Southeastern Wisconsin
Second Generation WIRED Initiative

Implementation Plan

December 12, 2007

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Section 1. Executive Summary

The counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha serve as economic engine of the state of Wisconsin. This seven-county region has accounted for nearly one-third of all jobs and residents in the state since the nineteenth century. Geographically, it serves as a vital trading corridor connecting Southeastern Wisconsin to the regional economies of Minneapolis-St. Paul (MN) and Chicago (IL) and also to national and international markets through advanced water, rail, and freight infrastructure networks.

As Wisconsin's metropolitan center and industrial core, the Southeastern Wisconsin region faces the combined challenges of an aging workforce, chronic urban unemployment and low educational attainment, and a manufacturing base struggling to compete in the global economy. Among the most serious challenges facing the region is the persistence of a significant income gap between the region's urban and suburban populations. In fact, the region includes some of the most affluent communities as well as some of the poorest.

Though pressing challenges face Southeastern Wisconsin, it also possesses significant regional assets that present unique opportunities for the region's long-term prosperity, including:

- Fresh water location
- Chicago/Madison connection
- Infrastructure
- Arts and entertainment
- Innovation capacity
- Cultural diversity
- Geo-positioning in the Great Lakes Trade Zone
- Experienced and educated talent

In 2005, a collective group of leaders—from both public and private entities—launched an effort to map our region's opportunity zones and develop a regional agenda for shared success. The Milwaukee 7 (M7) is a five-year, $12 million economic development campaign that unites the seven-county region under a vision to position the Milwaukee 7 region to be globally competitive in an innovation economy.

Also in 2005, the Regional Workforce Alliance (RWA) emerged through the State of Wisconsin's Growing Regional Opportunities in Wisconsin (GROW) grant when key leaders in education, economic, and workforce development came together to create a talent development strategy for the region. Its structure and composition has changed over time, and RWA has become the talent development arm of the Milwaukee 7, charged with preparing the region's workforce for 21st century jobs.

The Milwaukee 7's economic strategic framework, released in May 2007, provides the region with a shared platform for analyzing, prioritizing, and growing the region's economic drivers and talent base.

According to the strategic framework, the top seven regional export drivers in the region are;

Manufacturing .... *173,305 jobs*
Financial Services .... *49,871 jobs*
Headquartered Companies/Management .... *20,148 jobs*
Information Technology .... *12,770 jobs*
Acute Health Care .... *10,934 jobs*
Distribution .... *10,386 jobs*
Educational Services .... *3,622 jobs*

The framework also identifies a need to assess emerging industry clusters that have the potential to become the region's new driver industries.

The region's **WIRED Initiative** represents an intensive, collaborative effort to position talent development as a key component of the region's economic development strategy and will strive to align talent development with regional economic development efforts to: (1) grow, expand and attract existing export driver industries and emerging business clusters; (2) strengthen our capacity to innovate; and (3) enhance the competitiveness of our region. WIRED resources will support talent development efforts in the "Next Generation" Manufacturing and Financial Services driver industries as well as an emerging industry cluster focused on water resources.

In the global innovation economy, the competitiveness of our region is only as strong as our talent base. Southeastern Wisconsin leaders understand this and are committed to reshaping the region's economic future. We are poised for a regional economic transformation, and the U.S. Department of Labor WIRED Initiative is the ideal catalyst to aid in this process.

Section 2. Goals and Strategies

As the talent development arm of the Milwaukee 7, the Regional Workforce Alliance (RWA) has designed its WIRED initiative to support regional efforts to transform Southeastern Wisconsin into a globally competitive innovation economy.

In April 2007, educational, economic, and workforce development stakeholders examined the current state of the workforce development system, and envisioned a future where efforts were aligned in a seamlessly integrated regional talent development system. Goals and strategies for Southeastern Wisconsin's WIRED Initiative emerged from this two-day strategic "actioning" session, were later crystallized through additional stakeholder input, and then finalized over a series of meetings of the region's chief local elected officials.

The goals for the WIRED initiative are to: (1) grow workforce talent, (2) deliver demand-driven talent development services, and (3) catalyze systems integration for seamless workforce solutions.

Goal 1: Grow workforce talent in manner that supports Milwaukee 7's economic strategic framework.

To facilitate the growth of a talent pipeline equipped with the skills that employer's need, a $2.5 million *Training and Education Innovation Fund* will be created. It will be strategically focused on providing technical training to workers in targeted export driver and emerging industry clusters as well as supporting bridge programs to help prepare adults who lack the basic skills and educational credentials needed in today's high performance, innovation economy. In addition, funds will be directed towards cross-industry training in workplace competencies, such as teamwork, problem solving, workplace computer applications, and fundamental business competencies, so that workers can succeed in the 21st Century workplace.

> "Any realistic regional strategy must address manufacturing. It accounts for 57% of our export driver jobs and $8.7 billion in payroll. Of our seven driver industries, manufacturing—by its sheer scale and history—represents the greatest threat and opportunity to our economy."
>   - *Milwaukee 7 Strategic Framework*
>   May 2007

The *Innovation Fund* will also help prepare today's youth for tomorrow's careers by promoting Science, Technology, Engineering, and Mathematics (STEM) education. Since an understanding of STEM principles and solid problem- solving skills will be necessary for the jobs of the future, the fund will support curricular innovations that will enable teachers to effectively present STEM principles to the broadest possible student population.

According to a 2005 Skills Gap Report commissioned by the National Association of Manufacturers (NAM) and The Manufacturing Institute, more than 80 percent of manufacturers reported an overall shortage of qualified workers and 90 percent of manufacturers reported a moderate to severe shortage of qualified skilled production employees such as machinists, operators, craft workers, distributors, and technicians. Consequently, a key strategy under this first goal is to promote industry career campaigns to inform workers about good jobs in our region.

An important aspect of this goal is to transform the training systems within the region through the establishment of career pathways and by strengthening the links between secondary and post-secondary education and offering opportunities for lifelong learning for incumbent workers.

<u>Goal 2: Deliver demand-driven talent development services to support Milwaukee 7 efforts to grow, expand and attract export driver industries and emerging business clusters.</u>

Transformation is at the core of the WIRED initiative's second goal, which is focused on renovating the current array of workforce investment programs and services into a seamlessly integrated regional talent development system. We will establish a menu of demand-driven regional workforce services for employers and build the capacity of partners to mobilize resources on demand through system that offers one point of contact to employers seeking workforce solutions and also maintains a decentralized network of services responsive to the versatile needs of the region's local job seeker populations.

<u>Goal 3: Catalyze systems integration to support talent development in Southeastern Wisconsin.</u>

The third goal is to change the way partners work together. Establishing a decision-making structure that brings together education, workforce, and economic development stakeholders is key to the goal of systems integration. Once achieved, an integrated talent development system for Southeastern Wisconsin will enable our region to build efficiencies across organizations and institutions. It will increase our ability to research, plan, and track needs that cut across current system silos and enable us to share data on regional workforce development, economic development, and education topics. Common strategies will also be created across workforce development boards to meet shared needs, such as inter-staff training, outreach, or other operational needs.

WIRED goals, strategies and activities.

The following matrix outlines the goals, strategies, and activities for a new system for growing talent in Southeastern Wisconsin. It represents our blueprint for building a fully integrated, regional talent development system as well as a framework for collaboration between the numerous workforce, economic, and education entities and actors in our region. It is important to note that work plans developed by RWA's supply-side and demand-side committees will add further detail to the goal matrix, including more specific timelines and outcomes.

Regional Workforce Alliance of Southeastern Wisconsin
WIRED Implementation Plan Goal Matrix
12.12.2007

GOAL 1: Grow workforce talent in a manner that supports Milwaukee 7's economic strategic framework

Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Outcomes/ Metrics
1.1 – Advance career pathway and bridges to career pathway programming in identified driver industries and emerging business clusters	*1.1.a* – Inventory and assess current bridge programs that prepare adults with barriers to enter and succeed in post-secondary education and training programs in targeted regional industries; consider best practices	~WDB Committee ~Education ~Industry Councils	Jan 2008 - Mar 2008	Staff time	Establish sustainable career pathways in advanced manufacturing and other targeted industries as appropriate
	1.1.b – Create, expand, or replicate career pathway or bridges to career pathway programs as needed. Integrate efforts with the State of Wisconsin RISE initiative.	~WDB Committee ~Education Committee ~Industry Councils	Mar 2008 - Jan 2010	Leverage potential RISE grant resources	Increase the number of individuals enrolled in career pathways programs in driver and emerging industries
1.2 – Promote education innovation to equip students age 16 and over with the skills and competencies necessary for today's workforce	*1.2.a* – Inventory existing education and training programs that prepare students for entry and advancement in jobs in M7 targeted industries; identify gaps; and consider best practices	~WDB Committee ~Education Committee ~Industry Councils	Jan 2008 - Mar 2008	Staff time	Database of education and training program in M7 targeted industries
	1.2.b – Fund innovative STEM education initiatives for students age 16 and over that align with current programs and leverage additional resources	~Education Committee ~Steering Committee ~Oversight Board ~Sub-grantee*	Mar 2008 - Jan 2010	$	Increase student participation in STEM education opportunities

1.3 – Support data- and demand-driven skill training that is delivered either on a regional scale or through local pilot projects that can then be replicated on a regional basis.	1.3.a - Deliver industry-specific technical skill training for export driver industries and emerging industry clusters	~Steering Committee ~Sub-grantee(s)*	Mar 2008 - Jan 2010	$	Increase job placement, retention, wages and credentials earned by training participants
	1.3.b - Deliver cross-industry training (e.g. employability/ workplace competency/"soft" skills), as needed	~Steering Committee ~Sub-grantee(s)*	Mar 2008 - Jan 2010	$	Increase job placement, retention, wages and credentials earned by training participants
	1.3.c - Implement skills training programs for export driver industries and emerging industry clusters that target specific populations (e.g. youth, incumbent workers)	~Steering Committee ~Sub-grantee(s)*	Mar 2008 - Jan 2010	$	Increase job placement, retention, wages and credentials earned by training participants
	1.3.d - Connect WIRED participants to employment support services in the region, as needed	~Leadership Team ~WDB Committee ~Job Center staff	Mar 2008 - Jan 2010	Staff time	Successful performance outcomes for WIRED participants
	1.3.e- Develop comprehensive post-placement follow-up procedures for WIRED participants.	~Leadership Team ~WDB Committee ~Job Center staff	Jan 2008 - Mar 2008	Staff time	Successful performance outcomes for WIRED participants
1.4 - Support and/or leverage innovative strategies for addressing urban unemployment.	1.4.a - Partner with other entities engaged in initiatives to decrease urban unemployment, as appropriate	~Steering Committee ~Sub-grantee(s)*		$ Staff time	Decrease urban unemployment

GOAL 2: Deliver demand-driven talent development services to support Milwaukee 7 efforts to grow, expand and attract driver industries and emerging business clusters

Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resourced Needed	Outcomes/ Metrics
2.1 – Deliver effective workforce solutions to employers in Southeastern Wisconsin through demand-driven business services	2.1.a - Develop protocol for referring businesses with workforce needs to the workforce development system (e.g. based on REP/M7 model and establishing one regional point of contact)	~Leadership Team	Nov 2007 - Dec 2007	Staff time	One point of contact for employers to access regional workforce development services
	2.1.b – Develop common strategies and align program activities in One Stop Job Centers, as needed, to deliver regional workforce services for employers (e.g. regionally coordinate outreach, training and placement services)	~Leadership Team ~WDB Committee ~Job Center staff ~Industry sector reps	Jan 2008 - Jun 2008	Staff time	Increase employer satisfaction with workforce development services for employers
	2.1.c – Work with the Milwaukee 7 to establish a menu of demand-driven regional workforce services for employers, utilizing technology and leveraging resources as needed.	~Leadership Team ~WDB Committee ~Job Center staff ~Industry sector reps	Jan 2008 - Mar 2008	Staff time	Create demand-driven menu of workforce services
2.2 – Support the M7 Next Generation Manufacturing Industry Council in the implementation of its talent development strategies	2.2.a – Launch a campaign to encourage youth to pursue career opportunities in regional driver industries and emerging industries targeting youth age 16 and over	~WDB Committee ~NGM Industry Council ~Industry sector rep ~Sub-grantee*	Nov 2007 - Jan 2010	$ Staff time	Increase the number of individuals enrolled in career pathways programs in driver and emerging industries
	2.2.b – Assess, train, and certify production manufacturing workers	~WDB Committee ~NGM Industry Council ~Education ~Industry sector rep	Nov 2007 - Jan 2010	$ Staff time	Increase the number of production manufacturing workers with industry-recognized credentials

	2.2.c. – Implement other Next Generation Manufacturing Industry Council activities, as appropriate	~WDB Committee ~NGM Industry Council ~Education ~Industry sector rep	Nov 2007 - Jan 2010	$ Staff time	Link workforce development services to driver and emerging industry needs
2.3 - Support the M7 Water Council in the implementation of its talent development strategies	2.3.a – Implement appropriate Water Council activities, as they are identified	~WDB Committee ~Water Council ~Education ~Industry sector rep	Dec 2007 - Jan 2010	$ Staff time	Link workforce development services to driver and emerging industry needs
2.4 - Support the M7 Financial Services Industry Council in the implementation of its talent development strategies	2.4.a – Implement appropriate Financial Services Industry Council activities, as they are identified	~WDB Committee ~Financial Services Council ~Education ~Industry sector rep	Feb 2008 - Jan 2010	$ Staff time	Link workforce development services to driver and emerging industry needs

GOAL 3: Catalyze systems integration to support talent development in Southeastern Wisconsin

Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Outcomes/ Metrics
3.1 – Coordinate with M7 and other organizations to collect, analyze and share regional data related to workforce development, economic development, and education	3.1.a – Develop an ad hoc RWA Data Committee to direct the implementation of research and data-related activities	~Leadership Team ~Project Coordinator	Dec 2007 - Jan 2008	Staff time	Formation of ad hoc RWA Data Committee
	3.1.b – Determine the data needed to drive a regional talent development system	~Data Committee ~DWD LMI Staff	Jan 2008 - Mar 2008	Staff time	Regional data utilization plan
	3.1.c – Inventory and evaluate existing data tools and reports available to the region	~Data Committee ~DWD LMI Staff	Jan 2008 - Mar 2008	Staff time	Data tool report
	3.1.d - Evaluate and acquire any additional tools necessary to effectively carry out data-driven strategies and activities	~Data Committee ~DWD LMI Staff ~Steering Committee	Apr 2008 -	$ Staff time	On-demand reporting capability
	3.1.e – Compile and/or conduct research and analysis on the state of the workforce, educational environment, and/or economic landscape of the region (e.g. evaluate current and forecasted job openings, project short-term and long-term technical skill needs)	~Data Committee ~DWD LMI Staff ~Sub-grantee(s)*	Jan 2008 - Jan 2010 Ongoing	$ Staff time	Data disseminated to key decision-makers about talent development issues
	3.1.f – Establish regional metrics/benchmarks for RWA	~Steering Committee ~DWD LMI Staff	Apr 2008 -	Staff time	Metrics identified to evaluate WIRED

3.2 – Engage in strategic, data-driven workforce systems redesign, as needed, and invest in operational innovations accordingly	3.2.a –Participate in the "Driving Transformation" forum hosted by the U.S. Department of Labor, if available	~WDB Committee ~Leadership Team	Dec 2007 -	Staff time Travel expenses	Increased customer satisfaction in a redesigned public workforce system that effectively meets the needs of workers and employers within the regional economy
	3.2.b – Develop system transformation action plan	~WDB Committee ~Leadership Team	Jan 2008 - Mar 2008	Staff time	
	3.2.c – Implement action plan	~WDB Committee ~Leadership Team	Mar 2008 - Ongoing	$ Staff time	
	3.2.d – Showcase achievements at Workforce Innovations	~WDB Committee ~Leadership Team	Jul 2008 - Annual	Staff time Travel expenses	
3.3 - Act as a catalyst and mechanism for regional workforce collaboration among education, business, and community leaders through coordination with other organizations and government entities	3.3.a - Conduct joint planning to align grant and training funds to meet regional needs	~WDB Committee ~Education Committee ~Industry Councils	Jan 2008 - Mar 2008	Staff time	Workforce development resources aligned to support M7 and WIRED goals
	3.3.b - Partner with Spotted Eagle, Inc. the only off-Reservation WIA Program in Wisconsin serving the Native American/Indian population, to create model workforce development solutions to meet the needs of targeted populations.	~Leadership Team ~Spotted Eagle	Nov 2007 - Ongoing	Staff time	Create a replicable model of workforce development partnership; pilot program serving the Native American population
	3.3.c - Coordinate with the Center for Education Innovation and Regional Economic Development to leverage Center deliverables, including a Southeast Wisconsin work skills profile, a regional "think tank" for economic development (i.e. Accelerated Solutions Lab), and alignment of PK-16 agencies with regional workforce development efforts	~Leadership Team ~CESA #1	Nov 2007 - Ongoing	Staff time	Leverage Center for Education Innovation efforts to transform public education in Southeastern Wisconsin

	3.3.d - Coordinate with the Milwaukee Job Corps Center through cross-representation on Job Corps Center Industry Council(s) and Community Relations Council and appropriate M7 supply-side committees	~Leadership Team ~Job Corps ~RWA Supply-Side Committtees	Jan 2008 - Ongoing	Staff time	Job Corps training is aligned with M7 priorities and articulated with appropriate career pathways
	3.3.e - Educate external stakeholders (e.g. business leaders, human resoures professionals) on regionally relevant workforce topics (e.g. diversity issues, mature workers) through various forums and presentations	~Leadership Team ~Sub-grantee(s)*	Jan 2008 - Jan 2010	$ Staff time	Increase awareness about workforce development in Southeastern Wisconsin
3.4 – Develop the governance structure and administrative policies/procedures necessary to successfully establish and sustain RWA and the WIRED activities	3.4.a - Establish and implement a WIRED staffing plan	~Leadership Team	Nov 2007 - Dec 2007	$ Staff time	Establish sufficient staff support for WIRED
	3.4.b - Create a communications strategy for RWA	~Leadership Team ~Sub-grantee(s)* ~WIRED Coordinator	Nov 2007 - Mar 2008	$ Staff time	Plan and establish regional workforce development
	3.4.c - Implement inter-staff training activities for Workforce Development Boards, Milwaukee 7, educational institutions and other WIRED partners to educate staff on relevant topics related to regional workforce efforts	~Leadership Team ~Sub-grantee*	Jan 2008 - Jan 2010	$ Staff time	Trained and knowledgable workforce development service professional
	3.4.d - Create an ad hoc Resource Coordination Team to conduct outreach, form partnerships and coordinate resources to sustain WIRED activities	~ WIRED Coordinator ~Steering Committee	Dec 2007 -	Staff time	Functional ad hoc Resource Coordination Team

	3.4.e - Develop a protocol among Regional Workforce Alliance partners for disseminating, evaluating, and coordinating resources	~ Resource Coordination Team	Jan 2008 -	Staff time	Signed agreement for coordinating resources on a regional basis
	3.4.f - Establish a resource coordination plan to sustain RWA, including WIRED strategies and activities, beyond 2010	~ Resource Coordination Team	Mar 2008 -	Staff time	Approved resource coordination plan
	3.4.g - Implement resource coordination plan activities	~ Resource Coordination Team	Apr 2008 - Jan 2010 Ongoing	$ Staff time	Increased coordination of resources for regional talent development initiatives

*Potential opportunity for sub-grant to contractor(s)
$ = Requires funding allocation; amount to be determined

Section 3. Governance

As the talent development arm of the Milwaukee 7, the Regional Workforce Alliance (RWA) will guide the WIRED initiative in Southeastern Wisconsin. While M7 will focus on advancing economic strategies to unite the seven counties of Southeastern Wisconsin around an agenda to grow, expand, and attract world-class business and talent, RWA will focus on preparing the workforce to compete for 21st century jobs.

The RWA structure engages a broad range of public and private stakeholders representing workforce, economic and community development, K-16 education, labor, and local government in Southeastern Wisconsin, which includes Kenosha, Racine, Milwaukee, Ozaukee, Walworth,Washington, and Waukesha counties. RWA's organizational structure directs the integration of organizations around talent development for the WIRED initiative.

WIRED Organizational Structure:

The organizational chart below depicts the Regional Workforce Alliance structure and the relationship between various sub-groups:
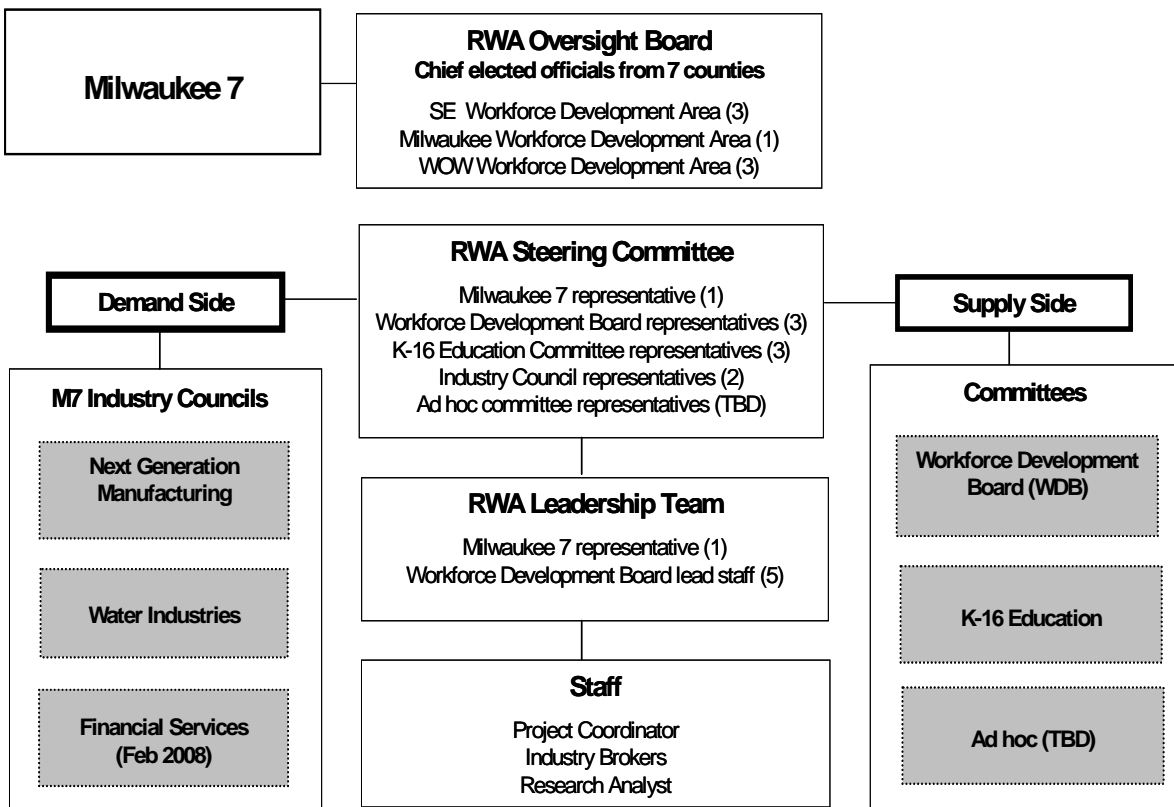
Roles & Responsibilities:

RWA Oversight Board:

The chief local elected official in each of the counties in the Milwaukee 7 region has committed to sit on an Oversight Board that provides policy guidance and program oversight to the WIRED initiative. The Board operates by consensus and is responsible for reviewing and approving the WIRED Implementation Plan and utilizing its collective resources to remove roadblocks and ensure that plan activities are carried out successfully. After Plan approval, the Board will continue to meet quarterly to review progress and make recommendations. It will also conduct a final review of the Steering Committee's recommendations for contract awards. The Regional Workforce Alliance Oversight Board is comprised of the following local elected officials. These officials may appoint a designee to represent them at Oversight Board meetings.

- Kenosha County Executive Alan Kehl
- Milwaukee Mayor Tom Barrett
- Ozaukee County Board Chair Robert Brooks
- Racine County Executive Bill McReynolds
- Walworth County Board Chair Nancy Russell
- Washington County Board Chair Tom Sackett
- Waukesha County Executive Dan Vrakas

These Oversight Board members also participate in the Milwaukee 7 initiative as members of the M7 Council. This dual membership strengthens the link between the Milwaukee 7 and the Regional Workforce Alliance and facilitates the exchange of reports and updates.

RWA Steering Committee:

The RWA Steering Committee is responsible for the implementation of WIRED strategies through oversight of the supply-side and demand-side committees. The Steering Committee will make recommendations for the release of WIRED funds, including the selection of sub-grantees through various procurement processes. In addition, this committee will address roadblocks and contribute resources towards regional activities as they are implemented. The RWA Steering Committee will also have the authority to develop new project strategies and activities to address regional needs, which includes review and authorizing authority for submitting regional grant applications.

The RWA Steering Committee will be comprised of the following representatives:

- 1 – Milwaukee 7 representative
- 3 – Workforce Development Board representatives
- 3 – K-16 Education Committee representatives
- 2 – Industry Council representatives
- TBD – Ad hoc committee representatives

As additional M7 Industry Councils are formed, their representation on the Steering Committee will increase. The RWA Steering Committee will meet once every other month at public-noticed, open meetings and operate by Roberts Rules of Order. This committee reports to the RWA Oversight Board.

RWA Leadership Team:

The RWA Leadership Team is responsible for spearheading the development of the WIRED Implementation Plan. Team members work closely with all supply-side and demand-side committees and with the WIRED Project Coordinator to provide support, resources, and assist with the implementation of WIRED activities as needed. Team members are also responsible for acting as an information and communication hub for WIRED-related activities. In addition, the Leadership Team reviews staff and committee documents and recommendations.

To enhance its effectiveness, the membership of the RWA Leadership Team is somewhat flexible to accommodate additional participants as appropriate. Core membership will consist of:
- 1 – Milwaukee 7 representative
- 5 – Workforce Development Board lead staff

The Leadership Team will meet monthly or more often as needed.

RWA Supply-Side and Demand-Side Committees

Regional Workforce Alliance supply-side and demand-side committees are responsible for developing work plans and timelines for implementing WIRED activities. Each committee is responsible for leading efforts to transform individual systems (e.g. education) and foster alignment with other regional systems (e.g. workforce development and economic development). In addition, committees are responsible for identifying needs and establishing specifications for requests for proposals. Committees report on activities to the RWA Steering Committee and meet as needed.

M7's Industry Councils function as RWA's demand-side committees. The Next Generation Manufacturing (NGM) Council and Water Industry Council have been established; a Financial Services Industry Council will be established in February of 2008.

RWA's K-16 Education Committee and Workforce Development Board Committees function as supply-side committees. These committees will be established and committee rosters developed by January of 2008. It is anticipated that the Education Committee will include representatives from the area technical colleges, the University of Wisconsin-System, private colleges, and also representatives from the appropriate Cooperative Educational Service Agencies (CESAs), which serves as the official link between K-12 school districts in Wisconsin by state statute. It is also anticipated that the Workforce Development Board (WDB) Committee will include board member representatives from the three workforce development areas in Southeastern Wisconsin and other stakeholders as appropriate.

Additional Ad Hoc Committees will be convened as needed to address specific activities outlined in this WIRED implementation plan. Ad Hoc Committee members will be comprised of key leaders in education, business, and workforce development with expertise or interest in the topic area. Discussions have pointed to the formation of a Resource Coordination Team to address the alignment of resources in the region and a Data Committee to facilitate the collection and use of data to drive talent development activities.

Administrative Agent:

While the State of Wisconsin is the recipient of the federal WIRED grant funds, the regional fiscal and administrative agent for the WIRED grant is the Waukesha-Ozaukee-Washington (WOW) Workforce Development, Inc. WOW Workforce Development, Inc. will oversee all aspects of the administrative functions associated with the grant, including oversight, planning, management information systems, and financial management. Specifically, they will manage:

- Planning functions, which include developing Requests for Proposal (RFPs), reviewing and evaluating submitted proposals, providing staff support to the RWA Steering Committee for approval of WIRED sub-grants, developing and issuing contracts, monitoring contracts, and complying with U.S. Department of Labor and Wisconsin Department of Workforce Development reporting requirements.

- Management Information System functions, which include developing and maintaining an enrollment and tracking system for WIRED project participants, including WIRED/WIA co-enrolled participants, across workforce, economic, and educational institutions for the purpose of performance outcome reporting.

- Financial management functions, which include maintaining accurate accounting records for the project, as well as sub-grantee projects, ensuring compliance with U.S. Department of Labor and Wisconsin Department of Workforce Development reporting requirements fiscal reporting requirements, preparing for fiscal reports and audits, etc.

Section 4. Project Operations

Operating Principle

RWA operates on the principle that regional talent development solutions should effectively and efficiently:

- Reconfigure and align the supply of workforce resources to maximize regional capacity and improve product delivery
- Improve responsiveness to regional business and industry needs, and
- Increase return on public investment, which in turn, increases job seeker and incumbent worker satisfaction

WIRED Funds

The following "RSTI" principles will be used in making funding decisions:

> **R** – WIRED funded activities are **R**egional and **R**eplicable
>
> **S** – WIRED funded activities are **S**trategic and **S**ustainable
>
> **T** – WIRED funded activities are **T**ransformational and **T**argeted
>
> **I** – WIRED funded activities are **I**ndustry-driven and **I**nnovative

The following process will be followed for issuing, approving, and making selection decisions for sub-grants in order to ensure that procurements are conducted in a manner, which provides for full, open and non-restrictive competition:

1. Within the Implementation Plan framework, a need for services or an interest in possible services is identified by Supply-Side or Demand-Side Committees.
2. Administrative entity initiates and coordinates a procurement process (e.g. sealed bid, request for proposals, request for interest, or non-competitive (sole source) proposal).
3. An ad hoc regional Proposal Evaluation Team reviews, scores, and ranks proposals and prepares recommendations for the RWA Steering Committee.
4. RWA Leadership Team reviews proposal scores and ad hoc Proposal Evaluation Team recommendations prior to presentation to the Steering Committee
5. Considering information presented by the Proposal Evaluation Team and Leadership Team, the RWA Steering Committee, makes an official recommendation for contract approval to the Oversight Board. The business of the Steering Committee will be conducted at publicly-noticed, open meetings following Roberts Rules of Order.
6. The Oversight Board conducts a final review of the funding decision and approves the Steering Committee action by consensus or remands it to the Steering Committee for further consideration and a new vote.
7. Administrative entity develops and issues contract for services and monitors performance

The policies and procedures outlined above are intended to ensure that the WIRED Initiative uses a transparent and responsive decision-making process for the procurement of goods and

services in a manner that provides for full, open and non-restrictive competition and also accords with applicable rules and regulations.

Project Management and Staffing

An RWA/WIRED Project Coordinator will provide leadership and high-level coordination to the Regional Workforce Alliance of Southeastern Wisconsin, while promoting collaborative relationships between regional workforce development boards, community-based organizations, the State of Wisconsin, Department of Labor, and other stakeholders. Position reports to the RWA Leadership Team Chair, which is also the Milwaukee 7 lead staff person.

The RWA/WIRED Project Coordinator will be responsible for the following:

- Perform designated tasks and deliverables as outlined in the WIRED Implementation Plan, and supported by WIRED leadership, staff and partners.

- Perform and/or manage all accountable aspects of WIRED Grant, including:
  o Meeting facilitation
  o Plan development and submission
  o Timeline of events and expectations
  o Coordinate tasks and deliverables of all partners

- Coordinate communication among partners to ensure task completion; tie-in to grant deliverables; accessibility of tools; adherence to timeline; objectivity and focus on goals, reports and stakeholder communications.

- Establish involvement in pertinent regional groups; attend relevant board and organizational meetings; make presentations to regional groups/boards; communicate with regional media relating RWA/WIRED progress and accomplishments.

- Develop and manage communications, accountabilities, metrics and reporting for WIRED in accordance with DOL requirements.

- Lead teams and committees through discussions and decision-making; maintain a presence at appropriate meetings and events; provide creative ideas and objective perspective; develop and maintain relationships with partners, key individuals/organizations and media;

- Identify opportunities for leveraged funds and resources that align with the WIRED initiatives and strategies.

Workforce Development Boards:

Representatives from workforce development boards in Southeastern Wisconsin will participate on RWA's Leadership Team and will take the necessary steps (e.g. implementing new policies) to enable successful implementation of the WIRED grant activities. In addition, through increased planning capacity, individual workforce development boards will utilize staff resources to provide and/or coordinate specific WIRED activities, projects, and services

Milwaukee 7:

Milwaukee 7 will provide leadership to RWA's Steering Committee and Leadership Team in order to ensure that talent development activities are aligned and integrated with the region's strategic economic framework. In particular, M7 lead staff will chair the RWA Leadership Team and M7 Industry Council Chairs will sit on the RWA Steering Committee and other committees/councils as appropriate. Local elected officials that serve on the Milwaukee 7

Council also comprise the RWA Oversight Board, which provides another communication channel between the two entities.

Staffing Priorities for WIRED:

Staff positions will be filled whenever possible with internal existing staff. If the necessary job competencies cannot be matched with internal staff, then the position will be filled externally.

Section 5. Budget Narrative

Southeastern Wisconsin's WIRED Budget can be found at the end of this section. This document identifies specific line item activities in seven categories, and also references the WIRED Goal Matrix (see Section 2) when applicable. The seven major categories of the WIRED budget are listed below by relative scale.

1) Training and Education Innovation - $2.5 million

Nearly half of WIRED funds will directed to training or education innovation projects, including vocational and pre-vocational training to support identified regional driver industries and emerging industry sectors, STEM education pilot projects, career awareness activities, and staff development. The Regional Workforce Alliance (RWA) Steering Committee, RWA Leadership Team, and/or RWA Supply-Side and Demand-Side Committees needs will identify specific training. The administrative agency will work with the appropriate RWA entity to develop requests for proposals or requests for information and then coordinate the RFP/RFI process. Included in this component will be an effort to align training systems with career pathways and to link educational opportunities from the secondary to post-secondary level and beyond, including lifelong learning opportunities for incumbent workers.

2) Systems Transformation and Alignment - $1.65 million

Comprising 29 percent of the grant funds, this category encompasses planning and implementation activities designed to align the education, workforce development and economic development systems in the region. Line items in this category include regional inventories and assessments, development of regional workforce services for employers, development of a communications strategy, and follow-up activities to respond to employer needs reported in the Milwaukee 7's regional manufacturing call survey. This category also includes funding for staffing support for systems integration, including M7 Industry Council support, system-wide planning capacity, resource coordination, and data and research coordination.

3) Grant Administration - $260,000

Grant funds allocated to the fiscal agent for administration activities represent 5.0 percent of the overall budget. Waukesha-Ozaukee-Washington (WOW) Workforce Development, Inc. is responsible for all aspects of grant implementation at the regional level, including: (a) Develop requests for proposals (RFPs) based on RWA specifications; (b) develop and issue contracts for all approved sub-grants; (c) monitor contracts for performance and fiscal compliance; (d) attend required WIRED academies and conferences; (e) collect and document promising practices and success stories; (f) develop and maintain a database to track and report on WIRED participants; (g) comply with state and federal reporting requirements; (h) maintain accurate accounting records; process payments to partners, vendors and sub-grantees; (i) perform routine administrative tasks such as taking minutes, preparing minutes, correspondence and reports, filing, copying and scheduling meetings. Other costs include travel, insurance, audits, legal notices, and other miscellaneous costs.

4) Research and Analysis - $375,000

About 7.3 percent of WIRED grant funds will be directed towards research activities to ensure that investment decisions are driven by data. General research will be performed

on the state of the workforce, economy, and education in the region and specific regional assessments will be conducted as data needs are identified by the Regional Workforce Alliance (RWA) Steering Committee, RWA Leadership Team, and/or RWA Supply-side and Demand-side Committees.

5) **Leadership Fund** - **$240,000**

ETA has hosted periodic academies for all the WIRED regions. WIRED Academies provide an opportunity to learn and share their experiences with workforce systems change through WIRED. In the past, these academies have introduced the regions to Federal partners participating in WIRED, addressed WIRED grant management issues such as performance and evaluation, and promoted peer-to-peer learning opportunities. RWA Leadership Team members and other key leaders will continue to participate in future WIRED Academies (expected biannually). RWA representatives will also be sent to ETA's national conference on workforce innovation. In addition, RWA representatives will attend ETA hosted WIRED Institutes, which are intensive, two-day seminars where regional leaders can learn from industry and federal experts and dedicate time to team building exercises focused on addressing specific challenges or identifying opportunities. The Leadership Fund will cover travel and other expenses associated attending these events and other relevant conferences and workshops.

Before Southeast Wisconsin became a 2nd generation WIRED region in January 2007, it was designated as a "virtual" WIRED region and received a $100,000 planning grant for travel and registration costs associated with attending WIRED-related events. Virtual WIRED grant funds are included in this category, which represents 4.7 percent of the budget.

6) **Department of Workforce Development** - **$75,000**

As the grant recipient, the Wisconsin Department of Workforce Development will utilize 1.5 percent of the WIRED grant funds to cover the costs of their administrative responsibilities as well as travel to WIRED academies and conferences.

7) **Technical Assistance** - **$60,000**

The Southeastern Wisconsin region plans to utilize the technical assistance resources being made available to second and third generation WIRED regions. See Section 6: Technical Assistance for additional details.

Workforce Innovations in Regional Economic Development (WIRED)
U.S. DOL Grant: $5.16 Million
Nov. 2007 - Jan. 2010

WIRED BUDGET SUMMARY	Activities Included (not exhaustive)	Matrix Ref.	Line Item Amount	Total
RESEARCH AND ANALYSIS				**$375,000**
Workforce research: General	Regional State of the workforce Report; Regional Educational and/or Economic Landscape Report, etc.	3.1.a	TBD	
Regional workforce assessments: M7 Industry Councils	Regional Job Openings Analysis; Targeted Employer Needs Analysis; Research in Career Pathways/Bridges to Career Pathways in M7 Industry Councils, etc.	3.1.b	TBD	
Data tools	WITS, EMSI	3.1.c	TBD	
Research: Regional resource coordination	Coordinate Public & Private Sources of Funding	3.4.e	TBD	
SYSTEMS TRANSFORMATION AND ALIGNMENT				**$1,650,000**
Inventory and assessment / best practice recommendations	Bridge Programs & Barrier Abatement Services; Education and Training programs	1.1.a 1.2.a	TBD	
Planning and implementation	System Transformation Action Plan (Systems Operations during & after WIRED); Regional Fund Development	3.2.d 3.2.c 3.4.a 3.3.c 3.4.d 3.4.f	TBD	
Regional workforce services for employers	Common Strategies/Program Alignment e.g. regionally coordinate outreach, assessments, etc.), Protocol & Agreements for One-Point of Contact (REP/M7 Model); Develop Regional Menu of Services; Purchase Associated Technology	2.1.a 3.3.d 2.1.c	TBD	
RWA communications strategy		3.4.b	TBD	
Job seeker services: WIRED participants	Link to Support Services; Provide Follow-Up Services	1.3.e 3.4.b	TBD	
Tracking	Track WIRED participants across institutions	3.1.d	TBD	
Resource coordination and program sustainability	Flexible funds to be used strategically for the identification and coordination of resources	3.4.d - 3.4.g		
			$171,000	
WIRED staff	Systems transformation and system alignment implementation; including providing program management for WIRED activities and staff support to RWA and M7 regional activities.			
	WIRED Coordinator (0.75 FTE)		$165,000	
	Industry Council Support (2.0 FTE)		$360,000	
	System-wide planning capacity ($45,000 x 3)		$270,000	
	Data and research coordinator		$64,000	
	Total WIRED staff costs		**$859,000**	
TRAINING AND EDUCATION INNOVATION FUND				**$2,500,000**
Technical skills training: Pilot / regional programs	Career Pathways/Bridges to Career Pathways in M Industry Councils; M7 Industry Council Targeted Technical Skill Needs (e.g. MSSC Certification Support Activities)	1.1.b 2.2.c 2.2.d 1.3.a 2.2.b	TBD	
Cross-industry skills training	Workplace Competency/"Soft" Skills	1.3.b	TBD	
Targeted training: Pilots serving specific populations	Spotted Eagle & Other (e.g. Youth, Ex-Offender Population)	1.3.c 3.3.b	TBD	

STEM education pilot / regional programs	Fund for curricular innovation grants	1.2.b	TBD	
Career awareness activities - job seeker education	(e.g. Dream It, Do It)	2.2.a	TBD	
Workforce stakeholder education forums	Data Donor's Forum	3.4.g	TBD	
Employer education forums	Regionally relevant workforce topics (e.g. diversity issues)	3.3.e	TBD	
Staff development	Inter-straff training activities for Workforce Development Boards, M 7, educational institutions and other WIRED partners to educate staff on relevant topics related to regional workforce efforts.	3.4.c	TBD	

LEADERSHIP FUND		**$240,000**
Leadership development	WIRED Academies/Transformation Forums;	
	Includes initial Virtual WIRED funding	$100,000
TECHNICAL ASSISTANCE		**$60,000**
Sector-based initiative support		
Resource coordination plan support		
Data tool(s) and/or study		
Network and asset mapping		
DEPARTMENT OF WORKFORCE DEVELOPMENT		**$75,000**
Administrative fee (1.5%)	Grant recipient administrative costs; travel and conference expenses	
GRANT ADMINISTRATION		**$260,000**
WOW Workforce Development Inc.	General administrative functions including procurement, accounting, budgeting, financial and cash management functions; Performing oversight and monitoring responsibilities; Costs of goods and services required for administrative functions of the program; etc. (See 20 CFR 667.220 for allowable costs for administration)	
TOTAL GRANT FUNDS		**$5,160,000**
LEVERAGED RESOURCES		**TBD**
Partners and sub-grantees	Leverage regional education, economic development and workforce developmnet efforts; partner on workforce deliverables as appropriate	
TOTAL WIRED BUDGET		**TBD**

Section 6. Technical Assistance

As part of the Employment and Training Administration's on-going commitment to the WIRED regions, each 2nd and 3rd Generation WIRED region will have access to a technical assistance account in the amount of $60,000. This is in addition to the $5 million grant that each region has already been awarded.

To access these funds, WIRED regions, working with their ETA Co-Leads, will submit a project description or statement of work to the ETA Grant Officer detailing the expected technical assistance, how it contributes to the overall success of their project, and the total requested amount. Regions may request the full amount of the TA Account for a single project or may choose to make several requests for multiple projects. Regions may also combine funds from the TA Account with funds from other sources including the WIRED grant for larger-scale projects.

The RWA Leadership Team has identified the following priorities for support through ETA's technical assistance fund:

1) Assistance by experts in sector-based initiatives in steering the Next Generation Manufacturing Council toward focused, positive outcomes;

2) Support in the creation of a resource coordination plan that will provide a blueprint for aligning and attracting additional resources to the region;

3) Assistance in completing a social network map of human capital resources in the region;

4) Data tool purchase or subscription and/or assistance in completing a study of the feasibility of creating a regional workforce development database that spans multiple agencies and geographic jurisdictions.

Decisions on allocating technical assistance resources to these or other areas will be made by the Steering Committee in early 2008. Submitting an application for technical resources will be a priority action as regions that do not exhaust their accounts by June 30, 2008 will forfeit any remaining funds.

MILWAUKEE 7

Kenosha · **Milwaukee** · **Ozaukee** · **Racine** · **Walworth** · **Washington** · **Waukesha**

A NEW VIEW

Mission
Seven counties united around an agenda to grow, expand and attract world-class business and talent

Vision
To be globally competitive in an innovation economy

Goals
1. Grow, expand and attract existing export driver industries and emerging business clusters
2. Strengthen our capacity to innovate
3. Enhance the competitiveness of the Region

Measures
• Per capita income
• Employment growth
• Educational attainment of adult population
• Export value of Wisconsin's manufactured goods
• Net Regional migration

Developing a Strategic Framework

Nearly one year ago, the Milwaukee 7 set out to create a vision for the Region and a plan to get there. We drew on the broad context of our regional partners, conducted hundreds of interviews and involved hundreds more to develop a strategic framework. A few consistent themes emerged:

- Companies, counties and cities are not enough; we will succeed or fail as a region.
- We cannot afford the deep gaps in prosperity – between city and suburb; downtown and rural; minority and majority; and those without education and hope and those with skills and a home.
- Real opportunity exists in our Region and it is evidenced through differentiating, place-based assets.
- Success will be dependent on our ability to leverage innovation.

Identifying Assets ▶ We have defined regional assets as those that are fundamental to, or pose unique opportunity for, the Region's long-term prosperity.

Fresh Water Location
Lake Michigan, and our inland lakes and tributaries, give this Region unique capabilities in water research, stewardship and coastal lifestyles.

Chicago/Madison Connection
Our proximity to Chicago and Madison give this Region a hub of technology, finance, culture and creativity. We are connected to a larger region of global proportions and opportunities.

Infrastructure
Effective regional planning ensures we have efficient infrastructure and policy decision-making that supports an innovative economic climate.

Arts and Entertainment
Our robust arts, entertainment and recreation attractions promote an image attractive to business and talent.

Great Lakes Trade Zone
Geo-positioning places the Region at the heart of bio-assets and in the substantial Great Lakes economy.

Innovation Capacity
Research, design and rich corporate intellectual property, combined with a history of innovation and know-how, make this Region ripe for entrepreneurial activity.

Cultural Diversity
The Region's diversity of cultures forms a powerful asset for the attraction and growth of global talent. The different viewpoints are core to creativity, break-through thinking and progress.

Experienced and Educated Talent
Skilled, hardworking and dedicated talent, with a base of quality educational options, make this a region attractive to those seeking innovation.
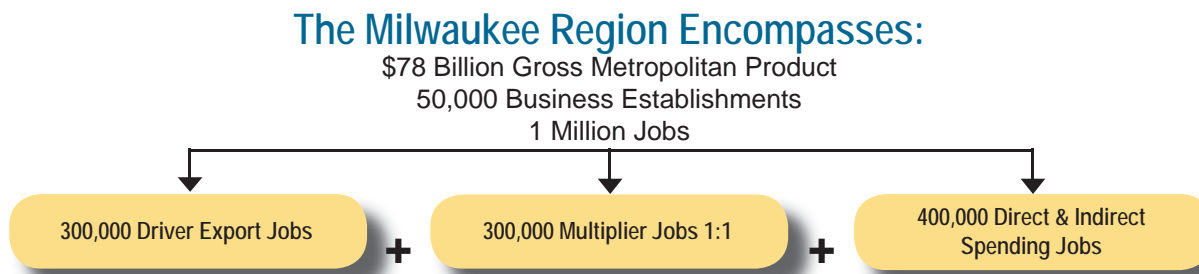
Assessing Export Drivers

The Milwaukee 7 produces a gross metropolitan product of nearly $78 billion, from 50,000 business establishments that employ one million people. Roughly one-third of those one million jobs drives the export of goods and services beyond our regional borders, thereby creating new income for the Region. These "export drivers" power our economy.

For every job in the Driver category, conservatively one other job is created to support that job. The direct and indirect spending from these 600,000 jobs generates another 400,000 jobs that support the region – from dentists to drycleaners and teachers to technicians.

The Milwaukee Region Encompasses:

$78 Billion Gross Metropolitan Product
50,000 Business Establishments
1 Million Jobs

300,000 Driver Export Jobs	+	300,000 Multiplier Jobs 1:1	+	400,000 Direct & Indirect Spending Jobs

Next Generation Manufacturing

As a percentage of total workforce, the Milwaukee Region ranks second in the nation among the top 50 metros for manufacturing jobs.

The reality is this industry is undergoing a major transition. Since 1999, more than 41,000 manufacturing jobs have been lost locally – many of them from large manufacturers who have moved operations and lower-skilled jobs elsewhere to stay competitive.

However, the Region is home to a large number of "Next Generation" manufacturers. These firms are technology-driven, innovative, lean and agile. Many Next Generation manufacturers employ workers with higher skills and productivity and increasingly are using a more sophisticated level of technology. These firms present opportunities for growth.

According to Deloitte, a consulting firm that assists clients with national and international expansions and relocations, companies fall into three catagories when making a move:

1. **Market Seekers** – have a desire to target new customers
2. **Resource Seekers** – want low-cost resources to establish or alter their global supply chain footprint
3. **Innovation Seekers** – look for locations that offer depth of talent, research institutions and universities

The Milwaukee Region is competitive for innovation seekers, but can be at a disadvantage compared to other regions when it comes to market and resource seekers.

Regional Export Drivers

Manufacturing
173,305 jobs
$50,000 average wage

Financial Services
49,871 jobs
$60,000 average wage

Headquartered Companies/ Management
20,148 jobs
$83,000 average wage

Information Technology
12,770 jobs
$69,000 average wage

Acute Health Care
10,934 jobs
$37,572 average wage

Distribution
10,386 jobs
$50,815 average wage

Educational Services
3,622 jobs
$40,860 average wage

Manufacturing Opportunity
Any realistic regional strategy must address manufacturing. It accounts for 57% of our export driver jobs and $8.7 billion in payroll. Of our seven driver industries, manufacturing — by its sheer scale and history — represents both the greatest threat and opportunity to our economy.

Map Opportunity Zones

The needs of Next Generation Manufacturing are well matched to the assets of the Region. The needs include:

- An experienced workforce
- A critical mass of interconnected enterprises
- A strong infrastructure
- Relative cost parity
- Global reach

The opportunities created by aligning industry needs with our assets will produce specific strategies for driver industries and help build a regional agenda.
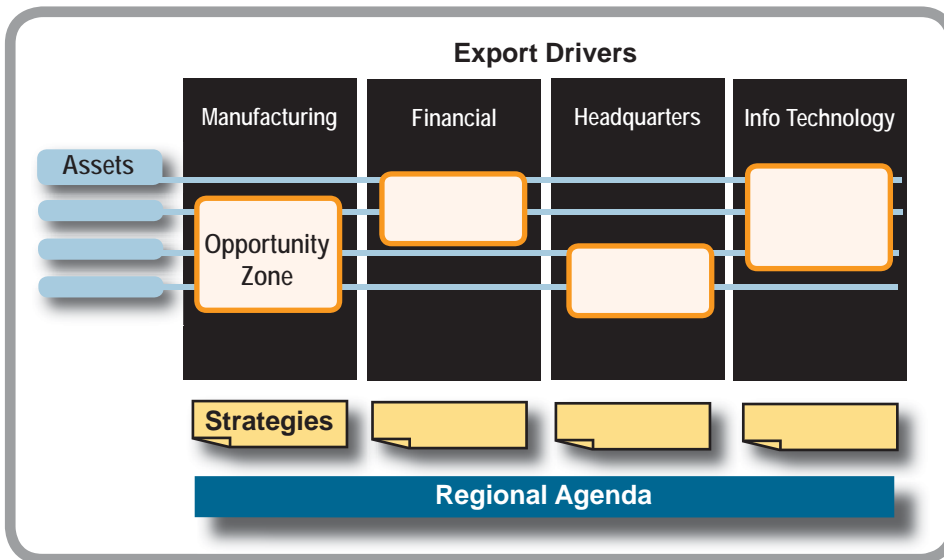
The Strategic Framework will also allow us to assess **emerging**, **global trends**. Unique opportunities such as clean and green technologies, advances in biotechnology and water research present new and exciting prospects to be a front-runner in these fields, creating new driver industries for long-term sustained growth.

Regional Agenda

To develop the full Regional Agenda, we must stop, continue and start doing the right things.

STOP: Becoming trapped by our challenges and holding the 'best kept secret' that is the Milwaukee Region

CONTINUE: Building on our assets and working for a competitive cost of doing business

START: Building alignment around regional solutions and for issues like transportation, water and talent

Most importantly, we must recognize our potential as a region.
Thinking. Acting. Believing.
As ONE region.
It's time to choose.

Develop Strategic Agenda

Next Generation Manufacturing
Top 10 Strategies

1. Lock-in EPA approval by June 15 for the Region as an attainment zone
2. Create a single point of contact for manufacturing workforce needs through the Regional Workforce Alliance and its local partners
3. Accelerate and market industry-specific training programs
4. Create a "Next Generation Manufacturing Resource Center"
5. Market the Region to targeted Next Generation Manufacturers
6. Secure $1.5 million for the "Get Lean" Initiative
7. Support roll-out of Manufacturing Skills Standards Certification
8. Secure biotech machinery and equipment tax exemption
9. Expand global reach by sharing best practices for exporting
10. Build and connect regional engineering excellence

Deploy & Measure

To sharpen our focus and track our progress, we have created a Next Generation Manufacturing Council led by industry leaders who will create a detailed action plan and report on initiatives.