) WITHOUT A HIGH SCHOOL DEGREE. For those with a bachelor's degree, unemployment is under 5%.

33%

of children born to low-income, low-education parents **MEET A SUCCEEDING BENCHMARK** such as graduating from high school, waiting to have a child until after teenage years or avoiding criminal behavior by adulthood.

Similar outcomes are passed on to the next generation when young adults have a baby without a reliable partner, do not finish high school and don't hold a quality job. A high percentage of these children are raised in unstable, fragile families without the resources, time, or skills to parent most effectively.

As children reach school age, we turn to the K-12 education system to "fix" or "fill" the significant gap that has put these children well behind their peers before they step into a classroom. Too many children will carry their challenges with them throughout their schooling and beyond.

working age population (15-69) that will number 6,000 fewer than today.

Too many students sitting on the sidelines

City of Milwaukee K-12 students are the major source of the region's future talent pool. But in 2015, 65% of African American students did not reach basic proficiency in math

and 57% were not proficient in reading in Milwaukee Public Schools - MPS. Unless these results improve, a significant number of our citizens will be benched from the economy. While the responsibility for nurturing the next generation begins at home, the community's most significant opportunity to impact its future flow of talent is the quality of its K-12 school system. Addressing challenges both inside and out of the classroom is an economic imperative.

Some College or Associate's Degree

311,000

Bachelor's Degree

221,000

Graduate or Professional Degree

116,000

PRIORITY RECOMMENDATIONS for urban education

MMAC has a long history of leading education reform. The Association’s Education Committee has proposed a set of recommendations to guide our initiatives in K-12 education with the goal of developing citizens as skilled, innovative and productive lifelong learners. The following are the Committee’s priority recommendations given a tight state budget and the current environment for education reform.

Graduates of Milwaukee Collegiate Academy

Close the gap in per pupil funding for charter and choice schools

Independent charter schools and schools in the Milwaukee Parental Choice Program are funded at 52% and 71% less than their MPS counterparts, respectively. On par funding of these schools supports expansion of quality options.



"We need to stop treating charter students as second class citizens."

- HOWARD FULLER

More on page 19

Include student performance as a measure in evaluating school participation in the MPCP

The Milwaukee Parental Choice Program requires qualified financials and accreditation for schools to participate, but the MPCP currently has no student performance requirement. This measure should be added to Choice school evaluations.

Explore the creation of a new independent charter school authorizer

The Milwaukee Common Council is making it more difficult to authorize charter schools, which have often proven to produce better student outcomes. A new independent authorizer would preserve this option as a pathway for quality schools in the city.

"Enrollment in quality early education programming is not only good for the child & their family, but can also provide significant cost savings to local governments & school districts."

- THOMAS SCHNEIDER
More on page 17

For every \$1 invested in early childhood education, there is an estimated return of \$8.60.



As a partner in Milwaukee Succeeds, advocate for policies that improve outcomes in early childhood services

20,000 children are served by 780 daycare providers in the City. 86% are in programs rated 3 star or below (meaning mediocre or worse). We must invest in better quality daycare, while holding providers accountable for results.

Provide full per pupil funding for low-income K4 students

Per student funding is currently at 60% for K4. Low income students often start school well behind their peers developmentally. Early investment is critical to getting students on grade level.

Teach for America Corps members bring additional resources to the classroom.



"Last year, TFA corps members led their students to an average of 1.6 years of growth in reading & math — the equivalence of an extra 6 months of learning — within the academic year."

- GARRETT BUCKS, TEACH FOR AMERICA WI
More on page 16

Maintain funding for Teach for America (TFA) in state budget

TFA helps to place 130 quality teachers per year in Milwaukee schools, serving as a resource for the serious teacher shortage. TFA members and their alumni serve more than 15,000 students in the city.

FULFILLING OUR PROMISE, INVESTING IN OUR FUTURE

BY DR. DARIENNE DRIVER, ED.D. - Superintendent, Milwaukee Public Schools



Milwaukee has long been a beacon for people seeking employment, innovation, culture and entertainment. For too long, however, many young people in our community have been disconnected from access to the life-changing opportunities our vibrant city presents.

As a school district, our responsibility is to work alongside dedicated partners to develop and execute a plan to change that dynamic. Our vision is to graduate students prepared to make Milwaukee the strongest version of itself, a place where all children become successful adults with access to employment, innovation, culture and entertainment.

Over the past several months, Milwaukee Public School's leadership team has focused on purposefully building our organization's strategy for improvement, ensuring we align what we do day-to-day with our long-term vision. We have refined our direction, delineating very clear outcome statements and defining metrics to measure our progress. We are investing in initiatives that will collectively achieve our outcomes, initiatives that are evidence-based and proven to increase student achievement and develop skills for the workforce and for life.

We have grounded our strategic efforts in a strengths-based philosophy. We recognize that we have historically focused on the perceived deficits of our youth. As such, we have left talent untapped and potential unrealized. Through our current portfolio of programs and projects, we aim to shift our approach, investing aggressively in our students, teachers and classrooms so that we can recognize, foster, and reward that talent, building a solid foundation for Milwaukee's future.

This strengths-based strategy is a game-changer for our district and our community. In the day-to-day, it looks like:

- **Bradley Tech High School**, where students now have the opportunity to earn at least 12 college credits toward one of seven programs at Milwaukee Area Technical College: Graphic Design, Mobile Application Design, Web Design, Carpentry, Machine Tool Operator, Welding and Pre-Engineering/Mechanical Drafting.
- An aggressive expansion of the culinary arts and hospitality program in four MPS high schools. **Bartolotta Restaurants** leads external support for the program, along with voluntary weekly participation from more than 20 chef



mentors from Milwaukee-area restaurants, hotels and hospitals. Students earn college credits toward post-secondary hospitality programs.

- Building on student interests via **Career Academies** in five high schools including the newly redesigned agriculture program at **Vincent High School** and our Healthcare Careers Pipeline initiative in cooperation with the Center for Healthcare Careers. As each academy is developed, business and community partners are involved to advise on and improve the process.
- **Expansion of MPS Drives, our Universal Driver Education program** Perceiving student access to transportation, job opportunities and civic life as critical to post-graduate success, Milwaukee Public Schools, in partnership with the Center for Driver's License Recovery and Employability, piloted a free driver education program in the spring of 2016 at four high schools. Students responded with an incredible pass rate of 99 percent on the temporary permit test, and the program is now expanded as a result of this success.

For each example of strategy in action, there are several more, demonstrating this time of significant improvement momentum for Milwaukee Public Schools.

I must fully acknowledge that we have not and cannot do this alone. We continue to enlist key stakeholders at the local, regional and national levels, reaching out to the community, to non-profit organizations and to the private sector for active engagement. We are thinking beyond traditional stakeholder engagement to build unique and productive partnerships, such as:



"MPS aims to shift our approach, investing aggressively in our students, teachers and classrooms so that we can recognize, foster and reward that talent, building a solid foundation for Milwaukee's future."

- The launch of an innovative partnership model between **Pulaski High School**, a traditional high school that is now an International Baccalaureate candidate school, and **Carmen School of Science and Technology**, a high-performing MPS charter partner. The two schools not only share space at Pulaski, but have worked together to identify opportunities to learn from each other, share best practices and build a true partnership in the interest of student success.
- Emphasis on arts partnerships, from participation in the nationally recognized White House Turnaround Arts program to local partners – such as the **Milwaukee Youth**

Symphony Orchestra, Danceworks and Arts@Large, which are dedicating resources and time within classrooms across the city.

- Partnership with **MMAC's Council of Small Business Executives (COSBE)** through the "Be the Spark" program, which provides MPS seventh grade students the opportunity to tour local businesses, learn about careers and meet professionals in the field. This year, nearly 100 companies will participate to serve approximately 3,000 students from 36 MPS schools.

Ultimately, we believe unequivocally in the capability and talent of our students. We believe

that, with the support of key partners, our strategic efforts prepare Milwaukee's young people to navigate the transition to adulthood as skilled, adaptive and productive contributors to our vibrant city and state.

We welcome your collaboration and invite you to join our efforts. Please contact **Joe'Mar Hooper, Director of Business, Community and Family Partnerships** at (414) 475-8845, if you would like to learn more.

MILWAUKEE INFLUENCERS

By GARRETT BUCKS - Executive Director, Teach For America - WI

As a graduate of the system she works daily to improve, **Symona Gregory** (right) harnesses the resilience, compassion, grit and humility that is required to bring about change that is needed in our city. As the executive director of Teach For America in Milwaukee, I've had the privilege of watching Symona's leadership in action as a member of our teaching corps.

Symona graduated from **Bradley Tech High School** here in Milwaukee, where 46 percent of the city's students do not graduate high school. She then attended Youngstown State University in Ohio on a track & field scholarship. Having a long-standing love and appreciation for education and children, Symona received a degree in pre-kindergarten education. To impact the lives of students in her hometown, she returned to Milwaukee and began her career as a City Year tutor. Her experience with students and schools encouraged Symona to take her work further by joining Teach For America.

Making a difference for students every day

Today, as a second year 3rd grade teacher at Carver Academy, Symona uses her deep understanding of the community to make a daily impact in the lives of her students. From before and after school programming and cheerleading, to phone calls home and early conversations about the importance of community engagement, she keeps her students and families engaged in education. With her efforts,

last year Symona had the highest student attendance rates in her school — a crucial data point associated with student success.

Imagine a city filled with more teachers like Symona who humbly approach this work for students who weren't always dealt the best hand. Now imagine the results — more children reaching the potential they were born with because they've been able to access the education they need and deserve. Together, we can paint this picture.

Last school year, Milwaukee corps members led their students to an average of 1.6 years of growth in reading and math — the equivalence of an extra 6 months of learning — within the academic year.

Corps members become life-long leaders

Our goal is to ensure that every child in Milwaukee receives an excellent education, regardless of their zip code, race or socioeconomic status. Starting with two years of teaching in high-poverty Milwaukee schools while they receive rigorous ongoing training, corps members become lifelong leaders in pursuing educational excellence and equity. Some continue teaching and others go on to address the issues that contribute to unequal

access to excellent education as school or district administrators, entrepreneurs, elected officials or leaders in advocacy or the nonprofit sector.

Teaching corps is 130 strong

Across the city there are some 130 talented and diverse corps members who were recruited to passionately take on the incredible responsibility of educating our nation's future leaders. Many of those teachers, like Symona have ties to Milwaukee, which strengthen their long-term commitment to the students of our city. Upon completion of the corps, these teachers will become a part of our growing alumni network of powerful leaders working in education and other sectors to affect the changes needed to ensure all children have an equal chance in life.

**MMAC PRIORITY
RECOMMENDATION**

Maintain funding for Teach for America in state budget



Building our Foundation

The Importance of Early Education

BY THOMAS SCHNEIDER - Executive Director, COA Youth & Family Centers

Imagine building an 18-story office and starting construction on the 5th floor before the foundation. Unfortunately, far too many Milwaukee children start school at age 5 without the foundation. Yet the first 5 years are critical and if we ignore this we shouldn't be surprised by the results. Many Milwaukee children start school lacking the basic social, emotional and literacy skills needed to succeed long-term.

Early child development is key predictor of success

Early child development is a key predictor of success or failure in school. Many children from low-income families enter 1st grade with a 30,000 word gap. Teachers will tell you that many kids lack the social and emotional skills to be able to cope with a classroom, relate to other children, sit still and learn, and understand what is being said. In short, many kids start school so far behind, they never catch up.

While teachers make a valiant effort, the evidence of lack of academic achievement is clear – huge numbers reading below proficiency in the 3rd grade. Investing in quality schools is essential. But without investing first in a strong foundation, we will not see significant change.

And that foundation is positive parenting and quality early child education.

Giving parents tools is critical

Engaging and providing the tools for parents to become their children's first and most important teacher is critical. Although most parents want the best for their children, far too many didn't have positive role models, and they aren't sure what to do. Studies by the Harvard Family Research Project have identified daily parental engagement as the single most important predictor of academic success. And evaluations document the academic success of parental engagement programs like HIPPIY – Home Instruction for Parents of Preschool Youngsters.

Investing in quality early education — creating more 4 and 5-star rated early education centers — has a direct impact on 3rd grade, 8th grade, and high school achievement. Enrollment in quality programming during this important developmental age is not only good for the child and their family, but can also provide significant cost savings to local governments and school districts. A 2014 report

from the White House notes there is an \$8.60 ROI for every \$1 spent on early education. COA Youth & Family Centers and many others have made this a priority, and last year COA built and opened another quality early child education center, more than doubling our capacity.

Both will and resources needed for improvement

During my 29 years as Deputy District Attorney and U.S. Attorney, I saw the long term impact of disintegrating families and failure in our schools. During my 15 years at COA Youth & Family Centers, I see the fruits of that front-end investment every day. Milwaukee has the capacity to vastly improve early education for low-income children, but it can't happen without the will and the resources to do it.

**MMAC PRIORITY
RECOMMENDATION**

As a partner in Milwaukee Succeeds, advocate for policies that improve outcomes in early childhood services

Needs for special education exceed reimbursement

By CHRIS HOLMES - President, Penfield Children's Center



Early intervention services work, and if we provide these services with a high degree of intensity, consistency and quality, we can remediate most children's development delays.

In 2017, Penfield Children's Center will celebrate 50 years of serving Milwaukee's central-city children. Our staff provide early education, health and wellness, and family programming for more than 1,500 children annually in a safe and stimulating environment. Penfield is a place where children reach age-appropriate milestones and parents envision exciting futures for their children.

as well as with children with a disability or developmental delay. We took a major step this fall when we opened Penfield Montessori Academy.

During extensive strategic planning sessions with the Board, many thought-provoking discussions with Milwaukee civic and community leaders committed to education in our city, and forecasting with our finance team, we quickly identified a disparity between the need and the cost/reimbursement rate for special education services.

From our 50 years of providing special education services in Birth to Three Early Intervention, to our initial work with three multi-age kindergarten classes at Penfield Montessori, we know

the current reimbursement rate (26.8%) does little to support the unique needs of the children we serve. Early intervention services work, and we know that if we can provide these services with a high degree of intensity, consistency and quality, we can remediate most children's developmental delays. At the current level of reimbursement, we must increasingly rely on private philanthropy to make up for the public funding shortfall.

Costs put strain on budget

Some children at Penfield Children's Center and Penfield Montessori Academy require one-on-one services. Many of these children receive multiple services, including transportation, which is required by their Individual Education Plans (IEPs). The discrepancy between the funding received from the primary funding source to support this level of service at a charter school (\$8,079/year) and the approximate cost (\$12,000/year) will continue to put a strain on the school's operating budget.

At Penfield Children's Center, we have seen the positive impact of early interventions. An investment in special education will create a pathway for students to experience success in school and ultimately finish high school on time with their peers. The time is now to invest in Milwaukee's most vulnerable children and families.

MMAC PRIORITY RECOMMENDATION

As a partner in Milwaukee Succeeds, advocate for policies that improve outcomes in early childhood services

Expanding services through Montessori Academy

While our results are impressive, the current amount of time we spend with children (birth to age 3) and their families is not long enough to guarantee continued academic and developmental success. Penfield's Board of Directors and agency leadership have assessed our ability to deepen our impact with typically-developing children,



CHARTER SCHOOLS CAN ACHIEVE AMAZING RESULTS, BUT MORE FUNDING NEEDED

By HOWARD FULLER - Board member, Milwaukee Collegiate Academy

Milwaukee Collegiate Academy (MCA) is an independent charter high school on Milwaukee's north side whose mission is to "nurture scholars capable of transforming their world by sending them to and through college." This mission is both life-changing for MCA's students and a necessity for the Milwaukee community.

MCA serves 300 students, mostly low-income African Americans. The school draws its students from Milwaukee zip codes that have some of the highest incarceration rates in the nation and some of the greatest gaps in student achievement.

MCA has a strong school culture, clear and high expectations for performance, supporting and caring adults, and above all, quality instructional services. Our approach focuses on student directed learning meeting the unique needs of every child. We have personalized learning plans and students engaged in project based learning. We monitor student progress and no one moves on until mastery in the subject is achieved.

We are challenged daily to meet these expectations of personalized learning and our students bring challenges with them to school every day. But our biggest challenge is the financial support necessary to realize our goal of serving more students, and better serving our current students. MCA, like other independent charter schools, receives only \$8,075 per student in state funding compared to MPS funding of \$12,300*. The funding for independent charter school students has lagged inflation by 12% since 2003.

MMAC PRIORITY RECOMMENDATION

Close the gap in per pupil funding for charter and choice schools

Stop treating charters as second class

While we are grateful for, and rely upon the contributions of donors to make up the difference in state aid, we need to stop treating charter students as second class citizens. Closing the per student funding gap for charter high schools would cost an additional \$4M in the \$67B state budget. The return on investment would be significant for this community, and most importantly, for the young people we strive to serve every day with a life changing education.

As Fredrick Douglass noted, "It is easier to build strong children than to repair broken adults."

For more information on Milwaukee Collegiate Academy, visit milwaukeecollegiateacademy.org

Change in per pupil funding 2003-2015

	MPS*	IND. CHARTER**	MPCP***
PER PUPIL 2003	\$9,191	\$6,951	\$5,783
PER PUPIL 2015	\$12,302	\$8,075	\$7,210
CHANGE 2003-2015	\$3,111	\$1,124	\$1,427
% CHANGE 2003-2015	33.8%	16.2%	24.7%
% +/- INFLATION 2003-2015	+5.0%	-12.6%	-4.1%

*For comparative purposes, the amount of per pupil funding listed for MPS is the total derived from state aid, plus the allowable property tax levy. In addition, MPS receives federal funding.

**Independent Charter Schools' per pupil funding is set statutorily by the legislature. "2R" charters are also eligible for federal funding per qualifying student and state transportation aid. Independent charter schools received NO per pupil increase from 2007/08—2012/13 school year.

***MPCP students are funded at a statutorily set amount, and are not eligible for additional funding from public sources, like transportation. MPCP schools received NO per pupil increase from 2009/10—2012/13 school year.

CONSISTENT DATA NEEDED TO TRACK STUDENT ACHIEVEMENT

By PAUL SWEENEY - Principal, PS Capital Partners & Chair of MMAC's Education Committee

If funding is the input and student performance is the output, then accountability is the balancing mechanism. MMAC supports a transparent and uniform measure of student accountability for all publicly funded students.

There is a high level of frustration with the lack of comparable and consistent data when it comes to student performance. This school year (2015-16) will mark the third straight with a different state test. The State needs to issue a quality test given consistently over time so students, parents and the community can make informed decisions. Important requirements for this test are that it is nationally normed (can be compared to other states), has a unique student identifier, and is taken by all students utilizing public funding.

Common report card would help to compare results

MMAC engaged with a group of stakeholders in pursuit of a cross-sector report card in 2013. This effort produced a working model and it also pointed out a number of problems with past report cards. We recommend supporting the roll-out of the state report card with the 2015 test data to build a basis for assessing progress over time by school. Using a consistent test over time will address the long-running issue of Choice schools that continue to under-perform but remain in the system.

Checks and balances needed in system

Accountability, performance, and funding should be interrelated. One possibility is to link increases in Choice funding above a specified base level with student performance, similar to the way some charter contracts are designed. Charter schools are held "accountable" by their authorizers and have a regular check (at least every 5 years) on their performance based on pre-established standards. Schools in MPS have a check and balance on their performance with the Superintendent and School Board, presumably with a pre-established standard.

How should we address funding MPCP schools that chronically fail to educate students? Are there lessons that can be applied to the MPCP program from the independent charter school authorizers? The parental choice program requires qualified financials and accreditation for schools to participate but has no student performance requirement.

MMAC RECOMMENDATIONS

- Use a consistent state test for the next 5 years.
- Include student performance as an additional measure to determine school eligibility in the Choice Program.
- Promote a fair and balanced state school report card that transparently measures performance to inform best practices and help improve under-performing schools.

NEW MMAC BOARD MEMBERS

Elected at the October 31, 2016 Board Meeting



KEVIN ANDERSON – OLD NATIONAL BANK (ONB)

Kevin Anderson serves as the regional president for the Milwaukee Region of Old National Bank (ONB) with seven banking center offices and a team of commercial, small business, private and consumer, banking associates.

Anderson started with Old National in 2013, serving the Louisville, KY and

surrounding markets as a senior vice president. Prior to that, Anderson spent more than 20 years in leadership and management roles with Fifth Third and National City Bank.

An honors graduate of the University of Kentucky, Anderson holds a B.S. in business administration.



BERNIE SHERRY – ASCENSION WISCONSIN

Ascension Wisconsin is one of the largest markets of Ascension Health — the largest non-profit health system in the U.S. and the world's largest Catholic health system.

Bernie Sherry started his Ascension Wisconsin role as the senior vice president, Ascension Health/Wisconsin Ministry Market executive in April of 2016.

Prior to Ascension Wisconsin, Sherry served as chief operating officer of Saint

Thomas Health in Nashville, TN.

Previously, Sherry served as executive vice president of System Integration with Saint Thomas Health and president/CEO of Saint Thomas Midtown and West hospitals. He earned his bachelor's degree from Gannon University in Erie, Pennsylvania, and his master's degree in health administration from the Medical University of South Carolina.



JOEL QUADRACCI – QUAD/GRAPHICS

Joel Quadracci guides the overall strategic growth and success of Quad/Graphics, continuing the tradition of family leadership at the company founded in 1971 by his father. He officially joined the company in 1991 and held various sales and strategy roles before becoming President/CEO in 2006, and Chairman/President/CEO in 2010. Quadracci transformed the company through the 2010 acquisition of Worldcolor,

creating North America's second largest provider of print, digital and related media services. Today, he continues to lead Quad's evolution from a critical commodity to a business that can help clients orchestrate and measure the effectiveness of their marketing initiatives across digital and traditional channels.

New Council of Small Business Executives (COSBE) Directors



AMANDA BALTZ
PRESIDENT, SPAULDING MEDICAL
West Bend, WI

Amanda Baltz is president of Spaulding Medical. She previously worked for Spaulding Clinical Research as VP of Operations and has over 12 years of experience in the medical device and pharmaceutical industries. She has been an active board member with groups such as Boys and Girls Club-Washington County and Girls on the Run. She received her B.S. from Marquette University, where she was named Biomedical Sciences Student of the Year.



JEFFREY CARDENAS
PRESIDENT, RC INSURANCE SERVICES
Hartland, WI

Jeffrey Cardenas has been president and owner of RC Insurance Services since 2008. He previously worked in Chicago as an investment Banking Analyst for Citi. He is a graduate of University of Wisconsin-Madison with a bachelor's degree in business administration/finance/risk management/insurance.

RE-ELECTED

The following directors were re-elected to a second term:



Kurt Bechthold
CEO
Payne & Dolan



Pat Foy
EVP-Enterprise Solutions,
FIS Global



Jim Kornfeld
President/CEO
PAX Holdings LLC



Greg Marcus
President
The Marcus Corporation



Peter McCormick
President
Magnetek



Jack McKeithan
Chairman/CEO
Tamarack Petroleum



John W. Mellowes
CEO
Charter Manufacturing



Ugo Nwagbaraocha
President, Diamond Discs
International



Ajita Rajendra
Chairman/CEO
A.O. Smith Corp.



Tom Westrick
VP/Chief Quality Officer
GE Healthcare

M7 PROJECTS ADDING 1,800 NEW JOBS TO THE REGION

MMAC is a founding partner of the Milwaukee 7 regional economic development initiative. Its mission is to grow, expand and attract world-class businesses and talent in the Milwaukee Region. Over the last several months, M7 has facilitated projects that will retain 200 jobs and add nearly 1,800 new positions at six companies that are expanding or relocating to the region. The average wage of these jobs is \$73,911, 60% higher than the average regional wage of \$46,328. Projects include:

DIRECT SUPPLY

Direct Supply, the nation's leading provider of equipment, e-commerce and service solutions to the senior living community, is expanding its global headquarters in Milwaukee — a major campus center project expected to create more than 800 jobs over the next seven years.

Top: Direct Supply, Inc.'s expansion plans include a new five-story office building, a medical office and wellness clinic.

Bottom from l to r: MMAC board member **Bob Hillis**, Direct Supply; Governor **Scott Walker**; Milwaukee Mayor **Tom Barrett**, Milwaukee Alderwoman **Chantia Lewis**; **Sharon Jordan**, Direct Supply; and **Jud Snyder**, BMO Equipment Finance





MILWAUKEE TOOL

Milwaukee Tool is adding up to 800 new jobs at the company's headquarters in Brookfield over the next five years. Milwaukee Tool is planning a 200,000-square-foot expansion, estimated at \$33 million.

COLBERT PACKAGING

Colbert Packaging Corp., a leading manufacturer of folding cartons, boxes and paperboard products, is relocating its flexographic packaging operation and warehousing services from northern Illinois to Kenosha – a project expected to bring about 100 jobs to Wisconsin.



BLACK HUSKY BREWING

Black Husky Brewing, a growing Wisconsin beermaker, has moved its operation to Milwaukee's Riverwest neighborhood from the northeastern Wisconsin community of Pembine. As the popularity of their products has grown, owners Tim and Toni Eichinger chose to relocate to Milwaukee, converting a former auto repair facility into a brewery and taproom.



Left: **Tim Eichinger**, Black Husky Brewing; **Nik Kovac**, Milwaukee Common Council; and Mayor **Tom Barrett**



REMEDY ANALYTICS

Remedy Analytics, Inc. is expanding its operations, relocating from Wauwatosa to a new headquarters location in the Walker's Point neighborhood of Milwaukee for its healthcare technology business. The company plans to more than double its staff, hiring 27 new employees that will add to Remedy's current staff of 17.

IMMUCOR

Immucor, Inc., a global leader in transfusion and transplantation diagnostics, is expanding its Town of Brookfield operations, investing \$1.6 million in facility upgrades and new equipment, and adding up to 64 new employees.



ASSOCIATED BUILDERS AND CONTRACTORS OF WISCONSIN



CONSISTS OF **823 MEMBERS**
WHO EMPLOY **23,000 PEOPLE**
AND PERFORM **\$4 BILLION**
IN CONSTRUCTION SERVICES EACH YEAR



IMPROVING SAFETY PERFORMANCE

Member companies that achieve the highest level of performance in ABC's safety program are 720 percent safer than the BLS industry average.

** Based on analysis of the Total Recordable Incident Rates (TRIR) of participants in ABC's 2015 Safety Training Evaluation Process (STEP) vs. the Bureau of Labor Statistics (BLS) construction industry average.*



TRAINING TOMORROW'S WORKFORCE

ABC of Wisconsin is preparing more than 1,000 apprentices for the construction trades who completed nearly 150,000 hours of paid-related instruction in 2015.

\$694.1 BILLION 2016

GROWING THE CONSTRUCTION INDUSTRY

Nonresidential construction spending in the U.S. has grown nearly 35 percent since 2011.

**U.S. Census Bureau nonresidential construction spending, annualized rate, seasonally adjusted from April 2011 to April 2016.*

2011 **\$515.4 BILLION**

ABC MEMBERS BUILD WISCONSIN

- ABC of Wisconsin's **800-plus member firms** represent all specialties within the construction industry, primarily focused on the commercial and industrial sectors.
- They are champions of **free enterprise** and **open competition** who are committed to delivering high-quality, safe construction projects that are awarded to the most-qualified bidder **based on merit**.
- ABC members **build our communities** - from schools and hospitals to industrial facilities, skyscrapers, professional sports venues and the playground down the street. They build structures we use to work, play, heal and learn.



Wisconsin Chapter

www.BuiltOnMerit.org



SCHOOLS THAT CAN MILWAUKEE

Transforming Milwaukee by increasing the number of high-quality schools available to students and families.



MILWAUKEE SUCCEEDS

Community-wide initiative united around a common purpose of improving educational outcomes for every child in every school, cradle to career.

MMAC MEMBERSHIP DIRECTOR

Cathy Harrison



COSBE BE THE SPARK PROGRAM

Giving MPS 7th graders tours of local businesses to highlight potential career pathways.

HOW YOUR MEMBERSHIP SUPPORTS URBAN EDUCATION EFFORTS

“ If you’re reading this page, chances are you took the time to read some of the preceding articles. And if you did take the time to inform yourself on the critical issues of urban education, it’s probable that you care about that issue... and feel a sense of concern and perhaps responsibility.

I sometimes speak with business people in the region who feel that urban education is someone else’s problem. But more often, I speak with people who want to participate in the solution. That participation can take many forms, such as mentoring or financially supporting a school, family or neighborhood. It may take the form of opening your business to students who have no idea what you do...or what their future could look like. If you would like to learn more about that opportunity, please contact **Stephanie Hall** at 414/287-4124 or shall@mmac.org, to get involved with MMAC’s “Be the Spark Program.”

One roadblock to supporting urban education is often the simple fact that running a business is demanding and time-consuming. How do you

find time to contribute to this important challenge? Through your MMAC membership, you are already contributing. Your MMAC membership provides substantial support for advocacy efforts that are critical to improving education.

Your membership investment allows the MMAC to continue to support Schools That Can Milwaukee, Teach for America, Milwaukee Succeeds and other effective organizations. Thank you. You make this work possible. Now that we’re clear about how you are supporting urban education, who else should be... and isn’t? I’d love to have a conversation with any business you feel could/should be supporting urban education... but isn’t quite sure how. We’ll kill two birds with one stone...strengthen our membership and intensify support for urban education. Call me at 414/287-4159.

P.S. If you are interested in touring any of the outstanding organizations highlighted in this publication, let me know.



1. Pollsters **Paul Maslin**, FM3 Research, and **Gene Ulm**, Public Opinion Strategies, discuss upcoming elections.
2. **Gwen Moore**, U.S. Representative (right) with her Legislative Assistant **Izmira Aitch**
3. U.S. Senator **Tammy Baldwin** and Dr. **Michael Lovell**, Marquette University



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MILWAUKEE NIGHT

4. **Tim Sheehy**, MMAC; Milwaukee County Executive **Chris Abele**; MMAC Chair **Todd Teske**, Briggs & Stratton; **Kevin Soucie**, CN; and MMAC board member **Scott Beightol**, Michael Best and Friedrich
5. MMAC board member **Jim Popp**, Chase; MMAC board member **Peggy Troy** and **Lindsay Punzenberger**, Children's Hospital of Wisconsin
6. **Laura Timm**, Briggs & Stratton; and **Mike Collins** and **Elise Pickering**, Mehman Vogel Castagnetti



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In September, members hobnobbed on Capitol Hill during MMAC's 2016 Milwaukee Night in Washington D.C. Hosted at the Cannon House Office Building, members mixed and mingled with Wisconsin legislators and their staff.



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- 7. Rep. **Evan Goyke**, State of Wisconsin, and **Tracy Johnson**, Commercial Association of Realtors Wisconsin
- 8. Mayor **John Dickert**, City of Racine, and **Buckley Brinkman**, WI Center for Manufacturing & Productivity
- 9. Milwaukee County Executive **Chris Abele**; **Teamman Spencer**, Spencer & Associates LLC; and Milwaukee Mayor **Tom Barrett**

IN WASHINGTON D.C.

- 10. **Joe Dalum**, Odyne Systems LLC, and U.S. Senator **Ron Johnson**
- 11. COSBE board member **Jeff Clark**, Waukesha Metal Products
- 12. **Tim Sheehy**, MMAC; U.S. Representative **Paul Ryan**; and former MMAC Chair **Ted Kellner**, Fiduciary Management, Inc.
- 13. **Corey Hoze**, Associated Bank



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MMAC and COSBE honored fast-growing local companies on September 23 at the 2016 Future 50 Awards Luncheon. Keynote speaker Christine Specht of Cousins Subs shared her recipe for developing a thriving business.

1. Brody Coates, Coates Electric
2. Aaron Kowal, Paula Bergquist, Rita Sniegowski, Lisa Sellers, Annette Schad, Rebecca Muraszewski, Heather Krugler, Christy Block, Jeffrey Kowal, Kiersten Beecroft, Jeff Beecroft, Karen Nord, Kowal Investment Group
3. Troy Peterson and Jeremy Cardenas, Midwest Insurance Group, and Randy Schultz, Kforce

MMAC/COSBE'S FUTURE 50



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4. COSBE Chair Dave Werner, Park Bank
5. Jayne Swick, Gary Swick, Shannon Smith, Seth Kultruff, Kasey Moroder, Nicole Rosenberg, Rick Petre, SWICKtech
6. Kevin Buckley, Joe Upright, Ryan Nicholson, Stacie Dagen, Vikki Dries, Rose Anderson, Jeff Arndt, Mimi Mullennax, Charles Caliendo, CSE



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- 7. Manoj Nair and Ian Baxter, Swarming Technologies
- 8. Keynote Speaker **Christine Specht**, Cousins Subs
- 9. **Chris Dudash**, **Tim Dotson**, **Steve Winkel**, **Kirk Tuson**, **DJ Partin** and **Brad Tuson**, Stay-Lite Lighting

AWARDS LUNCHEON

- 10. The Fastest Five are those Future 50 winners whose combined scores for revenue and employment growth placed them at the top of the list. 2016 Winners: **Pete Ericksen & David Durand**, Best Version Media; **Brian Weinfurter**, **Don Eicher** and **Bob Rowe**, KeyStone Staffing; **S.R. Mills** and **Jonah Hetland**, Construction Management Associates; **Eli Bliffert**, Bliffert Lumber; **Jordan Houghtaling** and **Mike Marinelli**, Vantage Point Corp. Announcing the winners from the podium is **Debbie Ford**, Chancellor of UW-Parkside.
- 11. **Martin Brogaard**, Aurora Health Care; **Paul Nobile**, Anthem Blue Cross and Blue Shield; and **John Foley**, Aurora Health Care
- 12. **Andrew Lehmkuhl**, Edge Advisors



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MMAC and Visit Milwaukee held a joint event at the Kimpton Joumeyman Hotel's rooftop bar at the July Business After Hours.

1. **Ceridon Kruezer** and **Stacy Alvarez**, Corporate Design Interiors
2. (l to r): **Frost Williams**, VISIT Milwaukee; **Eric Paulsen**, Wellstream Media; **Barb Smith**, MMAC; **Kris deFelice**, 88Nine Radio Milwaukee; (unidentified); **Andrew Wadsworth**, The Rauser Agency, Inc.; **Sarah Fierek**, 88Nine Radio Milwaukee; **Mark Natzke**, Clear Channel Outdoor Advertising; and **Tracey Wadsworth**, United Health Care
3. **Lorna Schaefer**, CC&N; **Megan Husband**, VISIT Milwaukee; **Randi Becker**, La Macchia Enterprises; and **Cathy Harrison**, MMAC



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At the August Business After Hours, while searching for treasures at the ReStore in Walker's Point, guests learned how Habitat for Humanity is revitalizing Milwaukee neighborhoods.

4. **Rexx Igunbor**, PC Lan Services; **Darren Fisher**, Darren Fisher Consulting; **Denise Barnett**, Snapdragon Flowers of Elm Grove; and **Gerry Schaefer**, PC Lan Services
5. **Beverly & Robert Gross**, Gross Automation LLC; and **Jenny Roanhouse** and **Denise Salamone**, Milwaukee Business Journal
6. **Sharron Smith**, WI Bank & Trust; **David Westrup**, vonBriesen & Roper, SC; **Yolanda Spears**, YMYSPOT Cleanup, LLC; and **Nickolas Pierce**, WI Bank & Trust

Novo Group hosted the September Business After Hours event that focused on finding top talent to fuel your company's future at their new location in Brookfield.

7. **Eunice Johnson**, CJ & Associates, Inc.; and **Debra Kohler** and **Mike Moran**, PNC Bank
8. **Stacy Pink**, Results Marketing LLC; and **Andrea Reding**, Novo Group, Inc.
9. **Kelly Renz**, Novo Group, discussed the company's recruiting strategies.



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Join Platypus Circle - A Premier Corporate Membership Opportunity

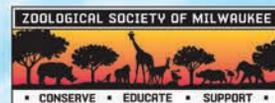
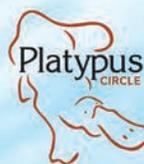


Join an extraordinary group passionate about education, conservation and supporting southeast Wisconsin's #1 family attraction – your Milwaukee County Zoo.

Membership has its privileges:

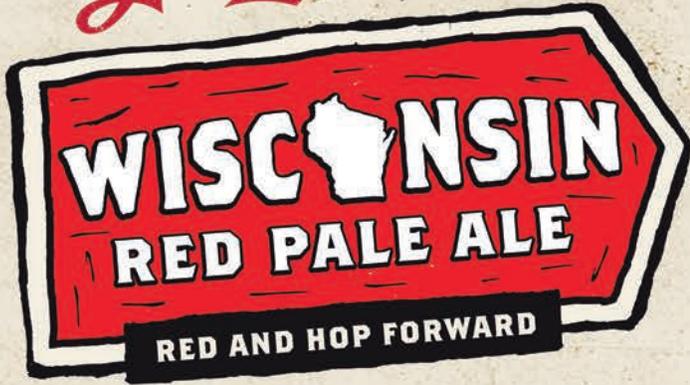
- Year-round admission and parking
- Special Behind-the-Scenes tours
- Member-only events
- And more

For more information, go to
BeAPlaty.org
 or call 414-918-6151.



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Leinenkugel's



RED & HOP FORWARD

EXCLUSIVELY FOR WISCONSIN

Leinenkugel's Wisconsin Red Pale Ale is brewed just for Wisconsin. Made with the finest quality ingredients including some hops, barley, oats and water from right here in Wisconsin. Its fresh hop aroma and flavor are balanced by rich malts that give it a distinct red hue. It's a unique taste from Leinenkugel's brewed for our friends and neighbors in our home state.



JOIN US AT LEINIE.COM + FOLLOW US ON   

Join Us Out Here.

©2016 JACOB LEINENKUGEL BREWING CO., CHIPPEWA FALLS, WI





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MMAC's World Trade Association

1. At its annual board meeting, MMAC's World Trade Association Executive Director **Katie Henry** recognized outgoing WTA Chair **Bruce Glaub**, BMO Capital Markets, for his dedicated service.

WTA members learned more about current conditions in the markets of South America and the Middle East.

2. **Brad Schneider**, WEDC; **Veronica Medina**, WEDC - South America; and **Anne Jafery**, WEDC - Middle East
3. **Alexander Zwilmeyer**, Gehl Foods, and **Jason Mandl**, BSI

Mexico recently opened a consulate office on Milwaukee's East Side.

4. **Claudia Ruiz Massieu**, Mexican Consulate, and **Ed Panelli**, Executive Business Solutions
5. **Claudia Ruiz Massieu**, **Paulo Carreño King** and **Carlos Manuel Sada**, Ministry of Foreign Affairs of Mexico

A large advertisement for Leinenkugel's Wisconsin Red Pale Ale. At the top, the brand name "Leinenkugel's" is written in a red cursive font. Below it is a red shield-shaped logo with "WISCONSIN RED PALE ALE" in white and black text, and "RED AND HOP FORWARD" in a black banner at the bottom. The text "NOW AVAILABLE WHEREVER BEER IS SOLD" and "EXCLUSIVELY FOR WISCONSIN" is written in large, bold, red letters. In the center is a bottle of the beer with a detailed label. The label features the Leinenkugel's logo, "HIGHEST QUALITY COMPANY", and "THE PRIDE OF CHIPPEWA FALLS, WISCONSIN SINCE 1867". At the bottom of the label, it says "WISCONSIN RED PALE ALE" and "RED AND HOP FORWARD". On the right side of the bottle, there are social media icons for Facebook, Twitter, and LinkedIn, along with a "BEAR IN MIND" logo and a "LEINIE LOU" logo. At the very bottom right, there is a vertical line of text: "©2016 JACOB LEINENKUGEL BREWING CO., CHIPPEWA FALLS, WI JOIN US AT LEINIE.COM + FOLLOW US ON".



YOUR ENERGY FUTURE BEGINS WITH PLANNING TODAY

Electricity powers our world.

Each day, light switches are flipped, computers are powered up and factories hum with activity. Electricity enables automation, convenience, productivity and opportunity.

At American Transmission Co., we're hard at work keeping the lights on and planning today for how the electric grid of our future will deliver reliable, affordable and environmentally responsible power.

Read more at www.atcllc.com/PowerForward

Transmission improvements needed to keep businesses in business

With transmission line projects in the news, some people are asking why there's a need for continuing power line development. The answer is simple: it would not make good public policy or business sense to wait until there was a problem on the system. The most expensive transmission line is the one you don't have when you need it.

At American Transmission Co., we continue to develop and maintain our system.

We're asking the grid to do more than ever before. The last big transmission line build-out was in the 1970s and, like any other infrastructure, system renewal is needed. Failure to maintain and upgrade its components would compromise the stability and reliability of the system.

The generation mix is changing. Generation retirements are planned and new types of generation are coming on line. Evolving markets, renewable energy sources, and new technologies also are changing the way the grid is used. New lines will reduce regional congestion, providing access to renewable resources and lower cost generation options.

We want to make sure everyone understands the need for a robust electric transmission system. To learn more, visit www.atcllc.com/PowerForward.

Executive Roundtable Golf Outing

COSBE members and guests enjoyed a day of non-competitive golf and sun at Westmoor Country Club

1. **Jayne Swick** and **Gary Swick**, SWICKtech; **Taj Jordan**, Music on the Move Plus; and **Bunny Jordan**, Park Bank
2. **Linda Crawford**, BizTimes Media, and **Jay Gentle**, WorkWise
3. **Rick DeGroot**, Summit Refrigerations
4. **Kirk Hegna**, Affinity, Inc., and **Chad Schutz**, Innovative Signs, Inc.
5. **Shay Sherfinski**, Dental Associates; **Brian Dix**, Infinity Benefit Solutions, Inc.; with **Matt Elstad** and **Jake Miller**, Keller, Inc.



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HARNESSING DISRUPTION, Driving Innovation

“This year, the majority of U.S. companies will spend up to 10% of their budgets on tech. Here in Milwaukee, smart companies are investing in innovation to simplify daily tasks, expand product offerings and enter new industries.”

Charles Harris, Senior Relationship Manager
Bank of America Merrill Lynch

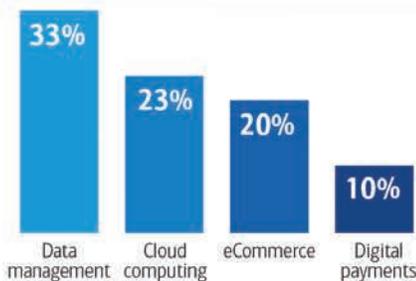
“The speed of disruption requires companies to put new efficiencies to work faster in order to stay ahead of competitors. That’s the power of having expertise and capital ready to execute your strategies.”

Andrew Slocum, Senior Relationship Manager
Bank of America Merrill Lynch

A custom approach

Deciding where to invest depends on your goals. For greater efficiency, cloud services can enable huge cost savings and simplicity in just a few months. To reach customers in new ways and places, an online presence and expanded payment choices can help drive sales.

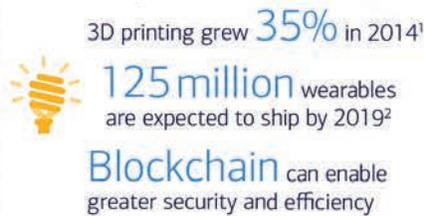
Where companies are investing



Preparing for the future

Companies should also consider innovations that can improve their products and services. For example, many manufacturers are switching to 3D printing for cost-effective prototypes and customized production. Healthcare firms are embracing wearables and genomics. And as blockchain technology develops, there will be new opportunities to increase security and efficiency.

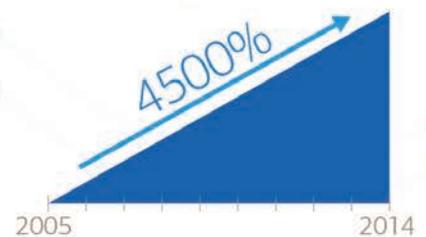
Facts and figures



How we can help

Globalization and the rise of millennials are expected to significantly boost cross-border commerce in the coming years. Bank of America Merrill Lynch can help you benefit from these trends with eCommerce portals and tools for digital payments, while financing your larger IT investments.

Global data flow growth³



For more local insights, email us at andrew.t.slocum@baml.com or charles.p.harris@baml.com.

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Sources: CFO Outlook Survey, Bank of America Merrill Lynch; ¹Wohlers Report 2015; ²Forbes; ³McKinsey Global Institute, March 2016
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1

Young professionals network - FUEL Milwaukee

1. Young professionals learned about Bublr Bicycles from the company's Executive Director **Kevin Hardman**

FaBcapstone

FaB Wisconsin – the cluster network for food and beverage companies – held an event to kick off its Accelerator, designed to build the capacity and capitalization of growing food and beverage companies.

2. **Christine and Stephen McDiarmid**, Gorilly Goods
3. **Aaron Hagar**, WEDC, and **Robin Gohsman**, City Lights Brewing Co.
4. **Ray Booth**, Klement Sausage Co.; **Shelley Jurewicz**, FaB; and **Peter Gottsacker**, Wixon
5. **Michael Showalter**, Chase; **Joe Cesarz**, Lakeview Equity Partners; **Tera Johnson**, Food Finance Institute; and **Ron Crass**, Waukesha State Bank



2



3



4



5

Committed to Milwaukee

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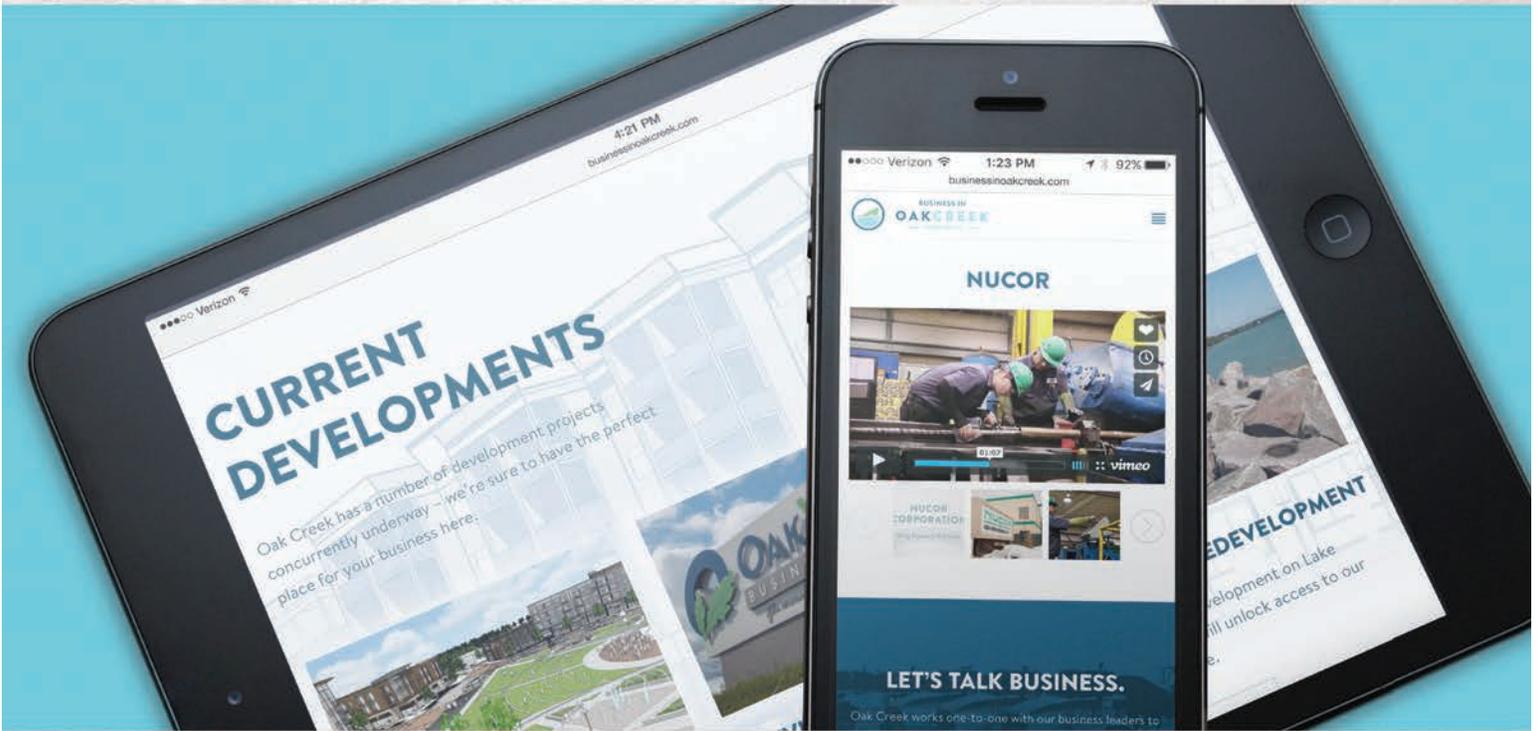
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1



2



3



4

The Business Council (TBC) held its Annual Meeting and welcomed new officers and announced upcoming events and programs

- 1. **Jenny Alexander**, Marquette University; **Jim Haertel**, Best Place at the Historic Pabst Brewery; and **James Phelps**, JCP Construction LLP
- 2. **Elmer Moore**, Scale Up Milwaukee, and **Darren Fisher**, Darren Fisher Consulting
- 3. **Mino Seifoddini**, Custom Service Plastics
- 4. MMAC members heard from **Paul Ryan**, Wisconsin representative and Speaker of the House.
- 5. **Buckley Brinkman**, WI Center for Manufacturing & Productivity, with event moderator **Jeff Mayers**, WisPolitics.com

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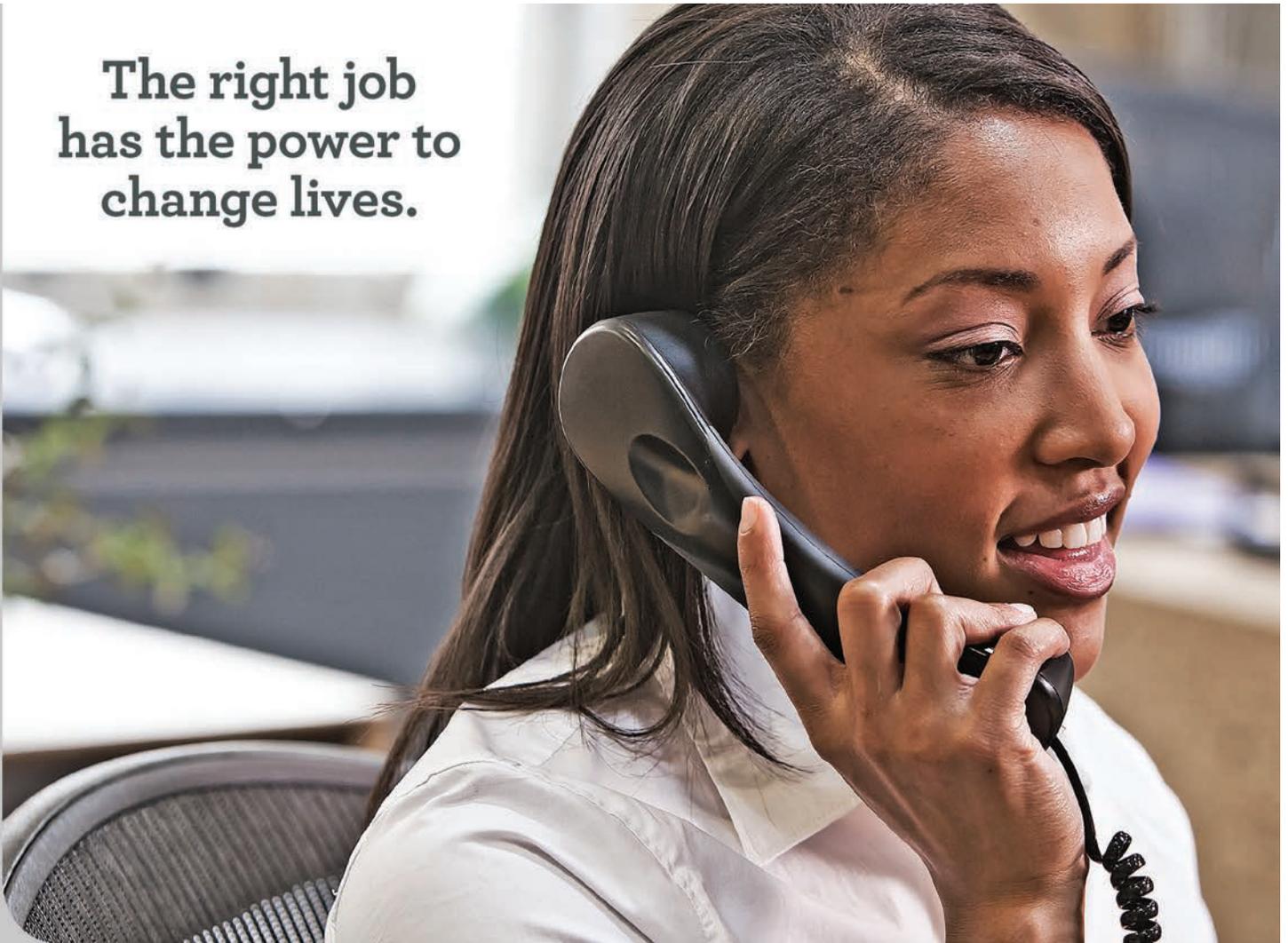
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