

Governor's Council on Workforce Investment

Ad Hoc Committee (Milwaukee)

REVISED Meeting Notice

Friday, February 3, 2006

10:00 a.m. - 2:00 p.m.

**UW-Milwaukee School of Continuing Education
Center for Workforce Development
161 West Wisconsin Avenue, Suite 6000
The Grand Avenue
Milwaukee, WI 53203
(414) 227-3200**

February 3, 2006 Agenda:

1. **Action Item:** Approval of the Minutes of January 26, 2006 (Attachment)
2. WIA/DWD Business Services Plan: Connie Colussy
3. **Action Item:** Finalize and Approve Report to the CWI Workforce System Development Committee (Attachments)

A working lunch will be provided for Committee members and presenters.

For further information, contact Committee staff: Linda Williamson, telephone (608) 261-6394, E-mail: <mailto:linda.williamson@dwd.state.wi.us>

If you have other special needs such as assistance to access materials in an alternate format including large print, or you need an interpreter, please contact Gloria Kirchoff: <mailto:gloria.kirchoff@dwd.state.wi.us> or call her at (608) 267-2191.

Agenda Item # 1

Pending Approval

Workforce System Development Committee
AD HOC COMMITTEE (Milwaukee)
Minutes of January 26, 2006

Members present: Thomas Burse, Bill Clingan, Tina Koehn, Don Rouse, Georgann Stinson.

CWI staff present: Mary Pasholk, Pamela O'Brien, Linda Williamson.

Others present: Sue Gleason and Theola Carter, Office of Economic Initiatives, DWD; Sammis White and Jennifer Riegenbach, UWM-Center for Workforce Development; Shelly Flaten-Moore, Michael Mortell and Francisco Sanchez, WOW WDB; Tracie Thacker, Milwaukee Community Services Corporation; Steve Adams, Consultant; Dave Wilson, Gerard Randall and General Cocroft, Private Industry Council of Milwaukee, Inc.; Paul Vornholt, City of Milwaukee Mayor's Office; Sheila Knox, Job Service; Mike Irwin, Kaiser Group.

Mr. Burse, Chair, called the meeting to order at 10:05 a.m.

Agenda Item #1: Minutes

Ms. Koehn moved, seconded by Ms. Stinson, to accept the minutes of the November 14, 2005 meeting. The motion unanimously passed.

Agenda Item #2: UWM Report

Ms. Riegenbach and Dr. White detailed the "*Milwaukee Workforce Development Landscape Report*" through a PowerPoint presentation. There was lengthy discussion about the material presented by UWM-Center for Workforce Development. Summary Committee comments included: Consensus on the quality and value-added information of UWM's report; It was an excellent report on Milwaukee's Landscape and the identification of gaps with recommendations to improve the workforce development system; The backdrop work and connections with organizations for the development of the report served to kick-off a vital dialogue that needs to continue for system change; and, On the recommendation to move to a demand-driven system, there needs to be acknowledgement of the weight of the W-2 component that clouds employer's engagement due to the lack of coordination, and include the main players throughout the workforce development organizations in order to appropriately serve the continuum of job seekers for job training and employment placement to directly meet the needs of businesses.

Mr. Burse invited comments on the report from those in attendance. Mr. Randall commented on UWM's report, and noted that the Workforce Investment Act implementation and reauthorization efforts has been an impact not addressed in the report. He also presented the historical six-year multiple system's complexity to address the specific needs of Milwaukeans which made it virtually impossible to have "leadership." Finally, Mr. Randall discussed the role of the WDB and the education-workforce player connections as well as the need to involve small businesses and regional efforts.

Agenda Item #3: Discussion of Draft Report

The Committee agreed that the draft *Ad Hoc Committee's Report* was an acceptable working document, and that the Executive Summary of UWM's report will be an attachment in the *Ad Hoc Committee Report*. The implementation chart in the draft report would be eliminated but, for the full Committee meeting, there would be a process chart with next steps on implementation of the *Ad Hoc Committee* recommendations.

Agenda Item #4: Formulation of Recommendations

Recommendations were discussed that will be drafted for inclusion in the draft *Ad Hoc Committee* Report, and finalized at the February 3, 2006 meeting. Mr. Rouse emphasized that the work of the PIC needs to be included, particularly the partnerships that are currently in place. Ms. Koehn illustrated the partnership in a particular job center but noted that the "system" is difficult to keep coordinated, particularly the development of mutual resources. She emphasized there are different versions in every center and there needs to be a common vision and resource management so the effective models can be implemented without taking years to do. Mr. Clingan stated there is clearly consensus that there needs to be improvements, and the question is "what's the process to get there?" DWD has points of leverage to use among the stakeholders so there could be a more focused coordinative effort. There was clarity on why UWM proposed Mayor Barrett for the "champion" role. Mr. Burse invited comments from those in attendance. On behalf of the Mayor, Mr. Vornholt emphasized that Mayor Barrett has made jobs the pinnacle of his administration and the need for employers to have a skilled workforce. They are pleased that the CWI created the *Ad Hoc* Committee and the Mayor was looking forward to being involved in the recommendation implementation phase as another augmentation to his role with the "Milwaukee 7." Mr. Vornholt believed that the Mayor would be willing to be a part of the workforce leadership structure as the "Workforce Development Champion" recommended in UWM's report. Finally, he noted that a leadership group could provide information to the Mayor on "what is it that the Mayor needs to know when he speaks to employers and entice employment growth." General Cocroft reported on the PIC's Job Center Network Committee findings thus far, and emphasized the need for improved coordination among case managers and other staff within the Job Centers. As chair of the Committee, he intends to review the *Ad Hoc* Committee report, and sees the general direction of the *Ad Hoc* Committee as dovetailing PIC's Committee. Mr. Rouse wanted to make sure that we need to avoid duplication, for example, the *Grow Grant* activities. Mr. Sanchez was asked by Mr. Burse to provide an update on the *Grow Grant*. He explained that the leadership group has representation from all 3 WDBs and a coordination group that will include members of the Milwaukee 7. Final plans are still being developed for the grant. There was discussion about the leadership team. Mr. Burse recognized Mr. Randall who stated that anything that undercuts the federally authorized WIA WDB will cause even more problems. As part of the discussion on UWM's comments for a "DWD-led attempt to actively engage the five main actors..." Mr. Rouse believed PIC ought to be the lead for implementation. Mr. Clingan noted that given DWD's administrative role with the major funded workforce development programs, that it would seem appropriate for DWD to take a lead role in reshaping the "system" as well as creating more inclusion of additional players. Ms. Gleason expressed a concern about the limited list of the "main workforce development actors" and suggested that the Committee broaden the organization's involvement such as the Milwaukee Public School System. The Chair reinforced the need for DWD to take the lead and tabled further discussion on the composition of the leadership structure recommendation.

By consensus, the Committee adopted the UWM's goals and the proposed themes for developing further recommendations. Additional Committee agreement was to include:

- * The material in the "Dominant Themes from the Ad Hoc Listening Sessions"
- * The recommendations need to be consistent with, and not duplicative of, the efforts of the *Grow Grant* activities.
- * Emphasize the good things that are happening already in Milwaukee; Milwaukee is rich with employers, employees and resources.
- * Employment involvement needs to be strongly emphasized for their full engagement.
- * Develop a user-friendly approach for organizations to form consortia for future grants/funding. Perhaps use the leadership team to plan and organize additional resources while not taking away from the efforts of many organizations particularly smaller entities such as community service organizations that have demonstrated unique successes - - they need to be included as stakeholders. The Committee wants to reduce the competitiveness among entities.

- * The Committee wants to reduce the number of different organizations contacting employers. The local WIA WDB/DWD plan guidelines will require business plans that will have the WIA required partners negotiate coordination efforts. It was noted that this was a start. Mr. Clingan further offered to have Ms. Colussy explain the Business Services Plan at the February 3, 2006 meeting.
- * How can we measure "success" for the recommendations, and how is DWD measuring the success of the dollars they are allocating to various organizations?

From the UWM's report, **the Committee accepted all of the themes and to include as their recommendations:**

- * The identified goals would be part of the recommendations and they would be the goals for DWD and broadened to the other workforce partners.
- * DWD-led attempt to actively engage the five main actors in dialogues on strategic planning for the achievement of the goals.
- * DWD would head the leadership team with the Mayor's office. The specific composition of the leadership team was tabled and the details of their activities will be taken from the stakeholder themes.
- * Provide coordination in the areas of a. current available resources, b. collaboration on joint grant proposals for future funding, c. employer engagement, and d. short-term and long-term training, and e. broader economic development agencies.
- * Collect and disseminate information: Mechanisms to disseminate and update information among the broader community.

Mr. Rouse requested that the following comment be part of the minutes as a recommendation for discussion at the February 3, 2006 *Ad Hoc* Committee meeting: "Since the Workforce Development Boards are already charged with working on issues such as recommendations from the 5 Dominant Themes of our Listening Sessions and the UWM Landscape Report, the WOW/PIC Coordination Committee with the addition of representation from the Southeast WDA would be the appropriate leadership team to address all the items that came out of our January 26th meeting. This Coordination Committee is already part of the Grow Grant planning team and why should we create a new entity to possibly duplicate the work of the Grow Grant effort?"

Ms. Koehn moved, seconded by Mr. Clingan, to adjourn at 1:55 p.m.

Agenda Item # 3

Ad Hoc Committee (Milwaukee) Report to the Council on Workforce Investment Workforce System Development Committee

Background

The Council on Workforce Investment (CWI) is a state board that advises Governor Jim Doyle on Wisconsin's workforce investment system strategies and policies, and undertakes research and other activities to assist the Governor in enhancing the operation and performance of the state's workforce programs. One of the CWI's standing committees, the Workforce System Development Committee, established an *ad hoc* committee on April 22, 2005 to (a) provide oversight of the "Understanding Milwaukee's Workforce Development Landscape" project conducted by the University of Wisconsin-Milwaukee School of Continuing Education, Center for Workforce Development, and (b) identify Milwaukee and regional systemic workforce development issues and develop recommendations for action by the full Committee and CWI.

The membership of the *Ad Hoc* Committee:

- Chair, Thomas L. Burse, President, Buveck Consultants/Construction Managers, Milwaukee
- Bill Clingan, Division Administrator, for Secretary Gassman, Department of Workforce Development
- Tina Koehn, Vice President of Administration, United Migrant Opportunity Services, Menomonee Falls
- Donald L. Rouse, retired Vice President Corporate Operations, Kohl's Department Stores, Hartland
- Georgann Stinson, Vice President, General Converters and Assemblers, Racine
- State Representative Josh Zepnick, Wisconsin Assembly 9th District, Milwaukee

The charge of the *Ad Hoc* Committee was approved at the June 3, 2005 Workforce System Development Committee meeting: To provide

(A) Recommendations to the full Committee on Milwaukee issues within Workforce Development Area (WDA) #2, including

- Systemic One-Stop Partner Program Collaboration, Coordination and Joint Planning
- Support of Infrastructure and Overcoming Silo-Program Funding Constraints
- Oversight for the "Understanding Milwaukee's Workforce Development Landscape" Project

(B) Recommendations to the full Committee on Regional Issues, including

- Regional One-Stop Partner Program Collaboration and Coordination within the three WDAs: # 1 Southeastern Wisconsin, # 2 Private Industry Council of Milwaukee County, Inc. and # 3 Waukesha-Ozaukee-Washington Counties
- Joint Regional Planning and Economic Development Drivers among the WDAs # 1, 2, 3

Fact Finding and Coordination

Ad Hoc Committee members reviewed the major key stakeholders in Milwaukee and the region that influence workforce activities ranging from specific Job Center direct services for job seekers and employers to new economic development initiatives. Three categories of stakeholders were identified for purposes of direct in-put to assist in identifying problems and solutions:

- Workforce required partners of the Workforce Investment Act (WIA)
- Economic development and labor entities
- Funders, foundations and civic entities

Employers were also on the initial list as another vital stakeholder group. However, as the in-put process continued, it became clear that until specific recommendations and/or initiatives were shaped for businesses to participate in, employer connections needed to be part of a later phase in recommendation implementation. In the meantime, private sector members who serve on the three Workforce Development Boards were apprised of the Committee's work.

The Committee held two listening sessions with invitees from representatives of partner programs, economic development and labor organizations. In addition, representatives from funding, foundations and civic entities were interviewed by the University of Wisconsin-Milwaukee, Center for Workforce Development (UWM-CWD) staff. UWM-CWD staff summarized information from those interviews for the Committee based on identified themes. In total, the Committee held nine meetings that were open for public participation from June 2005 to February 2006. [Appendix A: Participant Lists]

The themes for the formal in-put were aligned with the Workforce System Development Committees major objectives:

- Level of leadership within the community and among the Workforce Development Board, and ideas for collaboration/coordination with workforce partners and external entities for effective service delivery
- Ideas to align common goals and joint local and regional planning (with linkages to economic development initiatives and labor market)
- How to overcome "silo-program" funding

The UWM-CWD "Understanding Milwaukee's Workforce Development Landscape" project was another major piece in the Committee's development of recommendations. This project was initiated by the Workforce System Development Committee in order to gather more information about the Milwaukee workforce system. It was funded by the CWI's state WIA funds administered by the Department of Workforce Development (DWD). The two main project objectives were:

- To identify and survey training/workforce providers in Milwaukee County and to incorporate the information in the Workforce Enterprise website as a one-stop portal clearinghouse with a quick glance reference format
- To survey Milwaukee workforce organizations, compile information about the current Milwaukee County workforce system, and provide recommendations for improvements

The Committee reviewed UWM's draft survey instruments that were used for their stakeholder interviews. Status reports on this project were provided at every Committee meeting with substantive discussions on key issues raised during both the Committee and UWM's in-put processes. The Committee's background work dove-tailed with UWM's efforts, and culminated in joint recommendations. [Appendix B: Executive Summary of UWM's "Understanding Milwaukee's Workforce Development Landscape" Project]

Recommendations

Appendix A

Participant Lists

Ad Hoc Committee listening session stakeholder participants:

Brenda Bell-White, Wisconsin Works/Temporary Assistance to Needy Families
Enid Glenn, Vocational Rehabilitation, Department of Workforce Development
Sheila Knox, Job Service, Milwaukee
Al Luna, Milwaukee Area Technical College
Eric Parker, Wisconsin Regional Training Partnership
Paula Penebaker, YWCA
Gerard Randall, Private Industry Council of Milwaukee County, Inc.
Herbert Robinson, Department of Corrections
Leonore Rosas, United Migrant Opportunity Services
Debbie Roy, Manpower
Jerry Stepaniak, Maximus
John Stilp, Milwaukee Area Technical College

UWM's stakeholder interviews conducted for the *Ad Hoc* Committee:

Essie Alan, United Way
Kathryn Dunn, Helen Bader Foundation
Eloisa Gomez, Making Connections
Raejean Kanter, Potawatomi Foundation
Steven Mahan, City of Milwaukee Community Block Grant Office
Alicia Manning, Bradley Foundation
Jane Moore, Greater Milwaukee Foundation
Rita Neises-Renner, Making Connections

Other attendees at *Ad Hoc* Committee meetings:

Stephen Adams, Consultant to University of Wisconsin-Milwaukee
Teresa Barch, Wisconsin Association of Job Training Executives
David Berkley
Sheryl Billups, Office of Economic Initiatives, Department of Workforce Development
Dick Buschmann, Making Connections
Theola Carter, Office of Economic Initiatives, Department of Workforce Development
Lea Collins-Worachek, Job Service, Milwaukee Workforce Development Area
Connie Colussy, Bureau of Workforce Programs, Department of Workforce Development
Sally Cutler, North Central Wisconsin Workforce Development Area
Sue Gleason, Office of Economic Initiatives, Department of Workforce Development
Enid Glenn, Division of Vocational Rehabilitation, Department of Workforce Development
Delores Graves, Private Industry Council of Milwaukee County, Inc.
Mark Kessenich, Private Industry Council of Milwaukee County, Inc.
Diane Knutson, Job Service, Waukesha-Ozaukee-Washington Workforce Development Area
Theresa Loerke, Bureau of Workforce Programs, Department of Workforce Development
Mary Moore, Unemployment Insurance, Department of Workforce Development
Beth Norris, Southeastern Wisconsin Workforce Development Area
Dianne Reynolds, Bureau of Workforce Programs, Department of Workforce Development
Jennifer Riggerbach, University of Wisconsin- Milwaukee, Center for Workforce Development
Christopher Ruud, Business Co-Chair, CWI Workforce System Development Committee
Francisco Sanchez, Waukesha-Ozaukee-Washington Workforce Development Area
Samuel White, University of Wisconsin Milwaukee, Center for Workforce Development

Other contacts initiated for coordination:

Bill Mitchell, Waukesha County Economic Development Committee

Pat O'Brien, Greater Milwaukee Economic Development Partnership

Julia Taylor, Greater Milwaukee Committee

Staff to the *Ad Hoc* Committee:

Pamela O'Brien, Workforce Investment Act Section, Division of Workforce Solutions, Department of Workforce Development

Mary Pasholk, Bureau of Job Service, Division of Workforce Solutions, Department of Workforce Development

Linda Williamson, Employment Connections Section, Division of Workforce Solutions, Department of Workforce Development

Appendix B

University of Wisconsin- Milwaukee School of Continuing Education Center for Workforce Development

Executive Summary Understanding Milwaukee's Workforce Development Landscape

Background

A well-educated, skilled workforce is essential to Milwaukee's achieving long-term economic success in the 21st Century global economy. In order to build the flexible and knowledgeable workforce Milwaukee needs, local stakeholders in workforce development need to build a system that provides an integrated continuum of education and training that meets the changing needs of local employers and industries.

There is common agreement that Milwaukee's workers' skills are not what they should be, and the efforts to increase those skills are insufficient, uncoordinated, and under-funded. These deficiencies must be overcome if Milwaukee's economy is to succeed.

Purpose and Design of the Study

This study was undertaken to generate a better understanding of the workforce development landscape in Milwaukee County in order to develop a strategy to create and retain a workforce with the education and skills to serve our changing local marketplace. The study consisted of two parts:

The first part consisted initially of identifying the organizations and individuals thought to be most active in current workforce development efforts. Interview with thirty-four (34) of these individuals were completed. The interview's consisted of a structured set of questions that were asked to all respondents, plus a sub-set of questions aimed at private foundations.

The second part of the study involved the identification of about 120 organizations involved in some phase of workforce development. Detailed information was gathered about the nature of their involvement, their funding sources, how many individuals they served, etc. This information will be housed on the WorkforceEnterprise.org website.

Findings

From the national level on down, there is a changing focus within the Workforce Development System, involving a shift away from a social service model focused on job seekers to a demand-driven model focused on employers and industry needs. Milwaukee's workforce system is still entrenched in a social service model that has created the perception that Milwaukee County Job Centers are designed solely to serve W-2 clients. Such a perception has a great impact on Milwaukee's ability to become a demand-driven system that can work with and positively affect the great economic development agenda of our region.

Six major themes emerged from analysis of the stakeholder interviews:

- Employers need to be engaged in a substantially more meaningful way.
- Employers need trained and ready-to-work individuals.
- The "system" needs to change
- Broader communication and coordination are essential
- Competition is problematic and needs to be addressed
- Leadership and accountability are vital

Goals and Recommendations

Three major goals were identified:

Employers must become actively engaged in workforce development

Employers are the driving force of our economy. They have the jobs. Engaging employers and coordinating workforce development efforts around employer needs will only enhance the overall opportunities for potential and incumbent workers in our region.

Milwaukee must build a well-trained and prepared regional workforce

An employer-driven system with a primary focus on training and placing adults into jobs and assisting with advancement of workers will provide Milwaukee with the workforce it needs. Such a demand-driven system requires a transparent, cohesive continuum of workforce training and related services that employers and job seekers can understand and easily access.

Public and private investment is essential for success

The public sector cannot be the only investor in workforce development. Private foundations, employers and other local stakeholders must work together to implement a coordinated workforce development agenda.

The following steps are recommended for achieving these goals:

Define the System

For Milwaukee to achieve a competitive workforce the workforce development landscape has to widen. Certainly the major regional players must continue to lead. But for Milwaukee to achieve a competitive workforce, the workforce development system must include far more entities.

Create a Clear Leadership Structure

There was almost unanimous agreement that there was a vacuum of leadership in local workforce development efforts. The report recommends looking at a tripartite leadership model: First, a team consisting of the PIC Board, DWD, and MATC; second, a local champion, a new voice to lead the charge for workforce excellence (Mayor Tom Barrett); and thirdly, an Employer Champion. In addition, this leadership team needs a lead facilitator whose job it would be to ensure that these three leadership elements communicate effectively among themselves as well as to their primary constituencies and work together for the greater good.

Coordinate Services and Funding

Effective coordination of services throughout the system is essential to realize the goal of a high quality regional workforce sustained by engaged employers and public and private investment in training. Coordination needs to occur within each Job Center, throughout the Job Center network, and throughout the broad workforce development system. Coordination of funding needs to occur within DWD and between leading state agencies and other public sector funding sources, as well as between public sector funding sources and private foundations. We recommend the leadership structure focus coordination in three ways.

Collect and Disseminate Essential Information

One of the major barriers to collaboration efforts is the lack of easily accessible, up-to-date information. The broader workforce development system needs such information on what the main actors provide and what employers need. This would lead to less duplication of services and stronger relationships. In addition, the main actors themselves would benefit from an understanding of what the broader workforce development system provides and how players work together. Finally, funders, employers, and the economic development community need to have available easily accessible, employer focused information. All need to know how the system works and the benefits of collaborating.