



ECONOMY AND OPPORTUNITY

Goal: Madison will have a growing, diversified economy that offers opportunity for businesses and residents to prosper.

Goal: Madison will have equitable education and advancement opportunities that meet the needs of each resident.

INTRODUCTION

As the home of University of Wisconsin's flagship campus, education and innovation are ingrained in the city's institutions. Madison's highly educated workforce continues to drive research and innovation. A 2017 Brookings Institution report ranked the Madison area as the 20th strongest U.S. metro area for high tech job growth. Between 2013 and 2015, the Madison region added approximately 2,900 jobs in the technology sector—outpacing many larger regions. The city's overall job growth produces many opportunities and high incomes for residents with a formal education. Madison's consistently strong economy and high quality of life brings a steady influx of new residents from across the state and nation.

The community's greatest challenge is ensuring that the strong economy benefits all residents. Madison has significant racial disparities in education and advancement opportunities that keep the community from reaching its full potential. Opportunity should be available to everyone, no matter where they started in life or where they are today. Addressing these issues requires collaboration among many entities and service providers—from child care for young residents to job training for older adults seeking new careers in an ever-changing economy.

The following Strategies and Actions are intended to grow Madison's economy and bring opportunity for all residents.

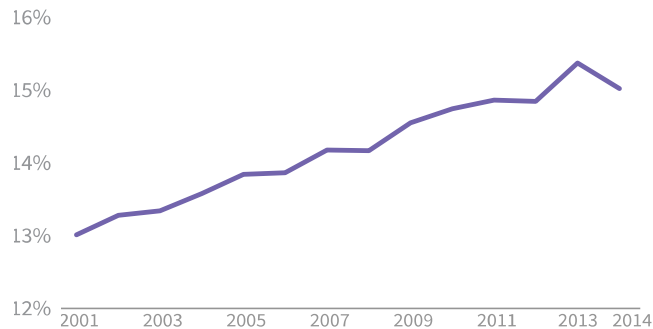
STRATEGIES

1. Retain existing **employers** and attract new employers to ensure residents have access to jobs.
2. Ensure an **adequate supply of sites** for a wide variety of employers to operate and grow.
3. Support more jobs that pay a **family-supporting living wage**.
4. Close the **educational opportunity gap**.
5. Remove barriers to achieving **economic stability**.
6. Support **small businesses** and cultivate **entrepreneurship**, especially businesses owned by underrepresented groups.

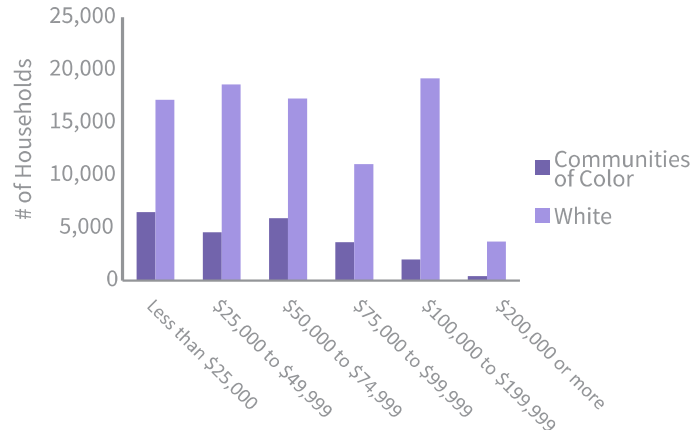
7. Support efforts for businesses and consumers to **produce and buy local** food, products, and services.
8. City government should lead and encourage other employers to develop a **diverse workforce** best able to serve an increasingly diverse population.

DATA SNAPSHOT

Madison Metro GDP as a % of Wisconsin GDP¹⁵

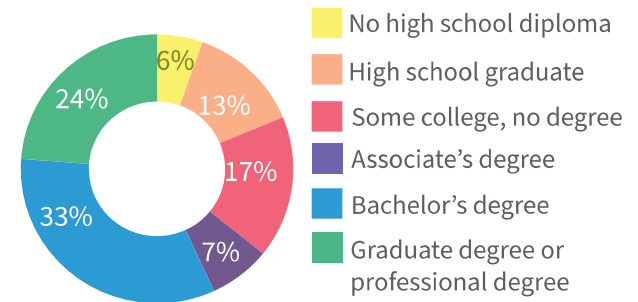


Household Income by Race/Ethnicity¹⁶

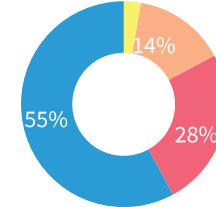


Educational Attainment¹⁷

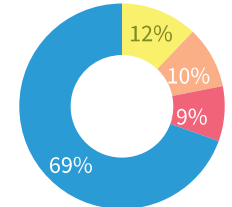
Madison population 25 years and older



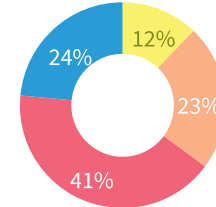
White



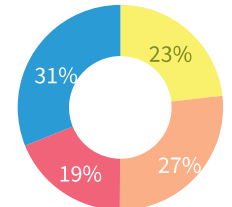
Asian



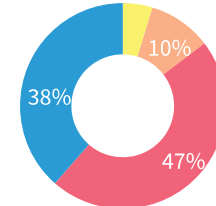
Black



Hispanic



Other



No high school diploma

High school graduate (or equivalency)

Some college, or Associate's degree

Bachelor's degree or higher

More than 60% of white adults in Madison have a bachelor's degree or higher, compared to about 40% of people of color. However, fewer than 30% of people in Wisconsin and the nation have a bachelor's degree or higher.

Strategy 1

Retain existing employers and attract new employers to ensure residents have access to jobs.

Actions:

- Target Business Retention and Expansion (BRE) efforts in industries where Madison has a competitive advantage.
- Continue the Business Walk program.
- Support the siting of state government facilities within the city.
- Expand the City's Tax Increment Financing (TIF) program to keep Madison regionally competitive and support small businesses.

Employers, in all forms and sizes, are the lifeblood of the city's economy. The city has a wide variety of employers, from decades old companies to recent start-ups located in a food cart or a co-working space. Madison should work to ensure existing businesses continue to find success and support their opportunities to expand within the city. The City should also pursue strategic opportunities to bring new employers to Madison.

a. Target BRE Efforts

The City has identified four specific industries where the Madison area has a competitive advantage: Information Technology, Biotechnology, Food Systems, and Precision Manufacturing. Madison has a high concentration of businesses, increasing employment, and other unique assets in these fields. Efforts to retain existing businesses and bring new businesses to Madison should emphasize these sectors. Additionally, the City's efforts should emphasize businesses that offer employment opportunities accessible to residents with varying levels of education and experience.

b. Business Walk

The City's Business Walk program is an example of important outreach to the private sector. Through the program, City staff and economic development partners

visit hundreds of businesses in a predetermined area of the city in one day. This offers an opportunity for City representatives to meet business owners and employees to gain insights on successes and obstacles for the business community. Additionally, the program provides a conduit for businesses to obtain information or assistance from City agencies. The City should continue to develop the Business Walk program and visit parts of the community at regular intervals.

c. State Facilities Within City

While strong private sector job growth is shifting Madison's economic base, jobs affiliated with the State of Wisconsin and UW-Madison are generally well paying and support many of the city's families. A large number of these positions are accessible to residents with a wide range of educational and employment backgrounds. Many of the State agencies in Madison are located along corridors with transit service, which reduces traffic congestion in the city and can reduce employees' daily transportation costs and the need for a vehicle. The City should continue to support State of Wisconsin and UW-Madison entities with expansion and relocation plans to sites within the city.



What is Tax Increment Financing (TIF)?

Within designated tax increment financing areas, increases in tax revenue (called the increment) are allocated to a TIF fund. Funds are used to facilitate development that would not have happened "but for" the TIF incentive. Incentives can range from infrastructure, such as transportation and utility improvements, to reimbursements for employers if specific job creation or retention goals are met.

d. Expand TIF

The City has a successful track record of using tax increment financing to support job creation and increase the city's tax base. The Tax Increment Districts (TIDs) Map notes the location of the City's current TIDs. The City should explore opportunities to expand the use of TIF. Madison's current TIF policy can limit the City's ability to compete with other communities for business expansions and attractions. The policy also indirectly limits the use of TIF for small businesses. Potential changes could include adjusting the eligibility requirements for the Jobs TIF program and creating a TIF program focused on small businesses.

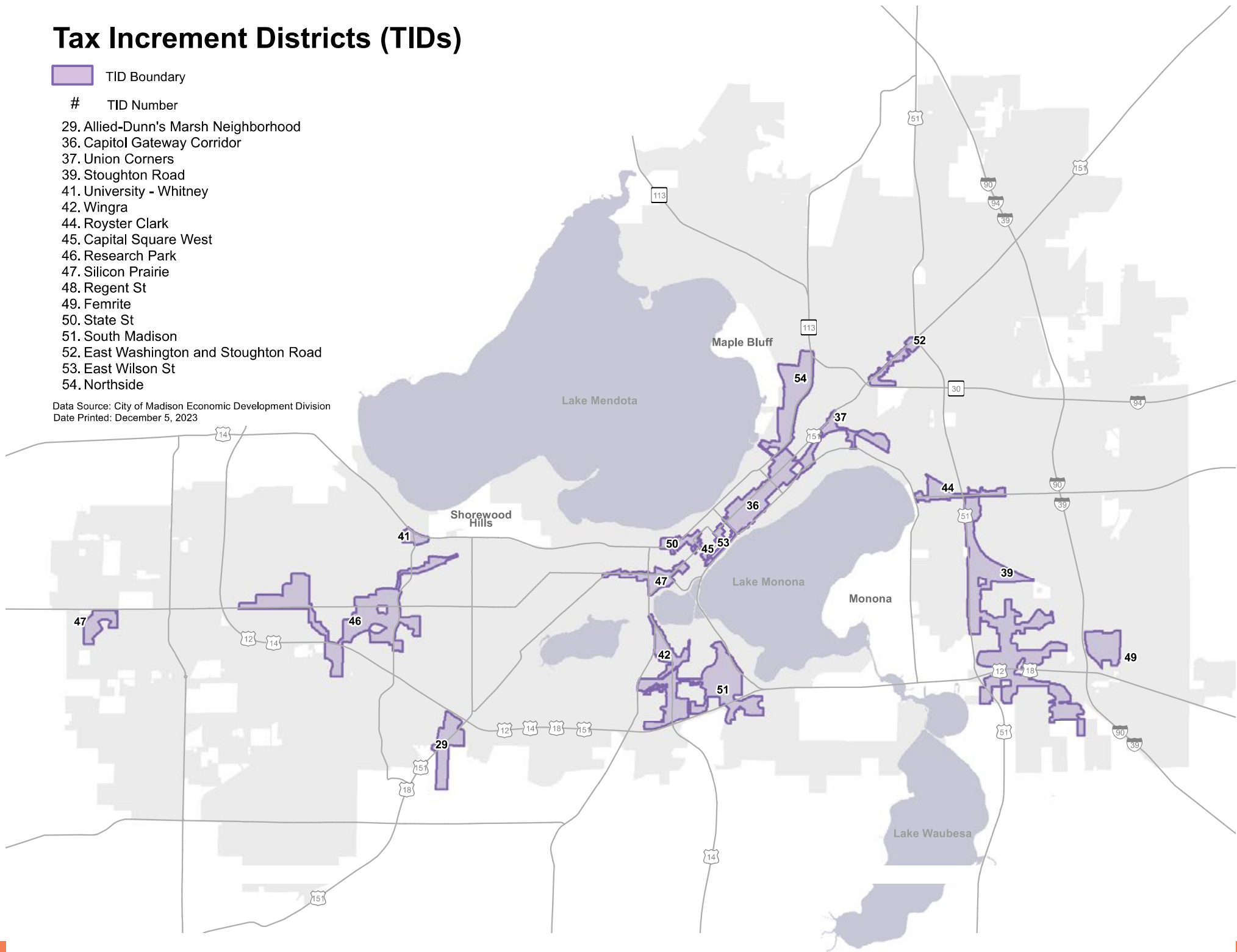
Tax Increment Districts (TIDs)

 TID Boundary

TID Number

- 29. Allied-Dunn's Marsh Neighborhood
- 36. Capitol Gateway Corridor
- 37. Union Corners
- 39. Stoughton Road
- 41. University - Whitney
- 42. Wingra
- 44. Royster Clark
- 45. Capital Square West
- 46. Research Park
- 47. Silicon Prairie
- 48. Regent St
- 49. Femrite
- 50. State St
- 51. South Madison
- 52. East Washington and Stoughton Road
- 53. East Wilson St
- 54. Northside

Data Source: City of Madison Economic Development Division
Date Printed: December 5, 2023



Strategy 2

Ensure an adequate supply of sites for a wide variety of employers to operate and grow.

Actions:

- Reserve sites for employment uses in City land use plans.
- Layer tools and incentives in specific geographic areas.
- Facilitate the reuse of brownfield sites.
- Participate in site selection and site certification programs.

One of the most important roles government has in economic development is to ensure there is an adequate supply of development-ready land and buildings to accommodate the needs of business. In addition to providing jobs that support the community's families, employment uses provide a fiscal benefit to the City. They generally produce more in tax revenue than it costs to provide them with City services.

Pressures to use land for purposes other than employment can make it difficult for local businesses to remain in their current locations or expand within the city. Reserving employment locations can help maintain an overall balance between commercial and residential uses in the city, and ensure there are conveniently accessible employment opportunities throughout Madison.

a. Reserve Sites

The City should reserve sufficient areas for employment uses when developing more detailed sub-area plans and considering potential changes to the Generalized Future Land Use (GFLU) Map. Madison's portfolio of existing and potential employment sites should accommodate a wide variety of employers, ranging from larger industrial and office sites to smaller and lower-cost space within business incubators.

b. Layer tools and incentives

The City has a variety of tools and incentives to facilitate development. In the late 2000s and early 2010s, the City catalyzed significant redevelopment along a segment of East Washington Avenue. The City adopted a detailed land use plan for the area, acquired several large underutilized sites during the midst of an economic recession, cleaned up on-site contamination and then sold individual development sites to developers through a competitive bidding process. By layering tools and incentive programs in one specific area, the City was able to attract high quality development projects that are consistent with the adopted land use plan.

The City should identify several key geographic areas and focus tools and incentives on these areas. There should be an emphasis on encouraging employment growth in transit-served areas. This includes the use of TIF, land banking, and various state and federal tax credit programs.

c. Brownfields

Brownfields are abandoned or underused properties where perceived or actual contamination has hindered redevelopment. The Potential Brownfields Map includes sites from the Wisconsin Department of Natural Resources' (DNR) Bureau for Remediation and Redevelopment Tracking System (BRRTS). These sites have an active environmental investigation or remediation or were

formerly investigated and could still have contamination that must be addressed prior to redevelopment. These potential brownfields are primarily former industrial and commercial sites and are therefore generally located along Madison's business and transportation corridors. Brownfields offer an opportunity to upgrade underutilized properties with new employment opportunities in areas that often already have transit service and other amenities. The City has obtained \$1.2 million in federal and state funding for the assessment and cleanup of brownfields in recent years. The City should continue to pursue brownfields funding to mitigate obstacles to redevelopment of these sites.

d. Site Selection and Certification

The City should continue working with the Madison Region Economic Partnership (MadREP) to respond to national site selector searches and encourage large employers to locate in Madison. Further, the City should explore opportunities to work with the Wisconsin Economic Development Corporation and MadREP to include Madison properties in state and regional site certification programs. Certifying sites as ready for development is helpful in securing interest from businesses selecting sites within a short timeframe. These programs ensure that all regulatory approvals are in place and infrastructure such as roads and utilities are available to serve the property.

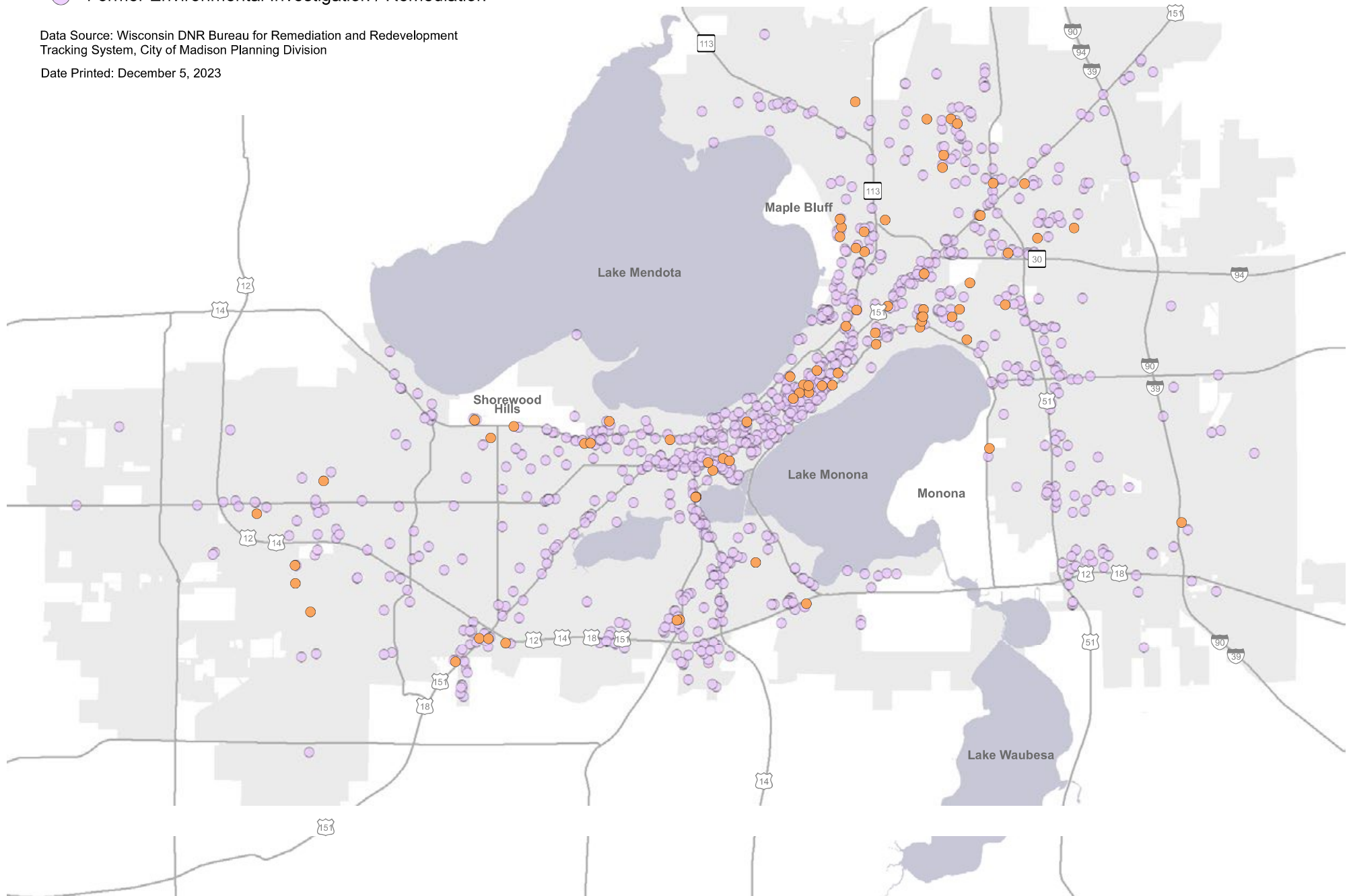


Potential Brownfield Sites

- Active Environmental Investigation / Remediation
- Former Environmental Investigation / Remediation

Data Source: Wisconsin DNR Bureau for Remediation and Redevelopment Tracking System, City of Madison Planning Division

Date Printed: December 5, 2023



Strategy 3

Support jobs that pay a family-supporting living wage.

Actions:

- Continue the living wage for City employees and contractors.
- Leverage the Jobs TIF program to support living wage jobs.
- Pursue increases to Wisconsin's minimum wage.

In the feedback received through the Imagine Madison process, residents strongly supported pursuing opportunities that produce living wage jobs. For employed individuals, a living wage allows for the provision of shelter, food, and other everyday necessities. With a living wage, people should not have to work multiple jobs to support their household.

Overall, Madison's strong employment growth produces a consistently low unemployment rate. Nonetheless, many Madison residents are unable to find family-supporting employment opportunities. Growth in the city's workforce is occurring at opposite ends of the economic spectrum with high-wage, high-skill jobs in technology-based sectors and low-wage, low-skill jobs in service sectors. There are fewer and fewer job opportunities in the middle.

a. Living Wage for City Employees and Contractors

The City of Madison should continue the living wage requirement adopted in 1999. The ordinance applies to individuals who are directly employed by the City of Madison, are working for an employer with a service contract with the City, or are funded by the City. The wage equates to an annual income that is 110% of the poverty level for a family of four. For 2018, it is \$13.01 per hour. The wage is calculated annually and adjusted for inflation.

b. Jobs TIF

The City should continue using the Jobs TIF program to support the retention and creation of living wage jobs. This program is a potential option where a Tax Incremental District is in place and sufficient increment is available or

will be created by a development project. TIF supported jobs must provide a living wage under the City's current policy for the program.

c. Minimum Wage

The City, as part of a larger coalition, should pursue opportunities to increase the minimum wage in Wisconsin to support residents living with lower incomes. Wisconsin's minimum wage has been \$7.25 per hour since 2009. According to the National Conference of State Legislatures, Minnesota has a minimum wage of \$9.65 per hour for larger businesses. Smaller businesses must pay at least \$7.87 per hour. Michigan and Illinois have minimum wages of \$9.25 and \$8.25 per hour, respectively. If a higher minimum wage is adopted, it should adjust annually to keep pace with inflation as it does in some other states.

"Families need viable career opportunities that can position them to live stable lives—not scraping by paycheck to paycheck, and that will help to close the wealth gap over time."
— Resident Panel participant



Strategy 4

Close the educational opportunity gap.

Actions:

- Continue to improve access to quality child care with an emphasis on underrepresented groups.
- Continue support for out of school time programming.
- Align City internships and initiatives with work-based learning opportunities for youth and young adults.
- Expand access to low-cost, high-speed internet service.

Community feedback for Connect Madison, the City's Economic Development Strategy, overwhelmingly highlighted equity as the community's most significant economic development challenge. Kindergarten through 12th grade education was cited as the area of greatest influence to address disparities. Feedback gathered through the Imagine Madison process echoed this sentiment. The community is concerned about the number of students of color that are falling behind in literacy and other essential skills. This affects their college and career prospects as well as Madison's future workforce.

a. Child Care

Feedback received through the Imagine Madison process emphasized the need to support children with enriching child care during the critical developmental years between birth and 5 years of age. Feedback cited several specific considerations: having convenient locations, affordable rates, and opportunities for culturally appropriate care.

The City should continue to improve access to high quality child care and early education. Madison provides direct support to families that do not qualify for the Wisconsin Shares program. The City's Pathways to Quality program is intended to expand the number and distribution of child care facilities throughout Madison, enhance the quality of care provided at these facilities, and produce more opportunities for low-income families to find care. This is done primarily through support for more accredited child

care providers across the city and improving providers' YoungStar rating, which reflects a higher level of care.

The City should continue to facilitate more accredited in-home child care facilities throughout Madison. These facilities can provide conveniently located child care options and possibly more venues for culturally appropriate care, while creating opportunities for home-based businesses with minimal start-up and operating costs.

b. Out of School Time

The City should continue its support for the Madison Out of School Time (MOST) initiative that offers learning and enrichment activities after school, during summer break, and other times when children are out of school. MOST, a partnership between the City of Madison and MMSD, has been identified as a national model for effectiveness in improving educational outcomes. The program serves as a hub for over 100 out of school time providers that register their programs on a shared website and commit to shared quality standards. The programs are based in Madison area community centers, schools, and other venues.

c. Align City Internships and Initiatives

Aligning City internship opportunities, such as the Wanda Fullmore and AASPIRE programs, with MMSD's Pathways Initiative and similar community initiatives will produce greater results. The Pathways Initiative incorporates field specific learning opportunities into the high school curriculum, starting with freshman year. It is intended to increase student engagement during the high school years and to better prepare students for post-secondary education and work opportunities.

d. Internet Service

As education and technology become increasingly intertwined, addressing the digital divide becomes increasingly important. Elementary school classes now have some online component. Parent/guardian communication with schools and educators, a key aspect for supporting student achievement, is moving online. Higher education programs only offered online are becoming more prevalent. The City should continue initiatives to bring low-cost, high-speed internet service to underserved neighborhoods. This could include the pursuit of external funding, partnerships with the private sector, and potentially a public internet utility. Additionally, Madison's public libraries should continue to offer internet access at each location.



Wanda Fullmore and AASPIRE Internships

The City has two primary youth internship programs. The Wanda Fullmore program is geared towards MMSD high school females and students of color that are entering their junior or senior year. The Affirmative Action Student Professional in Residence (AASPIRE) program provides City internship opportunities to those currently or recently enrolled in a higher education program and emphasizes opportunities for females and people of color.

Strategy 5

Remove barriers to achieving economic stability.

Actions:

- Continue support for neighborhood centers.
- Work with partners to better align efforts in job training and placement programs.
- Increase awareness of programs that build residents' financial capability.

Without the benefit of a support system, many households in the city are one setback away from not being able to afford food or becoming homeless when faced with an unexpected financial challenge, such as healthcare expenses or car repairs. Continually facing challenges in providing food and shelter means that some families cannot achieve economic stability and prosperity.

Working multiple jobs to support a family can also present challenges. The work schedule can turn fundamental aspects of life, such as raising children, commuting to work, or preparing food, into a constant struggle. Often, these residents are unable to take time out of their work schedule to take advantage of education and training opportunities that could lead to a better job. It is therefore important for Madison area entities to seek holistic approaches to support residents in overcoming these barriers. This could include providing child care along with job training opportunities or assisting with transportation to a job fair.

The community also expressed concern over the potential for residents to be shut out of the workforce as advances in technology lead to more automation of tasks traditionally performed by humans. Specifically, artificial intelligence has the potential to disrupt entire lines of work as computers become able to complete tasks that require decision-making. It could affect jobs across the employment spectrum, from blue collar to white collar, and the families that rely on these jobs.

a. Neighborhood Centers

Neighborhood centers can play a key role in removing barriers to economic opportunity by providing spaces for residents to learn and connect to resources, whether it be accessing a food pantry, attending a homeownership workshop or participating in a hands-on job training. The City currently supports 16 community centers that serve as hubs for neighborhood-specific programs and services. Continual requests for City support to expand existing centers and develop new centers has prompted a holistic review of City funding for these facilities. This forthcoming review will help guide the siting of any future neighborhood centers, including how they interface with MMSD's Community Schools initiative and opportunities for co-location with other City facilities. It will also develop benchmarks to guide City funding for the ongoing operation of these centers.

b. Job Training and Placement

The City provides funding to several community-based organizations that provide training to remove barriers to employment for marginalized populations, such as formerly incarcerated residents, English language learners, women, and people of color. Services range from helping residents complete general education development (GED) programs to providing training opportunities for women and people of color who are underrepresented in the fields of computer coding and construction.

To ensure programs are meeting the needs of residents and area employers, the City should work with area partners to better align efforts through establishing an inventory of existing programs, assessing their effectiveness and identifying programming gaps. Partners in this area include the Workforce Development Board of South Central Wisconsin, Madison College, UW-Madison, Dane County, and community-based organizations that the City funds.

To address issues related to artificial intelligence and other automation in the workplace, the City and partner agencies should monitor impacts from technological advances and continue to calibrate the region's training programs to address these changes.

c. Financial Capability

According to Bank On, more than 50% of African American and 46% of Latinx households nationwide do not have sufficient access to banking tools, compared to 20% of white households. Many area financial institutions and community non-profits offer well-regarded programs designed to improve residents' financial capability. This includes awareness of and access to tools such as savings accounts, checking accounts, and home-buying or small business development assistance. Many of these programs also assist residents in improving their credit score. The City should increase awareness of and support participation in these programs.

Poem by Madison resident Shawn Tando

Muy lejos hemos llegado, pero más allá debemos ir.
Hasta que todos en la comunidad, tengan un mejor porvenir
Que podamos prosperar juntos, no solo coexistir
Deseo que esta bella ciudad sea un model a seguir.

We have come very far, but we must go further.
Until all in the community, have a better future
That we can prosper together, not just coexist
I want this beautiful city to be a model to follow.

Strategy 6
Support small businesses and cultivate entrepreneurship, especially businesses owned by underrepresented groups.

- Actions:
- a. Continue the Business Assistance Team.
 - b. Continue development of underrepresented contractors.
 - c. Continue support for business incubators.
 - d. Establish a Kiva City crowdfunding program.

Entrepreneurship and small business growth drives the local economy forward. According to ReferenceUSA, there are 16,582 employers in Madison and 94% of these employers have 50 or fewer employees. Led, in large part, by the research and innovation associated with UW-Madison, Madison leads the state in business formation and patents issued.

Feedback through the Imagine Madison process highlighted the importance of support for entrepreneurship and business opportunities for people of color. Creating more successful businesses in Madison owned by people of color can propel more families into the middle class and beyond. These businesses could also attract more diverse job applicants and hire more people of color.

a. Business Assistance Team

The City recently formed a multi-agency staff team to help new businesses sort through regulatory challenges and connect with resources. It creates a single point-of-entry into City government and a staff team that includes agencies that most often interact with businesses. The team helps businesses navigate municipal licensing and regulations and connect with resources in the community, including City-sponsored programs that help finance small businesses. The team also identifies potential challenges for new businesses and establishes improvements to mitigate them.

b. Underrepresented Contractors

The City should continue to develop the pipeline of contractors that are led by, and include, women, people of color, and other underrepresented groups. Madison’s consistently strong real estate market produces a high demand for contractors in the construction and building rehabilitation sectors. Yet many of the employees in the trades are at or nearing retirement age, resulting in a shortage of qualified workers. This gap offers an opportunity for underrepresented residents to obtain well-paying jobs. Woman, Minority, and Disadvantaged Business Enterprise (WMDBE) goals for projects that include federal funding create further opportunities. There are not currently enough WMDBE contractors and subcontractors to bid on this large amount of work.

Examples of City support includes start-up grants and technical assistance to create and expand these companies. This support is provided directly to these companies or through area non-profits that have particular expertise in working with these communities. The City is also assisting employees organize as a union crew to bid on projects and encouraging more worker owned union enterprises through the Co-operative Enterprise Development Program.

“The group wants to see an emphasis on small business development. There must be support for local businesses like Farmer Markets. The economy depends a lot on the community as consumer but we must participate.”
— Resident Panel participant

c. Business Incubators

Business incubators provide low-cost space for entrepreneurs to turn ideas into businesses. The City supports non-profit organizations in their efforts to update or establish incubator facilities. These facilities are primarily located downtown and on the near east side. Madison also provides funding to organizations that provide loans to start-ups, many of which are located in a

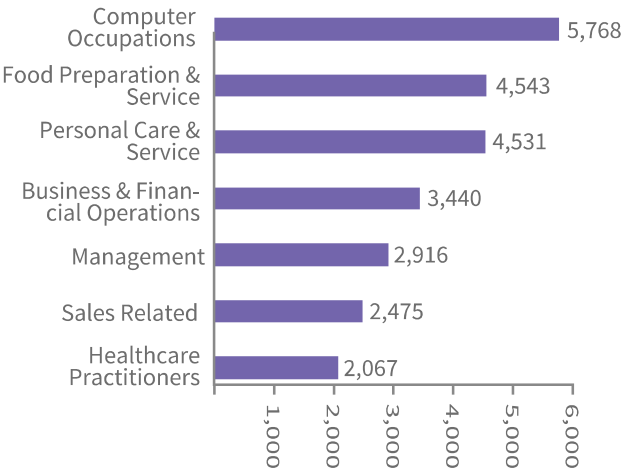
business incubator. The City should continue to support incubators alongside community partners and promote the development of these facilities throughout the city.

d. Kiva City

The City should continue efforts to establish Madison as a Kiva City to offer another source of start-up funding to support entrepreneurs. Through the Kiva Cities program, interest free loans are crowdfunded and specifically targeted to entrepreneurs that have been traditionally underserved by the financial system. Traditional measures of credit worthiness, such as credit history or cash flow, are not considered. Instead, loan applicants are endorsed by a neighborhood organization or individual trustee who attests to the character of the borrower.

In the City of Milwaukee’s Kiva program, a successful crowdfunding campaign of \$5,000 brings matching funds and technical assistance from a local non-profit organization. These resources support both the success of the business and repayment of the loan.

Top Occupations for Projected Employment Growth in Dane County (2014-2024)¹⁸



Strategy 7

Support efforts for businesses and consumers to produce and buy local food, products, and services.

Actions:

- a. Foster a Northside Food Innovation District.
- b. Continue implementation of the Madison Public Market and MarketReady program.
- c. Expand the Street Vending program.

In the 1980s, big box stores started acquiring a significant share of retail spending, sending profits to company headquarters and shareholders rather than keeping them in the local economy. The rise of Amazon and e-commerce in the 2000s continued this trend. When goods and services are bought from local businesses, however, it is estimated that every dollar spent has a multiplier effect and is returned to the local economy three times.

As the climate changes, access to food grown in other states and countries becomes less certain. Dependence on other sources of food can be reduced by producing more local food. This also provides economic benefits to growers, suppliers, distributors, and retailers in the food system. A growing food sector can also benefit residents that face barriers to employment. Many jobs in the food industry do not require college degrees but some offer opportunities for advancement.

a. Food Innovation Districts

Madison is positioned to develop strong local and regional food-related infrastructure. The City and partners should seek opportunities to cluster and incentivize the growth of aggregation, processing, and distribution facilities. The

“Support incubators that foster an environment for small business/start-ups.” — Community Meeting participant

developing Public Market will anchor a food innovation district connected to the north side, linking the FEED Kitchens (shown in the photo below), Madison College’s culinary school, and the former Oscar Mayer plant site. There will be similar opportunities in south Madison, and elsewhere in the city. Having food-related businesses cluster in close proximity provides benefits from sharing ideas, talent, vendors, and infrastructure. Food innovation districts in Madison will, in turn, support growers, processors and buyers in Dane County and the region.

b. Public Market and MarketReady

The City of Madison is in the process of developing the Madison Public Market. The core mission of this project is to create a platform for diverse small businesses to reach customers for their products in a low-cost space. As part of the planning for the Public Market, the City is implementing the MarketReady program, which is a training, technical assistance, coaching, and micro-grant program focused on a cohort of 30 prospective Public Market merchants. The City should continue to focus on diverse entrepreneurship in the planning and implementation of the Public Market

project, and explore funding and implementing future cohorts of the MarketReady Program.

c. Street Vending

The City’s Street Vending program adds to Madison’s vitality and provides a low-cost startup business opportunity for diverse entrepreneurs. For example, City staff estimate that 75% of Madison’s licensed food carts are owned and operated by immigrants or people of color. Food carts often serve as a launchpad to creating a larger business. Some vendors have added second or third carts, moved into brick-and-mortar restaurants, started catering companies, and expanded into producing value-added food products.

While being mindful of the competitiveness of this industry and monitoring potential over-saturation, the City should find ways to continue to grow and support street vending as an entrepreneurial opportunity. This includes connecting food carts with more vending opportunities throughout Madison, such as large events or employment locations, and supporting programming to help vendors connect with resources and training programs.



Strategy 8

City government should lead and encourage other employers to develop a diverse workforce best able to serve an increasingly diverse population.

Actions:

- Continue the City's Equitable Workforce program.
- Support community efforts to diversify Madison's workforce.

Madison is becoming more diverse. The community's workforce should reflect that diversity. From a business perspective, a diverse workforce is more in touch with the preferences of the customer base. From a community-wide perspective, Madison's economy must become more equitable for the city to remain economically competitive.

Feedback through the Imagine Madison process noted that many people move to Madison for its high quality of life, not for a specific job, and many of these residents have a college degree. It is important that career ladders also exist for residents that do not currently have a college degree.

a. Equitable Workforce

The City has implemented programs to advance hiring of women and people of color. The composition of the City's workforce, especially the higher-level positions within government, does not reflect the demographics of Madison's residents and therefore cannot fully represent all interests. The Equitable Workforce program is specific to each City agency. One of the primary activities is to identify and implement improvements to employee recruitment and hiring practices.

b. Community Efforts

The City should support community partners in their efforts to diversify Madison's workforce. One prominent example is the partnership between the Urban League of Greater Madison and the Madison Region Economic Partnership to advance diversity and inclusion amongst area employers. The two entities provide leadership by demonstrating to employers the benefits of a diverse and inclusive workforce.

Madison Police Department's Diverse Workforce

Disparities between the racial composition of police departments and communities they serve has been a national conversation. The Madison Police Department (MPD) strives to have a staff that reflects the community. About 20 percent of officers are people of color, close to Madison's overall demographics. Over 30 percent of officers are women, far exceeding the 15 percent national average.

MPD has taken several steps to increase the diversity of the police force. In 2015, the Hiring Resource Group was implemented. This group of 13 officers seeks to provide transparency and show potential applicants what a career with MPD could look like. Additionally, all officers are engaged in recruiting and small interest groups exist to serve the current officers and appeal to applicants of different backgrounds. To strengthen bonds, new officers are paired with a more experienced mentor.

Despite the successes of MPD's hiring practices, more progress can be made in recruiting Asian and Latinx officers and increasing the number of people of color who serve in the upper ranks.

More Information:

Hiring Resource Group: <https://www.cityofmadison.com/police/jointeam/>

