

**DRAFT-Meeting Minutes**  
**Economic Development Commission-Workforce Development Subcommittee**  
**December 6, 2007**

1. Call to Order at 5:03 pm

2. Roll Call: present Ed Clarke-Chairperson, Vicky Selkove, Sue Gleason,

absent: Zach Brandon

Also present: Pat Schramm, Exec. Director of WDBSCW, Laura Dresser, COWS, Rick Richards, Julia Stone, Mathew Mikolajewski, Peggy Yessa

3. Mission: The following 8-point outline provided by Chairperson Ed Clarke summarizes the discussion;

**1. Focus**

- a. We need to focus on Madison residents primarily
  - i. Not re unemployed residents of other communities
- b. However, we do need to focus on Madison employers who may need to find workers from outside the city.

**2. Experience in other Cities**

- a. Milwaukee
  - i. Has an office of workforce development
  - ii. They have initiated a project using FSET funds
    - 1. Such projects need a big match
  - iii. They are working with legislation which forces city building projects to address using city of Milwaukee residents on the project
- b. Boston
  - i. They have their own workforce development board and therefore their own money for projects
  - ii. They also have project labor agreements
    - 1. with residential standards for employees on city projects
  - iii. The general heading for such activities is Community Benefits Agreements
    - 1. they are often attached to Economic Development projects
- c. Chicago
  - i. TIF funds sponsor workforce training funding
- d. Kalamazoo
  - i. The Kalamazoo guarantee
    - 1. If you get good grades you get 4 years of college free
    - 2. It has made people move into the city
    - 3. It has changed the graduation rates

**3. Knowledge Base**

- a. We should look at a variety of city entities
  - i. What barriers do they see in finding a workforce
    - 1. The School District
    - 2. Non profits
    - 3. Others
- b. Workers
  - i. What barriers do they see to finding employment
- c. Do an analysis with the workforce development boards economic modeling software
  - i. It may give us detailed data
- d. Research Nationally
  - i. Who is doing a good job

- ii. Look for items like “workforce development tool kit”
- iii. who is doing a good job at the city level in workforce development

#### **4. City History**

- a. Look into the city archives for what was done when workforce development was a city function
- b. At that time the city had its own pool of federal money
- c. Ask people like Hickory Hurie and Frank Staniszewski

#### **5. Career Pathways**

- a. City of Madison
  - i. Should the city implement a career ladder project
    - 1. A career ladder for civil service
      - a. It is connected to a strong need for succession planning
      - b. For example, the city still has entry level jobs (cleaning buildings)
      - c. They have not been outsourced
    - 2. What entry level jobs and policies are at Overture? Monona Terrace?
  - ii. Ohio may have a model here.
    - 1. Look at Knowledge Works Foundation
  - iii. City has a new HR director who may be open to such innovations
- b. City Contractors
  - i. Should the city require recipients of city funds to have a career ladder project?
    - 1. This should be the case if we believe that the career ladder approach is an accepted model in this area
    - 2. What carrots would the city have to induce employers to do this?
      - a. City contracts?

#### **6. Apprenticeships**

- a. The state has Executive Order 108
- b. All state building projects must have apprentices

#### **7. Retention**

- a. Do a retention survey
- b. Link to training
- c. For example: small locally owned manufacturing shops
  - i. Often the next generation does not want to take them over
  - ii. This is a way to lose good companies and jobs
  - iii. It is a form of succession planning

#### **8. Alignment**

- a. Look at the totality of funding in the city supporting workforce development
- b. Entities
  - i. City of Madison
    - 1. Look at community development funds
    - 2. What is CDBG doing?
    - 3. What is the alignment?
  - ii. United Way
  - iii. Madison Community Foundation
  - iv. Dane County
  - v. Other?
- c. What priority does workforce development have in the allocations made by these entities?
- d. What is the alignment here?

#### 4. Work Plan & Schedule

| Workforce Development Subcommittee Ideas |          |                                |  |   |
|--|----------|--------------------------------|--|---|
| Elements                                 |          | Idea                           | Comment  | Assignment                              |
| Knowledge Base                           | Who      | Use economic modeling software | Where are under skilled and under employed persons                                   | Ed, Pat, Seth                           |
|  |          | Survey workers                 | What barriers exist to employment?   |   |
|  |          | Survey employers               | What barriers exist to finding workers?  |   |
|  | Where    | Use Economic Modeling Software | Where are neighborhoods with skill gaps  | Ed, Pat, Seth                           |
|  | Who Else | Who is doing a good job?       |  | Sue will do some research on this       |
|  |          | What tools do they have?       |  | Laura will look at some national models |
| Strategies                               |          | Supplement federal funds       | What do federal funds not do that city funds could: e.g. mentoring or living subsidy | Ed will research a toolkit              |
|  |          | Identify Responsibility        | Who in the city has workforce development in their job description                   |   |
|  |          | Convene                        | City can focus public attention on the issue   |   |
|  |          | Look at previous city practice | When the city had workforce funding  | Matt and Peggy will look into this      |
|  |          | Apprenticeships                | WI Exec. Order 108 requires them on state building projects                          |   |
|  |          | Career Ladders                 | Look into implementing both at the city as well as in other employers                |   |
|  |          | TIF Funds                      | Use them to promote jobs   |   |

|                |                               |   |  |
|----------------|-------------------------------|---|--|
|                | Community Benefits Agreements | Requiring apprentices<br>Residency requirements for workers |  |
|                | Align                         | Who is currently spending money on workforce development?   | Matt and Peggy will look at city funds       |
|                |                               |   | Ed will look at Madison Community Foundation |
|                |                               |   | Vicky will look into non profits             |
|                |                               |   | Pat will look into Dane County               |
|                |                               | Pat will look at United Way                                 |  |
| <b>Metrics</b> | City Staff awareness          | Of workforce development                                    |  |
|                | City budget allocations       | Promoting workforce development                             |  |
|                | New workforce policies        | E.g.: Using TIF   |  |
|                | New city employment practices | Promoting workforce development                             |  |
|                | Monitoring                    | For example the status of the lowest economic quartile.     |  |

Staff will also ask Mr. Ticknor if any workforce development issues have been brought up in his interviews for the 3-5 Year Strategic Economic Development Implementation Plan. Staff will also review the 2008 City budget and amendments for funding of workforce development initiatives and programs.

Next Meeting will be Wednesday, January 16, 2008 at 5 pm. Location to be determined.

Meeting adjourned at 6:45 pm.

The following handout from Mr. Clarke, Chairperson, was distributed at the meeting.

**EDC Workforce Development Committee  
Possible Directions  
December 6, 2007**

**1. Data Gathering**

- a. Who
  - i. Who are the workers who are
    - 1. unemployed
    - 2. underemployed
    - 3. unskilled
  - ii. Who are the employers who are seeking workers
- b. Where
  - i. Where are the pockets of these people in the city?
- c. Best Practice
  - i. What cities are doing a good job at this issue?
  - ii. What is their best practice?
  - iii. What tools do they have?

**2. Clarify the City role**

- a. Convene
  - i. The city can focus the community attention on this issue as it particularly pertains to the city of Madison
  - ii. The city can raise public awareness
- b. Align
  - i. The city can identify and align with the local and regional actions currently underway
    - 1. What would this mean?
- c. Gap analysis
  - i. What isn't happening with respect to the city?
  - ii. What are the gaps
    - 1. e.g. what can't federal programs provide
    - 2. who is not being served
      - a. Why?
- d. Responsibility
  - i. Who on the city staff has this responsibility?
- e. Metrics
  - i. How would we know if we are doing a good job?