



**Center for Workforce Development**

**The Milwaukee Workforce Development Landscape Report  
Submitted to the Wisconsin Council on Workforce Investment**

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UWM Center for Workforce Development  
161 W. Wisconsin Ave. Ste. 6000  
Milwaukee, WI 53203  
(414) 227-3357  
[www.WorkforceEnterprise.org](http://www.WorkforceEnterprise.org)

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## EXECUTIVE SUMMARY

### *Background*

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

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

### *Purpose and Design of the Study*

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

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

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

### *Findings*

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

Six major themes emerged from analysis of the stakeholder interviews:

- Employers need to be engaged in a substantially more meaningful way.
- Employers need trained and ready-to-work individuals.

- The “system” needs to change
- Broader communication and coordination are essential
- Competition is problematic and needs to be addressed
- Leadership and accountability are vital

### *Goals and Recommendations*

Three major goals were identified:

#### **Employers must become actively engaged in workforce development**

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

#### **Milwaukee must build a well-trained and prepared regional workforce**

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

#### **Public and private investment is essential for success**

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

The following steps are recommended for achieving these goals:

#### **Define the System**

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

#### **Create a Clear Leadership Structure**

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

#### **Coordinate Services and Funding**

Effective coordination of services throughout the system is essential to realize the goal of a high quality regional workforce sustained by engaged employers and public and private investment in training. Coordination needs to occur within each Job Center, throughout the Job Center

network, and throughout the broad workforce development system. Coordination of funding needs to occur within DWD and between leading state agencies and other public sector funding sources, as well as between public sector funding sources and private foundations. We recommend the leadership structure focus coordination in three ways.

**Collect and Disseminate Essential Information**

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

## **INTRODUCTION**

Milwaukee County does not currently have an enviable economy. At best, it is no growth. At worst, it is in decline. The metropolitan labor force is projected to grow at .3% per year for the next 15-20 years. Employers face the prospect of an aging workforce with many potential retirements, especially among skilled and professional workers. In the first part of the 21<sup>st</sup> century, the labor force has actually shrunk by over 12,000 persons, and metro employment is 30,000 below what it was in June of 2000. While the national economy grows, Milwaukee struggles.

One contributing factor in Milwaukee's struggles is the industry mix, basically the heavy involvement in manufacturing. While this involvement is good in many ways, manufacturing employment is suffering from lower-cost, international competition and successful local efforts to increase productivity. The result is the net loss of 30,000 manufacturing jobs over the last five years. Also contributing is a mix of modest gains and losses in other industries, resulting in no net growth across the other industries.

For Milwaukee's economy to grow, it needs both the creation of new businesses and the upgrading of its workforce. Obviously, new businesses can add new jobs. But for both new and existing businesses to prosper, they need to become increasingly productive and competitive. That is where workforce development comes in. Workers are the linchpin to productivity. If worker skills can be continuously upgraded, then it is very likely that the employers will be sufficiently competitive that demand for products and services will grow, creating new jobs and supporting the old jobs. This is the connection between workforce and economic development. It is increasingly clear that an area's future is highly dependent upon the skills and productivity of its workforce.

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

This study was undertaken to learn more about the current workforce development efforts and to develop ideas for how workforce development might be better accomplished. It is critical to the economy and the citizens that improvements be made. What follows are the results and insights gained from this endeavor.

## **BACKGROUND**

From the national level on down, there is a changing focus within the Workforce Development System, involving a shift away from a social service model focused on job seekers to a demand-driven model focused on employers and industry needs. Assistant Secretary of Labor Emily Stover DeRocco defines a demand-driven system as a system that plays a catalytic role, acting as the facilitator and leveraging all available resources to solve the workforce needs of local businesses. This shift to a demand-driven model has occurred for good reason. Nationally, many communities have realized that to achieve their economic development goals there needs to be

alignment between the workforce development and the economic development agendas: trained workers must be available for employers to succeed.

Governor Doyle understands the need to move to a demand-driven workforce development system. Workforce development is a key component of his Grow Wisconsin Initiative. The Governor has called for an effective and agile workforce investment system that connects people to industries with job openings and provides career-ladder opportunities. The Governor sees the workforce development system as a key component in producing a highly educated, skilled, and motivated workforce that will help Wisconsin compete globally and raise the quality of life for our citizens.

The Governor and the Council on Workforce Investment (CWI) have made investments in the Milwaukee region to ensure the success of the Grow Wisconsin goals. The Governor has made an investment in the Milwaukee 7, the newly launched, employer-driven, economic development initiative for the seven-county region of Southeast Wisconsin. The CWI has invested in the region as well. Through the Grow Grant initiative, the CWI has supported an evolving effort to coordinate workforce development strategies among the three Workforce Development Areas of our region. However, for Milwaukee to achieve an effective, demand-driven system that addresses the needs of the employers and job seekers throughout the region, Milwaukee itself needs to become a more coordinated system.

One of the reasons Milwaukee needs a focused approach is related to how the Milwaukee system has evolved. The implementation of the Workforce Investment Act (WIA) in the late 1990s resulted in the One-Stop Center system. The One-Stop system was designed to provide universal access for all job seekers and employers. The rationale was that job seekers, whether they come with an eighth-grade education and no work history or a Ph.D. and a long work history, should be able to walk into any One-Stop Center and find services that meet their individual needs. In addition, the One-Stop Center system is also expected to provide employers with easily accessible services.

The Milwaukee One-Stop Center system is unique in its structure compared to the other Workforce Board Areas within our seven-county region and others throughout the nation. What makes it unique is its relationship with the W-2 system. The majority of Wisconsin's W-2 clients reside in Milwaukee County. This has affected how funding has flowed into the Milwaukee County One-Stop System. It is the fiscal reality that drives not only the W-2 system but also the One-Stop Centers, because five out of the six Milwaukee County Job Centers are operated by one of the three Milwaukee County W-2 agencies. Currently, those agencies are Maximus, UMOS, and the YWCA.

This strong tie to W-2 has not been the case in the two other Workforce Board Areas within the seven-county region. In both the W-O-W region and the Southeast Region, Technical Colleges played lead roles in launching and supporting their respective One-Stop Center or Job Centers. This, combined with the smaller population of W-2 clients in these respective areas, has led to a different service delivery system than exists in Milwaukee.

The evolution of the Milwaukee County system has created the perception that Milwaukee County Job Centers are designed solely to serve W-2 clients. As the reader will see, this has great impact on Milwaukee's ability to become a demand-driven system that can work with and positively affect the great economic development agenda of our region. Most obviously, such a perception limits the scope of services and utilization, thus hindering the competitiveness of the region.

## **METHODOLOGY**

To generate a better understanding of the workforce development landscape in Milwaukee County, a two-part study was undertaken. The first part consisted initially of identifying the individuals and organizations that are thought to be most involved in workforce development at this time. This was then followed by personal interviews of the individuals on the list. The interviews consisted of a structured set of questions that were asked to all respondents, plus a sub-set of questions aimed at private foundations. Thirty-four interviews were completed.

The survey instrument used for these interviews appears in the appendix, as well as a listing of stakeholder responses. The main thrusts of the questions were to learn the parameters of the system and its current shortcomings and to ask respondents what changes they thought made the most sense in order to improve the quality of the delivery of workforce development services in Milwaukee. Their responses have been pulled together to create a series of recommendations on what should be changed to make Milwaukee work better.

The second part of the study involved the identification of about 120 organizations that were thought to be involved in workforce development. We sought to learn what services they provide and how they see themselves connected to workforce development. To accomplish this, we interviewed individuals for all organizations that indicated that they were currently involved in workforce development activities and who also agreed to be interviewed. Not only did we get oral responses, we asked them to complete a detailed questionnaire that revealed how they are involved, their funding sources, how many individuals they serve, and similar information. The information gathered from these interviews is currently being compiled into a web-based format that will be easy to access and update. This information will be housed on the WorkforceEnterprise.org website.

## **STAKEHOLDER INTERVIEWS**

To give the reader a better idea of who was interviewed in the initial stage of the study, we list below the names and organizations of those persons who consented to an interview. Very few persons on our original list refused the opportunity to talk about their views of the workforce development system. The stakeholders do have involvement in and commitment to the system; that is why they were initially identified. A quick look through the list should give a clear indication of the range of individuals and organizations that have a professional interest in workforce development.

## **Stakeholders**

**Essie Alan**, Vice President of Community Impact, United Way

**Mayor Tom Barrett**, City of Milwaukee

**Brenda Bell-White**, Milwaukee W-2 Section Chief, WI DWD

**Bob Berlan**, Director, HUD Wisconsin State Office

**Bill Clingan**, Division Administrator, WI Department of Workforce Development

**Kathryn Dunn**, Community Investment Officer, Helen Bader Foundation

**Enid Glenn**, Director, WI Department of Vocational Rehabilitation

**Eloisa Gomez**, Executive Director, Making Connections Milwaukee

**Raejean Kanter**, Executive Director, Forest County Potawatomi Community Foundation

**Sheila Knox**, Milwaukee District Director, Milwaukee Job Service

**Tina Koehn**, Executive Vice President, UMOS

**Steven Mahan**, Director, City of Milwaukee Community Development Block Grant

**Alicia Manning**, Bradley Foundation

**Carol Maria**, Executive Director, UEDA

**Lupe Martinez**, President/CEO, UMOS, Inc.

**Adam Mata**, Former Executive Director, Esperanza Unida

**Sandra McClary**, Director of Corporate Learning , Milwaukee Area Technical College

**Jane Moore**, Director of Research and Development, Greater Milwaukee Foundation

**Mary Moore**, Director, WI Department of Workforce Development, Unemployment Insurance

**Rita Neises-Renner**, Consultant, Making Connections Milwaukee

**Phil Neuenfeldt**, Secretary-Treasurer, Wisconsin AFL-CIO

**Eric Parker**, Executive Director, WRTP

**Paula Penebaker**, COO, YWCA

**Gloria Pitchford Trice**, Dean, Pre College Education, Milwaukee Area Technical College

**Gerard Randall**, CEO, Milwaukee Private Industry Council

**Leo Ries**, Program Director, LISC

**Debbie Roy**, Regional Program Manager, Manpower

**Carol Sample**, Executive Director, Spotted Eagle, Inc.

**Tim Sheehy**, President, MMAC

**Jerry Stepaniak**, Milwaukee Director, Maximus

**Stephanie Stein**, Director, Milwaukee County Department on Aging

**Julia Taylor**, President, Greater Milwaukee Committee

**Paul Vornholt**, Assistant to the Mayor, City of Milwaukee

**Dave Wilson**, Executive Vice President, Milwaukee Private Industry Council

The respondents were commonly asked twelve questions regarding their assessment of the workforce development landscape in Milwaukee County. These questions can be seen in Appendix A. (Their answers can be seen in Appendix B, but without any attribution as to who made which statement.) The questions revolved around several points of inquiry. One major area was trying to pinpoint what they thought was not working well in the current configuration and operation of the workforce development system in Milwaukee County. A second area of questions asked them for suggestions on what should be done to make the system function better. Two subsequent questions focused on current and future leadership. Two other questions sought advice on what it is the Council on Workforce Investment should be doing to help create change and what the state should be doing to make a more effective workforce development system in Milwaukee County.

## **WORKFORCE DEVELOPMENT ORGANIZATIONS**

There is a broad scope of organizations identifying themselves as providing or sub-contracting to provide workforce development services to Milwaukee County job seekers. One of the challenges in identifying the services these organizations provide in the context of other organizations is the lack of common definitions for activities. For the process of gathering information for this project, we grouped workforce development services into the categories below.

### ***Workforce Development Categories--***

**Case Management:** A systematic process by which staff monitors the client's progress and intervenes when necessary to remove barriers or solve problems. Case Management Services may include, but are not limited to: orientation to the program, employability assessment, educational assessment, the development of an employability plan, implementation of the employability plan, and follow-up on the employability plan.

**Work Readiness Training:** Individual or group support that prepares clients to get and keep a job. Types of support may include, but are not limited to: assistance with skills such as interviewing, grooming, resume-writing, attendance and punctuality.

**Pre-Vocational Training:** Individual or group assistance provided by a trained professional to help clients select appropriate careers and training. Training may include, but is not limited to: vocational assessment, testing, career exploration, and career planning.

**Adult Basic Education:** Instruction in basic skills, such as reading, writing, math and other skills required to function in the work place. Adult basic education may include any subject normally offered in the basic curricula of an accredited elementary or secondary school.

**GED/HSED Preparation:** Tutoring or instruction that prepares clients to pursue a GED-General Equivalency Diploma or HSED-High School Equivalency Diploma.

**ESL Program:** A program that provides intensive instruction in English for students with limited English proficiency.

**Work Experience:** A type of work-based learning that gives clients workplace experiences and provides insight into the world of work.

**Occupational Skills Training:** Instructional time, both experiential and classroom, spent on acquiring skills specific to a particular occupation.

**On-the-Job Training:** A type of vocational training in which the trainee learns skills at the work site while earning a wage.

**Apprenticeship:** A regulated system of training which combines on-the-job training and work experience with formal off-the-job training while in paid employment.

**Job Search Assistance:** Providing resources that assist a client seeking employment. Types of assistance may include, but are not limited to: providing job listings, access to on-line job banks, access to other computer resources, assistance with filling out applications, resume support, job fairs, resources for self-directed clients, or job clubs.

**Job Placement Services:** Formal relationships with employers to place clients into specific jobs.

**Post-Placement Follow-up:** Efforts to increase client job retention and productivity by means of regular contact by staff and the provision of supportive services such as transportation and child care.

**Supportive Services:** Assistance other than academic or occupational skills training provided by an agency to help clients overcome barriers to employment. Services may include, but are not limited to: transportation, driver's license assistance, housing assistance, child care assistance, dependent care assistance, and AODA/mental health evaluation and treatment.

**Career Advancement Services:** Assistance provided to a client to help the transition into permanent employment and self-sufficiency. Services may include, but are not limited to: counseling for short-term and long term career goals, opportunities to upgrade skills, assistance with strategic job changes, training in financial literacy, information on Income Tax Credits, and continued supportive services.

Of the originally identified 120 organizations, 85 organizations self-identified as providing or sub-contracting to provide services categorized into the above definitions and agreed to be

interviewed. More detailed descriptions of each organization is currently being compiled into a web-based format that will be easily updated and accessed. The information will be housed on WorkforceEnterprise.org and updated quarterly by the UWM Center for Workforce Development with the cooperation of each organization. This information will be available to the broad community and provide assistance with collaboration efforts.

The chart that follows reveals the names of the 85 participating organizations and their assessment of what it is that they do. The four-page table allows the reader to discern what it is each organization does in relationship to the categories put forth. The table also allows the reader to see how few organizations are involved in apprenticeship training and how many are involved in work readiness training, giving job search assistance, or offering job placement services. The heavy concentrations of the activities suggest the possible opportunity for collective action in these areas.

The presence of 85 actors also suggests that it will take a much greater effort than that made today to try to communicate with and possibly coordinate workforce training activities across the spectrum of providers.

***Summary of organizations and services provided or sub-contracted to provide.***

	Case Management services	Work Readiness Training	Pre-Vocational Training	Adult Basic Education	GED/HSED Preparation	ESL Programming	Work Experience	Occupational Skills Training	On-the-Job Training	Apprenticeship Training	Job Search Assistance	Job Placement Services	Post-Placement Follow-up	Supportive Services	Career Advancement Services
Adult Learning Center Ann Marie Palmisano, Executive Director	X	X									X			X	X
Agape Community Center Maria Melendes, Executive Director	X	X					X		X					X	
Aurora Weir Education Center Eugene Manzanet, Executive Director		X		X	X	X									
Bell Therapy Mike Tesch, Director	X	X	X								X	X	X		
Big Step Earl Bufford, Executive Director	X	X	X	X			X	X	X	X	X	X	X	X	X
Career Youth Development James Nelson, Administration/ Unit Manager	X	X		X	X		X				X			X	
Center for Deaf-Blind Persons Inc Pamlette Bartlett, Executive Director	X	X	X	X			X	X	X		X	X	X	X	X
Center for Veteran's Issues Lynda Horn, Education Training Coordinator	X	X	X	X	X			X			X	X	X	X	X
Community Enterprises of Greater Milwaukee Thereas Hilber, Executive Director	X	X	X				X	X	X		X	X	X	X	X
Cornerstone Youth and Family Services Illesia Hilson, Executive Director		X	X				X		X		X	X	X	X	X
Council for the Spanish Speaking, Inc. Kay MacKenzie, Director Adult Education and Training	X	X	X	X	X	X					X			X	X
Creative Employment Opportunities, Inc Laura Owens-Johnson, President	X	X	X				X	X	X		X	X	X		X

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Cristo Rey Community Services Pastor Richard Petersen, Pastor		X			X	X					X				
CSL Image Consulting Inc Carol S. Lewis, Ceo/ President		X									X	X	X	X	X
Curative Care Network Renee Dingman	X	X					X	X			X	X	X	X	X
Dominican Center for Women Inc. S. Ann Halloran, Executive Director				X	X										
Dr. Howard L. Fuller Education Foundation Tony Kearney, CEO	X	X	X					X		X	X			X	
Eisenhower Center Inc Barbara L Rowland, Executive Director	X	X	X	X	X		X		X					X	
Elmer Winter Career Center Yolanda Collier, Executive Director		X									X	X	X		X
Esperanza Unida, Inc. Maria Gamez, CEO/President	X	X	X	X	X	X	X	X			X	X	X	X	X
Goodwill Industries Troy Norman	X	X	X	X			X	X	X	X	X	X	X		
Grand Avenue Club Rachel Forman, Executive Director	X	X	X	X	X		X	X	X		X	X	X	X	X
Harambee Ombudsman Project Inc. Sherman L. Hill, Executive Director		X		X			X	X	X	X		X	X	X	
HIRE Center	X	X	X	X			X	X	X	X		X	X	X	X
Holy Redeemer Institutional Church of God & Christ Dr. William Rogers, Executive Director, COGIC Social Services	X			X	X						X	X		X	X
Hope House of Milwaukee, Inc. Kenneth Schmidt, Executive Director	X	X	X	X	X						X	X	X	X	X
Indochinese Learning Center Marilyn Hegge, Program Manager	X	X	X	X	X	X		X			X	X		X	X
Interfaith Older Adults Program Pat Delmenhorst	X	X	X				X	X			X	X	X	X	X
Islamic Family & Social Services, Inc. Waheedah Al-Amin, Executive Director	X	X					X	X						X	X
Islamic Society of Milwaukee Janan Najeeb, Director of Adult Education	X	X						X	X		X	X	X	X	
Jewish Family Services Barbara Weber, Director of Services to Refugees	X	X	X								X	X	X	X	X
Journey House Manni Marquez, Director of Workforce Development	X	X		X	X	X	X				X	X	X	X	X
La Causa Wendy Bahr, Dir. of Education and Prevention Programs						X	X								
Lad Lake David Larson, Director of Independent Living Services	X	X	X				X				X	X	X	X	X
Lao Family Community, Inc Yong Vang, Executive Director	X	X		X	X	X	X				X	X	X	X	
Latino Health Organization, Inc. Rafael J. Acevedo, Jr., Executive Director	X	X	X				X	X							
Lincoln Park Community Center Ruth Varnado, Executive Director	X	X	X		X						X	X	X	X	X
Literacy Services of Wisconsin Barbara Felix, Eceutive Director				X	X	X									

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Matt Talbot Lodge Sam Morjanov, Executive Director	X	X	X	X	X		X	X			X	X	X	X	X
Maximus Jerry Stepaniak, Vice President	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Meta House Jamie Schotts, Vocational/ Educational Services Manager	X	X	X	X	X		X				X	X	X	X	X
MidTown Neighborhood Assoc. Victoria Toliver, Executive Director		X	X								X	X			
Milwaukee Achiever Literacy Services Peg Palmer, Executive Director		X		X	X	X									X
Milwaukee Area Technical College Michael Sargent		X	X	X	X	X	X	X			X				X
Milwaukee Career Cooperative John Possell, Fiscal Director	X	X		X	X		X	X			X	X	X	X	X
Milwaukee Center for Independence Bill Malone, Director	X	X	X				X	X	X		X	X	X	X	X
Milwaukee Chrisitan Center Eddie Paez, Associate Director	X	X	X	X	X		X	X	X		X			X	X
Milwaukee County, DHS, Disabilities Services Division Janet Badura	X	X	X				X				X	X	X	X	
Milwaukee Former Foster Youth Education and Training Project Jennifer Brumm, Program Manager	X	X									X			X	
Milwaukee Housing Authority Maria Rodriguez	X	X	X	X	X			X			X	X	X	X	X
Milwaukee Job Service Shelia Knox, Milwaukee District Director	X	X	X						X	X					
Milwaukee Outreach Center Bill Lange, Director of Phoenix Life Skills Programs	X	X					X				X	X	X	X	X
Milwaukee Rescue Mission- Safe Harbor- Men's Divison Charles Schuwacher, Director Safe Harbor	X				X		X	X	X		X	X	X	X	X
Multicultural Community Services John Scherer, Director of Operations	X	X	X	X	X		X	X		X	X		X		
Milwaukee Urban League Yvette Dobbs, Program Administrator	X	X		X	X		X			X	X	X	X	X	X
Private Industry Council Adult Services Sue Wile	X	X	X			X	X	X	X		X	X	X		X
New Concept Self Development Center Vanessa Key, Associate Director	X	x		x	X		X		X		X			X	
New Hope Project Julie Kerksick	X	x					X				X	X	X	X	X
NorthCott Neighborhood House Inc McArthur Weddle, Executive Director		X		x	X		X		X		X			X	
Northwest Side Community Development Corporation Howard Synder, Executive Director	X	X	X				X	X	X		X	X	X	X	X
Our Lady of Divine Providence Parish Fr. Jerry Hessel, Pastor		X		x							X	X			
Project RESPECT / AMANI Barbara Nuell - Moore, Executive Director	X	X					X				X				X
Project Return Mary Steppe, Executive Director	X	X					X		X		X	X	X	X	X
Quality of Life Services, Inc. Audrey Methu, Executive Director	X	X	X								X	X	X	X	X

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Ranch Community Services Beth Lohmann, Director of Employment Services	X	X	X		X		X	X	X		X	X	X	X	X
Repairers of the Breach MacCanon Brown, Executive Director		X		x	X									X	
Riverworks Development Corporation Darryl Johnson, Executive Director	X	X	X	x		X	X	X			X	X	X		X
Salvation Army Adult Rehabilitation Cenetr Jason Grandstaff, executive Director	X	X					X	X	X		X	X	X	X	X
SER Jobs for Progress Patrick Valdez, Deputy Director	X	X	X	x	X	X	X	X	X		X	X	X	X	X
Set Ministry Sister Lucina Halbur, President	X										X	X	X	X	X
Silver Spring Neighborhood Association Stu Jackson, W2 Program Coordinator	X	X	X	x	X	X	X	X			X	X	X	X	X
Social Development Commission Jan Stenlund, Program Services Dept. Director	X	X	X	x	X		X				X	X	X	X	X
Sojourner Truth House Ayoka Huff, Belle Resource Manager	X	X	X								X			X	X
SOS Center Linda Zick, Executive Director	X	X	X	x		X	X	X	X		X	X	X	X	X
Spotted Eagle, Inc Carol Sample, Executive Director	X	X	X	x	X		X	X			X	X	X	X	X
UMOS Tina Koehn, Vice President of Administration	X	X	X	x	X	X	X	X	X		X	X	X	X	X
United Cerebral Palsy Marianne Payleitner, Director		X	X				X				X	X	X		
Vincent Family Resource Center Jeannie Berry-Matus, Executive Director		X							X		X	X	X	X	
Vocational Directions Anne Repaci, Owner/ Vocational Rehabilitation Specialist			X												
Wisconsin Community Services Stephen B. Swigart, Executive Director	X	X	X	x	X			X			X	X	X	X	X
Wisconsin Community Service Corp. Chris Litzau, Executive Director	X	X	X	x	X			X			X	X		X	X
Wisconsin DVR Enid Glen, District Director	X	X	X	x	X	X	X	X	X	X	X	X	X	X	X
Wisconsin Regional Training Partnership Eric Parker, Executive Director		X	X					X		X	X	X	X	X	X
Wiscraft Sharon Faeh, Director of Human Resources	X	X					X	X	X						
YWCA Lisa Boyd- Gonzalez	X	X	X	x	X	X	X	X	X		X	X	X	X	X

## **FINDINGS**

An overwhelming consensus of the stakeholders indicates a need for change. Employer involvement is central to this need for change. Public resources continue to decline and job seekers substantially outnumber available job openings, leaving little reason for employers to

want to engage in the system. Six major themes emerged from the stakeholder interviews, reinforcing employer involvement.

1. Employers need to be engaged in a substantially more meaningful way.
2. Employers need trained and ready-to-work individuals.
3. The “system” needs to change.
4. Broader communication and coordination are essential.
5. Competition is problematic and must be addressed.
6. Strong leadership and accountability are vital.

## **THEME 1**

### **Employers need to be engaged in a substantially more meaningful way.**

*“There is too great a disconnect between program providers and employers.”*

---Stakeholder

The workforce development “system” in Milwaukee is not meeting employer needs. Therefore, many employers do not engage the system. Those who do engage the system are often left frustrated by it. It is important to note that no employers were interviewed as part of the stakeholder group. This was intentional, as we wanted to learn how the stakeholders chosen view employer interaction with the “system.”

Public sector contracts have increasingly included employment retention as the primary factor in how payments are made to an organization. This has led many organizations to seek to add or enhance business services and employer outreach activities. However, these enhanced services are often left uncoordinated with other providers. Employers, in turn, are being overwhelmed by outreach efforts. It was noted that each of the W-2 providers, the Job Service, the Milwaukee PIC, and the DVR has its own employer outreach or business services components. It is also worth noting that a majority of the stakeholders that provide employer outreach claimed to have positive relationships with their respective employer pools.

In addition to these agencies, many sub-contractors and agencies funded in other ways have found it essential to focus efforts on employers. With all of these outreach efforts underway, there are very few examples of providers collaborating to effectively engage employers. At the same time many, if not all, of the stakeholders interviewed talked about how this lack of coordination frustrates employers. Employers perceive the various providers as components of the same “system” and do not understand why there is not a more coordinated effort to engage employers.

One example of coordination working well is the Milwaukee Employment Service Network (MESN). MESN consists of a group service providers who are collaborating to engage employers and place clients into jobs. MESN consists of 14 providers who are all competing for contracts with DVR and or Milwaukee County. The keys to the success of MESN are trust and the dedication to placing individuals into jobs that are a good fit. Strategies MESN uses include:

- Understanding what each agency provides and using other agencies' expertise.
- Creating yearly goals as a group and meeting monthly to work toward goals.
- Jointly holding an employer forum with a plan to follow-up with employers.
- Jointly creating a presentation to educate employers on both hiring people with disabilities and the expertise of each agency.
- When one agency hears about a job opening for which they do not have a good client fit, they send out an email to the rest of the network.

MESN is an example right here in Milwaukee proving that collaboration can work. MESN's success in collaborating over the past 14 years has not always been easy. It has taken time, commitment, and hard work. The result has been positive for the agencies, their clients, and the employers with which they are connecting.

## **THEME 2**

### **Employers need trained and ready-to-work individuals.**

*“Having a regional, dynamic workforce is the most significant goal.”*

---Stakeholder

Many of the job seekers utilizing the “system” lack basic skills, such as reading, writing and calculating. Beyond these basic skills many job seekers are also lacking work-readiness skills and have issues such as lack of driver's license, poor work history, poor credit, and a criminal record that hinder job placement.

Further up the skill scale, there are job opportunities lost because employers cannot find sufficient numbers of individuals with the skills they need to undertake more technologically sophisticated tasks or even higher level thinking. The City of Milwaukee, for example, has less than 19% of its adult population 25 years of age and over with four-year college degrees. The national rate is about 50% higher. Thus, the challenge for employers in Milwaukee runs the gamut from entry level through college graduates and beyond.

Many organizations are attempting to answer this call. Respondents noted that many small scale efforts with limited results are underway to assist at the lower skill end. The lack of a defined system and understanding each organizations expertise has created an environment where small organizations attempt to do it all, often resulting in insufficient resources to do each task and an uncoordinated effort to work with employers. Furthermore, the current reward system for providers does not require individuals to meet the skill levels employers really want, only what they may temporarily accept. The worker preparation activities in the system need to be coordinated and upgraded, so that the individuals who come through the system actually match the skill needs of employers. This is a critical match for both employers and job seekers.

### **THEME 3**

#### **The “system” needs to change**

*“There needs to be a concentrated effort to coordinate organizations to work with employers. Currently organizations, both public and private are fragmented. This creates a real problem when approaching employers.”*

---Stakeholder

The current “system” does not provide Milwaukee county employers, job seekers, or the broader economic development community an understandable, cohesive continuum of services. If Milwaukee is going to improve its economic position, then a cohesive continuum of services is required. One major barrier to this is how we define the “system.” Currently, an overarching agreement on who is included in the “system” does not exist. This has led to the view that the system is complicated, uncoordinated, and fragmented. Depending on whom you talk to, the “system” may include:

- The Milwaukee County Private Industry Council (PIC)
- The Wisconsin Department of Workforce Development (DWD)
- Job Service
- W-2 Providers- Maximus, UMOs and the YWCA
- Job Centers (One-Stops)-- Milwaukee County currently has six
- Division of Vocational Rehabilitation (DVR)
- Other State departments who administer workforce development, training, and education funding.
- Milwaukee County
- City of Milwaukee
- MATC
- Any organization receiving public funds to provide workforce development services
- Privately funded organizations providing workforce development services.
- All providers of education and training, universities, the public school system, and any other provider of training and or job placement services
- Or any combination of the above

Many stakeholders expressed frustration as to how all of these players fit into the system. Some stakeholders do not see it as necessary for every small organization to be considered as part of the system. However, many stakeholders noted the need to include these organizations as well as universities, the public school system, and other providers of training and job placement services to achieve a continuum of services essential to a demand-driven system.

It is important to note what an exciting time this is for Milwaukee’s workforce development community. Everyone wants to be involved: organizations, funding entities, foundations, educational institutions and others. In addition, a consensus exists, a consensus that collaboration is needed—collaboration that includes all of the above identified organizations and funding streams. Finally, a broad understanding exists that employers need to be involved in finding solutions to Milwaukee workforce issues. For Milwaukee to achieve a demand-driven

system that will garner more resources, a continuum of services, education, and training needs to evolve from the now fragmented system.

#### **THEME 4**

##### **Broader communication and coordination are essential**

*“The broader community does not understand who and what the workforce development system is or what it is designed to do. Even within the system agencies do not have an understanding of what each other is designed to do. We need to start there.”*

--- Stakeholder

A lack of communication exists within individual organizations, between funding streams, and throughout the broader “system.” The lack of a defined system has contributed to communication barriers and failed attempts at coordination.

Let’s first consider the major players who fall within the DWD organization chart: Job Centers, Job Service, PIC, W-2, and DVR. Coordination and communication are, at best, ambiguous, and, at worst, completely absent. It is commonly understood by those working within these structures and by others who attempt collaborations with these structures that:

- All are loosely connected
- All have an employer function, that is they interact or hope to interact with employers
- All encounter a number of the same job seekers

However, it is also true that:

- Each of the six Job Centers includes a different cadre of service providers.
- Communication and coordination within each of the six Job Centers is unclear.
- Communication and coordination among the six Job Centers appears to be lacking.
- A shared approach to service delivery between the three W-2 providers is absent.
- Constructive communication and coordination between W-2 and the PIC is lacking.

It is also the case that many small organizations are providing workforce development services. These organizations are not or are only tenuously connected to the DWD-funded organizations, even though they serve some of the same and many similar persons. Unfortunately, the lack of communication and cooperation among these many providers has led to frustration and confusion on the part of employers and job seekers.

The number of separate funding streams supporting workforce development efforts creates confusion. These funding streams do not effectively work together. Many want to argue that each funding stream has its own separate rules and target populations making collaboration difficult or impossible. However, many of these funding streams now have something in common. With the increased interest in job retention, many funding streams tie reimbursements directly retention rates. This offers a place to begin collaborations.

## Funding Supporting Milwaukee Workforce Development Efforts

Federal Funding channeled through DWD	Workforce Investment Act (WIA) Wagner-Pyser W-2/TANF
Other State Departments with Federal and State funds directed at Workforce Development.	Department of Correction Department of Commerce Technical College System Department of Public Instruction Department of Health and Family Services UW System
Community Block Grant	Federal HUD County Block Grant Development Office City Block Grant Development Office
Foundations	Private Foundations Corporate Foundations
Employer Contribution	

### **THEME 5**

#### **Competition is problematic and needs to be addressed**

*“The environment is territorial—due to the shortage of resources. There needs to be a focus where everyone can see their interest.”*

---Stakeholder

The competitive nature of workforce development in Milwaukee County adds to the communication and coordination problems that exist. Competition exists on various levels within the workforce development arena. Competition exists among:

- The three W-2 Providers
- Agencies that act as sub-contractors to the W-2 Providers and the PIC
- Agencies that act as a referral network to the larger providers.

It is strongly noted that diminishing resources are a key factor driving competition. However, it is also understood that the current competitive nature interferes with garnering additional resources for Milwaukee because the necessary cooperation cannot be generated. Other factors driving competition, in addition to diminishing resources, include:

- The way DWD contracts are written and the way payments are made (partial contributions to worker development are not separately rewarded)
- The large number of non-profit and for profit community-based providers involved in workforce development.
- The number of different funding streams
- Politics

**THEME 6**

**Leadership and accountability are vital**

*“There is a distinct lack of leadership.”*

----Stakeholder

Leadership and accountability are lacking. No stakeholder could absolutely point to an overarching leader. In fact, the most common response was that there is no leader. Several did mention their own organization as a key leader, but there was no clear consensus on one person or entity tying it all together toward a cohesive system. In fact, the offerings included a range from UWM to MATC, PIC to not-the-PIC, Job Service to W-2 agencies, Helen Bader Foundation to Labor. But the most common response was “no one.”

There was support for the notion that there should be a leader. There were numerous suggestions, and limited overlap. Employers were most commonly mentioned, followed by the MMAC/GMC, followed by the Mayor and/or County Executive. These are followed by the “state” and MATC. Others mentioned include the PIC, DWD, and CWI, and some combinations of the above. That is quite a breadth of suggestions. It is obvious that respondents were challenged by the question; collectively, they could not see a response that would unite everyone and really answer the question of leadership. But the vast majority sees this as a need and wants someone in place.

There are a number of organizations to build from to create a leadership structure that builds on the knowledge of the workforce development system, the Milwaukee community, and regional employers. These leadership structures include the CWI, the PIC Board and the Milwaukee 7 staffing organizations and Advisory Council. Each of these leadership structures offers a wealth of knowledge, expertise, and employer voice. Utilizing these leaders is the workforce development community’s best asset to creating a demand-driven system.

**Leadership Overlap**

**(Leaders who appear on two or more of the noted leadership structures.)**

<b>Milwaukee Leaders</b>	<b>PIC Board</b>	<b>CWI</b>	<b>Milwaukee 7 Staffing organizations</b>	<b>Milwaukee 7 Advisory Council</b>
<b>Julia Taylor, GMC</b>	X	X	X	
<b>Tim Sheehy, MMAC</b>	X		X	
<b>Phil Neuenfeldt, Wisconsin State AFL-CIO</b>		X		X
<b>Lyle A. Balistreri, Milwaukee Building &amp; Construction Trades Council</b>	X	X		
<b>Lupe Martinez, UMOS</b>	X	X*		
<b>Don Layden, Jr., NuEdge Systems</b>	X	X		
<b>Mary Burke, Wisconsin Department of Commerce</b>		X		X

\*Tina Koehn represents Lupe Martinez on the CWI

**Private Industry Council (PIC) Board  
Milwaukee County Workforce Development Board**

<u>Board Member</u>	<u>Private Sector Representation</u>
<b>Hiller, John (Board Chair)</b> <i>Hiller Realty, Inc.</i>	x
<b>Lanier, Shirley (Board Vice Chair)</b> <i>EnviroTech Services, LLC</i>	x
<b>Balistreri, Lyle (Board Secretary/Treasurer)</b> <i>Milwaukee Building and Construction Trades Council</i>	
<b>Abelson, Richard</b> <i>AFSCME District Council 48</i>	
<b>Andreopoulos, William</b> <i>Milwaukee Public Schools</i>	
<b>Cameron, Maria Monreal</b> <i>Hispanic Chamber of Commerce</i>	
<b>Cocroft, BG (Ret.) Robert</b> <i>Center for Veterans Issues, Ltd.</i>	
<b>Cole, Dr. Darnell</b> <i>Milwaukee Area Technical College</i>	
<b>Davis, Daniel J., P. E.</b> <i>C.G. Schmidt Construction</i>	x
<b>Delmenhorst, Fred</b> <i>Marcus Corporation</i>	x
<b>Dennik, Robert</b> <i>Milwaukee County Executive Office</i>	
<b>Franco, George</b> <i>National Financial Corporation</i>	x
<b>Glenn, Enid</b> <i>Milwaukee County DWD - Division of Vocational Rehabilitation</i>	
<b>Jenkins, William</b> <i>Jenkins &amp; Associates LLC</i>	x
<b>Johnson Jr., Willie</b> <i>Milwaukee County Board of Supervisors</i>	
<b>Knox, Sheila</b> <i>Milwaukee Job Service North</i>	
<b>Layden, Don</b> <i>Metavante Corporation</i>	x
<b>Martin, Vince</b> <i>Jason Corporation</i>	x
<b>Martinez, Lupe</b> <i>UMOS</i>	
<b>Miller, John</b> <i>Goodwill Industries of SE WI</i>	
<b>Moore, Mary</b> <i>Department of Workforce Development, Division of UI</i>	

<u>Board Member</u>	<u>Private Sector Representation</u>
<b>Richtman, Tom</b> <i>US Bank</i>	x
<b>Robinson, Jeannetta</b> <i>CYD</i>	
<b>Russell, Tim</b> <i>Regent Realty</i>	x
<b>Sample, Carol</b> <i>Milwaukee Indian Manpower Council</i>	
<b>Sheehy, Tim</b> <i>Milwaukee Metropolitan Association of Commerce</i>	x
<b>Soczynski, Paul</b> <i>Community Care Organization</i>	x
<b>Sullivan, Tim</b> <i>Bucyrus International, Inc.</i>	x
<b>Sowell, Linda</b> <i>Martin Schreiber &amp; Associates</i>	x
<b>Taylor, Julia</b> <i>Greater Milwaukee Committee</i>	x
<b>Tennessen, Richard</b> <i>Eppstein Uhen Architects</i>	x
<b>Thomas, Mark</b>	
<b>Vang, Charles</b> <i>American Family Insurance</i>	x
<b>Vega, Leonila</b> <i>Service Employees International Union, Local 150</i>	

## Milwaukee Representation on the CWI

(A complete listing of the CWI Members is found in Appendix B)

<b>CWI Council Member</b>	Milwaukee Representatives	Private Sector Employer Representation
<b>Lyle A. Balistreri, President</b> Milwaukee Building & Construction Trades Council	X	
<b>Thomas L. Burse, President</b> Buveck Consultants/Construction Managers	X	
<b>Rodney Copes, VP</b> Harley Davidson Motor Company	X	X
<b>Jewel Currie, Director of Field Support,</b> WE Energies	X	X
<b>Susan Hatch, President</b> Hatch Staffing Services	X	X
<b>Tina Koehn, Vice President Administration</b> UMOS Inc.	X	
<b>Donald W. Layden, Jr., President</b> NuEdge Systems	X	X
<b>Phil Neuenfeldt, Secretary-Treasurer and Legislative Director</b> State AFL-CIO	X	
<b>Sally R. Peltz, President</b> Legacy Redevelopment Corporation and Principal, Legacy Bankcorp	X	X
<b>Julia H. Taylor, President</b> Greater Milwaukee Committee	X	X
<b>Joan Wilk, Associate Professor</b> College of Nursing University of Wisconsin-Milwaukee	X	
<b>Representative Josh Zepnick (D),</b> Wisconsin State Assembly, 9th District	X	

## Milwaukee 7 Advisory Council

<i>Counties</i>	<i>Elected Official(s)</i>	<i>Business Leaders</i>
Milwaukee	County Executive Scott Walker	Ed Zore, Northwestern Mutual Gale, Klappa, WE Energies
Kenosha	County Executive Al Kehl	Mark Jaeger, Jockey International
Ozaukee	County Board Chair Robert Brooks	Carol Schneider, SEEK, Inc.
Racine	County Executive Bill McReynolds	Dave Rayburn, Modine David Lynch, Lynch Automotive
Walworth	County Board Supervisor Jerry Waelti	Dr. Robert Spitzer, MSOE, retired
Washington	County Board Chair Ken Miller	John Torinus, Serigraph
Waukesha	TBA	Suzanne Kelley, GE Healthcare
At Large	Alderman Willie Hines, Milwaukee Mary Burke, WI Sec. of Commerce Mayor Tom Barrett, Milwaukee	Steve Smith, Journal Communications/GMC Dennis Kuester, M&I Bank/MMAC Mike Grebe, Bradley Foundation Cory Nettles, Quarles & Brady Mary Ellen Stanek, Robert W. Baird Carlos Santiago, UW-Milwaukee Michael Bolger, Medical College Phil Neuenfeldt, WI AFL-CIO Paul LaSchiazza, SBC Wisconsin

## Milwaukee 7 Staffing Organizations

<b>The Greater Milwaukee Committee (GMC)</b>
<b>Metropolitan Milwaukee Association of Commerce (MMAC)</b>
<b>Milwaukee Development Corporation</b>
<b>Spirit of Milwaukee</b>
<b>WE Energies</b>

## RECOMMENDATIONS

Given the many assessments of what is wrong, it is appropriate that recommendations be made on how to make the workforce development system better. Respondents gave a number of suggestions on the many topics discussed. Following is a synopsis of what those in the system think ought to be done. We, the authors, have also tried to add value by elaborating upon or connecting recommendations made by the respondents.

In a nutshell, the recommendation is that action must occur; too much talk and no action have led to low expectations about the system. Change the expectations by taking action now.

### Recommended Goals

#### **Employer engagement in workforce development**

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

#### **A well-trained and prepared regional workforce**

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

#### **Public and private investment in Milwaukee workforce development**

The public sector cannot be the only investor in workforce development. Private foundations and private employers must also contribute. Additionally, those involved in economic development must recognize the importance of workforce development efforts and participate as well. Together these many actors must be engaged in creating and implementing a collective and coordinated workforce development agenda, one that entices sizable time and monetary commitments from all parties.

### Recommended Actions

The CWI and the public workforce development system have important roles in helping set the stage for achieving the goals. The stakeholder interviews reinforced the fact that

coordination and leadership are lacking and competition within the “system” is problematic. The confusion around issues of coordination, leadership, and competition has alienated many employers and potential funders. Finally, this lack of coordination has made the system difficult to navigate for users and for other members of the workforce development system.

The Stakeholder interviews offered many valuable suggestions to improve the workforce development landscape. However, it is clear that first and foremost, the workforce development community needs a process for meaningful engagement of employers, potential funders, and the broader economic development community. Without working toward this process the system will continue to churn unprepared people out into the job market. In addition, the economic vitality of our region will be at stake.

We recommend four interconnected strategies for achieving the above stated goals: 1) Define the system; 2) Create a leadership structure; 3) Provide coordination; 4) Collect and disseminate information. Successful implementation of these strategies will lead to achievement of the proposed goals.

## **1. DEFINE THE SYSTEM**

The workforce development system is defined in a number of ways. To facilitate the achievement of an effective leadership structure and coordination of the workforce development community in Milwaukee, we recommend defining the system in two ways, one on the basis of the main actors and the second on the basis of any participation. Defining the broad workforce development system as inclusive is important to understanding the comprehensiveness and complexity of the system. However, it is important that the Milwaukee community is able to understand how the major workforce development actors work together and with the broader network of providers to achieve a more cohesive system.

### **Main Workforce Development Actors**

*The Main Workforce Development Actors are defined to include:*

- *Milwaukee Area Technical College (MATC)*
- *Milwaukee Private Industry Council (PIC)*
- *Milwaukee Job Service*
- *Milwaukee County Main W-2 Contractors-Maximus, UMOS, YWCA, and Policy Studies Inc.*
- *Milwaukee County Division of Vocational Rehabilitation Field Office (DVR)*

### **Broad Workforce Development System**

*The broad workforce development system is inclusive of any organization providing workforce development services, education, and training that desires to be incorporated into the system.*

Initially focusing on a simple model of main actors who have a natural connecting point provides an avenue for comprehension, leadership, and coordination. Expansion of the initiatives can follow later. But the PIC, Job Service, the Main W-2 Contractors, and DVR are all connected by funding channeling through the Wisconsin Department of Workforce Development (DWD). MATC must also be included initially for a number of reasons:

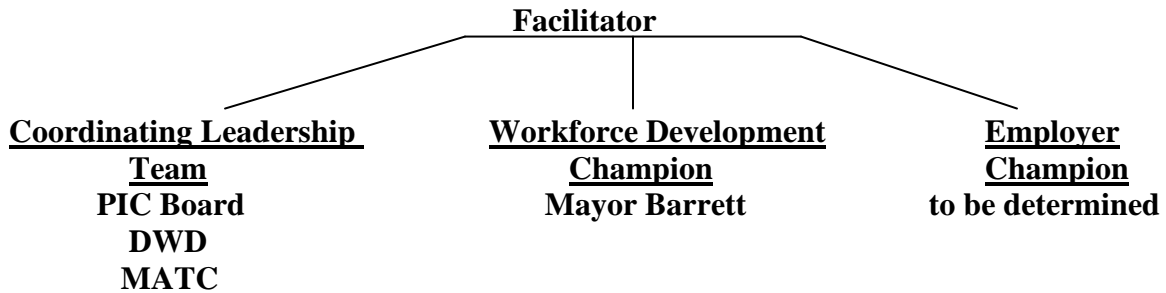
- The role MATC plays in training over 60,000 individuals a year.
- The broad spectrum of training MATC provides
- The role technical colleges have played in other regions of Wisconsin that have made a successful shift to a demand-driven system.
- MATC's growing role as a connecting point between public funds and bachelor degree granting institutions through articulation agreements.

Comprehensive universities that educate the engineers, actors and scientists and community organizations that help people become empowered to take control of their lives belong in the broadly defined system just as much as do W-2 agencies that provide motivation and basic work prep skills. All increase the potential productivity of participants. All of the organizations that see themselves contributing to the development of human capital belong in the definition of the workforce development system. All need up-to-date information and opportunities for relationship building to understand how they fit into the system and how to more effectively collaborate with each other and the main actors.

Thus, we recommend that a DWD-led attempt be made to actively engage the five main actors in dialogues on strategic planning for the achieving of the goals specified above. DWD must start by working with the programs it oversees to develop better ways to align their goals. There is no reason why, for example, W-2 agencies should be rewarded for pushing out clients who are not really employable when there is great demand for individuals who have only somewhat higher skill levels. Also, DWD should better coordinate activities among the actors, so that DWD need not pay for the same services being replicated and provided by all of the organizations.

## **2. CREATE A LEADERSHIP STRUCTURE**

Leadership will drive workforce development efforts and create the employer-driven, responsive, coordinated, well-funded workforce development system that Milwaukee needs. To get there, Milwaukee needs a leadership structure that will build on the strengths of current leadership and natural connecting points. A three-pronged leadership structure is recommended as the best route to achieve the above-stated goals. To ensure the success of the leadership structure, we recommend an outside entity facilitate communication and relationship building. The right facilitation at the beginning of this process will set the stage for success.



**Coordination Leadership Team**

The main role for coordination under this leadership structure is to begin building relationships through information sharing and coordination. The PIC Board, DWD, and MATC collectively offer the leadership, connecting points, and information needed to lead coordination of the defined workforce development system.

The PIC Board is the Milwaukee County Workforce Board. Under the Workforce Investment Act boards were designed to lead workforce efforts at the local level. Although it is evident from the stakeholder interviews that the role of the Board is not clear, the Board provides representation from a number of key leaders with roles in workforce development, economic development, and the private sector. These relationships are central to building cooperation among the main actors, the broad workforce development system, and private sector employers.

DWD offers the Milwaukee Workforce Development System the sole connecting point between Wagner-Pyser (Job Service), W-2, WIA, and DVR. As this connecting point, DWD is in the best position to coordinate the efforts of the main actors and the funding streams associated with each. DWD must work to better coordinate the activities of its largest programs and ensure that those activities mesh with the PIC Board priorities that hopefully will reflect achievement of the above-stated goals.

MATC must also be included because of its important role in local education and training. MATC often works with individuals who are served by the four programs that interact with the DWD. Moreover, MATC offers many training options to employers and workers that are essential to the improvement of the workforce in Milwaukee County.

**Workforce Development Champion**

There is a strong need for a fresh workforce development voice, an individual with an interest in, as well as an understanding of, the challenges facing Milwaukee’s workforce development community. It is vital that this person provide a connection to larger employers in the community and to the economic development efforts of the region. It is with these points in mind, backed by several votes from the stakeholders, that the recommendation for this role is Mayor Barrett.

### **Employer Champion**

Overwhelmingly, stakeholders and organizations understand the vital importance of engaging employers in a meaningful way. Current leadership structures provide a place to start. However, it is important to note the hesitation many employers have indicated in the recent past in getting involved in workforce development. It will be essential that the coordination leadership team and the workforce development champion work together to engage employers and find that employer champion who will vigorously aid their efforts. Mayor Barrett is a key member of the Milwaukee 7 Advisory Board. Over the past year Mayor Barrett has convened a Workforce Advisory Council of his own to learn more about the workforce development issues facing our city, county, and region.

### **Overall Leadership**

The final recommendation under this action is to invest resources in a facilitator—a lead facilitator whose job it would be to ensure that the three leadership elements—the DWD/PIC/MATC Board team, the workforce development champion, and the employer champion—communicate effectively among themselves as well as to their primary constituencies. The person in such a role would also facilitate consensus among the three so that there was always a consistent message to the broader workforce community. A facilitator with connections to employers and the economic development community, as well as an understanding of the challenges facing the Milwaukee Workforce Development Community, is essential to this leadership structure.

## **3. PROVIDE COORDINATION**

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

### **Main Actors**

One of the critical roles of the Main Actors is coordination, both within the five organizations and among the organizations. One example of needed cooperation is that of employer outreach and trainee placement. All of the actors have their own employer outreach services. All pay for the same type of infrastructure. And all have employees who make repeated calls to employers to try to find openings for their trainees. Employers are bugged by the many calls and want coordination from trainers. DWD should work to construct a system of coordination of placement activities that reduces repetitive employer calls by at least 75%. To achieve such cooperation, DWD will have

to develop new means of paying providers for their individual roles in creating employable graduates.

DWD is also likely to have to work with the governor and legislature to create new incumbent worker training programs that can add value that is now not being sufficiently added to many of these individuals. Perhaps an innovation can be an incumbent worker program aimed expressly at recently placed W-2 workers who can then be aided in their efforts to gain additional skills to move up the job ladder. Such a program might act as a greater inducement to participants to better prepare as they go through W-2 to assure placement in jobs that are linked to additional training.

DWD should also explore placing a staff member in Milwaukee for six months to get a detailed look at the complexities of the system and to be able to fully participate in an informed fashion in the many discussions among the Main Actors and with MATC. With a concerted commitment it should be easier for the participants to develop viable means of change and innovation. Time on task will be required to develop the many details that will be required for successful design and implementation.

### **Funding**

To achieve the recommended goals, funding needs to be coordinated and leveraged. The CWI and DWD have the opportunity to lead a coordinated funding effort by following these recommended actions:

- Coordinate funding channeled through DWD, so that the Main Actors must work together, must combine redundant services, must seek common ground, and must jointly offer programs, and must be fiscally rewarded for their individual contribution to training success.
- Use the CWI connection to other state agencies to locate and coordinate other public funds supporting Milwaukee workforce development efforts. Focus these other resources on the same three goals that are stated above.
- Connect with the private donor community and employers to learn the specifics of where they are investing in workforce development and training. Develop continuous communication with employers to keep providing persons with the skills that are needed, not just what the providers want to churn out at the time.
- Create a strategic community plan on how to fill current and future gaps in funding.

### **Broad Workforce Development System**

While coordinating the main actors and funding streams is important, it is also necessary for the members of the broad workforce development system to have opportunities to network and learn what strategies have been put in place to achieve the recommended goals. How information is disseminated will play an important role in keeping the broad system up to date and connected. We, therefore, recommend the hiring of an organization to develop a technology-based system to collect and disseminate this information.

#### **4. COLLECT & DISSEMINATION INFORMATION**

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

- Create a web-based system to track workforce development entrants across all service providers, based on the Wisconsin Entrepreneur's Network model that allows all providers to easily understand what experiences have preceded and record what value they have added.
- Provide profiles, contact information and tenure for each PIC Board Member on the PIC web-site, and encourage constituents to contact board members with their concerns.
- Main actors must provide information on their respective web-site as to how employers should interact with them and how they intend to interact with employers. Additionally, the web site should clearly state what it is they do, what services they provide, with whom they usually work, and the like. Make this information easy to locate and understand.
- Create a web-based portal for each of the six Milwaukee County Job Centers with full disclosure of who at what site does what for clients and employers. This will provide clarity as to the services provided at each Job Center.
- Use PIC Board meeting to educate the Board on the various roles of different funding streams and assign Board members the responsibility for looking for ways to make connections and fill in gaps.
- Provide employers and workforce development system actors access to different means of communication and relationship building, by utilizing such methods as web-based bulletin boards and on-line forums.
- Use web-based tools to educate and bring together the broader workforce development community.
- Create a web-based system to continuously gather detailed information from employer on their workforce needs.

## Appendix A

### Stakeholder Responses

Listed below are each stakeholder question followed by a listing stakeholder responses to the question.

#### **From your point of view, what is not working well and why in the workforce development system in Milwaukee County, as it is currently operating?**

Communication is not there among those who should be at the table. There is a perception that collaboration is the answer. However, relationships need to come first. We need to get to a place where we can agree to disagree so the big picture does not get weighed down by petty disagreements.

The system is too based on a social service design. All this has done for our community is perpetrate poverty for the same group of people.

PIC is good at finding money/ uses are linked by strings to the sources/ but the measures of success are far different from what the customers want those measures to be. Recast them in light of what the "customer"(the individuals and the employers) want.

We need to make the system transparent. It would also help if the sources could be a little more flexible on how their dollars get used.

Getting good definitions on what it is "customers" want is a challenge. Very few employers are willing to serve on the PIC board or on the MATC board. We need to develop a good customer voice. We have a good community voice, but we need a customer voice. These boards treat members badly, so it is a hard sell to put real employers on them.

Not working well? In general, the system is very complicated and not very user friendly. The stakeholder can see why individuals give up. They often are given the run around. There is also real or perceived corruption: OIC, Maximus, and defunct Employment Solutions. The problems these organizations have had reinforced the image of trouble and being unhelpful. Too many institutions are too large to maneuver and help people; clients are just numbers or, worse yet, just dollars.

There is too great a disconnect between program providers and employers. The providers operate in a vacuum. Providers are not talking to CEOs, who have the jobs. We do not have businesses engaged.

Look at the local WIA Plan. No plan for employer outreach. No resources for adults, unless TANF eligible; WIA is only a small pool of training dollars.

"Put the one stop back in the one stop".

It is a challenge to get things started in Milwaukee. The system is fragmented. Not clear for employers how to access services. If the stakeholder better understood who provided what, they could market the offerings of the system. More easily accessible information on how the system works and what services are available is needed.

The stakeholder is not sure what the plan is. The system is confusing. The organization made the decision through its strategic planning process to put funds into evidence based programs. The current system is not designed to do this.

An overall lack of understanding of what the system is designed to do. How do the separate entities connect, elevate duplication. Overall the system is not user friendly.

Currently the "system" does not work as a system.

Funding Streams are prescriptive and unrealistic—does not provide for the reality of the people using the system.

Agency overhead is inefficient; Politics makes system inefficient; State and Federal dollars create silos of services. Example- If you are receiving W-2 it is difficult to gain other services if your caseworker is unaware of other services. The provider and casework is the key in terms of how people are served.

Job training and re-tooling efforts are significantly under funded.

Workers need more than just a job. Efforts to move people up career ladders and offer them the much needed supports are lacking.

Job training is not working “well” because many organizations are training job seekers for jobs that no longer exist. CDBG has moved to a pay for performance model for this reason. CDBG pays for training based on employment retention.

No Leader or Director of Job Centers. At one time there was a job center coordinator. Because of funding cuts this positions was terminated.

In addition, each agency functions as its own entity. There is not one person within each job center itself coordinating all of the partners.

Finally, there is not one person within the Milwaukee system coordination all Job Service Providers. We would not care if this type of coordination came from the PIC. PIC is actually best suited to provide this coordination.

W-2 agencies are doing a good job.

General interaction with WIA funded activities needs to be done more smoothly and rapidly for the benefit of community, employers, and individuals. This is all especially relevant as funds continue to “dry up.”

The economy itself is changing so fast it creates issues on training entry level workers. The public side of the system lacks flexibility in funding and coordination. This leads employers to view the public side of the system as not responsive. There is too much bureaucracy.

W-2 is disconnected from WIA. Dollars are not spent in an effective way. Millions of training dollars have gone back to the federal government unspent.

The Union organizations have trained, placed, and retained with less money. The public side needs to build a model without bureaucratic influences.

Adult population most in need are not connected to training that is going to make them a good worker. Medical Example. Large Medical employers are not getting trained workers.

Challenges of limited resources are real. In many cases the pot is not big enough. Organizations are too busy scrambling for resources that the people who could benefit from programs are not getting quality.

Leadership- Who is the leader

Major stakeholders need to come to the table for the common good. Identify what organizations do well and move forward.

Links need to be made between organizations. There was a time when coming together did happen. This worked very well.

The system is fragmented. This is the biggest barrier. W-2 has its own problems as a model.

There is no real communication between W-2 and the one-stop-system. The state oversees all of these entities but that is where it stops.

There needs to be a concentrated effort to coordinate organizations to work with employers.

Currently organization, both public and non-profit are fragmented. This creates a real problem when approaching employers.

Uncoordinated and dysfunctional. Funding based on politics and not based on merit.

Societal ills such as low graduation rates, segregation, high teen birth rate, flight of the creative class, labor pool is located in the city while jobs are outside the city all have an impact. Milwaukee is a large city with small town politics that get in the way. There needs to be a focus on the Big Picture. How well we all work as a system has an impact.

The competition is great between community based organizations on an annual basis. HUD currently does not have a system to measure outcomes. HUD is in the process of this. This creates a political environment in which organizations are funded. Documentation is a huge issue for CBO's. If CBO's do not understand how to document, they risk having to pay back funds to HUD.

Funding is not used for what it was intended. Administrative costs eat up too much of the funding. Then the resources do not get to where they were intended to go. Leaders are not living in our neighborhoods. This is taking money out of our neighborhoods.

Housing is not tied to workforce issues. There needs to be a better track between the two. The lower a person's income the fewer the housing options.

There is not an avenue for communication. We all attend many meetings but do not really talk. Many of us are part of the PIC board. However, this forum is not used to communicate what each of us has to offer. Can't quite put finger on what the problem is.

There are a lot of people unemployed in our community. The system is not reaching many who are in need of services. The PIC has concentrated its efforts on youth in the recent past. There needs to be a concentrated effort to train and place adults into family sustaining jobs. As a PIC Board member I have noted that training is not a focus. I often ask myself, "What is the point of the PIC Board?"

The players are not aligned. There are lots of really good things going on but mostly on the small scale. We need to have an honest conversation about resources and duplication of effort. We seem to keep wanting to recreate the wheel based on where funding is coming from.

Lack of communication and coordination between employment and training providers and W-2 vendors. Those receiving 166 grants across the country are able to coordinate services so when an individual moves they can connect to the agency in the new location easily. Why can't this happen here?

The system has a lot of problems. So many of us work with the same clients. Everyone wants to claim the workers who are job ready. This leaves many people who are not getting services they need.

The system is too splintered. Racial segregation is a problem in this community. The system needs to work better as a system. Communication between agencies. We need to learn what agencies do. Who is good at what?

Consistency of competent providers is lacking. Most success stories have trust and rapport. There are too many agencies in and out of business. As a community we lack an effort to build the capacity of organizations who have made a commitment to family wage jobs. There is not enough accountability in tracking individuals. This distorts the efficiency of funding. (How much does it actually cost to get people trained and employed.) Organizations who are committed realize it is about more than training. People need access to child support assistance, driver's license and transportation, housing. These types of supports need to continue as people move into better paying jobs.

**What concerns or complaints, if any, do you hear from employers regarding the workforce development system in Milwaukee?**

Employers do not have time to hear about Federal programs. They want us to bring them trainable workers. They feel after a placement is made the system washes their hands. Currently the system is set up to run people through the mill—Place them into jobs and move on. It is about quantity not quality.

Employers see the “system” as a mystery and have little idea on how to use it. The biggest issue is the lack of basic work skills.

Employers have trouble finding qualified, hard working, workers who show up on time. They lack the soft skills and work prep skills. Transportation and driver’s licenses are a huge issue. State law requires that if one loses a license for whatever reason, that person must have insurance to drive and that insurance costs \$200 or more per month.

People are not prepared for work!

Employers have a complete lack of knowledge of the barriers workers have; they do not understand why good workers are not there. Obviously, some potential workers are not willing to make the effort, but other are and they need help to become productive.

There is not a relationship between job centers and employers. We look at ourselves as sheltering employers from the system.

There is a complete lack of coordination of funding for training. WIA is only a small pool of the training dollars. But yet WIA dollars are not coordinated with the private and public sector. A blended funding model inclusive of private funding and public funding would improve the process of training job seekers.

The system needs to expedite the process for training to accommodate employer needs.

Quality of the people is not up to company standards

Matches provided are not good and waste company time

Employers do not know what the public system offers or even what questions to ask to find out.

This is why the stakeholder is interested in co-marketing the offerings of the Job Centers.

The system is too complicated and unresponsive. Training is not realistic.

Many employers just do not bother. Their view is it is not worth their time and money to attempt to use the system.

Employers are looking for trained and ready to work individuals. They do not feel they are getting what they need.

Employers tend to get easily frustrated with the system—how to access, fund, support.

The system is disconnected from the realities of employers.

They want us to pre-screen applicants and only send them qualified candidates. They want to be provided with applicants who have proven skills

Employers wish only one person would call. This type of request is not realistic. Each agency has its own targeted population and focus. Example: W-2 is focused on placing W-2 clients, DVR is focused on placing DVR clients, etc.... In addition, many Job Center clients are self-selecting where to interview. At one point Manpower had a contract to provide employer relations. It was difficult for this team to get all of the job orders entered.

Employers do not want to hear from multiple people.

Employers would love to see more coordination on the part of providers.

There is a trend away from HR departments. More employers, especially small to mid-size, are utilizing temp agencies to do the hiring.

This is a way to deal with screening out employees they do not want. If the employment does not work out they do not have to make a permanent hire.

Paperwork is a drawback to working with the WIA and W-2 funded programs. It is not worth the time and effort for a \$300 rebate. Too many monitoring requirements

Negative press attention given to some employers who have tried to work with the W-2 system does not help.

The system is too bureaucratic. Cannot get my needs met quickly. Workers are not prepared.

Training is not happening. Workers do not come with basic skills or technical skills.

Human skills are needed. Employers feel many graduates come out with knowledge of a trade and technical skills but still lack soft skills—work ethic, team approach, relating to others.

Employers do not know about the benefits. The need to call too many organizations is confusing. On the other side of the coin there are too many organizations calling on employers.

At one time there was a Business Connections Office/Committee through the County or PIC. The idea was to eliminate confusion for employers. Do to lack of resources this fell apart.

As far as applicants – Employers do not feel they get what they want in applicants. Applicants lack of work skills.

UMOS has found the 167 grant model has provided a holistic approach that includes follow-up and resources for workers that elevate problems for employers. UMOS has found this to be the reason they maintain good relations with employers.

Duplication of services. Competition within the W-2 system. Employers look at all of the providers (UMOS, YWCA, MAXIMUS) as a system. These organizations do not function as a system. They are actually competing with one another. Employers would like to see coordination.

Education is a big issue. Proficiency of job seekers is poor

Things heard at an employer forum in 04—(10-12 employers and 4-5 staffing agencies attended): Employers need to be the customer.

The job centers are not seen as the place you go to find qualified workers.

Job seekers lack the qualifications employers need. Qualifications needed are a driver's license, good work history, clean background check.

Employers do not understand why there are so many government agencies attempting to engage them. Employers see all workforce development providers as government agencies.

There is a belief that there is a different standard of quality between the public and private sectors.

The job seekers who come out of the WFD system have unrealistic expectations of work life. These employees are more likely to make demands on employers that others do not make.

Employers do not see one-stop operators as a resource. The South Central Board has an umbrella committee, job service took the lead, that would work together to engage employers. In Milwaukee employer contact is fragmented.

Employers recognize they need to invest in training. However, they do not see it as a priority. Cost sometimes out way the need. There is also a feeling from employers that job seekers should come prepared and they do not.

Job seekers are sent unprepared for work.

The perception is that job seekers coming from the system are the “bottom of the barrel”

Employers want selective screening to weed out those with intensive adult basic skill needs. Job seekers are seen as unmotivated and institutionally dependent on the larger system.

People are not prepared for work. People are not trained properly.

People are not trained. Not trained in how to hold a job. Long term mentoring is not available to assist with transition to work.

Boiler plate programs are not responsive to employers. The crime rate in the inner city is a problem. Employers fear people from the inner city. Segregation and racism in Milwaukee has created an environment where young black men cannot get jobs.

**What skills or skill levels, in regards to job seekers, most need attention from Milwaukee's workforce development system at this time?**

Education is deficient. Soft skills are an issue. Basic skills are employers' major issue. It is difficult to place people or even train them to fill good paying jobs in Health Care or Advanced Manufacturing because they lack basic skills.

Key to Milwaukee's future is the percentage of adults with at least high school degrees. Stakeholder cited the fact that some 89,000 adults 25 years of age and older in Milwaukee do not have high school degrees. That population receives the bulk of social investment, and that is costly and not very rewarding in terms of progress toward making them self-sustaining. In a study of 16 comparable cities, only Buffalo had a higher percentage of its adults in this category.

Most jobs require at least a high school diploma. Even construction jobs require a high school diploma and an ability to work with sophisticated equipment. There are not day laborer jobs out there today.

Training for health care workers. Unfortunately, such individuals need higher skills than what is found in most of the unemployed population.

Intensive services and job readiness issues are high on the list. Driver's license issues are another high priority.

Getting job seekers to a 6<sup>th</sup> grade reading and math level. Achieving a sixth grade reading and math level provides the reading and math skills need to run equipment and hold many jobs.

Training is needed across the board. LEP training is a priority. Lower skill sets that can be built off of.

Low to medium skills. Math, reading, soft skills.

What should I be doing to move into a better paying job. Motivation can not be taught, but process can.

Serious education is needed. The people attempting to use the system do not need a three-week training. They need ongoing education/training/support.

The ban on higher education is a serious problem. The people attempting to use the system do not have the resources to think long-term.

People who are job ready.

Skills most needed are reading, oral communication, work ethic.

Germany has a good model for finding out what employers are going to need 3-5 years out.

Efforts at the technical college level are then developed to tool people for these jobs. Matching and job training go hand in hand with companies.

Skill trades

CNA's are still being hired and sought after.

Need to think and plan more around career ladders. Health Care is a good example. Job seekers can easily see a future in Health Care. It is not just the potential for a job but a career.

Soft skill training. Currently, job service offers soft skills through workshops and case management.

Reading, writing, and math

Issues of skills training- Job service does not have enough funding to provide access to training.

Sixth-grade achievement levels.

Growth sectors is not a place W-2 participants can gain employment.

There is a mismatch between the basic skill level of clients and what employers need.

Varies by industry.

Soft Skills across the board, including the ability to work with others.

We need to view training as lifelong learning. A job seeker who has the capacity to learn a new trade that will provide a better income, cannot afford to be in a long-term training without any compensation. Most job seekers are supporting families. Need to work on this problem because it impacts the number of skilled workers we have to offer an employer.

Basic Skills need to be taught first then we need a real push for training in the trades.

Soft skills

Look at industries, huge shortage, make sure we are ready to train people in these areas. Ample resources are need to provide a effective rapid response.

There needs to be a focus on jobs for the future. Defining who the labor force is and what needs they have.

Rules currently in place regarding types of training the system can fund need to be relaxed.

It is difficult for a hard to serve individual to attend training that does not provide a stipend. This is true of short term and long term training. People need to make money while in training.

All- Remedial needs, job training, better assessments

Need more investment in training.

Basic entry level skills.

MPS has a role. Low graduation rates make it difficult to change the perception of the Milwaukee workforce. Employers are looking for literate workers, workers who can read, calculate, and have the soft skills needed to be successful. The soft skills needed are a good attitude and motivation.

Language barriers are the largest thing to contend with. Job seekers stakeholder works with do not know how to explain themselves in English. Many are shy and timid. Many see authority figures as a form of suppression. The world has changed. The US has to figure out its immigration policy. New workforce is diverse.

Soft skills are needed. Workers need to understand what to expect from a job. Incorporate what it means to be successful in a job, into training.

Jobs are not in Milwaukee. We need to seriously address issues of transportation. This is part of being realistic in terms of training. It isn't just about training people for jobs that are available.

Where are they available? How will the trained worker get there?

Adults who do not fall into the dislocated worker category feel disenfranchised. Many have never held a stable job. How do you address these issues? It is a huge problem that often gets ignored because it is so large.

Technology is the major training need for seniors seeking employment.

Employability skills—behavior, performance, communication, teamwork, problem solving, critical thinking, customer service.

Work ethic is lacking. This creates problem where we can't quickly employ a potential worker. Also hard skills and academic skills are lacking. We need to deal with the 6<sup>th</sup> grade achievement levels.

Realize growth sectors is not a place W-2 participants can gain employment. There is a mismatch between the basic skill level of clients and what employers need.

Technology, Service sector—people need to be trained to work in this sector. Technical skills are needed.

There needs to more training in hospitality. This would help Milwaukee become a prime convention location. Developing skills needed in the hospitality industry translate to any industry and at varying levels on a career ladder.

Soft skills are needed. Workers do not have adequate work place skills. Employers need to teach hands on soft skills.

**How can the Milwaukee County's workforce development system best function to address these skills needs?**

Increase education levels. It should be alright to send someone to school with a certain time frame in mind. Currently this is not how it works. Skills need to be focused more on demand areas. It will take work to get people up to a skill-level where they can take advantage of these opportunities.

There are some instances where employers collectively could use a specific MATC program for specific skills. Train sixty workers and send to six different firms. But this is not as common as the basic skills deficiency! We need MATC answers, but more important is creating a set of reliable workers who are willing to work and then learn.

We need to preserve the manufacturing job base here. Local employers complain of the lack of local suppliers; "they used to be here." Yes, but you did not buy anything from them for a decade. At any rate, we need to keep a variety of firms here to serve one another. That is the cluster concept.

On the service industry side, there is greater need for soft skills in terms of interpersonal interaction. Employers are pushed by global competition and by demographics of a disappearing workforce. These forces are going to be with us, and we must get better at addressing them and their consequences.

K-12 must be fixed, if there is to be a pipeline into 2 and 4 year institutions. We need to better educate and guide K-12 students. Then we need to help keep them in the state.

Stop making it so cumbersome to get the training and help that these individual need! The Milwaukee Workers Website was created to provide lots of information. This was a literal version of a one-stop.

Partner with other organizations that control resources. Streamline the process for employers. Partner with labor management and others who have relationships with private sector.

There are organization scanning the environment (example: LMI data). What happens to this information? Does it come together somewhere? Are there resources to pull all of the pieces together? Lead an effort that focuses on the strengths of each organization. What does each organization bring to the table that would achieve the greatest outcomes?

Again, what is the system designed to do? How many people are we talking about serving? What are the expectations for success? An honest discussion about barriers to employment needs to occur.

The system could better serve its customers if there was a common intake process, common initial screening process up to a certain point. Both employers and job seekers should know what to expect when they walk into any job center. Currently the system is dependent on the providers.

Employer input is necessary. Truly, assessing the needs of employers and the capacities of those training providers to address these needs. More training options are needed. Priorities and agreements among providers and employers based on LMI data and employer assessments.

Integrate company projections into planning.

Accountability is lacking. Everyone should know what they are responsible for. The way things are functioning currently, no one takes responsibility.

Employers are key. Milwaukee is lacking an employer champion to step up and take the reins.

Stop training for jobs that might not be there.

Utilize LMI Data. Write RFP's based on real data.

Involve employers and economic development leaders to prepare workers and address the skills new jobs will require.

Get FBO's involved.

There is not enough sharing of resources.

We need to continue to move toward alternative ways to improve the match between employers and job seekers.

We need more training on concrete employer needs.

We need a focus on adult needs. More employers and philanthropic reps. at the table is required.

Keep abreast of industry needs. Create a structure where providers of training can have a rapid response to industry needs. Garner additional resources.

Need to start talking as a group. Put together a plan that is comprehensive and inclusive of all agencies. It would make a huge difference if people could work together.

The system needs to start thinking in terms of career ladders.

Governor needs to have a role. There also needs to be more coordination between government entities and those organizations they fund.

Identify an Intermediary. Provide the intermediary with the tools they will need to provide oversight.

The Tech schools need to step up.

Milwaukee is the most difficult to deal with. Barriers are set, including segregation. This has historically allowed for communities to be “controlled.” People work hard make more money and move out of neighborhoods. These issues need to be addressed if Milwaukee is going to move forward.

Provide placement coaches and follow-up services to employers.

We are getting better and better with developing more realistic training programs. Training programs that lead to jobs are essential. We need to continue to improve using up to date LMI data and employer input.

Jobs are not in Milwaukee. Transportation is an issue that needs to be addressed. Put programs in place that help people find and keep a job. For example: Ride Share is good. But you never hear about it. Workers do not know they can use Ride Share to get to work.

Pay more attention to adult workers.

We need an entity to identify people who need skills and leverage training resources to identify or create training to meet the need.

Start providing opportunities in Jr. High and High School. But we can't keep ignoring the Adult worker. The PIC needs to focus on adults. Work to provide employers with the workers they need and the employers may step up to provide Jr. High and High School opportunities.

The system cannot put people into jobs they are not ready for. The system cannot put people into training they are not ready for. This is a problem.

Seriously look at a hospitality cluster. People want to say hospitality does not pay, but it does. All of the skills needed by the hospitality industry translate to other industry clusters.

People need to be paid while getting training. Financial assistance for short-term training is critical. GED training and adult basic education need to be part of an overall continuum of training. People need financial assistance to get through transitions to family supporting jobs. It would help if the Workforce Board acted as a convener between employers, job seekers, and all funding streams geared to train. MMAC needs to have a role. The MMAC lacks a workforce development focus. ICM started to do this but fell apart.

**Partnerships and collaboration are necessary in today's world. What do you see as the largest barriers to working with others on workforce development issues in the Milwaukee County?**

Politics, ideology has not been for the betterment of our community. We need a community focus.

The workforce development system is a mystery. In fact, it is not a system at all; that is a misnomer. It is a collection of entities doing training.

Having a regional, dynamic workforce is the most significant goal. The state is not working responsibly with the entity that is primarily responsible for change in Milwaukee (The PIC) This needs to change. The state constantly contradicts themselves. This needs to stop. The state has talked of the PIC's coordinating the Job Centers. PIC was to be reviewing the centers. Are they the right number, in the right locations, ready to handle the right volume of workers. However the PIC was excluded when one lead agency decided to move the location of there Job Center. This is not wise planning or coordination.

The amount of money available creates competition. Organizations refuse to work with others. Some are willing to collaborate, but they tend to be smaller. Best collaborators are passionate, on own, and usually small. They will show up at anyone's dinner and help. They will provide help regardless.

Competition: the state sets us up to compete with one another rather than encourage us to work together.

Performance standards that may not help the job seekers. Often we will meet the performance standards, even if they do not help the individuals. These are disincentives in W-2. We train people long-term in literacy or numeracy and then they move; we get no credit, even though we have made a good faith investment. As long as we have a system, we work to meet standards.

Identifying what an industry needs.

Corralling resources to achieve an employer friendly environment. This should not be viewed as a threat, but essential.

Trust, Structure, and Communication are lacking.

There is a gap in terms of sense of urgency. Private sector wants things to happen now. Public sector does not move fast enough.

Funding is not consistent. Even when a project is successful there is a need to chase dollars. When the funding runs out the project usually ends.

The system is not designed for collaboration. Individual contracts awarded with performance outcomes create a disconnect to working together.

Politics, personalities, lack of leadership

The public sector needs to make an honest effort to come together to redesign the system. Providers, users, employers need to be involved. The current redesign will not create any change.

Bring employers to the table.

Focus on creating career ladders in industries such as healthcare.

Workforce training cannot just be privately funded. Employers and the public system need to come to the table with private foundations.

Foundations often collaborate on projects that are results oriented.

Territorial- There are so many non-profit organizations in Milwaukee that it has created a culture of protecting your own.

We need to move away from this way of thinking. Educate organizations on what it means to collaborate. We do not need to re-create what we have already. But we do need to bring organizations together and work to ensure there is a continuum of services available to the job seeker.

The system is too big.

Budget cuts have resulted in staffing shortages. These staffing shortages make it difficult to prioritize partnerships and collaborations. There just isn't enough time.

Currently Job Service informally partners with employment and training providers through referrals. These informal partnerships appear to be solely based on personal relationships between leaders.

Funding stream requirements are a barrier. There are too many examples of specific requirements that make it impossible to collaborate.

There needs to be some bending of the rules for true collaboration to take place.

There needs to be leadership among multiple state agencies to solve the problem of funding silos.

We need a larger cooperative ring. Milwaukee needs to be part of a larger regional ring. View as a region. Link employers to workers.

The environment is territorial—due to the shortage of resources. Lots of good ideas float around. There needs to be a focus that everyone can see there interest.

Turf--Competition is fierce for limited resources. There is a huge number of non-profits in Milwaukee. We cannot cut the pie into any more pieces. To make the pie bigger we need to maximize resources and talent.

#### Leadership limitations

All of these organizations have a different philosophy. There are so many turf issues. Very little communication exists. Then add the competition between agencies and this is why nothing happens. We need to take a close look how all organizations fit in the system.

WRTP scares non-union employers. Do not count on WRTP to be able to address all needs.

Turf issues, personalities, political agendas.

The number of agencies that are involved. Milwaukee has a high concentration of CBO's, creating fierce competition for resources and recognition. Diversity of resources is also an issue. Many funding streams funding the same organizations. This creates an atmosphere of scrambling for resources.

#### Ownership

Turf

What is in it for me?

Also, segregation and racism are real.

#### Competition

Unqualified organization given awards. How many chances should an organization get before they are out?

There is currently not enough board participation on the Workforce Development Board. Meetings do not always seem relevant. Other boards create an environment that makes it important to be there and participate. Currently the PIC board meetings are interesting, we learn interest little pieces of information. But the board does not pull it all together the way other boards do.

As a mandated office we do not have opportunity for collaboration.

Stakeholder organization concentrates on older workers. This is a small part of what other do. Bringing everyone to the table in needed. However, this has its own challenges with competing resources.

Ego's get in the way.

Everyone wants and needs more resources. With the decline in resources we, as a community, need to be strategic in how we leverage what we have and how we get more.

The broader community does not understand who and what the workforce development system is or what it is designed to do.

Even within the system agencies do not have an understanding of what each other is designed to do.

We need to start there.

Politics hampers collaboration. Also limited resources creates problems.

Racism. Agencies focus on a certain group of people and then cannot effectively serve other groups. Leaders and agencies need to move out of their comfort zone. Take a look at how to develop cross cultural type programs.

Safeguarding your own funding. There is an idea that partnerships take away current funding levels. Lack of communication as to who has what for what purpose. Organizations do not understand what each other does. This limits the ability of agencies to collaborate.

**What specific steps do you think you and others can take to increase collaboration and formal partnerships in Milwaukee's workforce development community?**

Look at the big picture vs. political interest. Who has the idea or gets the credit should not be the issue. But this is what holds us back.

We need a simple, direct system that tells us three things: Source of funds; use of funds; measures of outcomes. Using this approach is the best thing the state can do for WFD. It is a strategic assessment of what it wants to achieve, for both employers and workers, the two pools of state customers.

DWD needs to design RFP's and stick to the rules they create within them and not change rules/eligibility midstream to accommodate a certain agency that does not qualify.

Not a clue, unless we come together in collegial fashion to benefit all job seekers and not just our organizations.

The new organizational structure of W-2 will not help. Separating case management from job placement will only create more problems and competition.

Recognition that federal funds are decreasing. WIA is just one piece of the puzzle. Collaborate to garner greater resources. Work toward a common vision with concrete objectives.

Communicate

Realize that these efforts take time

A Flow Chart with a "How it Works" narrative available to employers would help.

Make things happen. Create clear expectations for agencies. Provide others with an understanding of what they can offer.

The organization decided to create evidence based models that can be replicated. Organization will share results.

Foundations could embark on a pilot with public sector training. We could collaborate on research needed to redesign the system.

The private sector does not invest enough in Milwaukee to have the impact to change the system. Example-Boston foundations have come together to look at how much foundations as a whole invest in workforce development. Boston foundations found that their investment was more substantial than the public investment. This has given Boston foundations the backing needed to create change. Workforce development is not one of the top 3 priorities for the majority of foundations in Milwaukee.

Listen to companies. For example, convene MMAC companies. Engage them in long term planning and solutions based on company projections.

Create a focus on moving people up into supportive jobs. Not just getting people employed into entry level positions. There needs to be a focus on skill building around options and career ladders.

Partnerships through grant initiatives. We are looking for people to share their ideas and work together to leverage the offerings of CBDG organizations.

The required WIA partners can work to support each other. Example: MATC could again offer services within the job centers and W-2 agencies.

There needs to be state intervention at the top of the funding structure. There needs to be more official interaction at the local level. For example the W-2 agencies were not involved in the creation of the WIA local plan that was developed by the PIC. How do things fit together? Public agencies need to be more inclusive of each other.

AFL-CIO has been effective with Union employers. Not interested in non-union.

The Grow grant proposal is a good first step. The City needs to have more influence in what the PIC does. Before the current administration the City did not have workforce development as a priority. Currently there are not any PIC Board members appointed by the Mayor. In the past the Mayor did have appointed members.

Willingness to work together-communication—  
Maybe start with small steps--First step being, put the challenges out on the table.

Create a Local Collaborative Planning Group. Make the message clear that we need to come together for joint planning.

Communication  
Forcing compliance with mandates  
More enforcement over W-2.

Center for Working Families model is a good model. The CWF involves people at the ground level and moves up.

Willingness  
Need to come to an agreement on an agenda  
Have respect for roles  
Do not let personalities get in the way.

HUD is always available as a resource for groups, taskforces, etc..  
HUD is available in brainstorming an idea, design an program, explore resources available through HUD for an idea.  
HUD is always available to assist in documentation and ensuring funds are properly used.

Leaders need to live in the community in which they work. In other words leaders need to have a day to day realistic understanding of the populations served. Milwaukee needs to supply its own leaders.

Not sure there is a solution. No one wants to give up their turf. Personalities are too strong to get around.

Work together where we duplicate services. Example: Share our employer outreach or business services plan. Work to align these plans so we are not overwhelming employers. Prepare in advance to responding to RFP's. We need to know the primary goals of each organization. Assist each other in applying to RFP's.

Networking and understanding what each other is designed to do. Finding out what connections we have in common.

Maintain a higher presence in the workforce development system. Stakeholder was on the Board at one time. Stakeholder feels disconnect to the system since term ended.

MATC has formed an internal team to work together and formulate a process on how to best approach collaborations. Because the organization is so large an internal agreement is needed. More of this kind of thing should happen in other large organizations.

Commit to a facilitated brainstorming session.

Walk out with knowledge of the demographics of participants, services offered, and an understanding of what each of us is designed to do.

Next step would be to process through to an agreement on how we work with each other.

Educate the legislature on what we do. The legislature has a role in bringing companies to Wisconsin. They need to know what we do.

Funders need to start doing more.

We need an entity to bring people together. This entity cannot have a monetary interest. Foundations also have a key role. Many are working on workforce development related issues. Foundations need to come together and come to consensus on what their role will be. We all need to be open to learning and sharing. Currently this is not the situation.

### **How can employers use the Milwaukee County's workforce development system to achieve a better trained and employed workforce?**

Employers need to have a bigger role in developing a system that will work to meet their needs. Be more vocal, committed to finding a way they can hold the system accountable for the status of the workforce. Employers need to be part of the discussion, share ideas, plans, trends. Cities that have been successful have a huge employer involvement.

Mayor's breakfast: everyone has job openings that they are having trouble filling. The employers cannot find the correct skill sets to fill their jobs. But what they are looking for is not much: ability to run a cash register, plating machine, or extrusion equipment. The key issue is basic skills deficiency. Those skills include showing up, being on time, every day (for more than two weeks). That is key; treatment of supervisors may be something more. But they have not been asking much in terms of actual skills.

How do we push delivery of training when we do not even know how to keep score? We do not know who is doing what well because we do not know what it is we want done well. The stakeholder has talked with firms in mfg. They talk of screening lots of candidates to find one who will really work. The cost of labor is not the issue; it is finding workers, period. That mantra is repeated often, by many different employers.

Another employer in Waukesha builds flooring for transit vehicles. It is lightweight and passes all tests. Great market, but he may move because he cannot find the bodies to do the construction. If we lose more and more of these types of businesses, we will be out of the manufacturing business and the region will suffer. The key is again the basic skill sets, the skills one needs to be a regular employee. This firm starts at \$10 an hour and workers move quickly to mid and upper teens. Several workers with experience are earning \$50,-80,000 yearly. Yet they cannot find employees to stick. We, as a region, are choking on the demographics.

We need to hear from employers as to what skill sets, what kinds of training will be needed. What is the outlook for the advancement of persons in these positions. Employer must be integrated with the provider. Employers may not even have been asked.

A blended funding model would require employer commitment. Create an employer friendly model and employers will be more engaged.

Create a big picture and stay focused on outcomes  
Have a systemic approach with clear leadership.

Employers can give a projection as to their future needs. Also, employers can give opportunity for on-the-job training.

Employers can advocate for incumbent worker training, invest more in training, provide incentives for training.  
Help advocate for an employee pool that meets its needs.

Employers need to be more engaged in projecting their needs and communicating this to those providing services, training, and placement. Unfortunately employers in this community do not feel like their needs are being heard.

Communicate more what anticipated needs are.  
The city is doing a good job. The mayor is making CEO visits- building relationships with business.

Participate more in training.  
Assist with transportation issues  
Be more flexible- Currently many employers quickly reject job seekers. Be up front about what they are willing to accept. Employers should be upfront about their commitment to a job seeker. Present in workshops. Provide information on what employers expect directly from an employer. This would allow employees to hear first hand what an employer will expect from them.

There is not a clear door for employers to go to gain access to the "system."  
There is not an economic development agency making the connection between job seekers and employer needs.

Union employers are at the table through the efforts of the AFL-CIO. Employers need to be engaged in curriculum development.

The system needs to do a better job of sitting down, listening, and finding out what employers need. This is not happening to the extent it should. We have more employers in our region than any other region of the state. We have the largest pool of workers. We need to match these two constituencies.

Sit on advisory boards.  
Workforce development is a huge responsibility. It will take a committed community to create solutions.  
Employers need to understand they have a role and a stake.

Become more engaged in communicating future and current needs. Also there is a need for employers to be at the table to create solutions that get people to work. When the jobs are in Waukesha and the workers are in Milwaukee, employers need to take a proactive role in addressing.

See them in job centers on a regular basis. Provide information to agencies. Maximus and others have employers come in and provide on-site interviews every week. More of this type of thing is needed.

WRTP scares non-union employers. Do not count on WRTP to be able to address all needs.

Employers can assist a small agency by loaning machinery that will assist with training.

There is no comparison shopping. Employers need to know what they are buying before they can be expected to shop. In other words employers need to know who is good at what so they can effectively participate in the workforce development system. Employers do not want to waste their time.

The Milwaukee Employment Service Network (MESN) is an example of agencies contracted through DVR and the County, working together to share employer information and leads on jobs. This type of collaboration needs to happen more broadly.

Employers can use the PIC as a referral source but employers do not understand what the PIC can offer them.

Employers work well with the Interfaith program. One suggestion would be to involve employers in a steering committee and engage them to put more funds into training.

Pressure the system to restructure.

Employers need to work hand in hand with workforce entities.  
Employers need to assist with the development of curriculum.  
Employers need to point to the hard skills that are needed.  
There are not enough employer representatives on the PIC board who are in decision making roles.

More employers need to be at the table. We need to learn from them how we can meet their needs.

Who trains what you need? Establishing a relationship with job training.

Employers need to be involved in picking a structure to work from. MATC and Foundations need to be at the table. We need a 1-3 year strategic plan driven by employers.

**What are the most critical steps the State can take at this time to support improvements in the effectiveness of workforce development efforts in Milwaukee County?**

DWD needs to have a focus on training and funding in Milwaukee that goes beyond TANF. Find a better use for the 15% hold back from DOL funding. This resource could be a great asset to the state if it was more directly targeted to where it is most needed.

Be more engaging in having all funding sources coordinate better than they are now; this is from the state down.

Contracting process should be followed: if they have stated it on paper, then follow it.

Get out of the way. The state has not let the local Board drive the communication. The state needs to honor local control. People who are the experts are local. The Secretary could have a role in assisting to recruit employers.

The state has a role in how well Milwaukee can attract bright, young workers. MMAC did a survey of 99 firms here and asked them of their needs for new workers by 2008. They will have a need for 26,000+ employees with at least college degrees. This is a mix of replacement for retirees (14,500) and growth (11,800). How can we help meet their needs?

On a very different note, we need to focus on the K-12 end of the pipeline. It should be a lot easier than working with all of the high school dropouts and prison releases. MATC four years ago was enrolling 5% of MPS grads. Today the figure is 18%: real progress! It is much more seamless than previously. The cost of serving later is so much higher.

We are considering a residential high school in Milwaukee. IT costs \$25,000 per student per year or \$100,000 per grad. Today, MPS is spending \$72,000 to get a graduate, so it is not that much more expensive. When you add in avoided costs of incarceration, social services, etc. it is likely to be less expensive.

To the degree that they can devolve responsibility to the lowest possible level is best. The state would do better by clients if this were to occur. Smaller organizations develop relationships with clients rather than treat them as numbers.

Stay out of the way. Their right and left hands do not know what each is doing. They are very naïve about Milwaukee; they really do not understand Milwaukee.

Leadership is needed--The DWD construction work group is a good model to work from.

Maximize coordination

Provide oversight of the WIA local plan

Encourage the Chief Elected Official to have more of a role in what is happening in Milwaukee.

Lead

Provide a strong presence with a focus on a set of activities for employers.

Take a serious look at unemployment rates, barriers to employment. Implement a serious process.

Step in and demand agencies receiving funding are accountable to this community.

Execute power over the Board and WIA dollars.

Make a serious effort to engage all stakeholders designing a system that supports peoples' progress.

Help us help others

The current administration at the state has been acting more as a friend to Milwaukee. More can be done.

Loosen the strings.

Facilitate joint initiatives to solve some of these issues. The state can will an increase in the amount of communication between the organizations they fund.

Stay out of the way. "Blow the whole thing up and redesign." There needs to be a change in policy that better defines a successful program. For example the way the system currently works it is more lucrative for an organization to get 20 job seekers into low-wage jobs vs. 5 job seekers into good paying jobs.

State and Federal dollars need to become more flexible to accommodate economic growth.

Redesign the system in a serious way. Create a planning process that is upfront as to how front-line workers, business and others can have fair and balance input. Make sure to incorporate the heavy hitters. Those leaders who drive the economy.

Direct resources to where the need is.

State can play an important role in regional collaboration.

Also assisting in projecting future employer needs.

The Gov. took a huge step in not cutting funding to the Tech College system.  
Bring partners together. Free up more resources. More resources to education and training.

Host strategic planning sessions

Mandate that W-2 has a say in the PIC plan just as the PIC has a say in the W-2 plan.  
Require the PIC to engage with contracting agencies in development of the Plan.

Economic development is key.

Improve supportive services. The job ready policy delays the inevitable—more poverty. We need quality services in place with a continuum—assessment, training, job development, retention.

The State holds the dollars they have the power to create real change if the will is there.

Milwaukee needs to solve Milwaukee issues. The state does have a role – to aid  
We could use points of leverage. Such as how we write contracts. The State can adapt language in contracts to move a collaborative agenda forward.

Acknowledge the good work and help alleviate the exploitation of job seekers. Such as Check Cashing outfits and Staffing agencies. Economic development is key.  
Improve supportive services. The job ready policy delays the inevitable—more poverty. We need quality services in place with a continuum—assessment, training, job development, retention.

Compensate the state to monitor what is going on in Milwaukee.

Provide those with contracts clear expected outcomes and do not give a second chance. Take personalities and politics out.

Policy development, set standards, provide greater accountability.

I often hear phrases like, “Milwaukee is unique.” “Milwaukee is an island.” This creates a perception that Milwaukee is not worth your time. We need to change the perception so employers and job seekers see Milwaukee as an opportunity.

Set expectation that we work together. Lead by example.

Educate Milwaukee on barriers and assist with overcoming these barriers.

Put \$ behind workforce and economic development.

Understand what is going on. Strengthen the PIC board so the Board runs the Board not the PIC staff. The PIC staff should have a role but it should be as an information source and coordinator. The way the Board currently works gives the PIC staff too much power and the Board not enough information to do its job.

Stop the politics.

Move forward with more training. Corrections effects everyone. State can pull people together with the City and County.

Examine W-2, especially the higher education aspect. People should be able to continue to receive services while furthering their education. Encourage collaboration between agencies who perform similar work. Create stronger alliances with employers and funders.

We need a centralized structure beyond the PIC. An entity that will build networks and partnerships. You need people talking and working together. We need a focus that is not about just placing people into jobs. There needs to be a continuum that assists people in getting the

training they need to get a job and move up. Child care, transportation, training subsidies all have a role. Focus on where the jobs are regionally.

**Several entities in Milwaukee are involved in workforce development. Who do you see currently as playing a leading role or voice on workforce development?**

Leadership is up for grabs; there is a distinct lack of leadership.

I guess the PIC, but it is wind out their sails. PIC was more vocal; it is less so today. PIC is the most vocal advocate.

Mayor Barrett has shown leadership through beginning a discussion on public sector system.

PIC

No one is leading

No one is leading. WRTP is not leading, PIC is not leading, Mayor is not leading. No one is creating a meaningful dialog on how to create a system that supports the continuum of progress.

I don't know

Not the PIC

Job Service – DWD  
W-2 Agencies  
PIC to a certain point

No one

Labor, WRTP, Big Step

PIC  
Credit should also go to the GMC  
WRTP is a driving force.

Tech colleges  
W-2 agencies  
PIC  
Legislators

UMOS, PIC, W-2, GMC, Job Service, MMAC, MATC all play a role. There is not an entity bringing it all together.

No one

Helen Bader Foundation, Johnson Control

No one

On the South side it is UMOS

WRTP  
Want to say the PIC but is not perceived as a leader, perceived as a monarchy  
Do not hear any complaints about UMOS

Job Service, PIC, Individual service providers.

PIC, but you do not hear much of what is happening if it is not youth related.

PIC

UWM  
MATC

Community looks to the PIC

PIC is doing some good things. DWD plays minimal leadership role.

Hispanic Chamber, Urban League, UCC all understand job creation and training are key to economic development.

WRTP is trying but they do not have the capacity or non-union employer support

**Who else do you believe should be playing a leading role in workforce development?**

Employers and the business community

Employers could play a larger role, if they want a more consistent, qualified workforce. We need more balance of power, more multi-polar contributors, so small orgs do not get walked all over.

DWD should take a more active role in working with industry. They should help get employers more actively involved. She is not sure politics will allow it.

The PIC Board has a responsibility to play a more active role.

Local CEO's

United Way

Donor's Forum

There is a universal sense there is no coordination

The council could

Model should come from the state, based on data. Hold contracts accountable for data. Tell the story of where we are going as a community, Create with community input, listen to clients.

Mayor

County Executive

Labor

MMAC-interest of employers

Tim Sheehy and MMAC

GMC

Employer Champion

MATC needs to step-up and play a more active role. That is what they are suppose to be doing.

MATC- The prepare people for work. They do some placement.

Corrections – 70% of ex-offenders end up in Milwaukee County after release.

MMAC should be more involved. The MMAC is recognized as the spokes person for employers. But the MMAC is not involved at a conceptual level. They are not connecting employers to job seekers or organization that work with job seekers.

Mayor's office, other elected officials.

MMAC

Tech College's and Universities have a role.

State

CWI

State needs to be involved in what is happening in Milwaukee,

The PIC

Defining and identifying a leader should be part of the process.

State needs to take more leadership in partnership with the Mayor and the County Executive.

No one wants to be the follower in this town. This is a problem.

City and county govt. engaging govt. needs to be thoughtful and deliberate.

It depends on if you want to take a top down or bottom up approach. The best approach is to have a local level leader.

The Chambers

Tech colleges

Employers

Those that benefit from the Workforce Development system could provide input.

Economic development agencies

County Executive

Mayor

Employers- specifically health care employers

Employers

All workforce providers need to be involved.

An coordinating entity is needed to lead an effort.

Employers County and city

City County State need to work together.

Employers and chambers should be very active.

MMAC and GMC are obligated to be active.

The Workforce Board was created to do this. Creating something new is not the answer.

However the Board needs to engage more and larger employers. MMAC and the GMC could have a role in assisting.

**What should the CWI do at this time to make the Milwaukee County workforce development system function more effectively, that you have not already stated?**

If the CWI is going to focus on Milwaukee County they should have some representation from the Milwaukee County business community.

Understand the complexity of what is going on in the system.

The stakeholder never heard of them

Listening sessions is a good idea. Training to organize more effectively. Need to limit the number of minutes of presentation or set up after work. Hearing from participants in the system might be a good idea.

The Milwaukee focus is so much bigger than WIA. All the players need to be engaged. The CWI could assist in expanding the view of workforce development to be inclusive.

Help bring employers to the table. Aren't there employers on the CWI?

Provide some general oversight. Ask the hard questions. Educate themselves on what each job center does. Look at data expect results. Serve in making recommendations.

Provide a similar process to gain the insights of employers.

Make a recommendation that job seekers can go to school and gain a real education.

Review current research and upcoming workforce development needs and recommend spending based on this.

Work to create a seamless system that works for both the individual and the employer.

Direct recommendations leveraged with real financial resources.

CWI should support the efforts in Milwaukee. They should not come in with a heavy hand and dictate what Milwaukee should do. They do not have any authority over many of the players here. If they want to be supportive then they should come here and listen, help make connections.

Glad to know the CWI is showing an interest in Milwaukee. This is a first step. It is a good idea to get an outside perspective on possible recommendations.

Help focus the issues but do not attempt to solve with a heavy hand.

Assist in facilitating through the problems.

Asking the questions is good.

Realize tangible results are needed.

CWI is in a position to effect state government and how funding is dispensed and spent.

Put some focus in a redesign of the system.

Milwaukee is starving for training.

The current system is not respectful of job seekers.

Focus on the good things happening and build from these models. The center for excellence is a great model.

Do not feed the turf battles. Find ways to get people to work together.

Understand that the culture of the PIC is not conducive to moving our region forward.

The Board is too big and has too many non-profit or employer organization representatives. Not enough true employers.

The CWI should know that the mayor has formed an advisory committee to work on workforce issues. This group is planning a donor's forum for next spring.

The CWI could assist with the development of a common vision of the workforce system. Build a bridge to connect all the players.

Bring all the great forces together. Possibly through town hall meetings

Support the growing relationship between county city and state. Continue the good work.

Take seriously the recommendations that come out of the Milwaukee Sub-committee work. Representative on the Executive Committee who represent other state agencies should take a look at how agencies could work together more effectively. There needs to be an interagency approach.

The Governor's focus on Milwaukee is good. Keep in mind the City needs to be a true partner.

Sector Based Intermediaries, Bidwell Training Center, and the Center for Working families all have models worth looking at.

Have continued conversations with the City/Mayor, employers.  
The Ad Hoc Milwaukee group is getting things started. The conversation needs to move with some action steps.  
Use its role as an advisory committee to the governor.

Involve Block grant offices at every level: federal, state, county, city.

Focus on Outcome measures

The CWI is new to me. I am not sure they should have a role in Milwaukee. Shouldn't the PIC be leading the charge? The CWI should be more focused on how to support efforts lead by Milwaukee.

Realize the number of players creates turf battles. People we serve cross over. Focus leadership in a way that gets past the turf battles and allows all to serve individuals and employers. The way the system currently operates creates a situation where agencies do not collaborate because they need to count individuals.

Pay a lot of attention to coordination of training resources. The CWI should know about all of the players in Milwaukee.

Someone needs to be the community convener. This needs to be approached in a systematic way. Also an employer champion would be helpful.

Educate employers on the Workforce Investment Act role in providing them with needed workers.

Assist in strengthening the Workforce Board. This is what the Board was created to do. Make it clear that the Board is separate from the PIC. This community needs a strategic plan that will work toward a more effective and active Board. Creating a separate board because personalities are in the way is not the answer. The function of the Board is to lead not to be told what to do by the PIC

## Appendix B

### Members of the Governor’s Council on Workforce Investment

Member	Milwaukee Representative	State Agency Leader	Private Sector Employer Representative
<b>Lyle A. Balistreri</b> , President, Milwaukee Building & Construction Trades Council	X		
<b>Thomas L. Burse</b> , President, Buveck Consultants/Construction Managers	X		X
<b>Rodney Copes</b> , VP, Harley Davidson	X		X
<b>Jewel Currie</b> , Director of Field Support, WE Energies	X		X
<b>Susan Hatch</b> , President, Hatch Staffing Services	X		X
<b>Tina Koehn</b> , Vice President Administration, UMOS Inc.	X		
<b>Donald W. Layden, Jr.</b> , President, NuEdge Systems	X		X
<b>Phil Neuenfeldt</b> , Secretary-Treasurer and Legislative Director, State AFL-CIO	X		
<b>Sally R. Peltz</b> , President, Legacy Redevelopment Corporation and Principal, Legacy Bankcorp	X		X
<b>Julia H. Taylor</b> , President, Greater Milwaukee Committee	X		X
<b>Joan Wilk</b> , Associate Professor, College of Nursing, University of Wisconsin-Milwaukee	X		
<b>Representative Josh Zepnick</b> (D), Wisconsin State Assembly, 9th District	X		X
<b>Governor Jim Doyle</b> , State of Wisconsin		X	
<b>Mary P. Burke</b> , Secretary, Wisconsin Department of Commerce			

		X	
<b>Elizabeth “Libby” Burmaster</b> , State Superintendent, Department of Public Instruction		X	
<b>Daniel Clancy</b> , President, Wisconsin Technical College System		X	
<b>Matthew J. Frank</b> , Secretary, Wisconsin Department of Corrections		X	
<b>Roberta Gassman</b> , Secretary, Wisconsin Department of Workforce Development		X	
<b>Helene Nelson</b> , Secretary, Wisconsin Department of Health and Family Services		X	
<b>Paul A. Linzmeyer</b> , Council Chair, President of Bay Towel Inc.			X
<b>Daniel Andrist</b> , Student/WTCS State Ambassador, Lakeshore Technical College			
<b>William Chaudoir</b> , Executive Director, Door County Economic Development Corporation			X
<b>Kathleen Drengler</b> , Manager of Training and Development, Greenheck Fan Corp.,			X
<b>Barbara Fleisner</b> , Executive Director, Marshfield Area Chamber of Commerce			X
<b>Mary Lu Gerke</b> , Vice President, Clinical Operations, Gundersen Lutheran			X
<b>James Haney</b> , President, Wisconsin Manufacturers and Commerce (WMC)			
<b>Senator Dave Hansen (D)</b> , Wisconsin State Senate, 30th District			
<b>John Heyer</b> , President and Owner, Kettle Moraine			

Coatings			X
<b>James P. Hill</b> , Executive Director, La Crosse Area Development Corporation (LADCO)			X
<b>Ellen Holt</b> , Manager, Human Resources, Logistics Health, Inc.			X
<b>Erica Kauten</b> , Director, Business and Manufacturing Extension, University of Wisconsin Extension			
<b>Senator Joe Leibham (R)</b> , Wisconsin State Senate, 9th District			
<b>Xiong Lo</b> , Co-owner, APN Laboratories			X
<b>Douglas L. Moquin</b> , Consultant on Business, Community and Workforce Development, Phillips Plastics Corporation			X
<b>A. Kent Olson</b> , President and Owner, Olson Tire & Auto Services Inc.			X
<b>Lee Rasch, Ph.D.</b> , President, Western Wisconsin Technical College			
<b>Mark Reihl</b> , Executive Director, Wisconsin State Council of Carpenters			
<b>Joel Rogers</b> , Professor, University of Wisconsin-Madison			
<b>Donald L. Rouse</b> , retired Vice President Corporate Operations, Kohl's Department Stores			X
<b>Christopher A. Ruud</b> , Executive Vice President, Ruud Lighting			X
<b>Patrick J. Schillinger</b> , President, Wisconsin Paper Council			
<b>John Scocos</b> , Secretary, WI Department of Veterans Affairs		X	
<b>Georgann Stinson</b> , Vice President of Operations, General Converters & Assemblers			X

<b>Norma Tirado</b> , Vice President, Employee Services and Organizational Development, Agnesian Healthcare			X
<b>David Vierthaler</b> , Director, Bemis Operations H. R., Bemis Company, Inc.			X
<b>Dean Welch</b> , Director of Staffing, IT Convergence			X