

Jim Doyle
Governor

Paul Linzmeyer
Chair



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Council on Workforce Investment

Friday, June 16, 2006

**Best Western Inn on the Park
22 South Carroll St. -- Madison, WI
(608) 257-8811**

MADISON ROOM

MEETING SCHEDULE

Coffee, tea and soft drinks will be available in the Madison Room at 8:30 a.m.

9:00 a.m. - 12:00 Noon Full Council Meeting

No Committee Meetings are scheduled.

All Full Council Meeting materials are available on the CWI web page at <http://www.wi-cwi.org>

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This is a public meeting; the meeting location is handicapped accessible. If you have other special needs such as an interpreter or written material in an alternative format, please contact Gloria Kirchoff at (608) 267-2191 or email Gloria.Kirchoff@dwd.state.wi.us.

COUNCIL ON WORKFORCE INVESTMENT

JUNE 16, 2006
9:00 a.m. to 12:00 Noon
Best Western Inn on the Park
22 South Carroll St. -- Madison, WI
(608) 257-8811

AGENDA

- I. CALL TO ORDER AND WELCOME
 - II. MINUTES OF THE MARCH 16, 2006 MEETING (**ACTION**)
 - III. CWI LIAISON REPORT -- Sue Gleason
 - A. Regional Metrics -- Status Report/Update
 - 1. Request for Industry Birth/Death Data Collection for Measures of Entrepreneurship (**ACTION**)
 - B. WIA Incentive Grant for Wisconsin
 - IV. REPORT
Workforce Development Board Baldrige Leadership Assessment -- Statewide Report on Key Strengths and Improvement Opportunities -- Elizabeth Menzer, Executive Director, Wisconsin Forward Award Inc.
 - V. PRESENTATION
Advanced Manufacturing -- Linking Workforce and Economic Development -- Aaron Olver (Executive Assistant, Department of Commerce), Mike Wojcicki (WMEP, Director of Partner Relations), Beth Norris (Coordinator, Southeast WDB)
- BREAK
- VI. COMMITTEE REPORTS
 - A. Executive Committee
 - 1. CWI Special Innovations Projects Award Announcements
 - 2. GROW II Principles (**ACTION**)
 - 3. Dislocated Worker Sub Committee Actions
 - B. Workforce System Development Committee
 - C. Workforce Strategies Committee
 - VII. RESPONSE TO CWI RECOMMENDATIONS ON SYSTEM IMPROVEMENTS
 - A. Department of Workforce Development Report -- Roberta Gassman, Secretary
 - VIII. PRESENTATION
Innovations in Life Long Learning -- Life Long Learning Accounts -- Amy Sherman, (Director of Public Policy, Center on Adult and Experiential Learning- Chicago, IL)
 - IX. NEW/OTHER BUSINESS AND ANNOUNCEMENTS
 - X. ADJOURN

COUNCIL ON WORKFORCE INVESTMENT

(Draft Pending Approval)

MEETING MINUTES

March 16, 2006

Hilton Hotel, Milwaukee

- Members Present:** Paul Linzmeyer (Chair), Daniel Andrist, Colleen Bates, Thomas Burse, William Chaudoir, Rodney Copes, Jewel Currie, Kathleen Drengler, Barbara Fleisner, John Heyer, James Hill, Tina Koehn, Douglas Moquin, Phil Neuenfeldt, Mark Reihl, Christopher Ruud, Julia Taylor, Joan Wilk, State Representative Josh Zepnick. By phone: Joel Rogers (Vice-chair), Dan Clancy, Margaret Ellibee (for Elizabeth Burmaster), Jessica Clark (for Matthew Frank), Roberta Gassman, State Senator Dave Hansen, Erica Kauten, Aaron Olver (for Mary Burke), A. Kent Olson, Lee Rasch, Dean Welch
- Members Absent:** Mary Lu Gerke, Susan Hatch, James Haney, Ellen Holt, State Senator Joe Leibham, Xiong Lo, Helen Nelson, Donald Rouse, Patrick Schillinger, John Scocos, Georgann Stinson, Norma Tirado, David Vierhaler
- CWI Staff Present:** Sue Gleason, Sheryl Billups, Fred Bartol, Pam O'Brien, Linda Williamson, Gloria Kirchoff
- Others Present:** Bill Clingan, DWD-DWS; John Wagnitz (Sen. Dave Hansen's Office); Sarah Lincoln and John Reiser (DHFS); Leslie Mirkin and Enid Glenn (DWD/DVR), Jerry Hanoski (Western WDA); Shelly Flatten-Moore (Southeast WI GROW), Teresa Barch (WAJTE); Francisco Sanchez (WOW WDB); Saad Akbarkhan, Sam White, and Jennifer Riggerbach (UW Milwaukee); Kris Pawlowski (West Central WDA); Tracie Thacker (Milwaukee Community Service Corps), Sheila Knox (DWD/Job Service).
By Phone: Dianne Reynolds (DWD/DWS)

Key Issues/Discussion

I. Call to Order and Minutes

Paul Linzmeyer (chair) called the meeting to order at approximately 9:40 a.m. He announced that afternoon Committee meetings would be canceled due to weather and welcomed new member Colleen Bates.

Action: Joel Rogers moved to approve the minutes of the December 9, 2005 meeting. The motion was seconded and approved unanimously.

II. Special Guest -- Mayor Tom Barrett

Milwaukee's Mayor Barrett welcomed the CWI to Milwaukee and thanked members, the Governor and DWD for the work they were doing. He emphasized the importance of workforce development to Milwaukee's economic and civic health, noting how on one hand, employers tell him how difficult it is to find qualified workers, while on the other, young people tell him how difficult it is to find a family supporting job. He stressed how the CWI's work could help bridge this gap and that the city wants to be an active partner in these efforts. Within this context, he welcomed the U.W. Milwaukee Report, which makes the case for strong city involvement in Milwaukee's workforce development system.

In response to questions, Mayor Barrett indicated that he views Milwaukee as part of a regional economy and is beginning to work with neighboring counties, noting that cities with strong economies approach economic development on a regional basis and receive substantial federal and state assistance. There was also discussion of the lead paint issue and effects on manufacturers, with the Mayor noting that lead paint is an important issue that affects the health and safety Milwaukee's citizens, especially low income children, and needs to be addressed.

III. Workforce Systems Development Committee Report

A. Committee Activities/Future Issues

Christopher Ruud (co-chair) provided a brief update on Committee activities, noting the following:

- The UW Milwaukee Landscape Project has been completed and the report is available on the CWI web page.
- The Staff Credentialing project is ongoing, the first report will be available March 31, and to date nine local staff have received professional certification.
- The Baldrige Leadership Assessment project is continuing, eight WDBs have completed or are near completing their surveys, are receiving feedback reports, and in some cases are using reports to inform WDB strategic planning.
- The Committee will be formulating policy for CWI action on the rest of its priority action steps in the coming months. These include
 - operational and dashboard measures for a transparent monitoring system for consistent accountability of sustainable infrastructure funds and program dollars;
 - measurable job center standards with an accountability system, and
 - ensuring full participation of workforce partners within the Job Center structure and connecting workforce development areas with regional economic areas with incentives for employer participation.

B. Policy Recommendations

1. Milwaukee Workforce System

Following remarks from Mayor Barrett, Thomas Burse reviewed the Milwaukee Ad-Hoc Committee's activities and resulting recommendations for improving Milwaukee's workforce development system. Some members expressed interest in reviewing the U.W. Milwaukee Report. Burse explained that the Ad Hoc Committee had thoroughly reviewed and considered the report, including recommendations, in formulating the recommendations before the full Council for action. Sue Gleason noted that the full report was on the CWI web page and the Executive Summary was included in the CWI packet. Questions were raised about PIC support; Burse noted that the PIC had expressed concerns but that the recommendations the views of a broader audience.

Action: Lee Rasch moved to adopt the Ad Hoc Committee Recommendations on the Milwaukee Workforce System. Joel Rogers seconded the motion and it passed unanimously.

2. Workforce System Recommendations to the Governor

Christopher Ruud reviewed the Recommendations to the Governor on the state's workforce development system. He explained that all agreed with the premise of the one-stop system infrastructure. Ruud reviewed the process the Committee used to gather information (e.g., listening sessions, surveys and previous reports, including special emphasis on a report the by the Legislative Audit Bureau), which lead to a focus on the need for a common vision and streamlined funding stream for system support. He noted that without changes in the funding stream structure, service delivery can't be improved. He further explained that the Committee recognized that the changes recommended were long-term efforts.

In discussion, Roberta Gassman (DWD) suggested that the recommendations might benefit from discussion with other key system partners through the State Interagency Team, the state agency group the CWI helped initiate. Dan Clancy (WTCSB) supported that recommendation, noting the complexity embedded in the recommendations and the need to define terms. Aaron Olver (Commerce) also noted that high level consensus was needed to ensure effective coordination, but line/work level staff also needed to understand and buy in to the recommendations.

Ruud emphasized that the Committee was looking for endorsement of the "high level" concepts that the recommendations present. The Committee recognized that there would be multiple levels of detail, some of which appeared to be reflected in the discussion. He expected that these would be part of the long-term "next steps" that are not part of the CWI's role. He further noted that he expected that once the CWI endorsed the recommendations, the Governor would send them to the affected agencies for their reaction and assessment of the details. Linzmeyer concurred, indicating that the Committee took the appropriate approach and that he hoped the recommendations would not get buried in the bureaucracy or transmitted to lower level staff to review. They should be brought to the highest levels; the Governor can direct the state agencies to look at the recommendations more closely.

Lee Rasch noted that he would like to see the recommendations incorporate a stronger focus on regional strategies and intergovernmental relations. Ruud noted that the Committee will be approaching regionalism in its next set of recommendations. Other CWI members raised questions about funding streams and Dept. of Commerce programs, observed that recommendations reflect that most programs are located in DWD, and agreed that it would be important to get the positions of specific departments on how to implement the recommendations.

Action: Rogers moved to accept the recommendations; Representative Zepnick seconded the motion. Following discussion, Rogers offered a friendly amendment to also send the recommendations to the State Interagency Team for state agency review and input. The motion as amended was seconded by Jewel Currie and passed unanimously.

IV. Executive Committee Report

A. Executive Committee Recommendations

Gleason reviewed the Executive Committee recommendations to revise the CWI process for determining use of its WIA State Activity Funds. She also briefly reviewed the Executive Committee's recommendations for use of funds for Program Years (PYs) 2005 and 2006, as well as the draft Special Project Solicitation to be implemented upon CWI recommendation.

Action: Ruud moved approval of the Executive Committee recommendations as presented; Taylor seconded the motion and it passed without objection.

B. Dislocated Worker Subcommittee Report

Phil Neuenfeldt reported that the subcommittee met on March 15 to consider Special Response funds and to set the schedule for meetings for the coming year. \$172,878 in grant funds was recommended for two workforce development boards; three other WDB grants were considered, which added new layoff/target groups, but required no additional funds. Neuenfeldt also reported that 10 National Emergency Grants totaling \$9.9 million are operational in six workforce development areas and that significant layoffs continue to occur across the state, including recently announced Kimberly-Clark plans to shut down some sites in Wisconsin. He also indicated that the subcommittee is pleased with program performance based on review of data now available. Finally, Neuenfeldt reported on progress of the CWI-supported study of dislocated workers from Advanced Transformer being conducted by the Southwest Wisconsin Technical College System. A committee formed to design, conduct and oversee the study was formed in December 2005 and a worker survey was field tested and distributed in late February to all workers affected by the 1996 dislocation.

C. Bridges to Work/Medicaid Infrastructure Subcommittee Report

Representative Zepnick introduced Sarah Lincoln and John Reiser, DHFS, who provided an overview of the Pathways to Independence (Bridges to Work Medicaid Infrastructure) Strategic Plan. Reiser reviewed the key purpose of the grant, which is designed to build a system to help people with disabilities work. Key components of the strategic plan address incremental systems change, collaboration and transparency, local solutions, leadership, sustainability, and evaluation. It incorporates six key priorities.

- Universal design, creation and use of assistive technologies to enhance independence and productivity.
- Prepared/qualified employees available for the workforce through development and implementation of a seamless system of education and training.
- Collaboration among service providers, with person centered focus, and unified system to serve both employers and people with disabilities.
- Engaging employers, policy makers, insurers, and people with disabilities in increasing access to long-term care and other benefits.
- Technical assistance and accessible ongoing supports for employers.
- Public information and education about people with disabilities.

Reiser emphasized that the regional approach and priorities within the strategic plan correspond to Governor Doyle's Grow Wisconsin plan. Gleason noted that DVR, whose purpose is to assist people with disabilities access and succeed in the workforce, is a strong partner in the Job Centers. As things go forward, particularly with respect to employer relations, this effort needs to collaborate with that existing system. Rogers complimented efforts represented by the strategic plan and emphasized that employment of people with disabilities was not a marginal issue. Representative Zepnick closed by encouraging private sector members to get involved with the subcommittee.

V. Workforce Strategies Committee Report

Dean Welch provided an update on activities of the Workforce Strategies Committee, reviewing progress to date on the regional metrics project and GROW grants, as well as plans to consider ways to support advanced manufacturing as a key industry cluster initiative. He noted that comments regarding the Regional Metrics proposal will be accepted through March 31, after which the committee will review comments and consider next steps. He also reported that all GROW grants have been finalized and the first round of quarterly reports from grantees have been submitted. A GROW grant "Leadership Roundtable" is planned for April 4. When the Committee takes up advanced manufacturing at its next meeting, one issue for discussion will be how to structure efforts to show a return on investment that will encourage employers to change -- to affect demand as well as supply of high skilled/high wage workers and jobs.

VI. Adjournment

There being no further business, the meeting was adjourned at 11:40 a.m.

Agenda Item III -- For Action

REGIONAL METRICS BENCHMARKING INITIATIVE

Draft CWI Recommendation

Request that DWD collect data on business “births” and “deaths”

Background - From the outset of the CWI discussion of regional metrics, members have shown a strong interest in indicators that go beyond standard labor market statistics to get at a regional economy’s dynamism, competitiveness, and entrepreneurial potential.

Unfortunately, many indicators that seem promising as ways to capture these aspects of regional economies are unsatisfactory as regional metrics as defined by this project. In some cases, this is because the data is not available consistently at the county level. In other cases, the data is too complex to present easily, or is not readily understood (or is too readily misinterpreted) without extensive explanation. In still others, the data simply turns out not to be as informative as originally thought.

One exception is the proposed metric labeled “business establishment dynamics,” which would track the number of business “births” and “deaths” in a given region over a given period of time. Originally proposed as an alternative to measuring net growth in business establishments, this metric has increased in importance as other measures of industry competitiveness and entrepreneurship have dropped from the list of proposed metrics. Other states have begun to compile data in this way and it has become increasingly important for Wisconsin to also have access to this type of information.

In addition to tracking firm openings and closures, this data also tracks the number of jobs created and eliminated as a result of those openings and closures. It therefore addresses, in part, a basic question about regional economic and workforce development, namely: how many jobs are being created in the region at a given time? Even if the elimination of other jobs by business “deaths” results in no net increase (or even an overall decrease) in jobs, the sustained ability of a regional economy to generate jobs through business “births” may be strong evidence of that region’s vitality.

While this proposed metric does not capture entrepreneurship directly, entrepreneurship is presumably at work behind many of the business births this metric measures. Furthermore, both business “births” *and* “deaths” (and the resulting job creation *and* destruction resulting from them) offer some indication of the overall business dynamism of a region, of which entrepreneurship is one part.

Suggested Recommendation for CWI Consideration on June 16th

The Council on Workforce Investment requests that the Department of Workforce Development begin producing data on regional business “births” and “deaths” for inclusion in the final list of regional metrics. Specifically, CWI should ask that the DWD Bureau of Workforce Information (BWI) begin compiling, as soon as possible, the county-level data on business “births” and “deaths” necessary to produce a region-level metric on this for each of the designated GROW grant regions.

To the extent that this request places added demands on DWD BWI, the Council further recommends that DWD consider this as one use of the annual USDOL Work Force Information grant funding the DWD receives from the U.S. Department of Labor.

The Council considers the lack of county-level business “births” and “deaths” data a significant gap in the workforce information provided by DWD, and a critical customer need of the kind the Work Force Information grant is designed to meet.

Draft for CWI Consideration
Recommendation to CWI: Guiding Principles for 2006 "GROW II" Solicitation

1. *GROW II funding will be contingent on strong, specific evidence of substantial engagement with the business community in the relevant region, as well as documented close alignment with established regional economic development efforts.*
2. *GROW II projects must build on the regional partnerships already in place*
 - No distinction between "new" versus "existing" partnerships—all will be competing as "existing" partnerships
 - Partnerships must encompass the entire region
 - Partnerships must include all required partners
 - No new regional formations except for (if justified):
 - Additional out-of-state counties
 - Combinations of current one-WDB GROW regions
3. *GROW II will see a general shift in funding emphasis:*
 - Less emphasis on partnership building—except for targeted, strategic expansions/recruitment of new partners
 - Less emphasis on initial strategic planning: a solid strategic plan will be a prerequisite
 - More focus on plan implementation through specific projects
4. *GROW II will be a more competitive process*
 - Funding levels will be closely tied to evaluation both of GROW project progress and of the quality of GROW II proposals
 - Last year's starter projects must demonstrate significant progress in moving beyond foundation-laying
 - Last year's full-funded partnerships will need to propose targeted projects taking their partnerships to new levels or in new directions
 - Evaluation of project proposals will be based in part on a required presentation by and interview with project leadership teams.
5. *Competition for GROW II funding will favor projects offering demonstrable "value added" in the following areas:*
 - Firm grounding in data-driven regional strategic analysis, based on development and application of regional metrics and other tools
 - Clear strategic vision for system change on a regional scale
 - High-quality sector-development strategies (beyond mere "targeting" of certain industries)
 - Substantial matching funds and clear, specific, and plausible plans for leveraging local resources for long-term sustainability
 - Innovative approaches to addressing the needs of targeted priority populations
6. *GROW II funding will carry specific requirements for regular detailed documentation and reporting of project activities and outcomes, outlined both in the proposal solicitation and in the grant agreements.*