



Sector Convening Grants (SCG) Summary Paper

2012-2013

Administered by the
Wisconsin Department of Workforce Development
Division of Employment and Training

<http://dwd.wisconsin.gov/det>

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Executive Summary

The need for talented, well-trained employees has only increased as Wisconsin employers must compete in a dynamic, global marketplace. In an effort to address the needs of employers throughout Wisconsin, the 11 Workforce Development Boards (WDB) were each awarded a Sector Convening Grant in order to further the development of existing occupational sectors as well as undertake activities to identify and explore new area sectors.

These strategies were developed at the regional level in order to facilitate employers' connections with one another in key regional industries, identify shared needs, and work with partners to design new systems to address the need for skilled employees. The regional strategies work in tandem with an overarching shift in focus from the individual job seeker to the employer. As Wisconsin's employers strive to maintain their place along the leading edge of the global marketplace, the foundation of each occupational sector must include a workforce with the necessary training and skills.

The long-term goal of Wisconsin's Sector efforts is to develop sustainable regional industry partnerships that enhance the competitive position of key industries with appropriate targeted training. This training will result in supplying the private sector's skills needs and career opportunities for family-sustaining wages for employees. To that end, WDBs throughout Wisconsin have achieved success in identifying new opportunities for sector partnerships as well as laying a foundation for future statewide sector initiatives.

Background

Governor Walker continues his drive of creating jobs and growing Wisconsin's economy thru his *Wisconsin Working* Initiative ensuring there are enough jobs for our workforce, and that our workforce is prepared for those jobs. By investing in the needs of the Workforce Development Areas (WDA) we can produce tomorrow's jobs for tomorrow's workers. This program, Sector Convening Grants, has one component based on the information provided in each of the current WDA local plans. The money is intended to support local customization of a program using either of the following components or a combination of the two.

In April 2012, through an application process, the Workforce Development Boards (WDB) were each awarded a \$25,000 Workforce Investment Act State Set-aside Sector Convening grant (Bay area contract amount was \$22,500), and a \$4,000 private sector Regional Industry Skills Education grant (RISE) for continued infusion of Career Pathways into the workforce system. The 2012-13 Sector efforts are to:

- Further the development of an existing Sector (e.g. expand stakeholder groups, build on Career Ladders or advanced opportunities, etc.) and/or
- Initiate convening activities to explore a new area Sector (e.g. explore Sector potential, perform gap analyses, form stakeholder groups, etc.)

Grant funds were made available as of May 1, 2012 with the end date of April 30, 2013. The targeted sectors for grant activity are:

Manufacturing (7)
Healthcare (6)
Information Technology (1)
Transportation and Logistics (1)
Food Processing Dairy (1)

Sector strategies are developed at the regional level to facilitate employer's connections with one another in key regional industries, identify shared needs, and work with partners to design new systems including:

- Identifying employee's skill needs (current and projected)
- Sharing training, revitalizing or establishing new models, and other employer training needs
- Assisting with key human resource issues (e.g. vetting job readiness, cultural, mentoring, etc.)

The long-term goal of Wisconsin's Sector efforts are to develop sustainable regional industry partnerships that enhance the competitive position of key industries with appropriate targeted training that results in supplying the private sector's skills needs and career opportunities for family-sustaining wages for employees.

**Metrics Reported by WDBs:
Cumulative to-date (May 1- 2012 – April 30, 2013)**

	Meetings	Employers	Economic Dev. Agencies	Workforce Dev. Agencies	Educational Institutions	Unions	Other
Bay							
*North Coast Marine	24	50	4	2	10	0	5
*Manufacturing	72	826	11	8	33	1	11
*HealthCare	21	28	4	2	28	0	2
Fox Valley							
Healthcare	13	15	0	4	10	0	1
Milwaukee							
Manufacturing	4	0	5	5	0	1	2
Northwest							
Manufacturing	2	14	4	2	5	0	0
Healthcare	2	34	2	6	12	0	12 RISE
North Central							
Healthcare IT	16	16	4	4	18	0	0
Southeast							
Manufacturing	10	29	6	5	6	0	2
Southwest							
Food Processing (Dairy)	40	28	53	3	11	0	11
South Central							
Manufacturing	21	50	11	4	6	0	8
Western							
Manufacturing	6	50	10	4	12	0	3
West Central							
Manufacturing	20	29	5	4	14	2	10
Healthcare	11	32	2	5	7	0	7
Transportation	5	1	0	2	1	0	0
WOW							
Healthcare	5	9	0	4	6	0	1
IT	5	12	0	5	8	0	0

*The Bay Area Workforce Development Area includes: North Coast Marine Manufacturing Alliance; Northeast Wisconsin Manufacturing Alliance; Greater Green Bay Health Care Alliance.

The total number of participants at 261 convening events through the fourth quarter (April 30, 2013):

- 1223 Employers
- 121 Economic Development Agencies
- 69 Workforce Development Agencies
- 187 Educational Institutions (12 specific to RISE)
- 4 Union participants
- 75 Other (e.g. Community-based organizations)

Total Number of Partner Programs Engaged:

- Milwaukee** 4
- Northwest WI** 4
- Southeast** 1
- Southwest** 8
- West Central** 6 Manufacturing; 2 Healthcare
- Western** 5

Agreement with Technical College for program deliverable in place

West Central 1 Manufacturing; 1 Healthcare

Agreement with program partners to enroll participants in place

West Central 2 Manufacturing; 2 Healthcare

Deliverables and Activities

The Department of Workforce Development and the Wisconsin Workforce Development Association (WWDA) developed a Sector Statewide Initiative Memorandum of Understanding. A portion of the grant funds from the North West WI WDB is targeted for the WWDA effort. Attached is a chart of the deliverables and activities to-date.

High-Level Highlights of Success and Achievements To-Date and Examples of Enhanced Work with Employers and Identifying Hiring and Training Needs

- The grants show State commitment that has assisted in leveraging other funds. For example, West Central Wisconsin WDB is the grantee for a \$100,000 private foundation grant to augment activities within the manufacturing sector.
- Established task forces or held Summits comprised of local employers and technical colleges, etc. that renewed or introduced partnerships for ongoing formal engagement.
- Provided the framework that has resulted in more short-term training offerings, and the establishment of clearly defined career pathways and RISE pre-bridge programs.
- Parents and Guidance Counselors have increased their participation as a workforce partner resulting in attitudinal shifts and upgrading information on job settings and needed employment skills. The grants provide a formal mechanism with K-12 and post-secondary institutions in order to address the pipeline shortage.
- Surveyed employers on skills needs, soft skills, hiring plans, and preferred training and educational programs. Employers have identified immediate and short-term employment and training needs as well as long-term predictions. Discussions have included, in some cases, future expansion plans. Drafted reports on the skills gap, educational and training offerings, and labor market information.
- The Fox Valley Healthcare Alliance (FVHCA) Executive Committee developed a survey for Healthcare Educators and area faculty/deans in February 2013. The information gathered from the survey was very helpful in understanding the point of view of the educational institutions and was unveiled at the Healthcare Educator summit.
- Developed an online manufacturing database that is now in the testing phase. Overviews and screen shots have been given to manufacturing groups throughout the region with positive feedback. Partners and employers are looking forward to having this as a resource in the SC WI region, and have expressed an interest in growing the information beyond the WDB.
- Growing relationships with manufacturers increased communication with tangible projects/benefits from these relationships such as employers opening up their workplaces to assist the delivery of workforce services; and offered tours of their employment settings.
- West Central WI WDB: Developed a Training Design and Curriculum for the Manufacturing Training Center in association with WITC, Polk County Manufacturers and Literacy Volunteers. Obtained a donated manufacturing facility for the operation of the Manufacturing Training Center as well as equipment and fixture donations. Initiated Manufacturing Focus Group discussions in two counties, and issued invitations to Manufacturers in Polk County.
- WOW WDB: Provided the means to focus staff efforts on identifying needs of healthcare and IT employers with new employer relationships and technical college staff. The grant funds allowed the WDB to collaborate with multiple entities on making recommendations for future training programs.
- So Central WI WDB: The focus of this grant was on connecting manufacturers in the region and growing business-to-business relationships. They received positive feedback from manufacturers who attended the Summit, and embarked on joint projects. Some of these are related to workforce needs (sharing a workforce to prevent layoffs, sometimes through

contracting out projects), some are related to keeping business local, and others are partnerships that are promoting efficiencies and cost savings (truck sharing).

- Milwaukee Metropolitan Association of Commerce (MMAC) developed a Manufacturing Careers Partnership (MCP) to grow a pipeline of talent and career opportunities. MCP enabled grant partners to explore the skills gap from the employers' perspective. The MCP consists of over 60 manufacturers, and over 30 education and workforce development agencies.

Examples of Measureable Outcomes and Products To-Date from the Convening Grants

- Increased communication and coordination with new and previously-engaged employers.
- Summits/new Task Forces/Alliances with employers and educational partners (K- post-secondary institutions) to assess and act on solutions regarding the skills shortages, short-term training, and other employee-ready needs (soft skills, communication skills, work ethic).
- Developed actual training centers/mobile units in tandem with curricula design from colleges in direct response to area employer's skill needs.
- Creation of new technical diplomas and certificates have resulted from employer's surveys.
- Myth-busting Tours and other career re-branding events to shift attitudes among school counselors, students and parents.
- Identified gaps in the supply chain, common sharing, etc. with employers and serving as the broker among employers to increase their effectiveness among sector businesses that can result in additional jobs and/or on-the-job training/job shadowing opportunities.
- Streamlined clinical processes between training providers, colleges and employers, and standardized orientations for employers.
- Identified new sectors that may be emerging requiring new relationship-building.
- Videos highlighting employers supporting training and education.
- Developed an on-line manufacturing database of manufacturers, current suppliers with products and processes.

Department of Workforce Development and Wisconsin Workforce Development Association Activities

DWD-Led Efforts	Summary of Activities To-Date (April 30, 2013)
<p>Gather and analyze sector priorities from each Workforce Development Area and compile into a state-wide catalogue of sector initiatives, identified by region.</p>	<p>Attached list of WDB-targeted industries from comprehensive plans and priority(s) for grant & determined appropriate for regional efforts.</p>
<p>Determine sectors that are common across multiple WDA's and facilitate development of cross-WDA collaborative strategies to address industry and worker needs that will maximize effectiveness, enhance resource sharing and limit redundancy of effort.</p>	<p>Attached map of common sectors by WDB. Also collated "wish list" of sector-related WDB activities (attached). To avoid duplication, will clarify with WWDA on their similar deliverables. The new Governor's Council on Workforce Investment Chair is establishing a strategic planning group and subgroup(s) that will address metrics and other performance indicators with the shift to industry/sectors being the primary driver of the workforce system and the development of continuous improvements.</p>
<p>Function as a liaison between WDA's and DWD (including apprenticeship, Job service, DVR) WEDC, WTCS, DPI and other state agency industry sector-stakeholders, to facilitate more efficient, effective and focused communication.</p>	<p>BWT youth apprenticeship and BAS designed a Youth-to-Apprenticeship Initiative in Manufacturing that will entail a WI Career Pathway advisory state team with these partners (except for WEDC) and others at the high school level along with a Manufacturing Program Advisory Committee. Started aligning Adult Apprenticeship with the YA skills list in machine tool and waste water sectors (without a formal process to articulate programs). BWT youth apprenticeship and BAS designed a Youth-to-Apprenticeship Initiative in Manufacturing that will entail a WI Career Pathway advisory state team with these partners (except for WEDC) and others at the high school level along with a Manufacturing Program Advisory Committee. Started aligning Registered Apprenticeship with the YA skills list in machine tool and waste water sectors (without a formal process to articulate programs)</p> <p>Alignment activities:</p> <ul style="list-style-type: none"> ▪ The Wisconsin Apprenticeship Advisory Council has expressed

	<p>its commitment to collaboration through its 2012/13 Strategic Plan:</p> <p>Goal 1: Develop critical linkages between the apprenticeship community, the secondary and post-secondary educational system, and the public workforce system.</p> <p>Objective 2: Make Registered Apprenticeship an integral earn and learn strategy for the public workforce system.</p> <p>Strategy 4. Partner with Wisconsin's Youth Apprenticeship program in the manufacturing sector to develop a pathway from youth apprenticeship to the registered apprenticeship program.</p> <ul style="list-style-type: none"> ▪ BAS is currently in the initial stages of a comprehensive outreach campaign to Wisconsin's manufacturers and anticipates that this effort will lend momentum to collaborative efforts. BAS expects to identify employers who have had some success in both programs and leverage that success into a renewed effort to better bridge youth and adult apprenticeship. ▪ The 2014 Biennial Apprenticeship Conference planning committee has confirmed that the conference will include offerings to advance both understanding and collaboration with Youth Apprenticeship. <p>Registered Apprenticeship invited the DWD YA staff and statewide YA coordinators and consortium staff to attend their Biennial Apprenticeship Conference scheduled January 27-28.</p> <p>The 2013-14 Youth Apprenticeship Agriculture, Food and Natural Resources program curriculum update includes a new Advanced Water Resources unit, which incorporates the Registered "adult" Apprenticeship operator standards and competencies. This new YA Advanced Water Resource curriculum is currently under review by DWD and will be available this fall.</p>
<p>Facilitate activities between WDA's and DWD to identify common measures of effectiveness and benefits of industry sector initiatives.</p>	<p>Quarterly reports on grant activities are collated (attached). Also attached is a list of the required reporting elements. A data pipeline strategy through RISE funding is being developed for matching UI wage records, WTCS student enrollment and WIA enrollment. The pipeline data being produced will determine whether or not career pathways participants demonstrate a similar or higher rate of learning and connection to good paying jobs over traditional</p>

	students. Efforts continue to develop this data pipeline.
Identify and disseminate best practices and facilitate technical assistance as required by participating WDA's.	The Sector Strategy and Career Pathways February Forum focused on sharing program best practices with peers, discussing new and emerging industry trends, and discussing best practices in developing career pathways and supporting sector strategies. Provided Professional Development session focused on the Support Service needs of Adults in Career Pathways. Sessions were held April 3 & 4, 2013. Target audience was a broad range of community-based service agencies.
Facilitate at least one state-wide sector initiative forum to promote participation, share best practices and publicize sector achievements.	As a collaborative effort, DWD, WTCS and WEDC sponsored a Sector Strategy and Career Pathway event on Feb 25-26.
Facilitate the mapping of sector and career pathways from youth to adult across DWD programs, WTCS, and WEDC.	Cross-program beginnings: The new RISE website has a link to Youth Apprenticeship. The Youth Apprenticeship consultant now serves on the RISE Steering Committee. Discussion for future enhancement: Link YA local consortia for Youth career pathways and Adult career pathways to augment dual credits.
WWDA-Led Efforts	Summary of Activities To-Date (April 30, 2013)
Identify State and National Trade and Industry Associations that related to individual or multiple	Met/worked with staff from National Workforce Association, National Association of Workforce Boards, Wisconsin Technical College District Boards Association, Madison Area Technical College, WI Economic Development Association, Great Lakes Employment & Training Association, MichiganWorks!, Minnesota Workforce Council Association and Wisconsin Economic Development Corporation on sector ideas and future collaborations.
In the absence of a viable State/National Trade Association partner, facilitate the development of state-wide or multiple-WDA industry sector collaborative structures that may form the basis for on-going sector initiatives.	Continued working with WTCS, WEDC and the 11 WDBs to take a comprehensive inventory of sector activities and identify statewide associations/business/trade organizations in order to develop continued statewide sector initiatives. Currently organizing information gathered statewide into a usable format for reporting.
Facilitate relationships with state-wide organized labor to explore industry/labor partnerships to enhance the skills of workers in key industry sectors.	Met with AFL-CIO statewide staff and continue to inventory WDB work with WDB labor members in each region.
Compile WDA sector initiative outcome data to prepare a	Continued working with WTCS, WEDC and the 11 WDBs to take a

<p>report of the overall impact and process of sector efforts across the state.</p>	<p>comprehensive inventory of sector activities and identify statewide associations/business/trade organizations in order to develop continued statewide sector initiatives. Currently organizing information gathered statewide over the past four months into a usable format for reporting.</p>
<p>Facilitate the development of materials designed to assist WDA's in enhancing sector practices, promote business participation and communicate the benefits of sector initiatives.</p>	<p>Continuing to organize materials gathered from each WDB region into a format that can be used to both continue sector initiatives and organize new, statewide WWDA sector initiatives with statewide interest/business/trade organizations.</p>
<p>Facilitate the development of a legislative agenda to support Wisconsin's Sector Strategies.</p>	<p>Sector Strategies were promoted heavily at the WWDA Day at the Capitol. In addition, WDB directors and/or staff discussed the benefits of sector initiatives with the workforce Policy Aide in the Office of the Governor, with the Assembly Workforce Committee Chairwoman and Ranking Democratic Member and with the Senate Workforce Committee Chairman's staff and Ranking Democratic Member. On the federal level, WDB directors and/or staff met with Reps. Pocan, Ryan and Petri, the staffers for Reps. Duffy, Kind, Moore and Ribble, Senator Baldwin and a staff person for Senator Johnson. WWDA continues to promote ongoing outreach to our federal Congressional delegation as well as state legislators to facilitate sector initiatives during on-site visits to WDB facilities and events.</p>

Narrative from the WWDA Activities Summary (May 1, 2012 – April 30, 2013)

The new Executive Director, Brian Vigue, began his position shortly after the New Year. As part of those duties, he began working with each of the 11 workforce boards to identify state and national labor, trade and industry associations, multiple-WDA industry sector collaborative structures, develop materials and relationships to promote sector initiatives, and facilitate a legislative agenda to support sector strategies.

WWDA Activities and Meetings

As the newly hired WWDA Executive Director, Mr. Vigue held several meetings with a variety of stakeholders* to determine what sector activities have been undertaken (by region) and the possibility of those activities being continued statewide after the grant had expired. In addition, several meetings were held with statewide policy officials in order to promote sector work in general.

Statewide Organizations and Sector Partnership Outreach

Various workforce development boards have a strong regional presence and are well-represented among local and regional government, community and business organizations. However, with some exceptions, regional sector efforts don't often cross regional lines or have a statewide reach. Mr. Vigue and the WWDA will immediately begin reaching out to other statewide groups** to discuss future partnerships.

Successes Within the Program

The program provided two noteworthy successes. The first was the ability to pull together the most recent sector activity and partnerships that were taking place at WDBs around the state, which Mr. Vigue found to be helpful as Executive Director in order to become identify the focus of various boards.

Secondly, it allowed Mr. Vigue to meet with many different organizations and policymakers who approach workforce development from differing points of view. As Attachment 1 indicates, Mr. Vigue was able to have conversations with a wide variety of sources to discuss the benefits of sector work in general and the possibilities available if that work were to be extended statewide.

Barriers Within the Program

One significant barrier not directly attributable to the program was the timing of Mr. Vigue's role. He started the position in late January, which didn't afford him the luxury of time to be able to immediately implement sector activities the way he would have wished.

Mr. Vigue identified one other barrier as the lack of existing statewide sector activities to build upon, with some exceptions. These programs afforded him the resources to research and learn about the lack of widespread, statewide sector activities, and afforded him the ability to take that knowledge and speak with as many workforce professionals and state and local-level policymakers as possible about the need to push for the establishment of permanent, statewide sector initiatives in the future. Again, this isn't necessarily a barrier attributable to this program.

Program Goals and Objectives

Mr. Vigue believes the WWDA substantially met the goals and objectives for this program. There were major goals for this organization under this grant. The first was to identify where existing sector activities and partnerships were or were not occurring and identify the local and (where

applicable) statewide groups who were involved so that WWDA can continue to reach out to statewide groups after the grant period had expired.

The second major goal of the grant was to lay the foundation for future statewide sector initiatives throughout Wisconsin. To that end, Mr. Vigue feels that the WWDA reached a substantial number of policymakers who would have a hand in any future attempts to establish a statewide sector, both on the state and federal level.

Potential for Future Collaboration

Mr. Vigue's meetings have revealed a lot of enthusiasm among regional sector initiative participants to see quality sector work expanded statewide. Although this particular grant has ended, WWDA will build on the research Mr. Vigue has done over the past few months by continuing to reach out to statewide business, education, labor and industry groups.

"My biggest surprise when beginning my work with this grant was the general lack of statewide sector initiative activities in the state, given how much effective sector work I discovered was taking place around the state on a regional level.

I felt that I've succeeded in my conversations with policymakers, on both the federal and state level, in conveying the importance of sector work and how it's the logical next step in advancing workforce issues here in Wisconsin, and encouraging them to work with the WWDA if any possible future sector initiatives are proposed.

I appreciate the DWD making educating policymakers at the state and federal level an integral part of this grant." -Brian Vigue, Executive Director WWDA

*A complete list of meetings is provided as Attachment 1.

**A complete list of statewide groups is provided as Attachment 2.

Targeted High-Demand Industry Sectors by Workforce Development Area
Source: Workforce Investment Act Local Comprehensive Plans November 2011

✓ May 2012 Targeted Sector Employer Convening Grants WIA State Set Aside Funds

Southeast Wisconsin Workforce Development Board (WDB)

- **Advanced Manufacturing** (including sub-targets such as food processing, medical equipment, and fresh-water related manufacturing): **Manufacturing Alliance - "Dream it, do it" national model ✓**
- Health Care
- Retail, Hospitality and Tourism
- Agriculture/Food & Consumer Products

Milwaukee Area Workforce Investment Board (WIB)

- **Manufacturing ✓**
- Health Care
- Construction
- Energy (Water; Power Controls)
- Retail Hospitality Tourism

Waukesha-Ozaukee-Washington WDB

- Manufacturing
- **Health Care ✓**
- **Information Technology ✓**

Fox Valley WDB

- Advanced Manufacturing
- **Health Care: Health Care Alliance Partnership ✓**
- Construction
- Modernized Agriculture
- Logistics and Business Services/Call Centers

Bay Area WDB

- **Advanced Manufacturing: Northeast WI Manufacturing Alliance; North Coast Marine Manufacturing Alliance ✓**
- **Health Care: Greater BG Health Care Alliance ✓**
- Transportation

North Central Wisconsin WDB

- Manufacturing (including agricultural processing)
- **Health Care: Health Care Information Technology ✓**
- Information technology
- Transportation

Northwest Wisconsin WIB

- **Advanced Manufacturing: Gold Collar Careers ✓**
- **Health Care and Social Assistance: Health Care ✓**
- Construction
- Retail
- Government
- Transportation/Logistics

West Central WDB

- **Manufacturing ✓**
- **Health Care ✓**
- Customer Service Industries including Retail Trade, Accommodation and Food Service
- Finance and Insurance
- Agriculture
- **Transportation and Logistics ✓**

Western Wisconsin WDB

- **Advanced Manufacturing ✓**
- Health Care
- Agriculture/Food Processing.

WDB of South Central Wisconsin

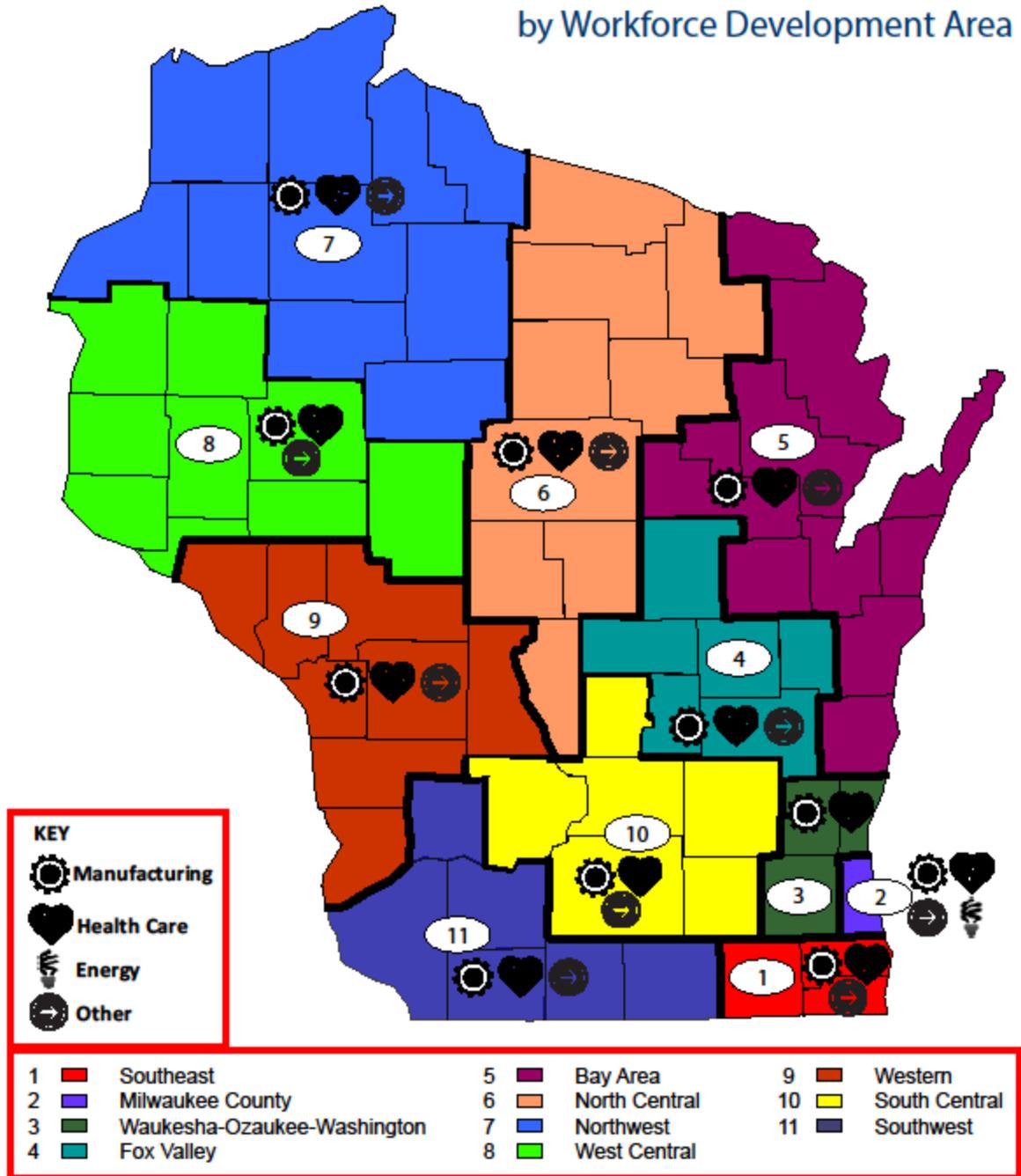
- **Manufacturing ✓**
- Health Care
- Information Technology/ Business Technology
- Construction and the Trades
- Biotechnology

Southwest Wisconsin WDB

- Industrial Machinery Manufacturing (Machinery Manufacturing including advanced manufacturing processes)
- Health Care (Ambulatory Health Care Services, Hospitals and Nursing and Residential Care Facilities)
- Construction of Buildings
- **Food Processing (Food Manufacturing): Dairy emphasis ✓**
- Agriculture and Agribusiness
- Plastics
- Non-store Retail Trade (Administrative and Support Services and Transportation, Distribution and Logistics)
- Finance and Insurance (Securities, Commodity Contracts, and Other Financial Investments and Related Activities and Credit Intermediation and Related Activities)
- Professional, Scientific, and Technical Services

Targeted High Demand Industry Sectors

by Workforce Development Area



WI Dept. of Workforce Development

Source: WIA Local Plans, 11/2011

Sector Convening Grant WDB Reporting Elements

Note

Due to objections by the private sector, they are not recorded in ASSET, and participants were not recorded in ASSET for the sector training grants.

The final report due May 29, 2013, requires answers to the following questions (in addition to the quarterly reporting elements listed below):

- What were the successes you saw with this program?
- What were the barriers you faced with this program?
- Did you meet the goals and objectives you set out for this program? Explain.
- What do you think is the potential to continue work with this sector in your area?
- Do you have any success stories you would like to share from this project?

Quarterly Reporting Elements

Total costs to-date.

Number of meetings with employers, unions, economic development agencies, workforce development agencies, educational institutions and other organizations along with the list of the entities/businesses, and the number of attendees per meeting.

WDA 1 – SOUTHEAST

Core Partners:

*Gateway Tech
K-12 system
Kenosha Area Bus.
Alliance
Racine Area Manuf.
& Commerce
Walworth Co Ec. Dev
Local Chambers*

*WDB Project Contact:
Doug Bartz
262-697-4586*

Purpose: Cultivate **manufacturing “Dream It Do It” national campaign** in SE Wisconsin (designed to redefine the image of manufacturing & showcase the industry’s wide range of career opportunities.) Area has identified that businesses are not finding qualified workers for their jobs:

- Promote clear understanding of advanced manufacturing & its enormous contribution to high-quality jobs.
- Put a new accurate & exciting face on today’s manufacturing.
- Get education institutions committed.
- Promote strong regional, cluster-oriented, pro-manufacturing partnerships.

Goals/Objectives: A SE WI manufacturing task force identified key challenges that guided research to find innovative solutions & national best practices for consideration.

- Convene Stakeholders & provide regional coordination.
- Identify & cultivate employer champions or ambassadors.
- Generate menu of local activities to support Dream It.
- Leverage employer participation
- Coordinate with related efforts at Gateway Tech College.
- Coordinate with K-12 system & local chambers to increase Youth Apprenticeship awareness
- Do it careers website with local, customized content.

Early Activities/Accomplishments

WDA 1 spoke to Racine area listeners (AM1400) in regards to Dream It Do It on work search Mondays:

- Presented Dream It Do It at the WDC Plug and Play workshop
- Presented Dream It Do It to the strategic planning committee
- Met with MAR Board and discussed Dream It Do It initiative
- Wrote a Dream It Do It article for RAMAC business quarterly introducing the initiative
- Presented Dream It Do It at the SC Johnson iMET grand opening
- Presented Dream It Do It to the Tri County Youth council
- Wrote a Dream It Do It article for Lake Geneva newspaper that is mailed to 15,000 homes
- Toured InSinkerator
- Met with Trefoil in regards to Dream It Do It
- Currently recruiting manufacturing ambassadors

WDA 1 has conducted meetings with a video production company to produce videos highlighting local employers for the support of Dream it do it have taken place & recruitment of a Dream it Do it coordinator that some of this funding will support have taken place. Several meetings on this topic have taken place using in-kind funding. One video is in the final stage of being produced with a Walworth Company, & three more are in pre-production.

Successes Within the Program

This grant allowed the WDA an opportunity to hire a Dream It! Do It! Coordinator to market manufacturing careers throughout the region and to develop three videos showcasing local manufacturing companies. The Coordinator has made significant inroads during his short tenure. Here are examples of successes to date:

Events

- Dream It. Do It. presence at the Walworth Job Fair.
- Dream It Do It. presence at the Higher Expectations Young Adult Job Fair in Racine. Over 600 youth in attendance.
- Dream It! Do It! booth at the Kenosha County Young Adult Job Fair. Over 400 youth in attendance.
- Dream It! Do It! booth at the SC Johnson iMET Center Grand Opening. Over 600 dignitaries' employers and community members were in attendance. Secretary Newson made the keynote address.

Digital/Web

- Published an article for the Racine Area Chamber of Commerce and Manufacturers' Quarterly Newsletter with a distribution list of more than 1,000 local employers.
- Distributed a press release regarding the Dream It! Do It! program in the Racine County eNewsletter to a database of 2,000 Racine County employees and community members.
- Published an article for the Lake Geneva School District that is mailed to 15,000 homes. The article showcased the Dream It! Do It! initiative and how students, employers and parents can get involved.
- Commissioned a local videographer to film and develop three videos showcasing local manufacturing employers. The videos are showcased on the Dream It! Do It! website and on each of the workforce development/job center's websites in the region.

Ambassadors

WDA 1 has secured 11 companies as manufacturing ambassadors to date: Modine, R&B Grinding, Lavelle Industries, Shurpac, Wiscon Products, Nelson Bros. and Strom to name a few. Manufacturing Ambassadors recognize their current needs for talent; want to attract and retain their next generation of workers; and are willing to share their resources (time, talent, treasure, best practices, etc.) to promote careers in manufacturing. Examples of duties include:

- Offers tours of their facility to potential talent.
- Assist educators and leaders in developing manufacturing career pathways and aligning current and future curriculum with the needs of manufacturers, working in collaboration with the educational institutions in the region.
- Share success stories of their current talent.
- Be willing to speak on careers in manufacturing to school boards, parents, educators, PTA's, etc.
- Offer internships/externships to students and educators to showcase manufacturing.

This grant also provided the resources and impetus needed to training staff on career pathways initiatives. Staff attended the RISE/Pathways event in Madison and three different case managers and WDA Coordinator attended the Case Management Pathways Application event. This learning was transferred to all SE staff through an all-staff in service on what are career pathways, their usefulness to program participants and what workforce staff can do to utilize this information.

Barriers Faced Within the Program

WDA 1 has indicated that there are no immediate barriers to the program; however, it will be useful to keep these initiatives vibrant by further updating the skills and information of both specific career pathways such as those in Manufacturing as well as general information on how career pathways are an important tool in workforce development.

Were the Goals and Objectives of the Program Met?

WDA feels that their goals and objectives were more than met. As an example, staff reacted very positively to the Career Pathways in-service and will work to integrate this into their case management and other workforce practices.

Potential to Continue Work With This Sector In This Area

Manufacturing continues to be the largest occupational sector in southeast Wisconsin and it's continuing to grow. Comparing third quarter private sector employment change for the M7 region and Wisconsin for the Quarter 3, 2011 to Quarter 3, 2012 manufacturing grew 4.3% in Racine County, 2.2% in the M7 region and 2.1% in Wisconsin. These numbers support our decision to continue to work with this sector going forward.

Source: Wisconsin Department of Workforce Development Bureau of Workforce Training – Labor Market Information

WDA 2 – MILWAUKEE

<p><i>Core Partners:</i> Milwaukee Area Tech Milw Public Schools Metro Milwaukee Assoc. of Commerce WRTP-Big Step WI Energy Res Consort. ME3- City of Milw.</p> <p><i>WDB Project Contact:</i> Sue Wile 414-270-1725</p> <p><i>Fiscal Contact:</i> Patti Porth 414-270-1716</p>	<p>Purpose: Develop a manufacturing workforce strategy to complement the economic development & business needs of the Milwaukee area to fill the manufacturing skills gap:</p> <ul style="list-style-type: none"> • Improve coordination between workforce investment system, economic development & adult education programs. • Enhanced capacity to engage with the Business Community. Engage with employers to meet the jobseeker, employer & community needs. <p>Goals/Objectives: Filling the Manufacturing Skills Gap project will focus on the goals and address the needs of employers & job seekers. Enable groups to unite, hold discussions & coalesce around comprehensive data collection & an Action Plan. Collect timely & accurate info on job openings, skill needs now & in the future. Inventory of current education/training providers; identify gaps & prioritize; develop specific education & training needs. Connect the WIB with state & national sector initiatives.</p>
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Early Activities/Accomplishments

<p>The partners identified manufacturing employers they worked with who could be interviewed about their hiring experiences, recruitment concerns, skills gaps & suggestions on meeting their employment needs.</p> <p>Employer interviews have been initiated.</p> <p>MAWIB, MATC & the Water Council have been meeting to establish a new embedded technical diploma in the Water sector that can stand along with the credits contributing in part to an Associate Degree in Environmental Health & Water Quality.</p> <p>Several staff attended the Feb. RISE statewide Sector Strategy & Career Pathway Conference.</p>
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Successes Within the Program

The Milwaukee Area Workforce Investment Board (MAWIB) received a convening grant for the purpose of developing a workforce development strategy to support the economic development and business needs of the Milwaukee-area manufacturing industry. The convening grant successfully accomplished the following activities:

Provided a forum for major coalitions, employer intermediaries and employers in the manufacturing sector, enabling them to unite, hold discussions, and coalesce around comprehensive data collection and best practices.

Initiatives that were leveraged and discussed during Convening Grant Meetings include:

- **Milwaukee Metropolitan Association of Commerce (MMAC)** developed a Manufacturing Careers Partnership (MCP) to grow a pipeline of talent and career opportunities. MCP enabled grant partners to explore the skills gap from the employers' perspective. The MCP consists of over 60 manufacturers, and over 30 education and workforce development agencies.
- **Wisconsin Energy Research Consortium (WERC)** instituted a Workforce Development Committee to identify requirements, position descriptions and classifications for installation, operation and maintenance of Distributed Energy Resources Systems (DERS). The committee is currently identifying required skill sets for each position, as well as meeting with employers to identify skills gaps and training requirements with an overall goal of developing a DERS-specific workforce training program.
- **WRTP/BIG STEP** convenes a 100+ member Manufacturing Employer Committee and is a major partner in the Mayor's Manufacturing Initiative.
- **Milwaukee Economy Energy Environment (ME3)** is a sustainable manufacturing program for the City's small and medium-sized manufacturers. ME3 is a no-cost program to help manufacturers cut costs while at the same time helping to minimize negative environmental impacts of their manufacturing processes and practices.
- **Milwaukee Area Workforce Investment Board (MAWIB)** serves a broad range of job seekers and invests in a range of coordinated services for employers such as custom-designed occupational training, on the job training, and direct placements. MAWIB is a major partner in the Mayor's Manufacturing Partnership and active participant in MMAC's MCP.

Collected data on job openings and skills needs. A Convening Grant Manufacturing Employer Survey pertaining to entry level/middle skills production jobs was given to twelve (12) employers during the grant period.

Summary of Results:

- ✓ Majority had recruitment problems related to lack of technical skills or soft skills
- ✓ Most tried to address it through internal on-site training or internal promotion or employee development
- ✓ Most preferred technical college in-house training
- ✓ Several ideas surrounded on-site training or company-specific technical skills.

Convening Grant Partners identified and shared the following best practices:

- **Manufacturing Careers Partnership (MCP)** is a growing coalition of manufacturers committed to coordinating efforts with educators and workforce development in promoting initiatives and solutions that will ensure a pipeline of manufacturing talent and career pathways to meet industry needs. MCP is led by the MMAC who piloted the partnership through a successful analysis of the food and beverage industry. Currently, MCP is embarking on "Welding 101" which focuses on the immediate need for welders,

with an eye toward serving the long-term needs of other targeted areas of manufacturing talent development. The goal of the project is a pipeline of qualified welding talent. The model consists of working closely with employers to identify workforce needs by aligning talent pipeline development, promoting career pathways and outreach, and improving talent attraction and retention. The project moves through three phases starting with technical colleges, moving to Workforce Investment Boards, then high schools. The initiative has been successful in creating employer-driven workforce solutions and discussion during Convening Grant Meetings focused on the potential to apply this model to other industry sectors on a regional basis.

- **Mobile Manufacturing Labs:** Versatile design lends to a variety of subject areas (can exchange equipment), mobility brings the training to the participant (correctional institutions, target neighborhoods) and employer locations, enhances student learning by giving students access to equipment and training, allows cost of equipment to be shared between partners creating a cost-effective means of promoting manufacturing and delivering training.
- **Mayor's Manufacturing Partnership (MMP)** is a custom-designed occupational training program created as a collaborative response to the complex challenge of addressing the skills gap in the manufacturing sector of the workforce. MMP is a way to match job seekers and incumbent workers with jobs through clear definition of an employer's skills gap, targeted recruitment and preparation of participants, clear entry points for training and credential advancement, a continuum of training models focused on basic, critical, and technical skills levels, on the job training using an industry customized skills model, portable credentials that transfer toward college credit and degree attainment, and continuous improvement of training design to meet industry growth and change.
- **Industry Sector Workforce Development Committees** are being instituted by nonprofits such as WERC and The Water Council are creating "road maps" to support industries. There is an increasing realization that workforce development is vital to this process. Workforce Development Committees are identifying workforce requirements, including the skill sets and classifications for positions, in an effort to identify skills gaps and create industry-specific training programs.
- **Apprenticeships** such as the State of Wisconsin Certified Industrial Manufacturing Apprenticeship provide on the worksite training and related classroom instruction in close partnership with employers and MATC to provide theoretical and practical knowledge in manufacturing.
- The **Regional Water Accelerator Project** builds on the Southeastern Wisconsin region as an international hub in water research and industries. The project provides expanded technical assistance to support expansion and attraction of related businesses to the region, promotes and supports transfer of research and technology development to create new business opportunities, and builds a next-generation workforce through an integrated career pathway model linking skills and education with existing and emerging occupations and careers. Through the project, 200 local Water Council members were surveyed on mid-level skills needs which provided the framework for a Water Technician Certificate set to be approved by the Milwaukee Area Technical College (MATC) Board of Directors on June 18, 2013.
- **Workforce Advancement Training (WAT) Grants** are awarded by the Wisconsin Technical College System to technical colleges for incumbent worker skills training. Grants are awarded to projects that promote increased investment in the development of incumbent workers, improve Wisconsin businesses' productivity and competitiveness, augment the state's economic base, and expand technical college training services to business and industry. Grants are intended to upgrade the skills and productivity of employees of established businesses in Wisconsin, with an overall objective of supporting regional workforce and economic development efforts.
- **Workforce Development Reports:** This project was timely due to the immense focus on workforce development in Wisconsin during the grant period. Several state and local

reports were released during the past year, adding additional information and perspective, as well as debate, to the issue of the “skills gap”. The following studies were studied closely and discussed by Convening Grant Partners.

Wisconsin’s Workforce Development System 2012: A Graphical Guide to Employment and Training Resources in Wisconsin by the Public Policy Forum in July of 2012

<http://publicpolicyforum.org/sites/default/files/2012WorkforceMap.pdf>

The Road Ahead: Restoring Wisconsin’s Workforce Development by Tim Sullivan on August 21, 2012

<http://doa.wi.gov/secy/documents/sullivanreport.pdf>

BE BOLD 2: Growing Wisconsin’s Talent Pool by Competitive Wisconsin, Inc. on October 10, 2012

http://www.competitivewi.com/wp-content/uploads/2012/10/BeBold2_Study_October2012.pdf

Pathways to Employment: Exploring the Activities and Resources of Milwaukee’s Workforce System by the Public Policy Forum in December of 2012

<http://publicpolicyforum.org/sites/default/files/PathwaystoEmployment.pdf>

The Myth of the Skills Gap in Wisconsin: Research Update by Marc V. Levine in March 2013

http://www4.uwm.edu/ced/publications/skillsgap-update_2013-03.pdf

- **Creating an Educational Pipeline** was expressed as an important element of workforce development and many ideas were shared and discussed among partners.
 - Mobile Manufacturing Labs: advertising on exterior peaks interest and promote manufacturing as a career, mobility brings manufacturing to schools to increase exposure to career options in manufacturing.
 - Lincoln Welding Simulator at Discovery World would simulate a real weld and give a score on the quality of the weld. Targeted programming and signage promoting welding as a career in Wisconsin would peak the interest of youth visiting the center.
 - Videos available through the Job Center of Wisconsin and employer-specific videos being produced and distributed by MMAC and others introduce youth to different careers in manufacturing.
 - The Manufacturing Institute’s “Dream It. Do It.” program is a grassroots effort to change the perception of manufacturing careers by leveraging local, regional and statewide strategic partnerships to attract and recruit a qualified manufacturing workforce pipeline. Wisconsin is the 20th state to implement the program, which aims to create a single, powerful brand for manufacturing careers in support of local workforce development efforts.
- **Manufacturing Careers Pathways – RISE** – the Water Council, MATC and the MAWIB have developed, through research and survey with employers, a curriculum for an industry recognized one year embedded technical diploma -Water Technician. This program is intended to prepare more people for the growing water sector. Participants who complete this training can go on to attain an Associate Degree in Environmental Health and Water Quality Technology, AAS or other Associate Degree program relevant to the water industry. The credits earned in the Water Technician program are transferable into these AAS degrees. Water technician graduates can enter middle level jobs in a wide variety of water related industries, manufacturing and other sectors.

Barriers Faced Within the Program

Training needs vastly exceed available resources. Occupational differences exist among manufacturing industry sectors and further nuances exist between individual employers making standardized curriculum difficult to create. Customized on-site training is most effective for employers but expensive to implement on the scale level needed in an environment of scarce resources.

Tension between entry level requirements for training and entry level requirements for employment. Recruitment of individuals for occupations within industries can be tricky because training participants have different starting points. For example, recruitment and training of a welder who is a graduating high school student is different than a dislocated worker with a welding background. There is a need for intermediaries to help recruit the best candidates and work with technical colleges on their requirements to get into programs so they can mesh successfully with employer needs.

Ebb and flow in employer hiring needs exist. Manufacturing businesses are highly dependent on the production contracts obtained for work. Contract work can change quickly and radically based on the uncontrollable economic factors and local, national, and global competition.

Misperception on manufacturing work environment. Manufacturers have a public image problem. Youth are not attracted to the industry because of outdated misperceptions that it is dirty, tedious job with no intellectual stimulation. This makes it difficult to attract youth and fill the manufacturing talent pipeline.

Lack of standards for entry level wages and skills. Although some progress has been made such as through “Welding 101”, for the most part wages and skill requirements vary widely from employer to employer.

Transportation barriers. Increasingly in Southeastern Wisconsin, manufacturing employer locations are located outside of public transportation. Individuals without access to a car or specialized transportation cannot access employment opportunities.

Were the Goals and Objectives of the Program Met?

Providing a forum for information sharing and communication improvements across and among these key organizations was successfully achieved. Meetings helped to strengthen some existing relationships and establish some new relationships.

The employer survey was able to validate the findings of other surveys in identifying how employers perceive the skills gap and how they have addressed it. They also identified methods they prefer to use meet their needs.

WDA 2 was able to discuss best practices and identify areas that continue to pose challenges.

The convening grant partners will continue our individual efforts, but will also be much more involved in the collaborative efforts of each other’s manufacturing committees, workgroups etc.

Potential to Continue Work With This Sector In This Area

Manufacturing is the heart of Milwaukee employment. The need to upgrade the skills of our workforce to meet the needs of advanced manufacturing is something that will only become a greater concern as technological advances are made in the industry and current workers reach retirement age. In addition, we see the future of Milwaukee as one in which we grow as a world known water hub. We expect to attract more water related manufacturing companies as well as growth for existing companies resulting in the need for more and more highly skilled workers.

WDA 3 – WOW

Partners:

*Manuf. Works – Gold Collar Careers
WC Reg. Education Consortium
Momentum West
Orion
WDB Center*

*WDB Project Contact:
Francisco Sanchez
262-695-7888*

*Fiscal Contact:
Ralph Szewczykowski
262-695-7891*

Purpose: To further develop **information technology & healthcare** sector initiatives by bringing together committed stakeholders & bridge the skills gap between job seekers & employers; exploring education & training system changes; developing task forces to:

- Identify industry needs, gaps in employee job skills, & identify employers’ skills & training needs
- Alignment of tech college curricula & employers needs
- Further development of career pathways
- Improve training services for job seekers & incumbent workers
- Coordination of activities & services provided by Job Center & partner agencies

Goals/Objectives: Develop strong network of stakeholder & sector-wide partners including employers, educational institutions, technical colleges & industry organizations:

- Key players to the table to identify skills gap & employer needs
- Develop recommendations for aligning curricula to better prepare job seekers.
- Increase career awareness & outreach & use of career pathways
- Help multiple employers identify shared training needs
- Develop training options that align with ongoing schedules and “speed to market” demands
- “Up Skilling” incumbent workers in occupations along career pathway

Align existing funding opportunities & seek new funding support from employers.

Early Activities/Accomplishments

For Information Technology, as part of RISE, developed agreement with technical colleges for training delivery that required numerous meetings. Other topics included curricula alignment & career outreach.

Created a Task force of 6 employers & 3 colleges that have met to review a draft survey, determine distribution, survey results, labor market data, hiring trends, career pathways best practices, outreach & awareness.

Established a Healthcare Task Force of 7 employers & 2 colleges to review local education programs, curricula of top in-demand positions & curricula alignment. Other meetings included

topics such as the Health Profession Opportunity Grant, skills gaps, technical skills, soft skills & HR practices.

Reviewed partners in the DEI grant to leverage relationships and materials already developed through the Integrated Resource Teams.

Program partners have enrolled participants into boot-camp classes along the manufacturing career pathway.

Successes Within the Program

Through the Sector Convening Grant, the Waukesha-Ozaukee-Washington Workforce Development Board was able to achieve the project's purpose and goals related to addressing the workforce needs of employers and job seekers. Key highlights and successes from the program are listed below:

- Two task forces were created – one for healthcare and one for IT – comprised of local employers and technical colleges;
- Industry employers were surveyed on technical and soft skills needs, future hiring plans, and preferred training and educational programs;
- The top needs of employers were identified and related training programs were discussed;
- The task forces discussed methods for career awareness and outreach, including social media;
- Staff drafted a report on employers' needs, curriculum alignment recommendations, and labor market information;
- New relationships were formed with employers and technical college staff;
- Collaboration occurred with employers and technical college staff on making recommendations for future training programs;
- Staff maintains these relationships and plans.

RISE III: The successes we saw were strengthening of current partnerships. Near the conclusion of classroom training at the technical colleges, WDB employer relations staff presented information on the opportunity for students to potentially use federal Workforce Investment Act (WIA) or H-1B fund for On-the-Job Training opportunities, and the process for proceeding with eligibility determination.

Barriers Faced Within the Program

The primary barrier faced with this program was sustaining employer involvement throughout the grant period. Many employers were very interested in the topic and wanted to be involved but ultimately had difficulties committing time to the group which resulted in two cancelled meetings. This also affected the quality of discussion when only a few task force members were present and did not necessarily encompass the views of all members.

RISE III: The continued barrier is having access to the tech college's career pathways that articulate details of classes along the career pathways and opportunities for lateral and longitudinal movement. WOW does not have access to handouts for students showing the career pathway classes needed. Wow has pursued this question with the technical collage resource center they were not aware of any such resources.

Were the Goals and Objectives of the Program Met?

Yes. The WOW WDB met the proposed goals and objectives for both sectors.

Develop network of stakeholders of at least 4 employers and 2 technical colleges.

- *Healthcare*: 7 employers and 2 technical colleges
- *IT*: 7 employers, 2 technical colleges, and 1 university

Work with industry employers and educators to bridge the skills gap and draft a report.

- Task Force members in both sectors identified the top hiring needs for employers and methods for bridging the gap and meeting demand. The IT Task Force conducted a survey of their peers for additional data. Information is summarized in a final staff report.

Improve alignment between education and training curricula and employers' needs and draft a report.

- Task Force members in both sectors felt strongly that the technical college curriculum is very employer-focused and had few recommendations for curricula alignment. Recommendations are summarized in a final staff report.

Research and evaluate best practices and provide recommendations for inclusion.

- *Healthcare*: evaluated 5 best/promising practices and discussed methods for inclusion in the WOW WDA
- *IT*: evaluated 4 best/promising practices and discussed methods for inclusion in the WOW WDA

Increase outreach and awareness activities.

- Task Force members in both sectors discussed the need to increase talent supply through career outreach and awareness. The groups discussed incorporating social media but ultimately determined that hands-on activities with youth are more beneficial.

Potential to Continue Work With This Sector In This Area

There is a strong potential to work with both sectors on future training programs. Staff continues to maintain relationships with Task Force members and keeps the lines of communication open for potential training needs and grant opportunities. The WOW WDB plans to pursue opportunities for training programs recommended by each Task Force.

RISE III: The continued barrier that WOW faces is having access to the tech college's career pathways that articulate details of classes along the career pathways and opportunities for lateral and longitudinal movement. WOW does not have access to handouts for students showing the career pathway classes needed, and the technical collage resource center is not aware of any such resources.

WDA 4 – FOX VALLEY

Core Partners:
Fox Valley Tech
Moraine Park Tech
Marian University
UW-Oshkosh
21 Member
Healthcare Alliance

WDB Project Contact:
Vacant

Contact:
Beth Reinke
(920) 720-5600
Ext 304

Purpose: Ensure an abundant supply of **healthcare** workers in the region now & in the future by working collaboratively with all stakeholders.

- Anticipate critical needs (2011/12 survey shows loss of 48% of HC workers in 15 years, some positions exceed 60%, all while there will be a growth in the jobs overall.)
- Address looming workforce shortage
- Partnering
- Healthcare programming & capacity

Goals/Objectives: Determine needs based on recent survey of healthcare sector in region by bringing together all partners/stakeholders for discussion and other events:

- Workforce forums
- Workforce Sustainability Committee created
- Survey healthcare educators
- Printed document(s) with recommended strategies for building & sustaining healthcare in the region

Early Activities/Accomplishments

Several convening meetings were held by the Healthcare Alliance to develop educational outreach plans to employers. Career Experience Events (3 hour job shadowing) have been highly successful with over 700 student participants.

Discussions with providers have focused on the growing changes in the healthcare industry and how that translates into training/certificates/etc. Specifically, the Alliance held a meeting with Affinity/Ministry [New owner of health clinics and major hospital in Appleton] to discuss their new needs for trained employees.

The potential to continue to work with this sector is extremely high. The FVHCA has been in existence since October 2003 and continues to grow and change as needs change with the group. It has been successful as the priorities and projects are decided upon and dictated by the membership, not an administrative oversight group. As the healthcare environment continues to change, so do the needs and challenges of the educational institutions, so the group is dedicated to working together to meet the FVHCA mission. It has been extremely helpful to have the level of trust that members feel with each other, and another resource for information that is readily available to the group. Due to the information gained through the healthcare and education workforce surveys, the group is energized by having information that is truly relevant to the service area.

Successes Within the Program

- The ability and willingness of education, healthcare facility, workforce, and other partners to work collaboratively on a common goal, while respecting the differences and challenges that each area faces.
- Meetings were well attended and those present were engaged and willing to work on issues that everyone is facing, while also wanting to continuously improve current processes.
- A renewed energy and dedication to the mission of the FVHCA, which is to work collaboratively to ensure an abundant supply of high quality healthcare professionals, now and in the future.
- Through the efforts of the grant, new members and interested groups participated in FVHCA activities.
- Two surveys were completed, most recently the healthcare educator survey which had been a goal of the FVHCA for some time. It complimented the healthcare facility surveys very well and gave a better picture of the whole state of healthcare/education in the region.

Barriers Faced Within the Program

- It can be difficult to plan meetings that everyone is able to attend due to existing workloads and the large size of the service area.
- It takes time and energy to explain nine years of work to newer members and at times, can slow the group down.
- The awarding of the grant had a bit of a slow start which delayed some of the efforts.

Were the Goals and Objectives of the Program Met?

Goal One and Activities: The FVHCA project will bring key leadership of local educational institutions and healthcare facility entities together, along with legislators and other community partners, to discuss the recent survey results and how to successfully sustain the healthcare workforce. A half day 'summit' is planned to bring everyone together. The first portion of the event would be a high level review of the survey information and why it is important to everyone. Then, we envision an expert panel comprised of 12-15 people will be asked specific questions regarding their thoughts on the impact of the survey report and how it will affect their respective organizations in the future.

- On June 21, 2012, the FVHCA hosted a summit on "Sustaining the Future Healthcare Workforce" at Mercy Medical Center in Oshkosh. Over 70 people participated in an afternoon of learning and discussion, and heard highlights from the 2012 Healthcare Worker retirement and departure intentions survey. They also heard a panel of legislative, healthcare and education experts discuss the looming healthcare worker shortage and what they plan to do about it. The FVHCA Executive Committee continues to have important conversations about the information gained that day so our area is prepared for the future. Please visit www.fvhca.org and see the "Surveys" page for the retirement/departure intentions report that sparked the summit discussions.

Goal Two and Activities: In order to capture the expertise of those attending and presenting, the FVHCA will record the summit and summarize it in written form. The FVHCA will use this

document as a draft tool for addressing the upcoming healthcare shortage in our area as our “road map” for moving forward. Doing so will help everyone involved understand the impact of the data, what we’re really finding in the FVWDA, and assist in developing strategies to best address the shortages.

- WDA 4 presented a 43 page report on Sustaining Wisconsin’s Healthcare Workforce. Survey Summarization:
Results of the survey show that in the next 10 to 15 years baby boomers that are currently working in the health care field will be retiring and will eventually be those requiring health care services more often.
Hospitals and clinics employ the majority of health care workers.
40 percent of health care workers are 45 years and younger and 60 percent of health care workers are over 45 years of age and will be retiring within the next 10 to 15 years.
43 percent of Licensed Practical Nurses will retire in 10 years; 36 percent of Registered Nurse Managers will retire in 10 years and 40 percent on Medical Technicians will retire in 10 years.
Some factors influencing the decision to retire are access to post-employment benefits, reaching the appropriate retirement age and job stress. 3.5 percent of those, plan to retire within the next 24 months.
Some ideas on how to keep older workers are to reduce stress, provide proper resources for the job, make employees feel valued and give employees the option to work fewer hours.

Goal Three and Activities: A Workforce Sustainability subcommittee of the FVHCA will be formed to assist with operationalizing recommendations resulting from the summit.

- The FVHCA did start forming a Workforce Sustainability Committee; however, due to changes in staffing and other organizational projects, it was determined that since a majority of the membership of the committee were also individuals who served on the FVHCA Executive committee, that the FVHCA Executive committee would function in this role instead of creating another committee that would have some duplication.

Goal Four and Activities: While the FVHCA has surveyed area employees and employers, area health care educators have not been officially surveyed on their retirement intentions. The Workforce Sustainability committee will develop the survey tool and faculty/teachers and Deans will be polled. The final report will then include all of the major players who will be involved in efforts to sustain the healthcare workforce.

- The FVHCA Executive Committee developed a survey for Healthcare Educators and area faculty/deans in February 2013. The information gathered from the survey was very helpful in understanding the point of view of the educational institutions and was unveiled at the Healthcare Educator summit.

Goal Five and Activities: A second summit meeting will take place late in the grant period to “check-in”, reveal progress, and report to the community.

- A Healthcare Educator summit took place on April 19, 2013 at Marian University in Fond du Lac. Approximately 50 individuals attended (total RSVPs were closer to 70 but there was a spring snow storm that morning). Attendees received an update of the FVHCA in general and heard about accomplishments to date, were given the results of the 2013 educator survey and how it compared to the June 2012 healthcare facility survey, listened to a panel of experts discuss their thoughts on moving forward, and broke into work groups to develop actionable items for the FVHCA moving forward.

Goal Six and Activities: A final printed document of recommended strategies for sustaining the healthcare workforce will be completed. Along with the recommended strategies, the FVHCA/FVWDB will compose a “user’s guide” which will include all activities that were a part of the FVHCA project, including the survey tools, instructions for implementation, and any information that would be useful for another workforce development area to conduct a similar project.

Goal Seven and Activities: The FVHCA model has been noted as a best practice in the state of Wisconsin, and has received attention from other states as well. The effort has been fully supported by the FVWDB without any financial support from healthcare or education partners. The sector strategies grant will allow the FVWDB to 1) take the results of the surveys and develop a working document for healthcare workforce sustainability 2) continue to staff the activities of the alliance and its six current subcommittees, and proposed seventh committee, 3) provide technical assistance to other workforce development areas or other interested partners to replicate the project.

- The FVHCA Coordinator left the FVWDB in August 2012 but FVWDB was able to provide some level of support for the FVHCA and grant project through April 2013. FVWDB staff did have conversations with other WDB areas on starting alliances or distributing surveys, and other areas were invited to the various summit meetings.

Potential to Continue Work With This Sector In This Area

Extremely high. The FVHCA has been in existence since October 2003 and continues to grow and change as needs change with the group. It has been successful as the priorities and projects are decided upon and dictated by the membership, not an administrative oversight group. As the healthcare environment continues to change, so do the needs and challenges of the educational institutions, so the group is dedicated to working together to meet the FVHCA mission. It has been extremely helpful to have the level of trust that members feel with each other, and another resource for information that is readily available to the group. Due to the information gained through the healthcare and education workforce surveys, the group is energized by having information that is truly relevant to the service area and can take that information and prioritize goals for the coming year.

WDA 5 – BAY AREA

Core Partners:
 Northwest Tech
 Lakeshore Tech
 NE WI Manuf. Alliance
 North Coast Marine Manuf. Alliance
 Greater Green Bay
 Healthcare Alliance

WDB Project Contact:
 Matt Valiquette
 920-431-4110

Fiscal Contact:
 Debbie LaViolette-Spevacek
 920-431-4103

Project Manager:
 Ann Franz, Project/ Partnership Manager

Purpose: Promote **manufacturing & healthcare sectors** to prospective students, employees & meet employer needs.
 BRIDGE THE GAP in three Phases:

- Develop strategic design framework to demonstrate sector skilled workforce demands juxtaposed to current K-12 & post-secondary technical training programs.
- Incorporate strategic framework to better facilitate & promote technical training curricula at the secondary & post-secondary education levels.
- Utilize lessons-learned, formed partnerships, cross-industry alliances, & other established workforce & education networks as a foundation for future projects.

Goals/Objectives: Promote manufacturing & healthcare careers as an attractive employment opportunity to NE WI residents, while meeting employers' needs for a skilled workforce. Over 12 months for both sectors: sample current interest of secondary students; number of students pursuing at 3 area tech colleges; & survey area sector employer members.

Early Activities/Accomplishments

The Northeast Wisconsin Manufacturing Alliance held several meetings at school districts and CESA 7 to develop a manufacturing Career pathway model for middle and high school students. The Alliance also has several working groups that met including the Communications Taskforce, Development Task force & the Steering Committee that held a joint event with the New North and 2-4 year college Presidents.

The Alliance announced the results of the 2013 NE WI Manufacturing Vitality study commissioned through the Business Success Center at UW-Oshkosh. The study group was manufacturers in the New North region that had \$3 million or more in revenue & 25 or more employees. The results showed: 97% said their companies were financially healthy; One-third of the participants plan on hiring in each quarter of 2013; 46% feel they will have difficulty finding the skilled workforce they need. The top five occupations as being hard to fill: CNC machinist, engineers, skilled trades, welding & machine operators. The areas of difficulties in soft skills are: communication skills, work ethic, time management, following directions and teamwork.

The North Coast Marine Manufacturing Alliance held a Supplier Expo with marine builders and guest speaker Lora Klenke, VP International Business, WEDC. Subgroups have met (Supply Chain, Tall Ships & Safety) to identify gaps in the supply chain. They are working on showcasing marine manufacturing careers at a Tall Ships Festival.

The Greater GB Healthcare Alliance & the subcommittees (Career Exploration & Clinical) held meetings to work on how to better understand the current & future workforce needs for providers; how to communicate the need to K-12; & streamlining the clinical process between colleges and providers. Technical colleges in the BAWDB have double the number of manufacturing related degree students than any other region. In fact, Northeast Wisconsin Technical College graduates more manufacturing-related degree students than any other college in the system. The promotion of these careers via the NEW Manufacturing Alliance and North Coast Marine Manufacturing Alliance is often cited as a significant reason for the college's success. The project has seen increased partnership and collaboration of K-12, in which strong partnerships have been developed with Green Bay, Little Chute, Sheboygan, Pulaski, De Pere, Ashwaubenon and Appleton School Districts. Numerous meetings with these school districts assisted in them have a better understanding of the labor market demands of the region. The 2013 Manufacturing Vitality Index Study has been communicated throughout the BAWDB region, so educators are keenly aware that 46% of employers cannot find the skilled workforce they need. The top five skills in demand are CNC machinist, engineers (especially electrical), skilled trades, welders and machine operators.

Successes Within the Program

The three sector alliances the BAWDB supported in this grant were the NEW Manufacturing Alliance (NEWMA) www.newmfgalliance.org, the North Coast Marine Manufacturing Alliance (NCMMA) www.northcoastmma.org, and the Greater Green Bay Healthcare Alliance (GGBHA) www.ggbha.org. The top three success for each organization for the grant period:

NEWMA

1. Leadership Academy for Front-line Production Workers – this six month training program for incumbent workers had people from different companies in a cohort that met face-to-face for 4 hours once a month and then had two weeks later the students going online to explain how they used their skills they learned in the program in the workplace. The six modules include: working on a high performing team; the peer leader; critical thinking/problem solving; conflict resolution; lean overview; and behavioral safety. Initially the Alliance developed program was to have on pilot in January 2013. There was a significant interest from industry and there are three cohorts currently running with a Lakeshore Technical College instructor. The instructor has shared many positive comments from both the employees and the employers. The program will be offered in the Northeast Wisconsin Technical College and Fox Valley Technical College region in the fall.
2. Excellence in Manufacturing/Education Partnership Awards – the first ever event had twelve people/schools/manufacturers recognized for their partnership between education and industry on September 26, 2012. Winners included Ariens, A to Z Machine, Paul Rauscher from EMT International, Kohler, Plymouth and Neenah High Schools, Lori Peacock from Green Bay Public Schools, Steve Meyer with Brillion High School, Sup. Sheehan from Sheboygan School District and the Door, Kewaunee Education/Business Partnership. Over 200 people attended the event. The dinner had assigned seating to facilitate manufacturers being seated with educators. Numerous relationships were started between the two entities from the event, along with \$3,000 raised in a silent auction for college scholarships for graduating high school seniors.
3. Numerous plant tours for educators and students giving them a better understanding of manufacturing careers.

NCMMA

1. A joint marketing brochure with Northeast Wisconsin Technical College, Lakeshore Technical College and UW – Marinette spotlighting careers in marine manufacturing.
2. First ever Associate Member Expo on November 9, 2012. This event was unique trade show event with one-on-one meetings planned between the marine builders and

Associate members. This event was so successful that the organization was asked to present at a national conference for the National Shipbuilding Research Program on April 24, 2013.

3. Members saved over \$100,000 in finding new supplier by sharing supplier information with one and another. A new supplier was found for the members regarding its need for a closer vendor for curved glass, which was being purchased in Europe. Nashville Glass is now the preferred vendor.

GGBHA

1. The new website provided easy access to important information regarding clinicals, career exploration events, career information and job shadows. The website is www.ggbha.org.
2. In order to lower the number of one-to-one job shadows, the healthcare organizations and post- secondary colleges developed and offered career exploration nights throughout Spring 2013. High School students could sign up online via the Alliance's website to participate in an evening event in a specific field of study (i.e., diagnostic, dental). Over a 100 students participated in the events.

Over the grant period, the Alliance developed standardized forms and training modules, so students do not have to re-do paperwork between clinical placements.

Barriers Faced Within the Program

For all three organizations, getting all of the members to attend the meetings is always a barrier due to they are very busy with their own jobs. As time goes on and the participants see value in the organization, there is greater participation. In addition, between the three organizations there are numerous meetings each month that need someone to facilitate and coordinate, which can be difficult to manage being out of the office so much.

Were the Goals and Objectives of the Program Met?

Yes, the technical colleges in the BAWDB have double the number of manufacturing related degree students than any other region. In fact, Northeast Wisconsin Technical College graduates more manufacturing-related degree students than any other college in the system. The promotion of these careers via the NEW Manufacturing Alliance and North Coast Marine Manufacturing Alliance is often cited as a significant reason for the college's success. The project has seen increased partnership and collaboration of K-12, in which strong partnerships have been developed with Green Bay, Little Chute, Sheboygan, Pulaski, De Pere, Ashwaubenon and Appleton School Districts. Numerous meetings with these school districts assisted in them have a better understanding of the labor market demands of the region. The 2013 Manufacturing Vitality Index Study has been communicated throughout the BAWDB region, so educators are keenly aware that 46% of employers cannot find the skilled workforce they need. The top five skills in demand are CNC machinist, engineers (especially electrical), skilled trades, welders and machine operators.

Potential to Continue Work With This Sector In This Area

All three Alliances will continue. Both the NEWMA and NCMMA have a dues structure to help support the programming. The Greater Green Bay Healthcare Alliance is now considering charging dues to help fund the programming. The postsecondary institutions have agreed to each fund the hosting fee for the website.

WDA 6 – NORTH CENTRAL

<p><i>Core Partners:</i> <i>UW-Stevens Point</i> <i>UW-Marathon County</i> <i>UW-Marshfield/</i> <i>Wood County</i> <i>Mid-State Tech</i> <i>Northcentral Tech</i> <i>Nicolet Tech</i> <i>Rasmussen College</i> <i>Centergy</i> <i>Aspirus</i> <i>Marhfield Clinic</i> <i>Ministry Healthcare</i> <i>Riverview Hospital</i> <i>Assoc</i> <i>Lac du Flambeau</i> <i>Ho Chunk Nation</i> <i>WWDA</i></p> <p><i>WDB Project Contact:</i> <i>Rene Daniels</i> <i>715-422-4700</i></p> <p><i>Special Projects:</i> <i>Diane Weiler</i> <i>715-204-1644</i></p>	<p>Purpose: Develop Healthcare Information Technology sector strategy. Build on previous sector initiatives of Healthcare and Information Technology (HIT). Building draft career map/pathways model for healthcare information technology.</p> <p>Three Principles:</p> <ul style="list-style-type: none"> • Regional & Sector Framework • Dual-customer and data driven • Continuous skills development <p>Goals/Objectives: Reliable pool of qualified healthcare IT workers, career awareness that includes occupation info & training/ education needs. Build a statewide coalition of WDB's to cultivate sector development, resources, common measures, collaboration (to include data) & best practices.</p>
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Early Activities/Accomplishments

Report compiled of interview responses from healthcare providers on information technology sector jobs, skills, and hiring practices: Matrix completed showing skills required for HIT jobs from the interviews; Analysis of educational programs in information technology that are currently available from universities, technical colleges and one for-profit college.

Career pathway report developed to assist unemployed, underemployed or displaced workers in becoming employable in the healthcare information technology fields. A report outlining careers in healthcare information technology for future employees developed to show the training required, jobs that will be available, and career potential in the fields of healthcare information technology that will excite middle school, junior and senior high school students seeking training in healthcare information technology careers.

Reviewing educational programs that are available from six higher education institutions. Following a cross reference with the skills matrix will help to develop career pathways.

Attended a Career Pathways conference at NWTC that provided sharing of partner's progress with a commitment for further discussion/relationship-building.

Successes Within the Program

Healthcare Information Technology:

Educational programs are available within the sector to meet the employment needs of healthcare providers in WDA6.

Career ladders are in place for Healthcare Information Technology with certificate programs, technical diplomas, associate degree programs and bachelor's degree programs at the educational institutions within WDA6.

There appear to be programs in place to encourage students to pursue careers in healthcare information technology by collaboration between the K-12 and other educational institutions as well as by the healthcare providers who will be seeking employees in the future (STEM career days for middle and high school students).

RISE:

Bringing the three Technical Colleges in the North Central region together to further discussions about Adult Career Pathways. Finding a mutually agreed upon starting point, focusing on the manufacturing sector. Examining curriculum to begin chunking for potential stackable credentials.

Convening the Technical Colleges to talk about Adult Career Pathways is a success story in itself. All stakeholders recognize the importance of this work. The ultimate outcome will be realized when stackable credentials can be recognized in all three technical colleges and bridge programs are supporting students into careers or degrees enabling them to be successful.

Barriers Faced Within the Program

Healthcare Information Technology:

Need more involvement with lower grade levels to encourage students to pursue health information technology careers in the future.

Number of graduates in the programs is low – many may be continuing on to other programs. At NTC, it was indicated that many students will take some of the entry level programs as they wait to get into higher level career paths that have a waiting list.

RISE:

The Technical Colleges are all at different levels in their work with Adult Career Pathways and stackable credentials. The WDA feels that many do not seem fully engaged and are likely to list what appears to be an insurmountable list of obstacles to overcome.

Employers verifying the stackable credentials are valuable. The WDA has noted that it is not operating under a “build it and they will come” mentality, but rather employers have expressed interest in wanting to hire students with these basic credentials.

There is concern that there will not be enough students to fill classes similar to some of the other customized programs that were previously built and now struggle to continue to run because of lack of enrollment

Were the Goals and Objectives of the Program Met?

Healthcare Information Technology:

Goals and objectives were met for this program. An analysis of the needs of healthcare providers and available employees and graduates of healthcare information technology related educational programs indicates that the demand will be met with local workers.

There are career ladders in place that will help displaced workers find employment with minimal additional training as long as they have good work skills.

Dialogue has started to encourage pathways for educational programs from the technical colleges to the university level degrees so that students can move smoothly into bachelor's

level programs.

RISE:

Goals and objectives were met for this program. The magnitude of work relating to Adult Career Pathways is significant. However, we are beginning to work toward identification of transferrable, stackable credentials.

Potential to Continue Work With This Sector In This Area

Healthcare Information Technology:

Additional work for this sector would be to do more to encourage youth to consider this field for future employment.

Additional meetings will be convened to further discuss how workers can gain the credentials that employers desire and how credits can be transferred.

RISE:

The group we have convened consisting of the Workforce Board, Nicolet Area Technical College, Midstate Technical College and North Central Technical College are committed to meeting regularly to further the work of Adult Career Pathways in all sectors of education.

WDA 7 – NORTHWEST

<p><i>Core Partners:</i></p> <p><i>Wisconsin:</i> <i>Indianhead Tech</i> <i>North Central Tech</i> <i>NorthWERD (nine institutions in NW WI)</i> <i>Gold Collar Careers</i> <i>Visions Northwest</i> <i>Northwest WI CEP</i></p> <p><i>WDB Project Contact:</i> <i>Mari Kay - Nabozney</i> <i>715-682-9141 X101</i></p> <p><i>Fiscal Contact:</i> <i>Marcy Pratt</i> <i>715-682-9141 X204</i></p>	<p>Purpose: Work within manufacturing & healthcare industry/sector partnerships to identify training & employment needs:</p> <ul style="list-style-type: none"> • Increase entry-level career pathway activities involved in funneling individuals toward the healthcare occupations. • Assist new & existing manufacturing employers to get high school students interested in career & tech college programs. Use the Gold Collar Careers program. <p>Goals/Objectives: Build on comprehensive & strategic activities fostering collaboration among educators, employers, economic developers, elected officials, workforce professionals & charitable organizations on workforce issues. Collaborate with targeted sector business/industry reps; coordinate with existing sector alliances & resource planning groups; coordinate delivery of activities & services; address industry needs; & build industry leadership, address worker & employer needs by identifying gaps & design strategies to address them.</p>
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Early Activities/Accomplishments

<p>Completed a skills gap analysis with regional <u>healthcare</u> sector partners & will be getting additional employer feedback at Feb. meetings. The analyses generated extensive discussion on the validity of the information & what was "reality." The exercise has helped identify needed offerings by the tech colleges.</p> <p>Developing a RISE pre-bridge CNA course with WITC.</p> <p>Developing career pathways efforts that link to the HealthCARE Diagnostic/Therapeutic Health Science Career Pathway Map.</p> <p>Spearheaded Medical Discovery Days for education outreach.</p> <p>Developing standardized orientation for health care agency clinicals to increase efficiency for employees.</p> <p>Reviewing contextualized learning & social media avenues for training and providers. This is part of a major effort to share resources among the tech colleges and employers.</p> <p>Initiated a Mythbusting <u>Manufacturing</u> Tour among regional employers for students and guidance counselors with luncheons at the local tech colleges. This is one of several regional events as part of the Gold Collar Career Initiative & SEE IT.BE IT. Career exploration series designed by NWCEP with the intention to address the youth manufacturing career pipeline.</p>
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Met with tech colleges to explore further career pathway development & alignment with RISE.

Developing a transportation sector strategy.

Successes Within the Program

Healthcare

Within this program Healthcare Agencies and Healthcare Educational Staff were able to come together and discuss the challenges the Healthcare sector is facing in the region and share thoughts and solutions. Healthcare Educational Staff was able to learn some of the struggles that are seen by the employers such as students who received a Nursing Assistant Degree in MN, unable to work in WI due to the difference in required hours in the programs by the different states. WITC is currently working with the Department of Human Services to create a program to allow students who have completed a MN Nursing Assistant Program to take the extra hours needed to be able to work in WI. Also discussed was making a universal training and application for clinicals to make it easier for the students to do clinicals at multiple locations without the need to be trained and fill out paperwork for every agency and agencies could save money not having to train on as much information. In addition, there may be some movement by WITC to create a healthcare RISE bridge program.

RISE

Numerous meetings with Technical Colleges on RISE Healthcare pathways and implementation of sector wide work and efforts.

There has been significant discussion regarding the challenges students face such as having to travel for CNA testing and what would need to be done to make it more accessible to students such as offering Pearson View Testing at local campuses. In addition, there was discussion about offering an additional program for Nursing Assistants coming from MN with fewer hours than what is required by WI Department of Human Services to be able to practice in WI that would not require them to retake the entire course.

Additional discussion included adding adult basic education classes into the healthcare curriculum so students who don't pass the accuplacer tests can still get into the programming and have extra support. Laddering or Bridging classes is also a common topic, trying to find programs that can lead into others so students can work their way up while being able to also forge into the workforce. An example of this situation is a student being able to move from Phlebotomy into Medical Assistant into Medical Lab Technologist without having to take each program from the beginning or start over each time.

There was discussion of recruiting high school students and ways to promote courses for displaced workers. One of the ideas for recruitment would be holding boot camps where students can get hands on experience including insight to what healthcare careers are available and the training needed for those programs. As of May, WDA 7 is also beginning to schedule meetings with NTC to discuss similar programming including:

- Standardized orientation for clinicals - since students typically do clinicals at more than one healthcare agency the WDA would create a program that meets the guidelines of the healthcare agencies and reviews the OSHA and HIPPA guidelines etc. so the students wouldn't have to go through hours of this training over and over at each agency. Similarly, agencies wouldn't waste time and money giving redundant information;
- Keeping people in the area for college- if they leave only about 30% come back. This could be accomplished by creating more opportunities, partnering with other colleges that have better

access to resources we need (examples: Pine Tech partnered with Lake Superior College to offer Lab Tech classes- students would take their first year generals at PTC then take classes online through LSC for the second year and attending class in Duluth one day a week. PTC also partnered with Bethel to have an instructor come to provide BSN opportunities for students-online mostly class once every 5 weeks at PTC.);

- Contextualize Learning- If students do not pass the accuplacer test and want to go to school to be a nursing assistant having their developmental education classes relate to their overall career goal to keep them motivated and engaged - math that uses nursing context etc.;
- ITV offered trainings for businesses promoting a nurse to a higher position i.e.: nurse manager but the nurse needs business training for a small fee;
- SIM programs - offering real life situations through simulation manikins. (purchase through grant opportunities;
- Computer "games" to work on psycho-social skills with different scenarios for CNAs etc.;
- Grade school computer games related to healthcare. These games teach math and science skills (HCMgames.net);
- Offering certificate programs for occupations like Long-term care assistants;
- Integrated Basic Education and Skills Training Program (I-BEST) I-BEST pairs two instructors in the classroom – one to teach professional and technical content and the other to teach basic skills in reading, math, writing or English language – so students can move through school and into jobs faster. As students progress through the program, they learn basic skills in real-world scenarios offered by the job-training part of the curriculum.

Manufacturing

Northwest was successful in its goals of bringing together manufacturers across the WDA as well as leveraging funds with the regional planning commission's funds from WEDC. The sector is currently exploring new initiatives.

Barriers Faced Within the Program

Healthcare

Being a broad and rural service area it is somewhat difficult to arrange meetings in a way that would accommodate and be easily accessible to everyone. WDA 7 has overcome this by giving location options, holding more than one meeting, and connecting through ITV.

Manufacturing

Certain regional elements such as the rural areas and micro-economies presented challenges to the team.

Were the Goals and Objectives of the Program Met?

Healthcare

Absolutely. The more meetings they hold the more people learn about the alliance and the more input and feedback WDA 7 gets to make this a success. Having this alliance also helps the Area, as workforce, to know the needs of their healthcare sector helping to better inform the

Area as they develop and provide the support that the healthcare sector needs.

Manufacturing

- Wisconsin Indianhead Technical College and Northcentral Technical College will have met at least twice with the NWWIB representatives on exploring further career pathway development and further alignment with RISE initiatives.
- A transportation sector strategy will be developed as part of a regional or statewide initiative.
- Significant effort has been put forward for the development of a youth manufacturing career pipeline.

Potential to Continue Work With This Sector In This Area

Healthcare

Huge. WDA 7 is working with UW Stout on a Making it in America grant. The Healthcare Sector is excited to continue to build this Sector Alliance and grow the educational programming and workforce opportunities.

Manufacturing

Extremely high. WDA 7 is currently working with UW Stout on a Making it in America grant.

WDA 8 – WEST CENTRAL

<p><i>Core Partners:</i></p> <ul style="list-style-type: none"> • <i>Manuf. Works – WC</i> • <i>Reg. Education Consortium</i> • <i>Gold Collar Careers</i> • <i>Momentum West</i> <p><i>WDB Project Contact:</i> <i>Richard Best</i> <i>715-232-7380</i></p> <p><i>Fiscal Contact:</i> <i>Mames Lindbo</i> <i>715-232-7380</i></p>	<p>Purpose: Strategies to strengthen WC key sectors manufacturing, healthcare, and transportation logistics (emerging - sand mining). Analyze organization status of key sectors. Develop MOU with key sector representatives & define relationships. Develop Industry Sector Support Plan.</p> <p>Goals/Objectives: Foster increased industry engagement in the identification of workforce demand, skills requirements, skills gaps & provide input into the alignment of institutional skills training with industry needs</p> <ul style="list-style-type: none"> • Determine organizational status, structural & support needs of each sector • Strengthen relationships & determine strategic needs for each sector & develop an organizational support plan • Define workforce demand, skills requirements & workforce availability for each sector • Mobilize regional resources to support each sector • Coordinate sector activities across Wisconsin's 11 WDAs, collaborate with state-side business and trade associations & labor organizations & identify best practices
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Early Activities/Accomplishments

<p>Bridges 2 Healthcare Steering committee met several times.</p> <p>Delivered additional Healthcare Academies, Bridges 2 Healthcare recruitment (Medical Assistant, Geriatric CAN training and other assistance). Engaged healthcare providers in tours and other initiatives. Assisted over 200 participants in these academies, accelerated Medical Receptionist, Medical Assistant & LPN programs.</p> <p>Working on re-vitalizing WDB Healthcare Committee.</p> <p>Continued Healthcare Sector Academy Employer planning & participation.</p> <p>Participated in Manufacturing Works-Gold Collar Careers meetings. Obtained a \$100,000 Otto Bremer Foundation grant to assist this effort.</p> <p>Conducted Polk County Manufacturers Consortium Fast Forward Job Fair. Planning others in various counties.</p> <p>Developed conceptual design for Manufacturing Training Center; establishing supports such as Literacy volunteers, equipment and in-kind donations for the Center.</p>

Initiated manufacturing focus groups in two counties.

Successes Within the Program

Enhanced Board member engagement around Sector Initiatives, particularly Board Leadership.

Adoption of Sector Challenge concept as a means to engage all business sector board members in initiatives related to their business sector and engage institutional members in support of sector initiatives. Sector Challenge Celebration will be a major focus of the West Central WDB annual meeting scheduled for December 21, 2013, the 30th anniversary of West Central WDB and Workforce Resource.

Enhanced local Business engagement around local sector initiatives with emphasis on Manufacturing and Healthcare.

Career Pathway curriculum development for Manufacturing Academies, Healthcare Academies, GED Boot Camps, Industrial Safety, Accelerated Welding, Medical Receptionist, Geriatric CNA, LPN, Blueprint reading, integration of Key Train and Work-Keys into basic skills curriculum working with Literacy Volunteers.

Acquiring match funding – \$100,000 foundation grant for manufacturing sector effort.

Other successes include:

- WDA 8 Manufacturing Academy and resultant curriculum model which has applicability to any sector initiative;
- Bridges 2 Healthcare Academies and overall program implementation;
- Bremer Grant acquisition on behalf of Manufacturing Works;
- Leadership Adoption of Sector Challenge Model.

Barriers Faced Within the Program

Dedicated staffing to assure maintenance of focus in areas outside of Manufacturing continues to be a concern.

Some limitations in business engagement across all sectors; however, there are signs of improvement.

While small grant funds are a useful catalytic tool, consistent and sufficient funding remains an impediment to sustainable effort.

Constraints on length of access to those funds that were appropriated. West Centrals plans have identified the Sector Challenge Concept later in the process and while the grant indicates funds available May 1, in actuality funds were not available until early fall.

West Central would like to have access to any unspent funds for its Sector Challenge program implementation.

Were the Goals and Objectives of the Program Met?

Goal 1: Determine the organizational status, structural and support needs of each key, and select emerging, regional sector. – Develop a Regional Sector Status report for each key and select emerging industry sector. – in progress will be completed by December 21, 2013.

Goal 2: Strengthen the relationship of the Workforce Development Board with key and emerging industry sectors in the region. – Develop Memoranda of Understanding between the Workforce Development Board and Key Industry Sector/Alliance Representatives – in progress, will be completed by December 21, 2013.

Goal 3: Determine the strategic needs for each participating sector and develop an organizational support plan for each including career pathway plans and related initiatives. - in progress.

Goal 4: Define the workforce demand, skills requirements and workforce availability for each participating sector – Development of a State of the Workforce Report for each key and selected emerging industry Sector. - in progress, will be completed by December 21, 2013.

Goal 5: Mobilize regional resources to support each key and selected Industry Sector - Develop a regional support and resource mobilization plan for each participating industry sector. - in progress, will be completed by December 21, 2013.

Goal 6: Coordinate Sector activities with like efforts across Wisconsin's eleven Workforce Areas, collaborate with state-side business and trade associations and labor organizations, and identify and implement best practices. - in progress, will be completed by December 21, 2013.

Potential to Continue Work With This Sector In This Area

West Central will continue and expand Sector Initiatives regardless of the availability of supplemental resources. WDB 8 is adopting the Sector Challenge Model as a means to engage all board members in a Sector initiative and reach out to peers within each represented industry to engage the broader business community.

WDA 9 – WESTERN

Core Partners:

- *Food Resource & Agribusiness Network*
- *Equipment & Metal Manuf. Assoc.*
- *Gold Collar Careers*
- *Mississippi River Reg Planning Commission*
- *7 Rivers Alliance*
- *Western Tech College*
- *CESA 4*

WDB Project Contact:

*Teresa Pierce
608-785-9938*

Fiscal Contact:

*Amy Felber
608-785-9935*

Purpose: Address **manufacturing** skilled worker shortage with pipeline approach incorporating RISE pathways & partnering with Gold Collar Careers efforts.

- Gather Equipment & Metal Manuf. (EMMA) & Food Resource & Agribusiness Network (FRAN)
- Develop Strategic plan
- Address pipeline issues at middle, high school & tech college levels

Goals/Objectives: Improve alignment between the skills needed by private sector employer & the education & job training system that provide the pipeline of workers.

- LM analysis of manufacturing skill needs thru 2020
- Gap analysis
- Identify best practices & current manufacturing initiative for linkages with pipeline strategies
- Develop plan to increase the pipeline of workers in the manufacturing sector, especially equipment, metal & food manufacturing
- Resource inventory of STEM, Tech Prep & youth apprenticeship activities addressing manufacturing
- Gather current RISE & pathways activity
- Facilitate planning sessions
- Develop Strategic & Priority action Plans

Early Activities/Accomplishments

EMMA hosted a Manufacturing Expo to promote member-to-member partnerships with nearly 100 participants from manufacturing, economic development, education & workforce development. Keynote speaker Mary Isbister. Breakout sessions included OSHA/World Class Safety Environments, Global Exporting, Servant Leadership, Workforce Solutions, the Benefits of Sectors, Robotics & Quality.

Successes Within the Program

Western Wisconsin is fortunate to have several sector initiatives in place; EMMA and FRAN tend to be the strongest sectors at this point in time. Throughout the year, both of these sectors have held meetings and forums for their sector partners. The Manufacturing Expo on December 6, 2012 was a huge event and a success as well.

The FRAN group rotated membership meetings throughout the region and held meetings at member locations. This was extremely educational for the members. Some of the locations included Potato King, Westby Co-op Creamery, and Ocean Spray Cranberries.

Spring into STEM and the Manufacturing EXPO were definitely two of the highlights for this project. Each of these activities included networking, education, and development. Whenever each sector comes together, it is a positive step forward.

The Spring into STEM event was held on April 30th at the Monroe County Fairgrounds-Recreations Park. The focus of this event was to expose youth ages 14-20 to occupations associated with agriculture and food production. A variety of business professionals were invited to give an overview of their occupations, speak about their organizations, and identify the need for science, technology, engineering, and math in their daily work and work environments. These speakers included Dana Erickson, broker with Equity Livestock; Eric Bauer, Human Resource Director from Brickl Brothers; Janine Lovekamp, tax consultant with Badgerland Financial; and Brian Eleskamp, engineer from Brickl Brothers. This assortment of speakers highlighted time and time again the importance of STEM in their local businesses. This event was cosponsored with funding leveraged from the AIM2WIN initiative.

December 6, 2012 was noted as a great day for Metal Manufacturing in Western Wisconsin. EMMA (Equipment and Metal Manufacturer's Association) hosted a Manufacturing Expo at the Lunda Center in La Crosse, WI. The event was held in order to promote "member-to-member partnership". Total attendance was nearly 100 individuals from manufacturing, economic development, education, and workforce development. The Keynote Speaker was Mary Isbister from GenMet Corporation. Ms. Isbister's address covered the skills gap and what each individual can do to address this topic in his or her community. Breakout sessions included OSHA/World Class Safety Environments, Global Exporting, Servant Leadership, Workforce Solutions, The Benefits of Sectors, and Robotics and Quality. Visit Emmatri-state.org.

Barriers Faced Within the Program

The business people that are involved with sectors are extremely busy; therefore, it is sometimes difficult to get people to commit to meetings. Both of these sectors have a core group that is very diligent in attending membership meetings and educational sessions.

Were the Goals and Objectives of the Program Met?

Goal 1. Perform an in-depth analysis of manufacturing skill needs for 2012 through 2022.

A large portion of manufacturing forecasting, as well as STEM needs, has been initiated by the AIM2WIN project. This information has been made available and used as a resource for the EMMA and FRAN groups. Significant interaction has also taken place with the area robotics team in order to connect business professionals with these groups. This gave sectors the opportunity to learn more about these teams and take ideas back to their own communities.

Manufacturing skills were also the highlight of the keynote speaker, Mary Isbister from GenMet Corporation, at the Manufacturing Expo. Ms. Isbister laid out a challenge to those present to connect with their community, their school district, and their local technical college, indicating that everyone needs to be active in the effort of filling the skills gap and filling the needs of manufacturing for now and into the future.

Goal 2. Identify best practices and current manufacturing initiatives for linkages with pipeline strategies.

Goal 3. Develop plan to increase the pipeline of workers in the metal manufacturing and food production sectors.

One approach that the FRAN group took to identify best practices was to host meetings at member companies. Each of these events included facility tours and interaction with on-site management. EMMA on the other hand utilized the Manufacturing Expo to learn about initiatives during the entire day, including breakout sessions. These efforts can be channeled into the development of worker pipeline.

Potential to Continue Work With This Sector In This Area

EMMA and FRAN will continue; however, support is the key for each of these groups. As indicated above, each group is very busy, therefore it is not realistic that they are going to plan venues, send out mailings, process registrations, produce marketing materials, etc. Western Wisconsin is fortunate to be able to support sectors through resources such as these. Leadership from each sector also utilizes the Mississippi River Regional Planning Commission, 7 Rivers Region, and Workforce Connections, Inc. to support their efforts.

WDA 10 – SOUTH CENTRAL

Core Partners:

- *Madison College*
- *Moraine Park Tech*
- *WMEP*
- *Columbia Co Ec Dev*
- *Watertown Ec Dev*
- *20 Member Partnership Team – SC Manuf.*
- *IP Committee*

WDB Project

Contact:

Pat Schramm
608-249-9001 X221

Project Manager:

Danica Nielsestuen

Purpose: Work with **manufacturing**

companies in the region to collaborate and serve each other and maintain/grow manufacturing in SC region:

- Shared database for current supply chains & suppliers
- Interactive map of manufacturers, current suppliers with products & processes
- Engagement event to meet, discuss & exchange information

Goals/Objectives: Supply chain & supplier database, interactive map, annual event for manufacturers. Survey at least 100 companies for current products & processes provided or purchased. Map at least 50 interactive events. October 2012 manufacturing summit with 75-100 manufacturers. At least 4 follow-up sessions.

Early Activities/Accomplishments

The online manufacturing database is now in the testing phase; overviews and screen shots have been given to manufacturing & partner groups through the region with positive feedback.

Held a successful Manufacturing Summit & numerous meetings with county manufacturing alliance/councils that resulted in employer input & new/continuing relationships.

Through various meetings with employers identified workforce needs: (a) sharing a workforce to prevent layoffs, sometimes through contracting out projects; (b) keeping businesses "local"; & (c) solidifying partnerships to promote efficiencies & cost savings (e.g. truck sharing).

Successes Within the Program

As a direct result of the Sector Convening Grant, the Workforce Development Board of South Central Wisconsin (WDBSCW) successfully launched a web-based regional manufacturing database portal on Friday, April 5, 2013. The "Find Manufacturers Business-to-Business Portal" is available for viewing at <https://find-manufacturers.wdbscw.org>.

The manufacturing database is the next step by the Workforce Development Board of South Central Wisconsin and its manufacturing sector partners to promote collaboration among regional manufacturers, an effort started by hosting the October 2012 Manufacturing Summit focused on creating and maximizing business-to-business connections.

The database features product, process and contract service listings, as well as contact information, for manufacturing companies in South Central Wisconsin. Users of the tool, primarily manufacturing businesses, will have the option to search the database of regional manufacturers by keywords, or by title, location, processes and other criteria. Search results will display company information, contact information, and a map showing the location of regional

manufacturers included in search results.

Twenty-two companies agreed to add their company information to the database months before the database went live.

Economic development professionals, education partners, WMEP and WEDC have all expressed support of the Manufacturing Database. We believe the database will not only encourage business-to-business connections, but will also help partner organizations, such as WEDC, when working with employers who are considering a relocation or new business venture in our region.

The Manufacturing Summit

The WDBSCW brought together a Planning Committee (chaired by HR Director of Penda Corp., Kathy Cromey) comprised of manufacturers, educational institutions, economic development professionals and workforce experts. This committee helped determine the summit content, agenda, speaker suggestions and 'forced' networking lunch exercise. This committee also helped to shape the database content, survey questions and messaging.

The Summit featured a panel of local manufacturers that discussed creating and maximizing business-to-business connections and three breakout sessions (please see attached Summit Agenda).

New relationships were forged during the Summit, both business-to-business as well as business to partner organizations. The networking lunch provided an opportunity for employers and partner organizations to meet, engage, discuss areas of concern for the manufacturers and trouble shoot (please see attached Networking Lunch worksheet). Issues discussed included, but were not limited to, the skills gap, pipeline, technology, soft skills and opportunities to create new jobs.

We collected comments and suggestions from summit participants and received positive feedback on almost all aspects of the program. Participants thought the content was valuable and enjoyed the various presentations. One of the most highly rated aspects of the summit was the 'forced' networking lunch, where attendees felt they were able to make personal connections and receive helpful tips or advice from fellow manufacturers or local experts. The one area that received low marks was the length of the breakout sessions. Participants felt the sessions should have been longer as content was rushed and they would have like more time for questions of the presenters.

We have received positive feedback from WEDC, WMEP and Madison College relating to our searchable database. They believe it could be very helpful for them when assisting new potential employers in our region that are interested in supply chain information. We have also been informed that several companies have kept in touch with each other and partner organizations following the Summit as they work through some of the issues they discussed at the networking lunch.

With the additional \$4000 of RISE funds we sponsored a Business Tech Academy for six students which is an entrance point into either the Administrative Professionals Pathway or Information Technologies Pa.

Barriers Faced Within the Program

A barrier we faced around the database tool was technology. Because few web-based manufacturing relational databases exist, our team required much research and insight from technical professionals to identify a database design that could query multiple fields and also function across computer and web platforms. We also consulted directly with our regional manufacturer council members and employers to customize the database design to best meet our audience's needs.

Were the Goals and Objectives of the Program Met?

Our major goal of the program was to help manufacturing companies collaborate locally with other companies to do business.

To help accomplish this goal, we set an objective to develop a web-based database tool to help manufacturers create business-to-business relationships with a go-live date of April 30, 2014. The database was launched early (April 5, 2014) and has already generated support (and use) from companies in Columbia, Dane, Dodge, Jefferson, Marquette and Sauk Counties. We also are utilizing the South Central Wisconsin Manufacturing Councils to rally support for the database tool (and our overarching goal) at their quarterly meetings. The meetings are designed to bring together local manufacturing companies to discuss workforce needs and solutions, but also to form relationships for business engagement. This continuous support and promotion is helping outpace our measure to have 100 companies utilizing the database by April 2014.

Our second aim was to hold a manufacturing summit, also designed to help local manufacturers collaborate and create business-to-business connections, to help foster growth and job creation. The summit was held on October 9th, 2012.

Potential to Continue Work With This Sector In This Area

The South Central Wisconsin Manufacturing Councils offer the potential for us to continue our work with the manufacturing sector in our region. The Councils continue to bring together existing and new manufacturing representatives to the table to discuss critical sector and workforce issues and solutions.

We will continue to work with and help staff the Sauk, Columbia and Marquette manufacturing councils, are in the process of developing a Dane County manufacturing group in partnership with the Dane County Executive, hope to bring manufacturers together in Jefferson County (currently there is a Watertown Alliance that we are connected to) and have already started increasing our outreach to manufacturers in Dodge County.

We will likely host a second summit in early winter of 2014. We will begin assembling our Planning Committee later this summer to determine our area of focus. Potential topics that have been brought up include: pipeline (recruiting, training and engaging a younger workforce) globalization/international trade and skills/training needs.

The business-to-business work is continuing through various projects, including a partnership among local manufacturers, economic development pros and the local technical college aimed at assisting local manufacturers with procuring federal contracts.

We also anticipate continuing to work with the local technical colleges on developing short term training opportunities in manufacturing based on feedback we are receiving from local employer.

Finally, our In School Youth programming (Middle College) will continue to have an emphasis on the manufacturing sector.

WDA 11 – SOUTHWEST

Core Partners:

Southwest Tech
Blackhawk Tech
Grant Co Ec. Dev. Prosperity SW WI
Green Co Ec. Dev.
Lafayette Co Ec.
Dev.
Iowa Co Ec. Dev.
Rock Co Ec. Dev.
Platteville Area
Industrial Dev. Co.
Job Service

- *Div. Entrep-UW Ext*
- *Richland Chamber & Dev Alliance*

WDB Project Contact:
Nancy Flanagan
608-242-4220 X227

Purpose: Address **Food Processing with Dairy emphasis** regional employer/employee needs. Goal is to bridge the gap between employer needs and job seeker/employee skills. Area has numerous planned expansions & new businesses in region:

- Develop understanding of the core entry-level competencies of sector;
- Bridge gap;
- Identify driver industries of agriculture & dairy.

Goals/Objectives: Collaborate with employers, develop skills gap analysis, develop chunked training, develop competency-based-job specific career pathway model, promote best practices, and promote collaboration.

Early Activities/Accomplishments

Employer visits focused on immediate and future employment and training needs as well as anticipated technological changes in their workplace environment.

Communications and meetings with area technical colleges have accelerated with a focus on short-term program offerings, career pathway opportunities, and the registration/financial aid process.

Successes Within the Program

- Communicate the career pathway model and potential to a new sector of employers.
- Partner with the technical colleges within our region (Southwest Tech and Blackhawk Technical College). Jointly reach out to employers as employment and training partners.
- Learn more about the structure, processes, and challenges within the food processing (dairy) industry.
- Build relationships with area employers.
- Several employers who were contacted to participate in this sector grant activity subsequently chose to participate in other SSWDB programs, specifically, On-the-Job Training and W3 (Wisconsin Workers Win). The door to future partnering with many employers has definitely been opened. In a few other cases, we've "knocked."
- Three employers (who did not previously) are routinely communicating all position openings to us.
- Several Human Resource Directors contacted were invited and are now participating in the TriCounty Human Resource Association.

Barriers Faced Within the Program

- The employment structure within the food processing (dairy) industry is a definite multi-level system. Minimal training – if any – is desired from outside sources for the entry-level staff.
- Required certification training for higher level staff is easily accessible and meets employer satisfaction.
- This industry has shared outcomes but an independent, competitive nature that impedes collaboration.

Were the Goals and Objectives of the Program Met?

Yes. Goals and objectives accomplished include:

- Acquaint ourselves with another sector group of employers.
- Educate employers of the availability and value of career pathway education.
- Become familiar with the employment challenges and trends of this sector.
- Promote best practice in hiring and workforce issues.
- Inform this sector group of employers of the workforce development mission.

Potential to Continue Work With This Sector In This Area

- With several employers, this was a first contact with the Southwest Wisconsin Workforce Development Board.
- Overall, employers were highly receptive and welcoming. Employers “love” to show off their product and workplace.
- We are confident that many employers contacted will continue to participate in future SWWDB activities. The key to that participation is that it must be relevant, meaningful, and timely for their workplace.

**Remaining Balances: WIA State Set-Aside Funds for Final Three Months
Based on CORE Fiscal Report of Expenditure Reimbursements through April 30, 2013.**

From: Scott McDonald

Grantee Agency Name	Contract Amount	Expenditure Amount	% Spent	Contract Balance
BAY AREA WORKFORCE	\$25,000.00	\$25,000.00	100.00 %	\$00.00
FOX VALLEY WORKFORCE	\$25,000.00	\$14,167.03	56.67 %	\$10,832.97
KENOSHA COUNTY	\$25,000.00	\$12,475.00	49.90 %	\$12,525.00
Milwaukee Area Workforce Invest Brd	\$25,000.00	\$22,992.74	91.97 %	\$2,007.26
NORTH CENTRAL WISC WORKFORCE	\$25,000.00	\$15,000.00	60.00 %	\$10,000.00
NORTHWEST WI CEP INC	\$25,000.00	\$25,000.00	100.00 %	\$00.00
SOUTHWEST WI WORKFORCE	\$25,000.00	\$25,000.00	100.00 %	\$00.00
WAUKESHA-OZAUKEE-WASHINGTON	\$25,000.00	\$19,000.00	76.00 %	\$6,000.00
WDB OF SOUTH CENTRAL WI INC	\$25,000.00	\$25,000.00	100.00 %	\$00.00
WORKFORCE CONNECTIONS INC	\$25,000.00	\$25,000.00	100.00 %	\$00.00
WORKFORCE RESOURCE INC	\$25,000.00	\$11,492.50	45.97 %	\$13,507.50
	\$275,000.00	\$220,127.27	N/A	\$54,872.73

* A grant modification has revised the deadline for submitting final expenditure claims to June 14, 2013

Sector - Related Workforce Development Board's "Wish-List" Activities

Based on WIA PY 2011-12 Local Plans November 2011:

"Part I: A.4. & 5. If the WDB had WIA-related state set-aside and/or incentive funds, what top three activities would the WDB pursue and list any other recommendations that would assist the State in meeting these goals."

Bay Area Workforce Development Board

- Expand the Computer Integrated Manufacturing Mobile Lab to a second mobile lab with welding or machining equipment to provide students with hands-on career exposure;
- Incumbent worker training for workers to upgrade their technical skills, and new leadership and communication skills for business needs.

Fox Valley Workforce Development Board

- Incumbent worker training would be provided for small to medium size companies that are on the edge of expansion and hiring new employees;
- Short-term industry sector trainings that lead to employment;
- Provide technical assistance to realign training opportunities per industry sectors.

Milwaukee Area Workforce Investment Board

- Enhanced capacity to engage with the Business Community.

North Central Wisconsin Workforce Development Board

- Provide training services to incumbent workers;
- Develop and provide more specialized, short-term training in direct response to employer demands in the priorities sectors;
- Provide Manufacturing Skills Standards Certification training and promotion.

North West Wisconsin Workforce Investment Board

- Fund training initiatives and continue to provide staff support for existing and additional Industry Partnership work and development;
- Flexible incumbent worker training and/or funds to work with entrepreneur development activities.

South Central Wisconsin Workforce Development Board

- Support regional Industry Partnerships that are formed to ensure that employers in key industry sectors can connect with each other, identify shared needs of industry, and work with partners to design new solutions that will solve identified problems;
- Invest in training opportunities connected to Career Pathways.

Southeast Wisconsin Workforce Development Board

- Increase capacity in sector-based training programs with high-touch coaching/case management component that has been successful with WDB health care programs.

Southwest Wisconsin Workforce Development Board

- Employer-focused groups to establish career pathways and bridge programming;
- Sector alignment to implement mutually beneficial programs supported by economic development entities; emphasize innovation and non-traditional occupations.

Waukesha-Ozaukee-Washington Workforce Development Board

- Public/private ventures with sector strategy/Industry Partnership employers to train new hires and "up skill" incumbent workers in occupations along the career pathway;
- Expand the on-the-job training program to respond to individual employer training needs.

Western Wisconsin Workforce Development Board

- Creation of new and continued support of currently organized sector driven groups;
- Prevocational academies focusing on skills needed by the targeted industry sectors.

West Central Workforce Development Board

- Additional funding for Sector Challenge program implementation.

WWDA Activities and Meetings

1. NCWWDB Director Rene Daniels.
2. Michael Friis, Director. Wisconsin Coastal Management Program.
3. MAWIB Director Don Sykes.
4. BAWDB Director Jim Golembeski.
5. SWWWDB Director Bob Borremans.
6. Angela James, VP of Government Relations, Wisconsin Paper Council.
7. WDBSCW Director Pat Schramm.
8. Howard Teeter, President, Anteco Pharma; WWDA Chairman; Member, Governor's Council on Workforce Investment.
9. Anne Kilzer, Director, Minnesota Workforce Council Association.
10. At Great Lakes Employment and Training Association meeting, solicited from various attendees strategies they've used in their respective states to learn what sector activities are taking place both statewide and regionally. Attendees were:
 - a. Jan Norlander-Jensen, Workforce Investment Administrator, City of Lincoln, Nebraska.
 - b. Barbara Chafee, CEO, Central Minnesota Jobs & Training Services.
 - c. David Stoecklin, Executive Director, Madison County Government Employment & Training.
 - d. William Raymond, Executive Director, Ottawa County Michigan Works!
 - e. Patricia Brady, Director, Ramsey County Workforce Solutions.
11. Scott Stocker, CEO, Shullsburg Creamery; Vice-Chairman, WWDA.
12. WOWWDB Director Francisco Sanchez.
13. FVWDB Director Paul Stelter.
14. Paul Gabriel, Executive Director, Wisconsin Technical Colleges District Boards Association.
15. Tim Casper, Director of Government Relations, Madison College.
16. Made several attempts to meet officers with statewide AFL-CIO, could only reach office staff.
17. Wisconsin State Representative Daniel Reimer. As part of WWDA Day at the Capitol.
18. Wisconsin State Senator Nikiya Harris. As part of WWDA Day at the Capitol.
19. Wisconsin State Representative LaTonya Johnson. As part of WWDA Day at the Capitol.
20. Sarah Barry, Legislative Director, Office of Wisconsin State Senator Chris Larson. As part of WWDA Day at the Capitol.
21. Wisconsin State Representative Evan Goyke. As part of WWDA Day at the Capitol.
22. Wisconsin State Representative Mandela Barnes. As part of WWDA Day at the Capitol.
23. Andrew Evanson, staff, Office of Wisconsin State Senator Alberta Darling. As part of WWDA Day at the Capitol.
24. Craig Summerfield, Policy Advisor, Office of Wisconsin State Assembly Speaker Robin Vos. As part of WWDA Day at the Capitol.
25. Wisconsin State Representative Sandy Pasch. As part of WWDA Day at the Capitol.
26. Wisconsin State Representative JoCasta Zamarripa. As part of WWDA Day at the Capitol.
27. Attended the Wisconsin Economic Development Association conference to meet with statewide and regional EDA staff.
28. Luanne Dunsford, CEO, MichiganWorks! Spoke via conference call.
29. Wisconsin State Representative Janet Bewley. Met to discuss workforce activities in her area and the importance of the sector initiatives that have been undertaken.
30. Kathy Heady, Sector Development Manager, Wisconsin Economic Development Corporation.
31. Wisconsin State Senator Robert Cowles and Jason Mugnaini, Legislative Aide. Discussed BAWDB activities with regional business collaboration efforts.

32. Forbes McIntosh, Lobbyist. Discussed outreach efforts by the Wisconsin Dental Association regionally with local affiliated businesses and policymakers as an example of workforce-business-policymaker cooperation in other areas.
33. Waylon Hurlburt, Policy Advisor, Office of the Governor. Discussed the importance of statewide sector strategies based on the regional work WDBs around the state were undertaking.
34. Jim Morgan, WMC Foundation President, WMC Vice-President. Discussed the possibility of collaborating on a potential effort to make sector initiatives more statewide-focused as opposed to simply locally and regionally.
35. U.S. Senator Tammy Baldwin and Amber Shipley, Policy Advisor. Spoke about importance of sector activities to meet the needs of business in the upcoming WIA reauthorization. Part of WWDA's Day on the Hill.
36. Bobby Hamill, Legislative Correspondent, Office of U.S. Representative Sean Duffy. Spoke about importance of sector activities to meet the needs of business in the upcoming WIA reauthorization. Part of WWDA's Day on the Hill.
37. Josh McLeod, Legislative Correspondent, Office of U.S. Senator Ron Johnson. Spoke about importance of sector activities to meet the needs of business in the upcoming WIA reauthorization. Part of WWDA's Day on the Hill.
38. U.S. Representative Mark Pocan and Bridget Rochester, Legislative Fellow. Spoke about importance of sector activities to meet the needs of business in the upcoming WIA reauthorization. Part of WWDA's Day on the Hill.
39. Sean Gard, Legislative Counsel, Office of U.S. Representative Gwen Moore. . Spoke about importance of sector activities to meet the needs of business in the upcoming WIA reauthorization. Part of WWDA's Day on the Hill.
40. U.S. Representative Tom Petri and Kevin James, Legislative Assistant. . Spoke about importance of sector activities to meet the needs of business in the upcoming WIA reauthorization. Part of WWDA's Day on the Hill.
41. Wisconsin State Representative Janice Ringhand and Maggie Gau, Policy Aide. Spoke about the importance of sector activities to meet needs to businesses and about sector activities by the SWWWDB in her district.
42. Lois O'Keefe, District Director, and Dan Hereth, Constituent Liaison; Office of U.S. Representative Gwen Moore. Spoke about MAWIB's sector and business outreach activities and the importance of them in considering any future sector legislation on the federal level.
43. Wisconsin State Representative Amy Loudenberg. Spoke about sector activities and business outreach by the SWWWDB in her district. Also spoke about the importance of sector work being done both in her region and around the state.
44. WWWDB Director Beth Sullivan, reviewed sector activity and business outreach around region with her and the WWWDB.
45. WCWWDB Director Dick Best. Discussed potential statewide sector activities WWDA could carry on once initial grant period ends based on research I've done and information/contacts gleaned from meetings around the state.
46. Mike Powers, Administrator. Division of Agricultural Development, Department of Agriculture, Trade and Consumer Protection. Discussed the Wisconsin Agriculture Education Foundation and statewide potential for cooperation with WWDA.

Statewide Organizations and Sector Partnership Outreach

Manufacturing

Wisconsin Manufacturers & Commerce
Wisconsin Technical College System
AFL-CIO
Wisconsin Department of Public Instruction
Wisconsin Department of Workforce Development
Wisconsin Economic Development Corporation
University of Wisconsin-System
Wisconsin Manufacturing Extension Partnership
University of Wisconsin-Extension
Wisconsin Economic Development Association
Wisconsin Education Association Council
Wisconsin Counties Association

Health Care

Wisconsin Technical College System
AFL-CIO
Wisconsin Hospital Association
Wisconsin Medical Society
Wisconsin Nurses Association
Rural Wisconsin Health Cooperative
Wisconsin Association of Health Plans
Wisconsin Health Care Association
Wisconsin Homecare Organization
Wisconsin Nurses Association
Wisconsin Organization of Nurse Executives
Wisconsin Public Health Association
Wisconsin Education Association Council
Wisconsin Department of Public Instruction
Wisconsin Department of Workforce Development

Transportation/Logistics

AFL-CIO
Wisconsin Technical College System
Wisconsin Automotive Truck Education Association
Wisconsin Motor Carriers Association
Wisconsin Manufacturers & Commerce
Wisconsin Transportation Builders Association
Wisconsin Department of Public Instruction
Wisconsin Department of Workforce Development

Construction/Trades

Associated Builders and Contractors
Wisconsin Builders Association
Wisconsin State Council of Carpenters
AFL-CIO
Wisconsin Manufacturers & Commerce
Wisconsin Transportation Builders Association
Wisconsin Technical College System

Wisconsin Department of Public Instruction
Wisconsin Department of Workforce Development
Wisconsin Economic Development Corporation

Information Technology

Wisconsin Technical College System
Wisconsin Department of Public Instruction
Wisconsin Department of Workforce Development
Wisconsin Economic Development Corporation
Wisconsin Manufacturers & Commerce
University of Wisconsin-System
AFL-CIO
Wisconsin Association of Ind. Colleges and Universities

Agriculture

Dairy Business Association
Wisconsin Agricultural Education & Workforce Development Council
Wisconsin Agri-Business Association
Wisconsin Agribusiness Council
Wisconsin Farm Bureau Federation
Wisconsin Farmers Union
Association of FFA of Wisconsin
Wisconsin Technical College System
Wisconsin Department of Public Instruction
Wisconsin Department of Workforce Development
Wisconsin Economic Development Corporation
Wisconsin Manufacturers & Commerce
University of Wisconsin-System

FIRE

Wisconsin Bankers Association
Wisconsin Credit Union League
Wisconsin Economic Development Association
Wisconsin Financial Services Association
Wisconsin Manufacturers & Commerce
Wisconsin Insurance Alliance
Wisconsin Association of Mutual Insurance Companies