



Governor's Council on Workforce Investment

January 31, 2018

WebEx/Conference Call

In Person Location:
Department of Workforce Development
Conference Room A415
201 East Washington Avenue
Madison, WI

RESOURCE COMMITTEE MEETING SCHEDULE

9:00 a.m. Resource Committee Conference Call/WebEx

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

Enclosed Meeting Packet Contents

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If you have a disability and need to access this information in an alternate format, or need it translated to another language, please contact (608) 266-2134. For civil rights questions, call (608) 266-6889 or (866) 275-1165 (voice/TTY)

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Scott Walker
Governor

Mark Tyler
Chair

Governor's Council on Workforce Investment

Governor's Council on Workforce Investment RESOURCE ALIGNMENT COMMITTEE MEETING

Conference Call / WebEx

January 31, 2018

9:00AM – 12:00PM

AGENDA

- I. Call to Order - Dan
 - II. Approval of Minutes from December 12, 2017 – ACTION - Dan
 - III. Objectives for Today - Walter
 - A. Begin with End in Mind – what is the Resource Alignment Committee delivering to the strategic plan?
 - B. What we want to accomplish today
 - C. High-level timeline and deliverables for the strategic plan - see below
 - IV. Debrief from December 12, 2017 CWI Meeting
 - A. Overview of Resource Alignment Committee Planning Results (see below)
 - V. Resource Alignment Strategic Planning Working Session [On-line Survey](#)
(<https://www.surveymonkey.com/r/QTXTZF>)
 - A. Come to consensus on Workforce Agenda items
 - Are these included in strategic plan
 - Any others that need to be included?
 - B. What do we need to do as a committee (task / action items) under each objective? – SEE DRAFT
- STRATEGIC PLAN ATTACHMENT
- VI. Next Steps and Planning / Expectations for Feb 13th - ALL
 - VII. Announcements
 - VIII. Other Business
 - IX. Next Meeting – FEBRUARY 13th CWI MEETING
 - X. Adjournment

Call In Information**

Participant Dialing Instructions

PLEASE LOGIN TO WEBEX SENT IN INVITE

Dial into your CenturyLink telephone number: 1-877-820-7831

Enter the Participant Passcode: 110757#

****For those attending in person, the physical location for the meeting will be:**

Department of Workforce Development
201 E. Washington Avenue, Madison
Room A415

Meeting materials will be posted on the CWI web site at <http://www.wi-cwi.org/>. For questions about the agenda, contact Tierney Gill, Department of Workforce Development, Division of Employment and Training by phone at (608) 266-5336 or by email at TierneyB.Gill@dwd.wisconsin.gov. If you have a disability and need to access this information in an alternate format, or need it translated to another language, please contact (608) 266-2134. For civil rights questions, call (608) 266-6889 or (866) 275-1165 (voice/TTY).

CWI Strategic Plan Timeline and Milestones



Council for Workforce Investment (CWI) Strategic Planning

		Labor	Plan			% Complete	Week Beginning
Phase	Activity	Type	Start	Projected End Date	Status	% COMPLETE	
Phase 0 Assess and Finalize Scope and Approach	Review existing documentation and work to date	Background	11/29/17	12/5/17	DONE	100%	
	Meetings with Bruce and Phil to understand project team members and structure, project goals, scope, approach, schedule, timeline	Meeting	11/29/17	12/5/17	DONE	100%	
	Meeting with CWI Executive Committee - 12/5	Meeting	12/5/17	12/5/17	DONE	100%	
	Prep Agenda and materials for December 12 CWI Annual Meeting	Prep	12/5/17	12/12/17	DONE	100%	
	Deliver December 12 CWI Annual Meeting	Meeting	12/12/17	12/12/17	DONE	100%	
	Develop 2018 Timeline and Milestones	Plan	12/12/17	12/29/17	DONE	100%	
	Set-up logistics (access, meetings, etc.)	Plan	12/20/17	12/29/17		50%	
Deliverable: Agreed upon approach, team set-up with committee logistics		Deliverable	11/29/17	12/29/17		92.9%	
Phase 1 Develop Committees First Draft Plan	Review and sort notes from Annual meeting and Survey - develop DRAFT first plan	Prep	12/12/17	1/12/18		75.00%	
	Prep and deliver January 9th, 2018 CWI Executive Committee Meeting	Meeting	1/2/18	1/9/18	DONE	100.00%	
	<i>Deliverables – debrief over December 12th meeting data, present schedule and milestones for next couple months, agenda</i>	<i>Deliverable and Forn</i>					
	<i>Meeting Format – conference call</i>	<i>Deliverable and Forn</i>					
	Prep and deliver meetings with Committee Chairs (60 min)	Meeting	1/9/18	2/10/18			
	Between January 9th, 2018 – February 10th, 2018: Committees hold individual 90 minute working sessions.	Meeting					
	Prep and deliver meeting(s) with Resource Alignment Committee (90 min)	Meeting	1/9/18	2/10/18			
	Prep and deliver meeting(s) with Partnership Committee (90 min)	Meeting	1/9/18	2/10/18			
	Prep and deliver meeting(s) with WIOA (90 min)	Meeting	1/9/18	2/10/18			
	Prep and deliver meeting(s) with Strategic Initiatives Committee (90 min)	Meeting	1/9/18	2/10/18			
	<i>Deliverables – Decide on asset map priority, Discussion around net migration (via Dawn Pratt), their committee role, dashb</i>	<i>Deliverable and Forn</i>					
	Prep and deliver meeting(s) with Executive Committee (90 min)	Meeting	1/9/18	2/10/18			
	Prep first draft of full final plan	Prep	1/2/18	2/13/18			
Deliverable: DRAFT Plan for Each Committee		Deliverable	12/12/17	2/13/18		FALSE	
Phase 2 Prep and Deliver Full CWI Feb 13 Meeting	Prep Agenda and materials for Feb 13 meeting	Prep	2/3/18	2/13/18			
	Set-up logistics for Feb 13 meeting (location, facilitators, etc.)	Plan	2/3/18	2/13/18			
	Prep and Deliver February 13th, 2018 CWI Council/Committees Meeting	Meeting	2/3/18	2/13/18			
	<i>Additional work time provided at the committee sessions on February 13th. WIOA (1); Partnership (1), Resource (1).</i>	<i>Deliverable and Forn</i>					
	<i>Meeting Format – CWI Committees meet from 10:00AM-1:30PM, working lunch, CWI Council to meet 1:30 PM-3:30 PM</i>	<i>Deliverable and Forn</i>					
	<i>Finalize DRAFT Committee / Priority Plan</i>	<i>Deliverable and Forn</i>					
	<i>Prioritize / Order</i>	<i>Deliverable and Forn</i>					
	<i>Assign Leads and Team Members</i>	<i>Deliverable and Forn</i>					
	<i>Resources – What resources do they need to accomplish the Strategy?</i>	<i>Deliverable and Forn</i>					
	<i>Deliverables – want the draft CWI strategic plan presented, group prioritization, feedback, determine resources.</i>	<i>Deliverable and Forn</i>					
	Process results from meeting and create DRAFT of full plan	Prep	2/13/18	2/26/18			
	Work with Marketing to develop DRAFT Plan	Prep	2/13/18	3/10/18			
	Deliverable: Final DRAFT Prioritized Plan		Deliverable	2/3/18	3/10/18		
Phase 3 Prep and Deliver April 10 Meeting	Prep and Deliver week of February 19th or February 26th, 2018 – Strategic Initiatives Committee Meeting	Meeting	2/14/18	3/10/18			
	<i>Deliverables – Review draft committee plans, review resources, talk dashboard, review measures</i>	<i>Deliverable and Forn</i>					
	<i>Meeting Format – conference call or webex</i>	<i>Deliverable and Forn</i>					
	Prep and Deliver March 13th, 2018 CWI Executive Committee Meeting	Meeting	3/1/18	3/13/18			
	<i>Deliverables – Agenda for April 10th agenda, committee status report out on draft committee plans</i>	<i>Deliverable and Forn</i>					
	<i>Meeting Format – conference call</i>	<i>Deliverable and Forn</i>					
	Prep Agenda and materials for April 10 meeting	Prep	3/14/18	4/3/18			
	Set-up Logistics for April 10 meeting (location, facilitators, etc.)	Prep	3/14/18	4/3/18			
	Deliver April 10th, 2018 CWI Council and Committee Meeting	Meeting	4/10/18	4/10/18			
	<i>Deliverables – Present final draft CWI plan, present sharepoint site, obtain final plan feedback</i>	<i>Deliverable and Forn</i>					
	<i>Meeting Format – Kent presents final draft plan to Council; committees assign in sharepoint, set plan for remainder of the ye</i>	<i>Deliverable and Forn</i>					
	Process results from meeting	Prep	4/10/18	4/30/18			
	Prep and deliver meeting(s) with Executive Committee	Prep	4/10/18	4/30/18			
Finalize FINAL plan	Prep	4/10/18	4/30/18				
Deliverable: Final Plan		Deliverable	2/14/18	3/10/18			
Phase 4 Plan and Design SharePoint Infrastructure	1. Develop Strategic Plan SharePoint site	Prep	2/13/18	4/21/18			
	2. Develop Strategic Plan Action Item list	Prep	2/13/18	4/21/18			
	3. Train / Transfer Knowledge to SharePoint Administrators and Committee Administrators	Prep	4/21/18	4/30/18			
	Deliverable: Built out Strategic Plan SharePoint site	Deliverable	2/13/18	4/21/18			

Governor's Workforce Agenda Announced November 29th, 2017

MEN AND WOMEN AT WORK

WISCONSIN'S WORKFORCE AGENDA

**STEP ONE:
INCREASE WORKER TRAINING**

INVEST IN K-12 EDUCATION
Our budget invests a historic \$11.5 billion into K-12 education to drive student success and help build a strong workforce.

EXPAND OPPORTUNITIES IN OUR TECHNICAL COLLEGES
Our budget makes a significant investment in Wisconsin's tech colleges to create a highly skilled, dependable workforce.

STRENGTHEN TIES BETWEEN THE UW SYSTEM AND THE WORKFORCE
Our budget includes an increase in financial support for the UW System to produce more graduates for high demand areas.

SUPPORT STUDENTS AT PRIVATE COLLEGES & UNIVERSITIES
Our budget increases needs-based support for students at private, non-profit colleges to its highest level ever: \$56.3 million over the 2017-19 biennium.

ENCOURAGE ADULT APPRENTICESHIPS
We support registered apprenticeship programs, which help supply the highly skilled workforce businesses seek.

INCREASE WISCONSIN FAST FORWARD WORKER TRAINING
Wisconsin Fast Forward, the state's customized worker training program, supports customized hands-on training for in demand careers.

**STEP TWO:
REMOVE BARRIERS TO WORK**

REFORM WELFARE
We eliminated the so-called "benefits cliff" for child care to encourage more people to work, take more hours, and advance into higher wage jobs.
We are expanding public assistance requirements for able-bodied adults to include at least 80 hours/month of work or employability training to help individuals move from government dependence to true independence.
We are expanding the use of drug screenings for those applying for public assistance. Those who fail a drug screening and drug test are offered rehabilitation so we can get them healthy and into the workforce.

SUPPORT VETERANS' POST-MILITARY CAREER GOALS
We continue to support and invest in the state's veterans, offering one of the most generous GI Bills in the country and providing 23 of 26 state veteran programs, more than any other state.

HELP PEOPLE WITH DISABILITIES ENTER THE WORKFORCE
We are investing in training to help people with disabilities enter the workforce and enjoy the dignity that comes from work.

PROVIDE TRAINING IN CORRECTIONAL FACILITIES
We are investing in training for inmates at correctional institutions in order to meet our workforce needs and improve outcomes. Inmates who have a job after leaving an institution are less likely to reoffend.

**STEP THREE:
ATTRACT & RETAIN TALENT**

LAUNCH NATIONAL MARKETING CAMPAIGN TO GROW WISCONSIN'S WORKFORCE
We will work with the legislature to pass legislation to provide \$6.8 million for a collaborative statewide campaign to attract talent to Wisconsin, leveraging the resources and mission of the Wisconsin Department of Workforce Development, Wisconsin Economic Development Corporation, and Travel Wisconsin.

WALKER.WI.GOV

Step 1: Increase Worker Training

- **Invest in K-12 Education**
Our budget invests a historic \$11.5 billion into K-12 education to drive student success and help build a strong workforce.
- **Expand Opportunities in Our Technical Colleges**
Our budget makes a significant investment in Wisconsin's tech colleges to create a highly skilled, dependable workforce.
- **Strengthen Ties Between the UW System and The Workforce**
Our budget includes an increase in financial support for the UW System to produce more graduates for high demand areas.
- **Support Students at Private Colleges & Universities**
Our budget increases needs-based support for students at private, non-profit colleges to its highest level ever: \$56.3 million over the 2017-19 biennium.
- **Encourage Adult Apprenticeships**
We support registered apprenticeship programs, which help supply the highly skilled workforce businesses seek.
- **Increase Wisconsin Fast Forward Worker Training**
Wisconsin Fast Forward, the state's customized worker training program, supports customized hands-on training for in demand careers.

Step 2: Remove Barriers to Work

- **Reform Welfare**
We eliminated the so-called "benefits cliff" for child care to encourage more people to work, take more hours, and advance into higher wage jobs. We are expanding public assistance requirements for able-bodied adults to include at least 80 hours/month of work or employability training to help individuals move from government dependence to true independence. We are expanding the use of drug screenings for those applying for public assistance. Those who fail a drug screening and drug test are offered rehabilitation so we can get them healthy and into the workforce.
- **Support Veterans' Post-Military Career Goals**
We continue to support and invest in the state's veterans, offering one of the most generous GI Bills in the country and providing 23 of 26 state veteran programs, more than any other state.
- **Help People with Disabilities Enter the Workforce**
We are investing in training to help people with disabilities enter the workforce and enjoy the dignity that comes from work.
- **Provide Training in Correctional Facilities**
We are investing in training for inmates at correctional institutions in order to meet our workforce needs and improve outcomes. Inmates who have a job after leaving an institution are less likely to reoffend.

Step 3: Attract and Retain Talent

- **Launch National Marketing Campaign to Grow Wisconsin's Workforce**
We will work with the Legislature to pass a bill providing \$6.8 million for a targeted campaign to attract talent to Wisconsin, leveraging the resources and mission of the Wisconsin Department of Workforce Development, Wisconsin Economic Development Corporation, and Travel Wisconsin. The Wisconsin Manufacturers of Commerce Future Wisconsin Project is a collaborative effort among the business community, public policy makers, educational institutions, and local chambers of commerce. The Future Wisconsin Summit helps to forge consensus on policy choices and strategies for our state through engaging speakers and panel discussions made up of industry leaders, educational administrators, and government officials.

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Scott Walker
Governor

S. Mark Tyler
Chair

Governor's Council on Workforce Investment

Governor's Council on Workforce Investment RESOURCE ALIGNMENT COMMITTEE MEETING

December 12, 2017

1:00-4:00pm

Snap-On, Inc

2801 80th Street, Kenosha, WI 53143

DRAFT MINUTES, PENDING APPROVAL

Members Present: Michele Erickson, Rebecca Larson, Rolf Wegenke, Anthony Snyder, Bryan Albrecht, Dan Mella, Tammy Graf, Chirag Padalia, Morna Foy, Mark Reihl, Ray Cross, Sharon Wendt

Absent: Wayne Reschke, Rep. Warren Petryk, Jon Menz, Tricia Braun

Other Attendees: Betsey Kenyon, Stephanie Elmer

I. Call to Order

Chairman Mella called the meeting to order at 2:01pm.

II. Welcome and Opening Remarks

III. Approve Minutes from August 8th, 2017 – ACTION

Minutes from August 8, 2017 meeting were unanimously approved.

IV. Discussion/Brainstorming of Assigned Strategic Planning Priorities

1. Priority #2: Increase educational attainment for all Wisconsin residents and make it accessible and affordable for all students.

Committee agrees that assigned Governor's priorities correspond with this priority.

Identifying future state: Adopt WTCS 60% Forward goal (by 2027). Ensure that opportunities are inclusive and accessible. Ensure that credentials earned align with Wisconsin's workforce needs.

- Higher education has already established goal that 60% of Wisconsin's adult population age 25-64 will have some post-secondary credential. Dr. Foy proposes that establishing alternative future state goal will cause confusion, and difficulty gaining buy-in. Most engagement work needs to happen at the K-12 level.

Governor's priority states "alignment with workforce needs." So, align credentials with workforce needs and available job opportunities.

STEM emphasis.
Focus on underserved/minority/female populations.
Ensure inclusive and accessible.

Action Items:

- Be engaged in WITC convening beginning April 2018 (Richmond).
- Bridges for immigrant populations.
- Asset mapping of existing pathways.
- Reentry strategies.
- Early exposure to career pathways, and education on credentials needed.
- Middle school academies.
- Increase parent involvement in career planning for middle school & high school students.
- Create a one-stop clearinghouse for needed credentials
- Fund career pathways in all 16 tech college regions
- Increased K-12 workforce counseling
- Increase and fund dual-enrollment programs
- Increase work-based learning opportunities
- Increase credential-based education
- Increase simplicity of YA to RA bridge
- Incentivize industry-recognized credentials
- Engage non-traditional students / individuals not engaged in the workforce
- Fully fund existing education/training programs
- Enable supportive services to allow barriered populations to access education
- Encourage policy that desegregates populations
- Build a toolkit for employers and workforce development boards (about educational opportunities)

How do we leverage existing employer-based learning opportunities and engage the currently employed population?

Discussion and explanation of the "30 million word gap."

<https://www.naeyc.org/resources/pubs/tyc/feb2014/the-word-gap>

2. Priority #3: Develop an asset map to allow for greater resource alignment and encourage greater productivity and efficiency among Wisconsin people and companies

Committee agrees that assigned Governor's priorities correspond with this priority.

Clarified with Strategic Initiatives Committee that their group will be tackling priority b. Removed from this committee's scope of discussion.

Discussion on leveraging public and private investments in a company's own employer-base. Do these programs lead to credentials? How can we help ensure that they do lead to a credential? How do we capitalize on private investment? Make sure asset map includes private investments.

Discussion on usefulness of building an asset map, because so much of the funding

(especially federal funding) cannot be leveraged in other ways. A map tells you what is currently, but we need to incentivize more investment to increase outputs. CWI has attempted to build an asset map approximately 4 times. The asset map must drive innovation, but is not an end in and of itself.

Discussion about what the deliverable is? A map? A website? Something else?

Develop a map, but for what purpose? And for what audience?

What is the asset? Dollars? People? Services? Programs?

Discussion recommending a different approach with the focus not on investments, but on gap analysis. What are the top 10 job openings needed in the state? What assets can be brought to bear to address those openings?

- Example: if the state needs 300 welders, but the technical college system can only produce 100, then how do we address this gap?

The asset map is not the goal, it is a strategy used to meet a goal (aligning resources).

How do we measure this? If it is not measured, then what is the point?

Gap analysis is easier to actualize and use. For what targeted populations are we furthest from achieving the 60 Forward goal? What resources are available to assist those populations? How do we better align resources to address those populations?

Michele Erickson proposes adding language to address including community-based education programs (a population of learners engaged in workforce and Adult Basic Education, but not yet able to access the technical college/university).

Overall the committee is questioning this as a priority – what is the purpose? Propose changing this to gap analysis.

Address talent attraction and retention. Eliminate artificial state-level barriers (like out of state tuition) against talent attraction.

HOMEWORK: Our office will compile info and send out to committee to prioritize.

V. Announcements

VI. Next Meeting – February 13, 2018, Time and Location TBD

VII. Adjournment

Adjourned 3:28pm.

Meeting materials will be posted on the CWI web site at <http://www.wi-cwi.org/>. For questions about the agenda, contact Tierney Gill Department of Workforce Development, Division of Employment and Training by phone at (608) 266-5336 or by email at TierneyB.Gill@dwd.wisconsin.gov. If you have a disability and need to access this information in an alternate format, or need it translated to another language, please contact (608) 266-2134. For civil rights questions, call (608) 266-6889 or (866) 275-1165 (voice/TTY).



**Council on Workforce Investment
DRAFT 2018 Strategic Plan**

Red italic are the sticky notes from December 12th meeting

PRIORITY I: INCREASE NET MIGRATION [Partnership Committee]

Future State: *Increase net-migration by conducting a bottom-up survey of why people make choices to live in WI, conducting a marketing campaign focused on diversity, and regional flavor that answers the question: “Why Wisconsin?”*

A. Research and Analyze Why People Make Choices to Live in Wisconsin

Future State: We have a better understanding of the demographics and reasoning of what would attract people to Wisconsin

- 1. Gather Historical and Regional Data of net migration and net loss > goals may differ by region – understand Demographics?*
- 2. Why are people leaving? Why are they coming here? Where are they going? Where are they coming from?*
- 3. What incentives are out there?*
- 4. What are best practices from NGA and other to help us attract and retain?*
- 5. Cultural Connection and Inclusivity - what is the image the state has?*
- 6. Projection Data - what is the population need?*
- 7. How do you leverage retirees/older workers?*
- 8. How do we increase population? Encourage population growth organically?*
- 9. Impact of immigration - can we understand the potential here?*
- 10. Understand impact of Foxconn and the increase in pressure on labor market*
- 11. Analyze populations not engaged in markets - special pops (fits better with number 5)*
- 12. How many border commuters across state lines can we capitalize on?*

Lead: <i>TBD</i>	Other Team Members: <i>TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

B. Step 3: Attract and Retain Talent: Launch National Marketing Campaign to Grow Wisconsin’s Workforce Think – Make – Happen Campaign

We will work with the Legislature to pass a bill providing \$6.8 million for a targeted campaign to attract talent to Wisconsin, leveraging the resources and mission of the Wisconsin Department of Workforce Development, Wisconsin Economic Development Corporation, and Travel Wisconsin.

The Wisconsin Manufacturers of Commerce Future Wisconsin Project is a collaborative effort among the business community, public policy makers, educational institutions, and local chambers of commerce. The Future Wisconsin Summit helps to forge consensus on policy choices and strategies for our state through engaging speakers and panel discussions made up of industry leaders, educational administrators, and government officials.

Future State: We have a coordinated, fully deployed campaign that attracts and retains talent

- 1. Partner / work with Wisconsin Economic Development Committee (WEDC) to deploy the Think – Make – Happen Campaign*
 - Attract and Retain Students and Alumni - boomerang effect*
 - Attract Military Vets*
 - Attract people from neighboring states*
- 2. Deploy campaign to ALL partners*
How do we work get all partners and State Agencies align and deploy (DPI, Colleges, Universities, all partners on CWI) the net migration strategies?
 - a. Develop DPI deployment plan*

- b. *Develop Technical College deployment plan*
 - c. *Develop University deployment plan*
 - d. *Develop Employer deployment plan*
3. **DEVELOP AND DEPLOY AN AWARENESS TOOLKIT** [from Resource Alignment]
 - *Develop and deploy a Public relations campaign.*
 - *Build a toolkit for workforce development boards and employers to foster inspirations beyond high school.*
 - *Create more distinct descriptions of job openings to better understand jobs that are open and the key capabilities of job titles.*
 4. **ATTRACT OUT OF STATE** [from Resource Alignment]
 - *Eliminate out of state tuition to attract new students and workers.*
 - *Any college student at an away school – honor all credits for them to come home.*
 5. **PROMOTION / MARKETING / PUBLIC RELATIONS** [from Resource Alignment]
 - *Explain through marketing and promotion, the need for post-secondary education: parents, counselors, employers, etc.*
 - *Reach high school graduates that have not went to school to talk to them about technical education.*

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

PRIORITY II: INCREASE EDUCATIONAL ATTAINMENT FOR ALL WISCONSIN RESIDENTS

[Resource Alignment Comm.]

Future State: 60% of Wisconsin adult population will have post-secondary credentials

A. Step1: Increase Worker Training - Invest in K-12 Education – WA

Our budget invests a historic \$11.5 billion into K-12 education to drive student success and help build a strong workforce.

Future State: **We have a world-class K-12 education system**

1. **EXPAND YOUTH APPRENTICESHIPS, TECHNICAL LEARNING, AND WORKPLACE LEARNING - DPI**
 - *Increase work-based learning opportunities for high school students.*
 - *Increase youth apprenticeship to registered apprenticeship simplicity. – BIG RIGHT NOW*
 - *ALL MIDDLE AND HIGH SCHOOL STUDENTS HAVE ACCESS TO TECHNICAL EDUCATION - Move technical education facilities in middle schools and high schools.*
 - *Offer middle school career tech academies over summer and winter breaks.*
 - *Since education leads to work, stress career, internships, apprenticeships.*
2. **ENSURE ALL STUDENTS HAVE CAREER PATHWAYS**
 - *Fund career pathways and install directors in each of the 16 tech college regions.*
 - *Coordinate reentry bridges between the community, literacy and tech college systems.*
3. **IMPROVE K-12 COUNSELING AND CAREER PLANNING**
 - *Increase workforce counseling at the K12 level.*
 - *Facilitate community engagement in academic and career planning...how can employers help?*
4. **EXPAND DUAL ENROLLMENT**
 - *Increase dual-enrollment opportunities for high school students.*
 - *Increase dual enrollment programs across the state, ensuring affordability, access, alignment, and attainment.*
 - *Fully fund dual enrollment opportunities for high school students.*
5. **PARENTS**
 - *Link early childhood education with high-quality education and job training for low-income parents. Promote education to both generations as anti-poverty.*
 - *Educate parents about technical education careers.*
6. **ALIGN ACROSS INSTITUTIONS**

- *Align transferable credits, skills, and certificates across institutions*
- *Strengthen connections between tech colleges and workforce.*

OTHER

1. *Change accountability and reporting of K12 systems.*
2. *Ensure the relevant labor force reflects the overall population demographics.*
3. *Identify and decrease policies that tend to segregate (funding formula, State accountability system, etc.)*
4. *Coordinated early literacy efforts in communities.*
5. *Participate in 60Forward convening...what is my role, and my capacity to contribute?*

Lead: TBD	Other Team Members: TBD
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

B. Step1: Increase Worker Training - Expand Opportunities in Our Technical Colleges – WA

Our budget makes a significant investment in Wisconsin’s tech colleges to create a highly skilled, dependable workforce.

Future State: TBD

1. *Investigate the freshman drop-out rate to access skilled labor talent pool. 7 dot vote.*
2. *Create a continuing education program for college/technical college graduates to ensure that workers are receiving current tools, resources, and technology. 3 dot vote.*
3. *Investigate building a “bridge” to college dropouts in conjunction with tech colleges and universities. Mark Mundl / Georgia State Model*
4. **IMPLEMENT CREDENTIAL-BASED EDUCATION**
 - *Expand credential based education through all post-secondary systems.*
 - *Link career and experience-based learning at all levels.*
 - *Leverage industry certification programs for students and employers.*
 - *Reform post-secondary learning. Credential-based*
5. **ALIGN ACROSS INSTITUTIONS**
 - *Align transferable credits, skills, and certificates across institutions*
 - *Strengthen connections between tech colleges and workforce.*
 -
6. **PARENTS**
 - *Provide targeted certificate training to parents not in the workforce.*
 - *Educate parents about technical education careers.*

Lead: TBD	Other Team Members: TBD
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

C. Step1: Increase Worker Training - Strengthen Ties Between the UW System and The Workforce – WA

Our budget includes an increase in financial support for the UW System to produce more graduates for high demand areas

Future State: TBD

1. *Align Educational systems to WI job prospects. 2 dot vote.*
2. *Leverage industry certification programs for students and employers*
3. *Stop the wall between education and business. Analyze strengths and act accordingly. 1 dot vote.*
4. *Develop smoother articulation program and micro time credentials that are stackable. 1 dot vote.*
5. **IMPLEMENT CREDENTIAL-BASED EDUCATION**
 - *Expand credential based education through all post-secondary systems.*
 - *Link career and experience-based learning at all levels.*
 - *Leverage industry certification programs for students and employers.*

- Find a way to honor college credits that did not ultimately lead to a college degree.
6. **ALIGN ACROSS INSTITUTIONS**
- Align transferable credits, skills, and certificates across institutions
 - Strengthen connections between tech colleges and workforce.

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

D. Step1: Increase Worker Training - Support Students at Private Colleges & Universities – WA

Our budget increases needs-based support for students at private, non-profit colleges to its highest level ever: \$56.3 million over the 2017-19 biennium.

Future State: TBD

1. **IMPLEMENT CREDENTIAL-BASED EDUCATION**

- Expand credential based education through all post-secondary systems.
- Link career and experience-based learning at all levels.
- Leverage industry certification programs for students and employers.
- Find a way to honor college credits that did not ultimately lead to a college degree.

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

E. Step1: Increase Worker Training - Increase Wisconsin Fast Forward Worker Training – WA

Wisconsin Fast Forward, the state’s customized worker training program, supports customized hands-on training for in demand careers.

Future State: TBD

1. **Increase Fast Forward funding and target high impact opportunities**

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

F. Engage Employers in Workforce Development

Future State: TBD

1. Employers have to do a better job of marketing career pathways and opportunities internally
2. Facilitate community engagement in academic and career planning...how can employers help? – INSPIRE STATE WIDE (See INSPIRE Sheboygan website)
3. Increase fast forward funding and target high-impact opportunities.
4. **PROVIDE INCENTIVES**
 - Provide further incentives to employers to pay for employee education credentials.
 - Provide further incentives to employers to pay for employee education credentials.
 - Support investment in student aid.

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting

Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting
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INVESTMENT / FUNDING - RESOURCES

6. Increase state funding for post-secondary attainment.
7. Increase funding for technical incentive grants for high school.
8. Fully fund existing training and education programs.
9. Increase funding for workforce board training and supportive services.
10. Support investment in student success, advising, counseling, childcare, internships, parenting, etc. – EVERYTHING?

PRIORITY III: UNDERSTAND ALL OUR WORKFORCE INVESTMENTS ASSETS [Partnership Committee]

A. Develop an “asset map” to allow for greater resource alignment and encourage greater productivity and efficiency among Wisconsin people and employers

Future State: Employers and people thinking or coming to live in Wisconsin know the available workforce investments

1. Perform a gap analysis of what populations are furthest away from achieving 60% post-secondary education / credentials
2. Work with Wisconsin Economic Development Corporation (WEDC) to create a one-stop clearinghouse of CWI information on their site
 - a. Available workforce training funding (grants, programs, etc.)
 - b. Share best practices
 - c. Contacts

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

B. Develop a CWI Dashboard of Common Key Performance Indicators [Strategic Initiatives Committee]

Future State: We know if our efforts are having an impact

1. Finalize Objectives
2. Develop measures

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

PRIORITY IV: INCREASE AWARENESS AND EXPAND WORKER TRAINING PROGRAMS, CAREER, INTERNSHIPS AND APPRENTICESHIPS [Partnership Committee]

A. Increase Awareness of Career Opportunities in Wisconsin

Future State: Wisconsin students create, carve, connect their education to work experience. Education leads to work and a career, internship, or apprenticeship.

1. Leverage Inspire to increase awareness, 25% of businesses in each area are engaged in Inspire. 7 dot vote.
2. Increase awareness of Wisconsin internships to students in and outside of the state, leveraging current talent attraction efforts. 4 dot vote
3. Revisit awareness campaign of Wisconsin Apprentice Advisory Council. Apps, YA, internships. A lot of resources spent, so how are they being used. 3 dot vote.
4. WI K12 teacher training in employment ready prospects. 2 dot vote.

5. *Raise awareness of the technical aspects of jobs not perceived as technical. 2 dot vote.*
6. *Educate parents on the benefits of available jobs in all sectors. 2 dot vote.*
7. *Make info on registered apprenticeship, youth apprenticeship, internships, etc., cleaner and easier to communicate. 1 dot vote.*
8. *Reach out to non-traditionals (minority, female, incarcerated, etc) on the reality of work ethics. 1 dot vote.*
9. *Develop a “Pride and Dignity of Work” awareness campaign to raise the perception of technical careers. 1 dot vote*

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

B. Step1: Increase Worker Training - Encourage and Expand Adult Apprenticeships and Internships – WA

We support registered apprenticeship programs, which help supply the highly skilled workforce businesses seek.
 Future State: TBD

1. *Adult apprenticeship for teacher certification and license. 5 dot vote.*
2. *Push youth apprenticeship and internships in all schools with businesses participating. 4 dot vote.*
3. *Registered apprenticeship should be more flexible and build on skills and blend youth apprenticeship into registered apprenticeship. 3 dot vote*
4. *Discourage non-employment degrees from WI tech colleges, encourage job related degrees in UW and tech college systems. 1 dot vote.*
5. *Develop smaller training opportunities zones that build skill sets on broad categories. 1 dot vote.*

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

C. Engage Employers to Promote the “Pride and Dignity of Work”

Future State: TBD

1. *Target companies with legacy stories to recruit future generations. 4 dot vote.*
2. *Promote the blue collar workers, show them pride and respect as a career. 3 dot vote.*
3. *US Chamber of Commerce, collaborative, PULL model*

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

PRIORITY V: SERVE THE UNDER-REPRESENTED POPULATIONS [Workforce Innovation & Opportunity Act Committee - WIOA]

Focus on serving under-represented populations with differentiated, targeted strategies

Define “Under-Represented”

Let's define “Under-Represented”. What are the top 5 roles / groups that you think are under-represented?

1. Military and veterans (2)
2. Incarcerated individuals or recently released and returning to workforce (3)
3. Individuals with an offender record
4. Low income families

5. Economically disadvantaged
6. Families in poverty - referrals to workforce programs are not provided on a regular basis
7. Adults without HS diploma
8. Under educated (no high school diploma)
9. English language learners
10. Returning Citizens (2)
11. Adults with disabilities (2)
12. Disabled and mental health issues
13. Individuals of color
14. Migrant / farmworkers
15. Underemployed and non-working young adults
16. Domestic abuse victims
17. Young Adults 18- 34 years of age

D. Step 2: Remove Barriers to Work - Provide Training in Correctional Facilities – WA

We are investing in training for inmates at correctional institutions in order to meet our workforce needs and improve outcomes. Inmates who have a job after leaving an institution are less likely to reoffend.

Future State: TBD

1. *Make early release available for those who go to targeted training. 9 dot.*
2. *Inmates – create vocational training programs for all. Institute work release centers at the local technical colleges with short term certificate reciprocity. 7 dot vote.*
3. *Inmates – For those incarcerated, expungement of low crimes. 6 dot vote.*
4. *Inmates – early release. Consider releasing inmates from minimum custody facilities once they have successfully completed a tech college certificate program.*
5. *Inmates -- Discuss training and adjudication options. 5 dot vote.*
6. *Inmates – Add more mobile labs with DOC prisons, add more funding to purchase them, so we can train them for these high demand fields. 4 dot vote.*
7. *Provide inmates training through the tech colleges, allowing for early release as well. 4 dot votes.*
8. *Inmates – violent offenders help train service dogs. 2 votes.*
9. *Inmates – Add vocational teachers in DOC prisons to expand training of inmates with high demand fields, certified by local technical colleges.*
10. *Provide more intensive training for juvenile offenders.*

Lead: TBD	Other Team Members: TBD
Resources Required: What State Agency, Legislative, or financial resources will be needed?	To be developed at Feb 12 meeting
Key Performance Indicators: What measures will demonstrate our success?	To be developed at Feb 12 meeting

E. Step 2: Remove Barriers to Work - Support Veterans’ Post-Military Career Goals – WA

We continue to support and invest in the state’s veterans, offering one of the most generous GI Bills in the country and providing 23 of 26 state veteran programs, more than any other state.

Future State: TBD

1. *Reach out to out of military bases to those being discharged coming back to Wisconsin and provide the options we offer here. 5 dot votes.*

2. *Provide accelerated training as a co-requisite for all including underrepresented populations. 4 dot votes. SIDE NOTE – We believe that the term underrepresented needs to be more fully defined, so we know exactly who we are talking about.*
3. *Support veterans families and spouses with training too.*
4. *Better align needs with industry and veterans affairs.*
5. *Provide credit for prior learning for military vets.*
6. *Provide adult dislocated workers with stipends during training to help cover costs.*
7. *Provide reentry benefits and support for those in training programs.*

Lead: <i>TBD</i>	Other Team Members: <i>TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

F. Step 2: Remove Barriers to Work - Help People with Disabilities Enter the Workforce – WA

We are investing in training to help people with disabilities enter the workforce and enjoy the dignity that comes from work.

Future State: TBD

1. *Provide incentives to employers that employ the disabled*

Lead: <i>TBD</i>	Other Team Members: <i>TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

G. Better Support Mental Health and Addiction Challenges

Future State: TBD

1. *Help people with mental health issues to receive treatment and enter the workforce*

Lead: <i>TBD</i>	Other Team Members: <i>TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

H. Help Out-of-School Youth (that have not graduated high school) (4, 4, 4, 3)

Future State: TBD

1. *TBD*

Lead: <i>TBD</i>	Other Team Members: <i>TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

I. Advocate, Improve and Expand Access to Transportation

Future State: TBD

1. *TBD*

Lead: <i>TBD</i>	Other Team Members: <i>TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>

Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>
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J. Step 2: Remove Barriers to Work - Reform Welfare – WA – COMMITTEE NOT RESPONSIBLE BUT INFORMED

We eliminated the so-called “benefits cliff” for child care to encourage more people to work, take more hours, and advance into higher wage jobs.

We are expanding public assistance requirements for able-bodied adults to include at least 80 hours/month of work or employability training to help individuals move from government dependence to true independence.

We are expanding the use of drug screenings for those applying for public assistance. Those who fail a drug screening and drug test are offered rehabilitation, so we can get them healthy and into the workforce.

Reduce the number of eligible years from 5 to 4 years

Future State: TBD

- 1. Help low income families (people struggling to get jobs). If low income families with working parents can access welfare services that allow them to earn a sustaining wage for their family without losing benefits if they only work part time*
- 2. Coordinate with other departments and programs (DHS)

 - a. Connect with Temporary Assistance for Needy Families (TANF)*
 - b. Connect with and coordinate with Department of Children and Families*
 - c. Create better integration with TANF and FSET*
 - d. Develop and cross-department State best practices**
- 3. Create a one-stop resource center (like ADRC) for under-represented (transportation, childcare, jobs)*

Lead: <i>TBD</i>	<i>Other Team Members: TBD</i>
Resources Required: <i>What State Agency, Legislative, or financial resources will be needed?</i>	<i>To be developed at Feb 12 meeting</i>
Key Performance Indicators: <i>What measures will demonstrate our success?</i>	<i>To be developed at Feb 12 meeting</i>

CWI Strategic Planning Survey

Identify one key thing that you would like to see the Council prioritize and one key outcome you would like to see achieved.

1. Determine method for moving from ideas to action, particularly in areas where public policy and legislative action is needed.
2. Prioritize work based learning for high school students. Key Outcome - more employers offering WBL opportunities.
3. How to better connect workforce board and job training opportunities to the network of community-based adult literacy agencies statewide serving over 12,000 learners, many of whom may help fill employer needs with appropriate education and training. The outcome would be a more streamlined system of directing learners from community agencies to job training or apprenticeships and tech college career pathways.
4. As the demographics continue to shift, competition for talent will be fierce across the country. It's important we use a balanced approach to attract talent from outside of the state, while retaining talent from within. I would like to see the Council prioritize financial incentives to attract and retain talent for Wisconsin. I would like to see the Council recommend policy that allocates funding to a student loan reduction program to incentivize talent to move into Wisconsin and incentivize our own talent to remain in Wisconsin after graduation.
5. Development and Retention of Talent
6. The priority would be talent recruitment and retention and the outcome would be to increase the % of students who attend WI 2 or 4- year schools find jobs & stay in WI after graduation.
7. Worker training and retention
8. Prioritizing in-migration. Outcome: expand the pipeline
9. Helping prisoners in our jails to get their GED's and then creating a path for them to get a skilled trade education.
10. Pre-Apprenticeship Programs to start career paths
11. A talent recruitment policy for student tuition forgiveness with employment in the state for a designated period of years - talent recruitment
12. Common database/linkage to all employment and training programs (UI, ASSET, CWW, IRIS, etc.). Service delivery is comprehensive and non-duplicative.
13. Talent Attraction to ALL areas. Urban and Rural. The outcome would be an increase in in-migration to the state
14. Collaboration and synergy of like initiatives - streamlined results
15. Equity of opportunity. Incentives for individual training and development.
16. Build strategic partnerships; define clear responsibilities for each partner and establish delivery dates
17. Clear plan for workforce recruitment/training
18. Attract more people/workers to the state.
19. Organizing resources for employers
20. Priority & Outcome- Development of an INDEPENDENT state level career pathways leadership committee that supports state & regional sector strategy deployment for seamless education, training, & workforce programming & supportive services from cradle to coffin.
21. I would like to see the Council prioritize Talent Attraction and would like to see a state Talent Attraction marketing plan/strategy.
22. encourage young entrepreneurs
23. Talent attraction - increasing the number of people coming to Wisconsin for work
24. Recruitment initiative for workers from out-of-state
25. What are three Wisconsin industry sectors the state is most focused on and what are metrics to ensure we've succeeded in our efforts?
26. Engagement of inmates prior to release in order for them to have marketable skills.
27. More emphasis on Career and Technical Education (increase in lab funding, emphasis on apprenticeships, better post secondary alignment without HLC regulations, regional strategies regarding certifications)

At the end of one year (or two years or five years), we will know that our system change strategies are successful if ...

1. we have taken concrete steps toward achieving the strategies outlined today.
2. More employers are engaged in work force development activities
3. we have more underemployed/unemployed adults connected to workforce opportunities, training and career pathways.
4. (1) The percentage of talent moving into Wisconsin and staying here has increased. (2) There is a continued increase in the utilization of apprenticeships and youth apprenticeships. (3) The number of alternative workers, such as re-entry and disabled, increase. (4) An increase in the college retention rate and the number of direct-entry skilled labor workers due to earlier academic and career planning and work-based learning opportunities before high school graduation.
5. Increased feedback from industry that they have increase worker retention in critical skill areas

6. *we have improved our migration statistics appreciably.*
7. *More people are employed at a family sustaining wage with reasonable benefits (insurance, retirement, vacatin, etc.)*
8. *we have expanded the pipeline and focused on future as well as current needs.*
9. *Businesses will have an increased number of qualified candidates to grow their businesses.*
10. *There are pipelines of individuals using Pre-Apprenticeship programs to fill specific business sector opportunities.*
11. *all participants in the system are engaged and working together and that collaboration and ingenuity rule every relationship*
12. *The public workforce system is recognized as an agile provider of solutions to businesses and individuals.*
13. *employers are feeling less pressure in hiring*
14. *Unpopular decisions that result in healthy outcomes and cost savings are executed*
15. *Legislation or policy have changed to address strategies*
16. *Partners are communicating and collaborating on projects, resources, outcomes and responding to challenges*
17. *more workers are available*
18. *we attract more people to the state*
19. *There is an organized way to tap into reputable resources*
20. *Low unemployment, Low skills gaps- employers find employees in WI, wages are life-sustaining, higher HS & college retention & graduation rates, more people with credentials of value*
21. *Wisconsin's overall workforce is growing and the state becomes known as a talent magnet, particularly in the area of engineering, technology and advanced manufacturing.*
22. *More profitable businesses with a bigger workforce*
23. *Finding a skilled workforce is no longer the top issue companies are facing*
24. *Employers are more effectively meeting their workforce needs*
25. *If we can point to measurable goals and succinctly explain the successful outcome to our constituents.*
26. *We have increased workforce participation, increased post-secondary credentials, and have eased the struggle to find qualified employees for businesses.*
27. *Students leaving the K-12 system have a clearly defined career pathway aligned to WI labor market needs and are entering the WI labor market at a shorten pace as previously seen*

What are the key measures (both quantitative and qualitative) that will indicate progress towards our vision?

1. *improved attraction and retention of students and workers in the state. Extent to which labor market matches employer needs. Attraction of new businesses and citizens to the state (i.e. net in-migration).*
2. *High youth employment rates. Key industry sectors are able to attract and retain talent.*
3. *Quantitative: Employer Labor pools are not so small as outlined in the Summary doc; Qualitative: partners are continuously working together for cross-referral systems, higher quality education and training, and MOST IMPORTANTLY, meeting the learner, student, worker where they are at on the skills spectrum.*
4. *(1) We first establish a baseline for each strategy through data collection, surveys and focus groups, etc., and reassess each strategy using the same data collection, surveys and focus groups to compare . (2) The percentage of talent moving into Wisconsin and staying here has increased. (3) There is a continued increase in the utilization of apprenticeships and youth apprenticeships. (4) The number of alternative workers, such as re-entry and disabled, increase. (5) An increase in the college retention rate and the number of direct-entry skilled labor workers due to earlier academic and career planning and work-based learning opportunities before high school graduation.*
5. *Number of workers retaining employment - churn measure*
6. *Participation*
7. *Better wages and benefits for employees, employee retention*
8. *See above.*
9. *Increase in available trained people. An increase in transportation solutions outside metro areas.*
10. *Workforce would be able to measure numbers in Pre-Apprenticeship programs and number employed with companies.*
11. *Strong, measurable retention of graduates from out of state, strong continued retention of in state graduates, continued agreements on memorandums of understanding, less desire to have all "silos" trying to deliver similar products*
12. *Unemployment decreases, labor force participation rate increases, more people are living an unsubsidized life, fewer families are eligible for free and reduced lunch. High school students graduate with college credits.*
13. *in migration numbers (quantitative) employer feedback (qualitative) population increases or migration to depressed rural areas (quantitative)*
14. *Alignment of skills and talent to demand measured in vacancy rate comparisons and business success as it relates to having the talent and/or the solution to produce*
15. *Wage and employment growth as well as economic vitality indicators*

16. *business growth - both new business and expansion of existing businesses, college grads remaining in WI, successful employment of those hard to employ - ex offenders, ppl with disabilities, those on public assistance*
17. *benchmark job growth and jobs filled vs. need*
18. *These are really the same questions.*
19. *Feedback from multiple agencies and partners*
20. *I have a logic model for K12 outlining that piece; Workforce metrics could include- wage data, unemployment rates, employer input on growth or lack thereof due to talent*
21. *Fewer job postings on state website. More students in apprenticeships, internships, co-ops, etc. Increasing number of engineers living and working in WI. This topics warrants a separate session once the strategy is defined.*
22. *Set numerical goals (gross product, workforce engagement, open positions, # startups, etc. and report measurements*
23. *Average # of days a position takes to get filled; Job openings vs. Job seekers; Retention*
24. *number of positions filled vs. number of positions vacant*
25. *Number of people working in highly needed segments*
26. *workforce participation rate, level of workforce that have post-secondary credentials, number of corrections customer that return to prison.*
27. *State based pathways that are aligned to LMI, Increase in students enrolled in programs and YA programs in these high need areas, Increase in number of PS being awarded at the HS level, Increase in PS degrees being completed*

Strengths – What is currently in place to build on? What is working?

1. *Dialogue among parties has been opened up. There is a general consensus as to the problems we're trying to solve and a shared desire to solve them.*
2. *Strong K-12 system with focus on Academic and Career Planning (ACP) and career pathways, Strong Technical College system with focus on career pathways.*
3. *DWD is doing great work on painting the labor market picture in WI in real time! How can we get other systems and partners using that info to inform their clients on job opportunity.*
4. *Great partnership between business and education. Career Cruising and Inspire. Growing number of young professional organizations.*
5. *Workforce Development Boards are building strong industry partnership relations focused on industries talent pipeline needs*
6. *There is a very significant level of communication that is already taking place among the state's agencies and the other partners.*
7. *Working with Middle, High Tech schools to create awareness of skilled trades jobs*
8. *Partnerships and commitment are both expanding.*
9. *Job Center of Wisconsin is an awesome site, and I recommend it highly to all businesses.*
10. *Strength - Workforce Offices / We can build on having Workforce office hosting more hiring event vs Job Fairs.*
11. *We have a strong engaged education system - some of the best in the nation. We have a Governor & Lt Governor focused on the desire to accomplish REAL change, and we are well positioned in terms of favor-ability by those outside the state in terms of our initiatives.*
12. *Collaboration among partners is improving. Communication is also improving. Wisconsin has a strong technical college and university system. Technical colleges are showing greater willingness to collaborate. It is great to see the increased interest and activity in apprenticeship.*
13. *partnerships, momentum in talent attraction, think-make-happen,*
14. *Passion - find all that have it and keep driving Solutions through*
15. *Strong k-12 and post secondary systems - engaged and motivated private sector*
16. *Workforce development experts in govt and private sector*
17. *good core group of interested constituents*
18. *Wisconsin has it all. We just need to put it all together in a great marketign effort.*
19. *Right now we need some solid movement. Loss of motivation is a concern. I am sure many things are working but no organized utilization.*
20. *K12 CTE & ACP; High HS graduation rates; YA; Registered Apprenticeships; WTCS Technical College System & Career Pathways credentials*
21. *Waukesha County Manufacturing Alliance/New North Alliance/A-Tech/Fox Valley's Talent Upgrade. The Joseph Project. Cristo Rey School. I'm sure there are other best practices in the state. Individual high schools also have some great programs.*
22. *great university, technical colleges and k-12; business positive government;*
23. *Several great programs and organizations statewide; Strong private sector involvement*

24. committed partners; forward thinking and innovative state agency with support from the Governor; strong council; committed workforce staff; broad support from the legislature; reputation as a national workforce leader
25. Passionate, dedicated people who recognize there are workforce challenges ahead.
26. Fast Forward, Apprenticeships, Education Systems,
27. YA program in state continues to grow - # of districts offering PS credits continue to grow (however not all lead to degree program and there is much inconsistency about offerings)

Weaknesses – What are the challenges and barriers to success? What is not working?

1. There are many groups replicating these efforts in pockets around the state. So the energy toward this gets diffused. Also, from a business perspective, the state agencies and educational institutions are a complex web that seem to have much redundancy and lack of coordination/cooperation.
2. We need to continually focus on under-represented populations to ensure they have access to education and workforce training opportunities.
3. Consistent and frequent communication between titles; concern over funding going to competing partners
4. (1) We have too many databases to access and they are not all user friendly. It's time consuming to navigate these databases by those with their boots on the ground, such as HR recruiters. (2) General lack of awareness of programs.
5. Public funds are not targeted effectively into systematic solutions - too many one and done projects
6. I am not sure if it is not working. But one of the ongoing challenges with as many partners as GCWI is to not take on too many initiatives. In doing so, we will likely be diluting our efforts and removing our focus on our mission.
7. Removal of prevailing wage, right to work legislation that reduces wages for skilled workers.
8. Excess focus on current needs to the exclusion of future needs.
9. Lots of talk and not enough action.
10. Weaknesses: Clients awareness about business sectors needs. Deep understanding of the types of jobs and careers that are available
11. We have too many "cooks" in the kitchen...seemingly everyone has a "program" on going to develop the workforce and that muddies the waters to those students, business, and parents (as well as some of the internal participants) when it comes to who or where one should turn for required assistance or engagement.
12. Guidance is provided to some partners but not to others. Antiquated and illogical systems. We are using systems developed in the 1990's. They are not user-friendly and oftentimes they create significant opportunities for error. State staff do not understand the work that is performed locally and vice-versa. A mistake was made when DWD limited changes JCW so that the work-searching public would need to be registered (user name and password) to view job postings.Funding to serve high school students is too limited and restrictive. If we filled every job we have open, we would not have housing for all of those who are working. Broadband needs to be statewide. Childcare- if we have the expectation that we can produce the workforce that we will need in the future, then consideration and resources should be dedicated to address the childcare needs of working families. Let's put childcare in our elementary schools.
13. everyone is partnering but still not truly collaborating and bringing resources to the table
14. Good solutions not getting traction based on popularity or hierarchy
15. Post-secondary education systems disconnect from one another
16. partners not working collaboratively in good faith, partners being territorial about their work
17. Need to have sub-working groups to pull everything together and report to larger group
18. We need a spokesman like the tool man in Pure Michigan.
19. K12 still suffers from a large achievement gap & equity of resources (minorities, rural); UWs and Independent Universities still reluctant to be more purposeful at HS level for dual credit access; Licensing issues block more dual credit access; Agencies protective of source funds and programs- do not want to share (leverage); Political agendas- DPI elected; WTCS/UWs have Boards; DWD appointed: Impacts where funding is going to support different priorities every biennium
20. Too many meetings without follow-up actions. We keep having the same conversations. No clear strategy or leader, so individual groups are moving forward with their own initiatives.
21. not enough workers - trained or otherwise
22. Uncertainty around the viability of long-term funding for current and/or future initiatives; Need more transparency amongst all partners
23. availability of funds; flexibility of federal funds; communication between partners; duplication of services within workforce system; workforce programs in a variety of other state agencies not connected to the workprce system; demographics
24. The commitment to attend every meeting and be engaged
25. Educating folks for roles that don't exist, Early childhood education is not available universally, Youth needs opportunities to work,
26. Need more CTE teachers, funding to support training and lab space or more flexibility to offer HS students training at current Tech college facilities