

# *Building the Workforce of Racine County*

*together, to prepare for our future.*

## *Messages from:*

County Executive Jonathan Delagrave and  
Executive Director, RCEDC, Jenny Trick

6

### **Setting the Stage**

Understanding an unprecedented  
talent shortage

10

### **Racine County STARTS Model**

Workforce strategies and goals around  
the fastest growing occupations

26

### **Community Workforce Plan**

A comprehensive, partner-led talent plan



Increasing cross  
**INDUSTRY**  
**COLLABORATION**  
to create a new  
***workforce***  
***ecosystem*** to meet the  
needs of ***today*** and ***tomorrow***

# Table of Contents

- 7 | *Setting the Stage*
- 9 | *Growing Demand*
- 11 | **S**<sub>STARTS</sub>: *Service*
- 13 | **sT**<sub>ARTS</sub>: *Technology*
- 15 | **stA**<sub>RTS</sub>: *Advanced Manufacturing and Production*
- 17 | **stA**<sub>R</sub>**Ts**: *Rehabilitation and Health Care*
- 19 | **stA**<sub>R</sub>**T**<sub>s</sub>: *Trades*
- 21 | **stA**<sub>R</sub>**T****S**: *Supervisors*
- 22 | **STARTS**: *Community Workforce Plan*
- 24 | *Building Talent Together*
- 26 | *Talent Recruitment*
- 28 | *Supportive Services*
- 30 | *Adult Education*
- 32 | *Skills Training*
- 34 | **STARTS** *Model*
- 36 | *Community Workforce Resources*
- 38 | *Acknowledgements*



# Leadership Message

Racine County has made tremendous progress on our vision of a fully capable and employed workforce.

With the help of the County's Uplift 900 initiative, hundreds of residents have obtained their high school equivalency diploma or GED, completed fully-funded training, and received work-readiness supports such as paid work experience, child care, and transportation.

However, we recognize that we still need to reach more members of our community, and that workforce demand in Racine County will continue to grow.

To support our employers, we are working closer than ever with businesses, training providers, skilled trades, education institutions and others to help residents obtain the skills they need. At the same time, we are working to grow our talent pool and attract new residents and families to the region.

I've said it many times, local businesses are the backbone of our community. As our region experiences more economic growth, the importance of our business and civic leaders engaging in the workforce strategy outlined in this report cannot be understated.

Solving this workforce challenge won't be easy. But over the last few years, we have accomplished much in Racine County through incredible and unprecedented collaboration. I am confident that, working together, we can ensure the success of our businesses and residents for years to come.



**Jonathan Delagrave**  
County Executive, Racine County

For more than 35 years, the partnership between Racine County and Racine County Economic Development Corporation (RCEDC) has been a team effort to fulfill RCEDC's mission which is to grow the property tax base in Racine County and create employment opportunities for local residents. This mission has been successfully implemented by working with businesses expanding in Racine County or working with those seeking a Racine County location. Through this public/private partnership, significant private investment and job creation have occurred.

These tested and true practices were applied when recruiting Foxconn to Racine County. In 2017, Foxconn announced its decision to establish the "Wisconn Valley Science and Technology Park" in Mount Pleasant, WI. This location decision by Foxconn will result in billions of dollars of private investment and thousands of new jobs.

This significant business recruitment effort required local leaders to think differently about many things, including talent. Under the leadership of Racine County Executive Jonathan Delagrave, the Manpower Group was engaged to advise Racine County on new and expanded workforce resources to meet short-and long-term talent needs.

The vision for this newly adopted workforce strategic plan is to implement a multi-layered, proactive talent initiative to connect, enhance and recruit. Connect Racine County residents with local employers in a manner that has not been done before. Enhance the existing workforce with employer-driven, training opportunities. Recruit new talent to work and live in Racine County. We welcome your involvement in this exciting endeavor. Get involved by volunteering to be a Racine County ambassador at <https://greaterracinecounty.com>.



**Jenny Trick**  
Executive Director - RCEDC



# Setting the Stage



In the almost 200-year history of Racine County, it would be challenging to find a period of growth similar to what we are currently experiencing. Over the past half century, we have seen our population grow by over 90,000 residents. This growth has driven an increase in business activity, both organically, and through the migration of organizations coming into our community. These increased needs have been discussed throughout the county, sometimes positively and other times with trepidation and concern.

**“This community came together and started a conversation around change”**

- Mikey McPhail, Director of Business Intelligence, ManpowerGroup US, Inc.

## Over 5,000 hiring shortage by 2021

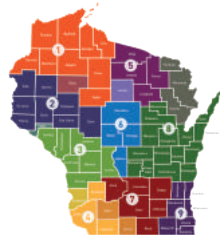
The gap between supply and demand will more than double in the next two years. In 2019, Racine County will have a shortage of 2,116 workers; by 2021, that gap will be 5,540.

Many unfilled openings will be in construction, health care and production.

## 92% Racine Area current openings require credentials

A majority of current openings require some post-secondary credential yet 42% of County residents have a high school diploma or less. Even assuming education aligns with demand, this still leaves 34% of jobs without local, credentialed talent.

With large economic development projects on the horizon and knowledge of an increasingly tight labor market, the State of Wisconsin engaged ManpowerGroup to conduct an analysis of the current and projected flow of workforce supply and demand across the state. This work incorporates needs of the nine economic development regions of Wisconsin, workforce information from the Bureau of Labor Statistics, and a three-year analysis of supply and demand in our region.



In order to gain a clear understanding of our local needs, Racine County Human Services Department, sponsored by Hope Otto and supported by County Executive Delagrave, continued to work with ManpowerGroup to develop a workforce strategy based upon the data model they developed while working with the state. Throughout this journey, numerous agencies have been engaged and employers have come to the table to provide solutions to the growing workforce need and to learn from one another. Insights during discussions addressed the following questions:

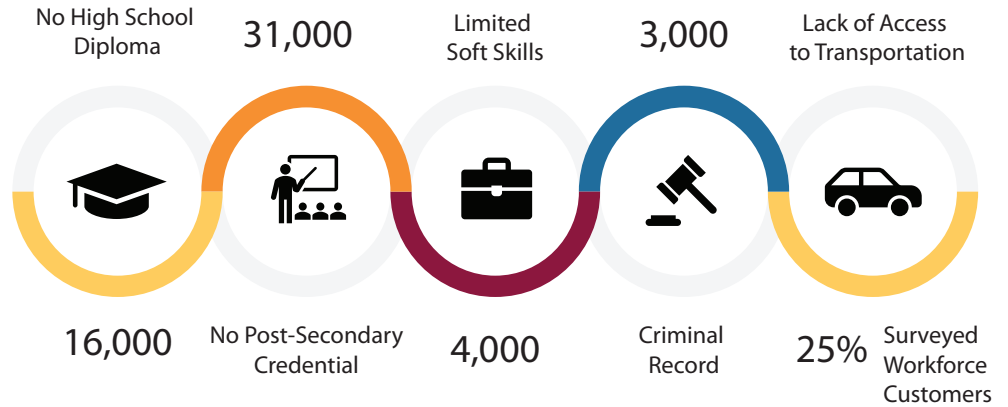
- *What gaps are you experiencing in your field and what are possible solutions to closing those gaps?*
- *What opportunities are needed to build the workforce of tomorrow?*
- *How can we work together to successfully attract and retain talent at businesses and throughout Racine County?*

# Untapped Talent

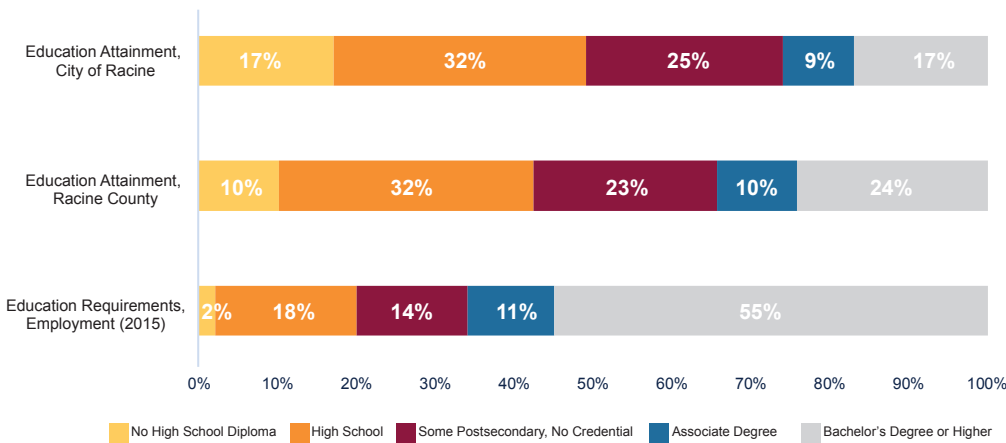
## Great Potential

Over 54,000 Racine County residents face barriers to high-skill, high-wage employment, creating a significant pool of untapped talent for growing occupations.

The following chart highlights common barriers to employment and the corresponding number of residents facing each barrier.



## Education Attainment of Residents vs. Education Required by Employers



## Why It Matters

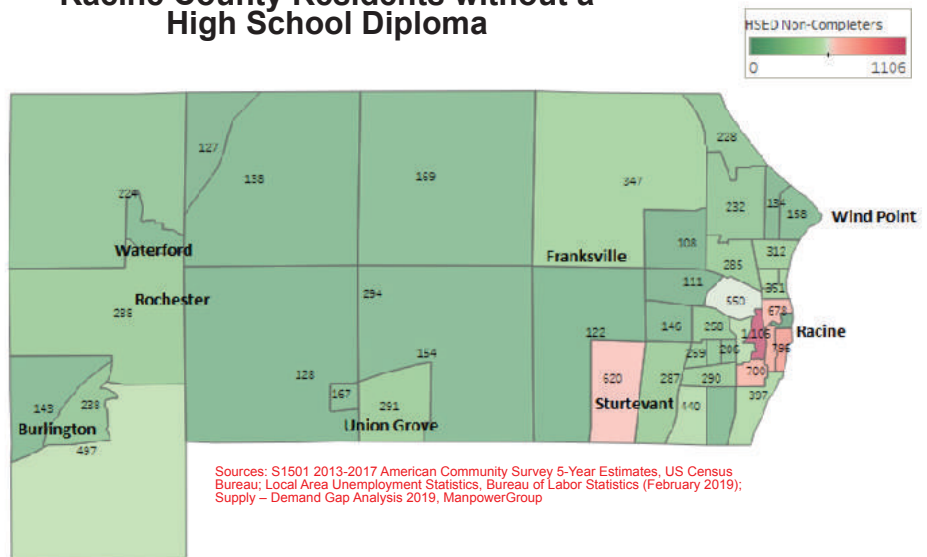
There is a misalignment between the education level of our residents and what is required to obtain a job in Racine County. 24% of our residents have a bachelor's degree, which is a requirement for more than half of all jobs. Conversely, 32% of our residents have only a high school credential, qualifying them for just 18% of the available jobs.

## Outreach and Support

In order to successfully address barriers to high-skill, high-wage employment, we must meet and serve individuals where they are.

Racine County and its workforce partners extensively identified drivers of unemployment and corresponding areas of need.

## Racine County Residents without a High School Diploma



Sources: S1501 2013-2017 American Community Survey 5-Year Estimates, US Census Bureau; Local Area Unemployment Statistics, Bureau of Labor Statistics (February 2019); Supply - Demand Gap Analysis 2019, ManpowerGroup

# Growing Demand



## Unprecedented Growth, Narrow Focus

Racine County is poised to experience tremendous job growth in the next two years. 2019 will add 5,224 new jobs to our local economy; 6,479 more jobs will arrive in 2021.

To successfully address rapid job growth, the Greater Racine community must identify and understand the fastest growing jobs and skills required.

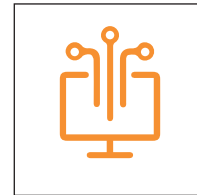
**24%**  
more openings  
in 2021 compared  
to 2019



**STARTS** represents the six fastest growing job groups with shared skill sets in Racine County: Service, Technology, Advanced Manufacturing and Production, Rehabilitation and Health Care, Trades and Supervisors.



**Service**



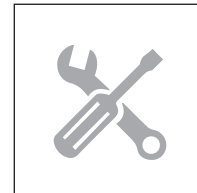
**Technology**



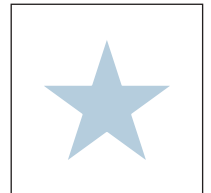
**Advanced MFG & Production**



**Rehabilitation & Health Care**



**Trades**



**Supervisors**

**STARTS** job groups will **add more than 17,500 new openings** in Racine County over three years.





## Strategy Development

Racine County, Racine County Economic Development Corporation, and ManpowerGroup engaged dozens of businesses, workforce partners and community leaders to identify key strategies to build a skilled, qualified workforce.

Strategic focus group sessions asked key stakeholders multiple, targeted questions to pinpoint future workforce strategies. Below highlights some questions asked among community business leaders:

These strategies, outlined in the following pages, will specifically address growing demand for each of our top six job families: **Service**, **Technology**, **Advanced Manufacturing** and **Production, Rehabilitation** and **Health Care** and **Supervisors**.

Questions	Responses
How do you build awareness around openings?	35
How can we improve work culture?	29
How can we partner to grow our workforce?	29
How do employees advance at your business?	35

## Our Strategies

Feedback across focus groups, conversations, and shared, collaborative data were next incorporated into four core strategies: Attract, Retain, Develop and Future Workforce. Each strategy will have a corresponding goal to track and measure success.



### Attract

Encourage new individuals – whether out-of-County or untapped populations – to work in Racine County



### Retain

Incentivize current employees to stay at existing employer or to continue working in Racine County



### Develop

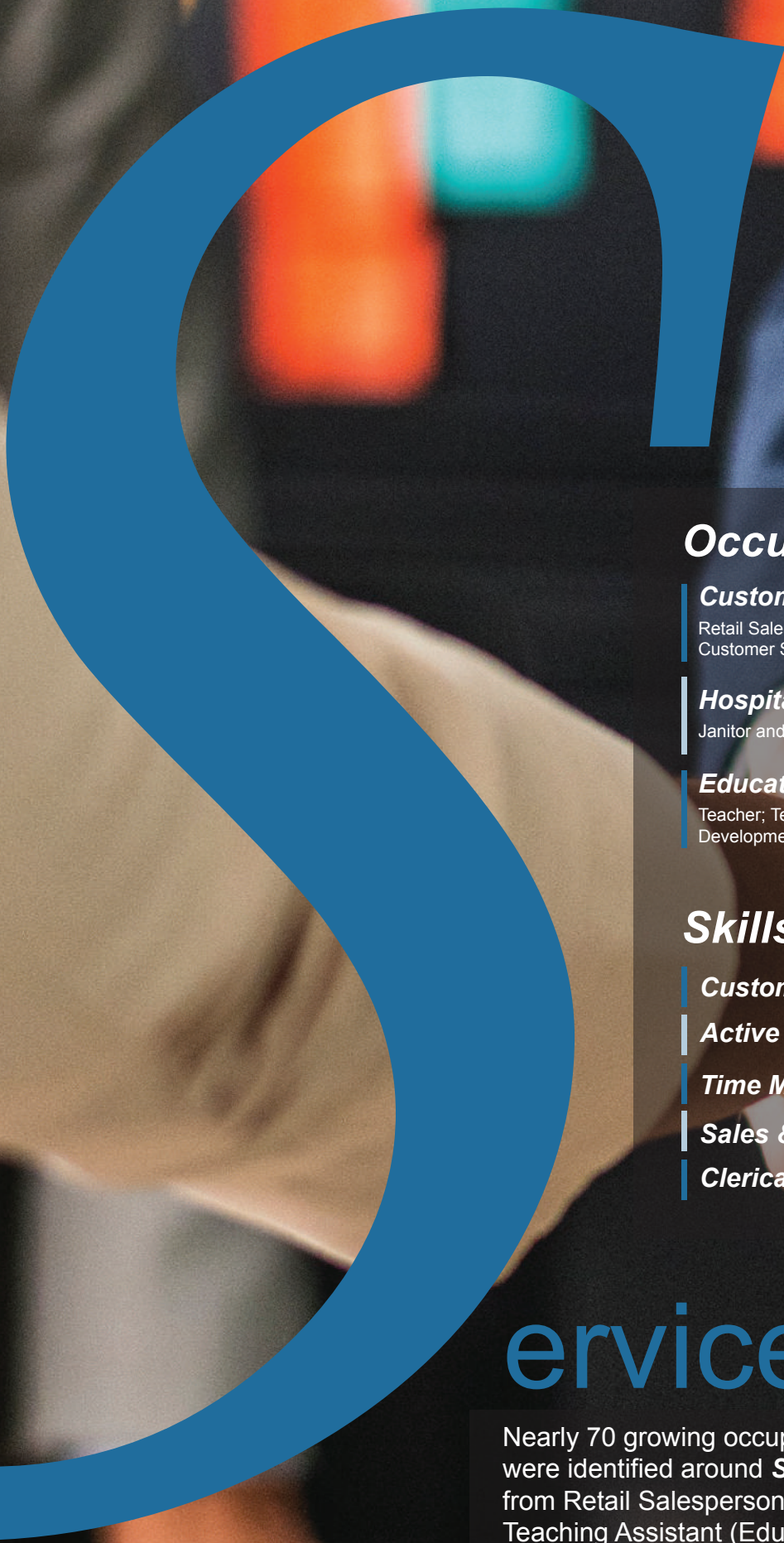
Build the skills, knowledge and experience of current workforce to meet the growing need for skilled talent



### Future

Collaborate with educators and workforce partners to ensure the next generation is career and work ready

The following sections outline **occupations**, **shared skills** and **job projections** within each job group as well as **workforce strategies** and **key metrics** to successfully address the need for high-skilled talent.



## **Occupations**

### **Customer Service**

Retail Salesperson; Sales Associate; Cashier; Customer Service Representative

### **Hospitality**

Janitor and Cleaner; Server; Bartender; Chef

### **Education**

Teacher; Teaching Assistant; Tutor; Training and Development Specialist

## **Skills**

### **Customer & Personal Service**

### **Active Listening**

### **Time Management**

### **Sales & Marketing**

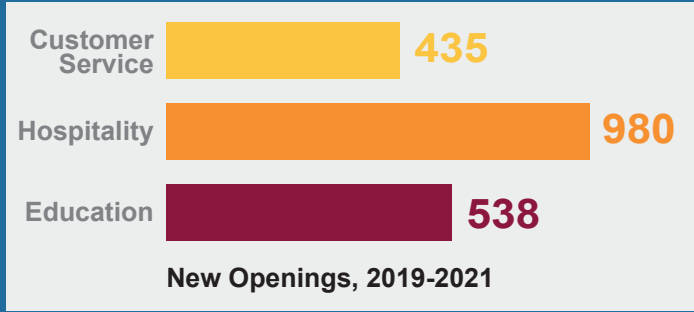
### **Clerical**

# ervice

Nearly 70 growing occupations and shared skills were identified around **Service**. Key positions range from Retail Salesperson (Customer Service) to Teaching Assistant (Education).

Each year will see 100 more service openings than the previous, with over 1,000 service postings alone in 2021. Some of the fastest growing occupations include landscaping, pre-school teachers, and chefs.

**24%**  
Increase in new postings, 2019-2021



## Strategy



### Attract

Recruit motivated, unemployed Racine County residents

### Develop

Offer short-term service trainings for current service employees

### Retain

Create more service trainings offering college credit

### Future

Provide paid work experience for in-school and out-of-school youth

## Accelerate and Align

Moving away from a competitive workforce structure toward a collaborative culture of career pathways that will work to engage, train and connect underemployed and unemployed individuals into the **SERVICE** industry.

## Goal



### Attract

**250** unemployed individuals working in service in **2019** with a **10%** annual increase through **2021**

### Develop

**150** employees completing service training in **2019** with a **10%** annual increase through **2021**

### Retain

**10** short-term trainings offering college credit in **2019** with a **10%** annual increase through **2021**

### Future

**200** youth completing paid work experience in **2019** with a **10%** annual increase through **2021**



## **Occupations**

### **Network and Software**

Software Developer; Web Developer; Network Administrator

### **IT Support**

Computer Support Specialist; IT Help Desk; Computer System Analyst

### **Telecommunications**

Telecommunications Line Installer and Repairer; Cable Technician; Installation and Repair Technician

## **Skills**

**Systems Analysis & Evaluation**

**Engineering & Technology**

**Complex Problem Solving**

**Judgment & Decision Making**

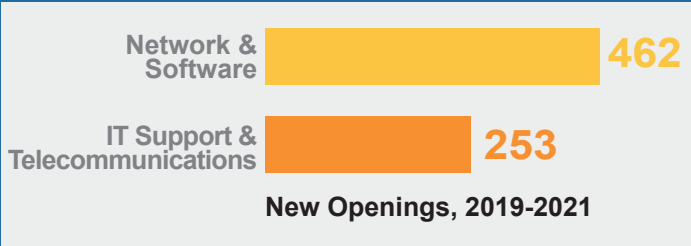
**Public Safety & Security**

# **Technology**

**Technology** represents 17 occupations and shared skills with a focus on network and software, IT support, and telecommunications.

Racine County will experience an 11% increase each year in technology postings with over 700 openings between 2019 and 2021. Some of the fastest growing occupations include network administrators, computer support specialists, and computer system analysts.

**129**  
Computer Support Specialists Needed, 2019-2021



## Strategy



### Attract

More wraparound supports for underemployed and unemployed

### Develop

Offer short-term, technology trainings to underemployed staff

### Retain

Subsidize work experience wages for new graduates and local businesses

### Future

Increase scholarships for post-secondary enrollment

## Accelerate and Align

Developing a cross-sector grant writing committee that can create a model of leveled supports for individuals in need of training. This model can connect graduates to businesses and career placements.

## Goal



### Attract

Create **1** new technology training program for the unemployed in **2019** with a **20%** annual increase through **2021**

### Develop

**25** unemployed and underemployed individuals receiving training in **2019** with a **50%** annual increase through **2021**

### Retain

**75** new graduates receiving subsidized internships with local businesses in **2019** with a **5%** annual increase through **2021**

### Future

**100** high school graduates enrolling in technology post-secondary training in **2019** with a **20%** annual increase through **2021**



## **Occupations**

### **Robotics**

Machinist; CNC Operator; Industrial Engineering Technician; Mechanical Drafter

### **Maintenance**

Maintenance and Repair Worker; Bus and Truck Mechanic; Diesel Engine Specialist

### **Assembly and Logistics**

Production Worker; Assembler; Metal Fabricator; Forklift Driver; Stock Clerk

## **Skills**

### **Manual Dexterity**

### **Control Precision**

### **Information Processing**

### **Equipment & Materials**

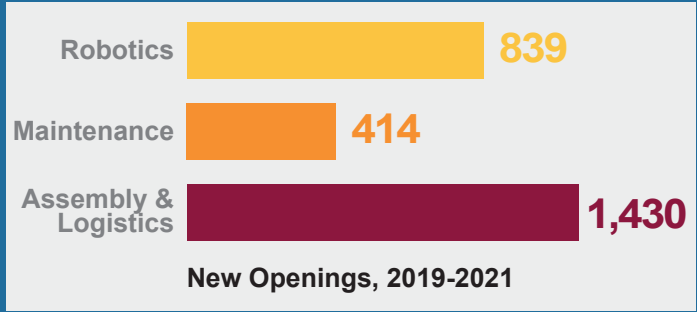
### **Mathematics**

# **Advanced Manufacturing & Production**

**Advanced Manufacturing and Production** represents 53 occupations and shared skills and more than 13,000 workers by the year 2021.

Advanced Manufacturing and Production will have almost 800 postings in 2019 and close to 1,000 in 2021. Some of the fastest growing occupations include maintenance, industrial truck operators, and machinists.

**24%**  
Increase in new postings, 2019-2021



## Strategy



### Attract

Host outreach events connecting untapped populations to jobs

### Develop

Promote on-the-job training programs to businesses

### Retain

Promote no-cost incumbent worker trainings to workers

### Future

Market work experience opportunities to youth

## Accelerate and Align

Re-allocating current funding streams to target outreach positions that will assist untapped talent pools in navigating opportunities through wraparound support; eliminating barriers and entering into a clearly defined career pathway.

## Goal



### Attract

**4** community events in high-need areas in **2019** with a **20%** annual increase through **2021**

### Develop

**200** employees receiving on-the-job training in **2019** with a **30%** annual increase through **2021**

### Retain

**250** incumbent workers participating in no-cost training in **2019** with a **35%** annual increase through **2021**

### Future

**225** youth completing work experience in **2019** with a **25%** annual increase through **2021**



## ***Occupations***

### ***Nursing***

Registered Nurse; Nursing Assistant; Medical Assistant

### ***Therapy***

Physical Therapist; Social and Human Services Assistant; Occupational Therapist

### ***Health Care Support***

Surgical Technologists; Personal Care Aide; Medical Secretary; Dental Assistant

## ***Skills***

***Assistance & Care for Others***

***Establishing & Maintaining Relationships***

***Monitoring Processes, Materials & Surroundings***

***Information Recording & Documentation***

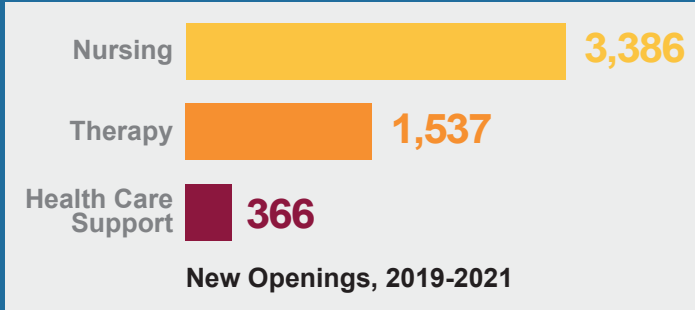
# ehabilitation & Health Care

***Rehabilitation and Health Care*** represents 80 occupations and shared skills across roughly 1,700 new openings each year.



Rehabilitation and Health Care boast the greatest number of openings across job families with more than 5,000 new openings in just three years. Some of the fastest growing occupations include Registered Nurses, Nursing Assistants, and Medical Assistants.

**1,720**  
New postings for Registered Nurses, 2019-2021



## Strategy



### Attract

Market health care facilities and career pathways

### Develop

Offer more no-cost, on-the-job trainings

### Retain

Create job coaching and mentorship opportunities

### Future

Provide job shadowing and work experiences to students

## Accelerate and Align

Collaborating with educational institutions and health care facilities to build “on-the-job” career pathways that address identified skill areas.

## Goal



### Attract

**450** unemployed individuals starting entry-level health care jobs in **2019** with a **33%** annual increase through **2021**

### Develop

**250** current employees completing on-the-job training in **2019** with a **20%** annual increase through **2021**

### Retain

**200** entry-level employees completing job coaching or mentoring and in **2019** with a **25%** annual increase through **2021**

### Future

**500** high school students completing work-based learning experiences in **2019** with a **20%** annual increase through **2021**



## **Occupations**

### **Drivers**

Tractor-Trailer Truck Driver; Delivery Driver; Bus Driver

### **Engineers**

Mechanical Engineer; Industrial Engineer

### **Construction**

Carpenter; Bricklayer; Welder; Sheet-Metal Worker

## **Skills**

**Operation Monitoring**

**Device, Vehicle & Equipment Operation**

**Quality Control Analysis**

**Mechanical Aptitude**

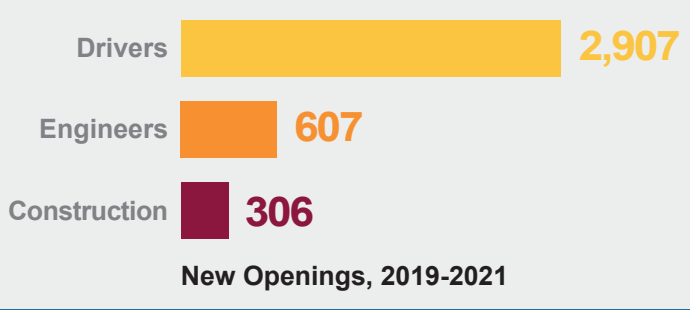
**Active Listening & Coordination**

# rades

*Trades* represent 26 occupations and shared skills across roughly 1,300 new openings each year.

Trades includes CDL-A Truck Drivers, which is the number one occupational need in Racine County. Engineering and automotive technicians are the next highest demand in this job family.

**1,000**  
Drivers needed  
in 2021



## Strategy



### Attract

Recruit untapped populations to apprenticeships and trainings

### Develop

Offer more training opportunities in high-need areas

### Retain

Create advancement opportunities for entry-level workers

### Future

Increase youth apprenticeships in the trades

## Accelerate and Align

Creating a strong referral system to support a career pipeline to ensure that individuals in the identified 'untapped' talent pools are able to enter into training and apprenticeship opportunities. Targeting unemployment, reentry and out-of-school youth in need of certifications and employment will help address the talent shortage.

## Goal



### Attract

**200** individuals across untapped populations completing trainings in **2019** with a **40%** annual increase through **2021**

### Develop

**15** trainings available in high-need trades occupations with a **10%** annual increase through **2021**

### Retain

**575** entry-level workers moving into higher skill, higher wage positions in **2019** in with a **30%** annual increase through **2021**

### Future

**150** youth completing trades apprenticeships in **2019** with a **45%** annual increase through **2021**



## Occupations

### Service

First-Line Supervisor of Retail Sales, Food Preparation, or Serving Workers

### Manufacturing/Trades

Electrical Foreman; Maintenance Foreman; Production Crew Supervisor; Quality Control Manager

### Professional

Sales Manager; Supply Chain Manager; Marketing Manager

## Skills

### Customer & Personal Service

### Active Listening

### Time Management

### Sales & Marketing

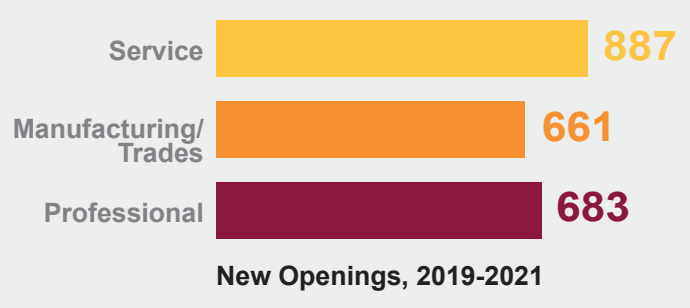
### Clerical

# Supervisors

**Supervisors** represent close to 30 unique occupations across service, technology, advanced manufacturing and production, health care and the trades. Despite the range of industries, supervisory positions share core skills in common.

Supervisors will experience the greatest openings across Retail Workers, Production, and Food Preparation. The need for supervisors will consistently grow across all occupational families and industries.

**826**  
Supervisors needed  
in 2021



## Strategy



### Attract

Help local businesses become employers of choice

### Develop

Provide supervisory training to front-line workers

### Retain

Create succession plans for positions facing turnover or retirements

### Future

Increase leadership opportunities for in-school youth

## Accelerate and Align

Developing a clear succession plan that includes a review of where employees are currently positioned, who is employed and who is not represented in positions of leadership. This plan will require the creation of partnerships with training organizations to find, support and develop future talent.

## Goal



### Attract

**50** partnerships between employers and workforce partners in **2019** with a **25%** annual increase through **2021**

### Develop

**500** front-line workers completing supervisory training in **2019** with a **35%** annual increase through **2021**

### Retain

**30** local businesses with documented succession plans in **2019** with a **25%** annual increase through **2021**

### Future

**50** high school students completing class-based learning experiences in leadership in **2019** with a **25%** annual increase through **2021**

# STARTS:

STARTS JOB GROUP	ACCELERATE AND ALIGN	STRATEGIES & GOALS
<b>S</b> <i>ervice</i>	Collaborative Career Pathways	<p><b>250</b> Unemployed in service occupations</p> <p><b>10</b> Short-term trainings available</p> <p><b>150</b> Employees completing training</p> <p><b>200</b> Youth completing paid work experience</p>
<b>T</b> <i>echnology</i>	Cross-Sector Grant Writing	<p><b>1</b> New technology program</p> <p><b>75</b> Subsidized internships</p> <p><b>25</b> Underemployed in technology training</p> <p><b>100</b> Students enrolled in post-secondary</p>
<b>A</b> <i>dvanced Manufacturing and Production</i>	Outreach to Untapped Populations	<p><b>4</b> Community events</p> <p><b>250</b> Incumbent workers completing training</p> <p><b>200</b> Businesses using on-the-job training</p> <p><b>225</b> Youth completing work experience</p>
<b>R</b> <i>ehabilitation and Health Care</i>	On-the-Job Training & Certifications	<p><b>450</b> Unemployed working in health care</p> <p><b>200</b> Employees in coaching/mentoring</p> <p><b>250</b> Workers completing on-the-job training</p> <p><b>500</b> Students completing work-based learning</p>
<b>T</b> <i>rades</i>	Training Untapped Populations	<p><b>200</b> Untapped populations completing training</p> <p><b>575</b> Entry-level workers advancing in trades</p> <p><b>15</b> New trainings available</p> <p><b>150</b> Youth completing apprenticeships</p>
<b>S</b> <i>upervisors</i>	Succession Planning & Partnerships	<p><b>50</b> Employer-workforce partnerships</p> <p><b>30</b> Businesses with succession plans</p> <p><b>500</b> Front-line workers completing training</p> <p><b>50</b> Youth completing leadership training</p>

**“ The way you’ve done business before**

# Community Workforce Plan

ANNUAL INCREASE 2019-2021	PARTNERS	BUSINESS CHAMPIONS
<p>10%</p> <p>10%</p> <p>10%</p> <p>10%</p>	  	 
<p>20%</p> <p>5%</p> <p>50%</p> <p>20%</p>	 	
<p>20%</p> <p>35%</p> <p>30%</p> <p>25%</p>	   	  
<p>33%</p> <p>25%</p> <p>20%</p> <p>20%</p>	  	  
<p>40%</p> <p>30%</p> <p>10%</p> <p>45%</p>	  	 
<p>25%</p> <p>25%</p> <p>35%</p> <p>25%</p>	  	 

will no longer work”

- Mikey McPhail, Director of Business Intelligence, ManpowerGroup

# Racine County

# Building Talent Together

Our community must engage, support, and build talent through wraparound resources like driver's license recovery and energy assistance; adult education toward a high school equivalency diploma (HSED) or GED; and flexible, short-term training to upskill residents and provide industry-recognized credentials. Success will require aligning efforts to successfully build a talent pipeline from unemployment to skilled employment.

## Strategies for Success

Each category highlights community-wide best practices from recruitment to training.



### Talent Recruitment

ensures Racine County will successfully find skilled workers for local businesses



### Supportive Services

help residents navigate their journey from unemployment and underemployment to high-skill, high-wage jobs



### Adult Education

is the first step to a skilled credential or degree and high-wage employment



### Skills Training

offers flexible, short-term options to quickly upskill and credential residents

“We, here at Motor Specialty, really appreciated being invited to the recent job fair. We had a chance to interview a couple of fine young people...we hired one to start with us in the next few weeks. **We move forward one person at a time!**”

- Brian Duchac, VP of Engineering





**GREATER  
RACINE  
COUNTY**

## Attracting Talent

Partners: RCEDC; Racine County; Real Racine

Greater Racine County promotes our communities, job opportunities and assets with the primary goal of attracting prospective talent and their families. The website launched in Fall 2018 and features local employers to assist with talent recruitment.

## Place-Based Outreach

Partners: Racine County, City of Racine, RUSD, United Way, Dr. MLK Jr. Center, 21st Century Prep and Veterans Terrace.

Job Fest is a family-friendly event hosting dozens of local businesses offering family-sustaining employment and community vendors providing energy assistance, no-cost training, driver's license recovery, and work-readiness supports. Over three Job Fests, local partners successfully provided services to roughly 400 individuals and helped employ over 50 individuals.



## Cohort HSED Program

Partners: YWCA, Racine County, and Gateway Technical College

5.09 is an innovative, systems change from the traditional adult education model. Residents can earn their high school equivalency diploma through competency-based work with a cohort of their peers in just 15 weeks. Since the Racine County program launch in 2017, 5.09 has graduated over 100 residents.

## Customized Training

Partners: Racine County, RAMAC, City of Racine, Gateway Technical College, First Choice (YMCA), WRTP|BIG STEP, and the WI Department of Workforce Development

Racine County, RAMAC and City of Racine received over \$1 million in training grants to fully fund no-cost training in high-demand, high-wage openings. Short-term, flexible trainings offer college credit, industry-recognized credentials, and employment support to unemployed and underemployed residents.



# Talent Recruitment



S

hortly after the Foxconn announcement in November 2017, Racine County leadership increased their focus on existing and future workforce needs. Local leaders recognized that it was critical to develop robust strategies to address the immediate and longer-term workforce challenges of existing Racine County employers to find talent (various industries and

occupations) in advance of Foxconn ramping up its hiring efforts.

Increased awareness and attention resulted in Racine County Economic Development Corporation (RCEDC) investigation of other communities' workforce efforts. During that review, it became clear that more must be done to promote Racine County as the destination to work and live in Southeast Wisconsin. The result is the development of a multi-faceted Talent Recruitment Initiative, led by Racine County, RCEDC, and Real Racine, that highlights our local businesses and job opportunities, promotes Racine County's quality of life, and actively recruits and welcomes talent to our community.

Racine County is well positioned to be a leader in Wisconsin with its workforce development programs coupled with an aggressive, public-private partnership to recruit new talent to Racine County. Success extends beyond the efforts of Racine

County, RCEDC and Real Racine. Success requires broad partner and community engagement by municipal, civic, educational, faith-based, business leaders and individual citizens across the County. We are all responsible to promoting the community, sharing the story of why Racine is a great place to live and work, and welcoming newcomers to have their future Take Root in Racine County.



# GREATER RACINE COUNTY

where your future takes root

## [WWW.GREATERRACINECOUNTY.COM](http://WWW.GREATERRACINECOUNTY.COM)

The Greater Racine County website promotes Racine County communities, highlights Racine County employment opportunities and features the assets of living in Racine County, with the primary goal of attracting and informing prospective talent about the great opportunities available in Greater Racine County. Employment opportunities of Racine County employers are posted on an integrated job board that interfaces with two frequently used job boards; Indeed and Job Center of Wisconsin.

## DIGITAL MARKETING AND SOCIAL MEDIA

A complimentary marketing campaign was developed in partnership with Wisconsin Economic Development Corporation (WEDC) allowing Racine County to leverage the WEDC's investment in the development of the Think-Make-Happen Wisconsin national marketing campaign. Targeted at the millennial population in the Midwest, it features key messaging around short commute times, affordable housing, outdoor activities, and entertainment. Additionally, GRC distributes daily social media updates featuring employers, jobs, events, workshops, communities, and people in the community.

## AMBASSADOR PROGRAM

The Greater Racine County Ambassador Program provides concierge services to anyone considering employment opportunities in Racine County. It provides expertise on a multitude of areas to assist and welcome individuals and families relocating to the area including community tours and information on schools, housing, faith-based organizations, child care, health care, Veteran's resources, and entertainment. The group consists of approximately 30 active members who meet quarterly to discuss opportunities and share best practices for engaging visitors to relocate to Racine County.

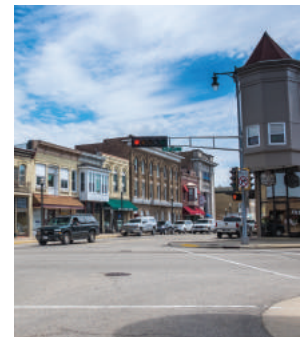
## TALENT RECRUITMENT

RCEDC hired a Talent Recruitment Specialist in January 2019 to lead the Greater Racine County Talent Initiative and develop and implement a local Talent Recruitment strategy. The Talent Specialist will work with employers to reach out to area colleges and universities to share job opportunities with students, encouraging them to move to and work in Racine County.

Talent Focused Roundtables will start in Fall of 2019. The focus of the roundtables is networking and best practice sharing around talent recruitment and retention efforts. Roundtables will be scheduled quarterly.

## PARTNER ORGANIZATIONS

Racine County has many great assets. Telling the Greater Racine County story requires collaboration beyond the initial partnership developed by Racine County, RCEDC, and Real Racine. Partner organizations that are uniquely positioned to tell the story to visitors and those considering relocation to the area include Absolutely Waterford, The Burlington Chamber of Commerce, Downtown Racine Corporation, RAMAC, The Union Grove Chamber of Commerce, Visioning A Greater Racine, and many others. Talent focused programs such as Leadership Racine, Leadership Union Grove and Young Professionals of Racine also play a role in recruiting, engaging, and retaining talent in Racine County.



# Supportive Services

“**Racine** is an incredibly generous and collaborative community, imagine what we will do with a unified strategy and committed focus.”

- Hope Otto, Director of Racine County Human Services Department

## Staying Healthy

Access nutritional food at no cost for individuals with limited income through the Economic Support Division of Racine County Human Services.

## Getting to Work

Commute to Careers, a Wisconsin Department of Workforce Development grant, provides low-fee rides to and from employment or training for Racine County residents with barriers to transportation.

## Higher Expectations & Racine County

## Learning and Earning

Underskilled workers can receive employer designed and led training to gain new skills for their current or future jobs.

Eligibility requirements vary by service and program.

Individuals should always check with their service provider to see if they qualify.

# Building Bridges Builds Talent

Underemployed and unemployed individuals face multiple, challenges to new or better employment - childcare, transportation, lack of education or training credentials, and many more. Key supports help individuals with barriers to employment navigate their journey to high skill, family-sustaining wages.

## Keeping a Job

Real-time, on-the-job coaching and support for individuals with a disability that qualify for case management.

**Department of Vocational Rehabilitation (DVR)**

**FoodShare, Racine County Human Services**

## Recovering a Driver's License

Uplift 900 works closely with community organizations and the legal system to help expunge records and develop payment plans to successfully recover a driver's license

**Uplift 900**

**Transitional Jobs, UMOS**

**Dress for Success, YMCA of Southeastern WI**

## Dressing for an Interview

Individuals who can't afford to dress for an interview can receive a free fitting and professional attire.

**High Skill,  
Family-Sustaining  
Job**

**Employment Resource Center, Workforce Solutions**

## Finding a Job

Receive resume help, search for jobs, participate in on-the-spot interviews, or find additional community resources at the Employment Resource Center (1717 Taylor Avenue, Racine).

**FoodShare Employment and Training, ResCare**

## Gaining New Credentials

FoodShare recipients can build job skills, gain an industry-recognized credential, and find employment at no cost.

Racine County

# Adult Education

The first step to skilled credentials and family-sustaining employment



eliminating racism  
empowering women  
**ywca**  
Southeast Wisconsin

# “I’ve got a Ripple Effect”

A recent 5.09 graduate said in a thank you note. Since completing the program, the graduate gained first-time employment at \$13/hour, her son discovered a newfound academic commitment fueled by her example, and she successfully convinced her friend to join the program. Adult Education has a tremendous ripple effect not only in the lives of its participants but throughout our community.



Racine County offers many paths to successfully earning a High School Equivalency Diploma (HSED) or GED.

The Adult Education Center (AEC) is located on the first floor of Racine County Workforce Solutions (1717 Taylor Avenue, Racine). Staffed in partnership with Gateway Technical College, students can improve basic reading, writing, and math skills in an open computer lab at no cost.

Racine Literacy Council offers student-centered curriculum through basic literacy, writing and math tutoring to prepare individuals on their journey to a high school diploma.



## Need

The Racine Unified School District (RUSD) four-year high school graduation rate is only 79.9% compared the statewide graduation rate of 90.3%. Over 10,000 Racine County Residents do not have a high school diploma/HSED/GED.

## YWCA’s 5.09 HSED Program

In May of 2017, Racine County Workforce Solutions partnered with the YWCA of Southeast Wisconsin and Gateway Technical College to offer the YWCA’s 5.09 Program at the Racine County Dennis Kornwolf Service Center. The partners marketed, recruited, and enrolled the first cohort in August of 2017. To date, 116 individuals have successfully graduated from the 5.09 Program in Racine.

The YWCA’s 5.09 Program is an innovative systems change from the traditional adult education model. Rather than take a series of tests after independent study, students can earn their high school equivalency diploma (HSED) through competency-based work with a cohort of peers in just fifteen weeks.

The YWCA’s 5.09 Program covers three core curricula: Health and Employability; Math and Science; and Reading through Language Arts and Social Studies.

## Who We Serve

The YWCA’s 5.09 quickly and effectively provides high school diplomas for low-income and marginalized groups.

**Race/Ethnicity** 53% Black; 21% Hispanic; 47% Single Parents

**Income** – 29% on FoodShare; 15% on Social Security, 84% on Government Insurance

## Outcomes

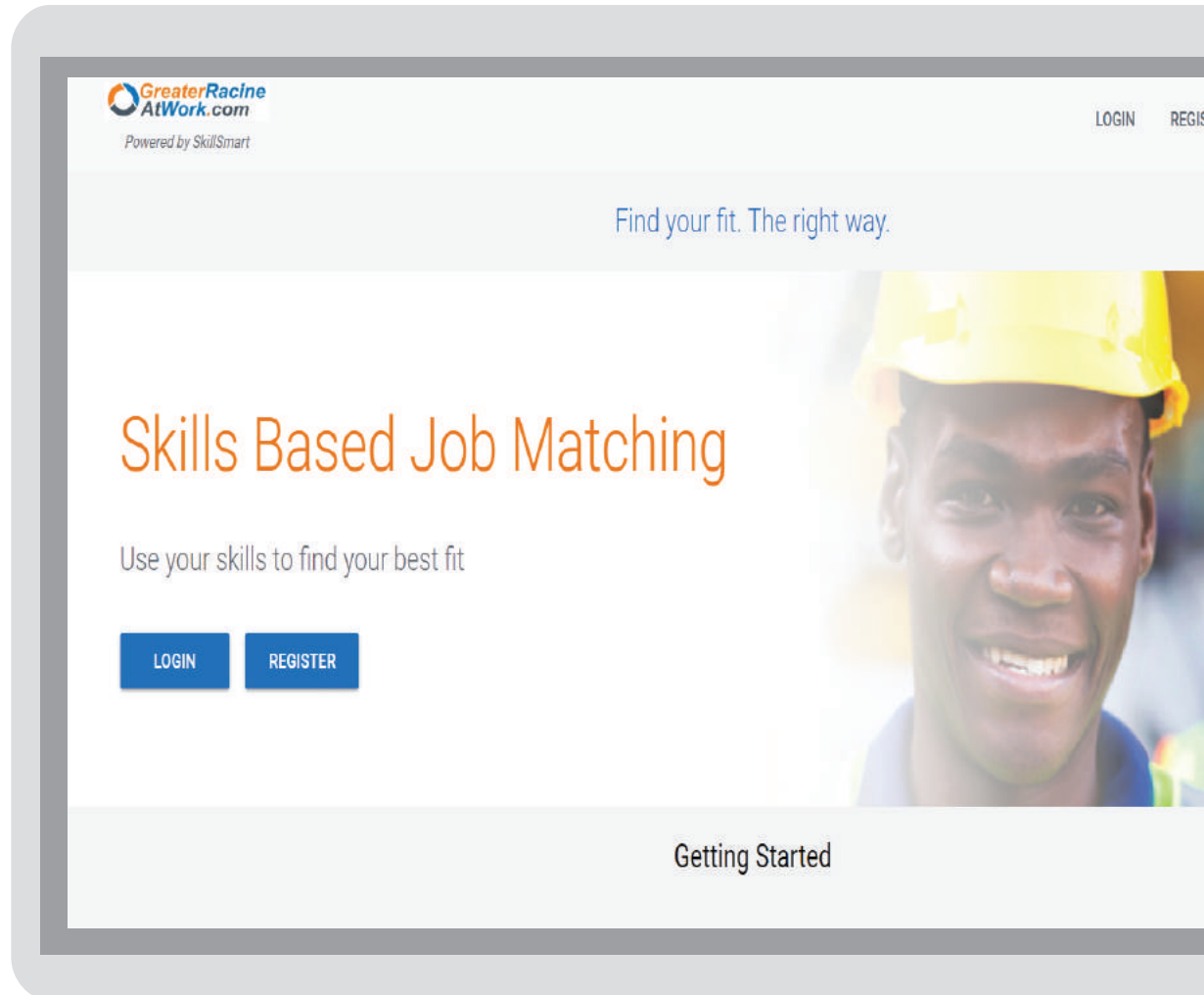
Of the graduates that were already employed, 67% gained new employment.

“To see my kids and my family ... watch me graduate - it’s amazing,” Andrea Goodloe said. “I’m just happy that I made my mom and dad proud.”  
Andrea graduated February 6th, 2018.

- Journal Times – New program helps adults get high school equivalency diplomas - 2/13/18

# Kickstart your success

# Skills Training



## Growing Talent for Growing Demand

385 unemployed and underemployed individuals can receive free training in growing fields such as advanced manufacturing, construction/building trades, and service through Racine County, City of Racine, and Racine Area Manufacturers and Commerce (RAMAC) Fast Forward Grants.

Short-term, flexible and, most importantly, free trainings provide college credit, industry-recognized credentials, and employment support to residents seeking to quickly upskill and find new or better jobs. Training is made possible through the generous support of the Wisconsin Department of Workforce Development.



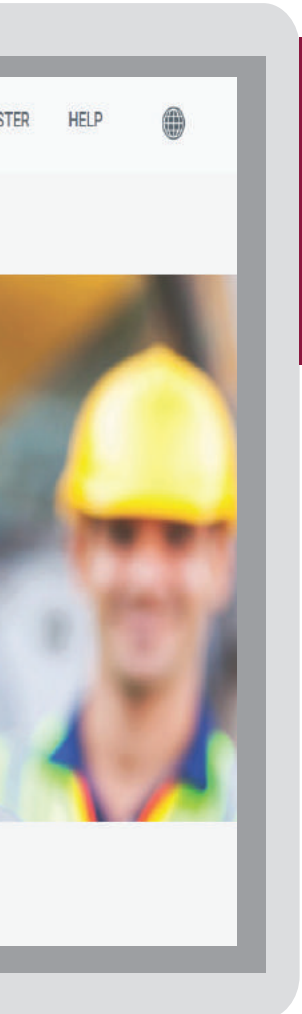
# “ It’s not about the job, it’s about the pathway to a career.”

- Ola Baiyewu, First Choice/YMCA

## GR@W New Skills, Build on Strengths

Residents can access no-cost training through an online portal, Greater Racine at Work (GR@W). This skills-based platform allows individuals with non-traditional work experience and backgrounds to successfully showcase and match skills to in-demand training and employment.

First Choice Pre-Apprenticeship, Gateway Technical College, and W RTP | BIG STEP are community-based training providers and Fast Forward partners available on GR@W.



### First Choice Pre-Apprenticeship

Provides individuals the opportunity to achieve personal goals of employment at a family-sustaining wage in the building, construction skilled trades, and manufacturing.



### Gateway Technical College

Offers short-term trainings across a variety of in-demand occupations.

Students can also earn industry-recognized credentials and college credit toward a degree.



### Wisconsin Regional Training Partnership | Building Industry Group Skilled Trades Employment Program

Helps underemployed, underserved, and underrepresented individuals succeed in well-paying careers while exceeding industry's workforce needs.



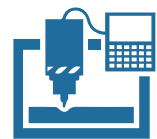
### Apprenticeship-Readiness Training in Construction

Training covers construction terminology, blueprint reading, construction math, safety, tools and more.



### Customer Service Training

Training provides skills in problem solving, interpersonal relationships and sales and marketing.



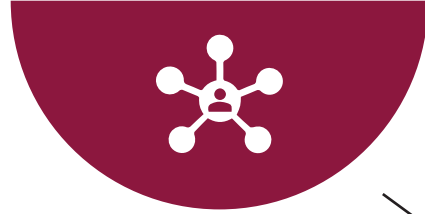
### Entry-Level Manufacturing Skills Certification

Training covers basics in manufacturing, career pathways and organizational roles, and introduction to journey and apprenticeship roles.

## *Talent Recruitment*



## *Supportive Services*



RACINE COUNTY

**STA**

## *Service*



## *Technology*



## *Advanced Manufacturing*



# WORKFORCE STARTS NOW

## *Adult Education*



## *Skills Training*



**WORKFORCE**  
**STARTS**  
**NOW**

## *Rehabilitation & Health care*



## *Trades*



## *Supervisors*



# Community Workforce Resources

## **N.A.A.C.P. (National Association for the Advancement of Colored People)**

Assistance with problems related to discrimination employment, education, housing, etc.  
1633 Racine Street, Racine, WI 53403  
262-632-1151  
Website: [www.naacp.org](http://www.naacp.org)

## **Photo Identification/Driver's License**

A birth certificate is required to apply for a driver's license or a photo ID. Apply at the Department of Motor Vehicles (DMV).  
9531 Rayne Road, Sturtevant, WI, 53177  
800-924-3570  
Website: [www.wisconsin.gov](http://www.wisconsin.gov)

## **United Way of Racine County**

United Way partners with individuals and organizations who bring passion, resources and expertise to address the community's most critical issues.  
2000 Domanik Drive, Racine WI 53404  
262-898-2240  
400 N Pine Street, Burlington, WI 53105  
262-757-0101  
Website: [www.unitedwayracine.org](http://www.unitedwayracine.org)

## **Urban League of Racine and Kenosha, Inc.**

Urban League offers programs in education, employment, housing, urban affairs, economic development, community development, law and consumer affairs, social welfare and citizenship for minority groups.  
718 North Memorial Drive, Racine, WI 53404  
262-637-8532  
Website: [www.ulrk.org](http://www.ulrk.org)

## **Voces de la Frontera**

A Wisconsin nonprofit that educates workers about their employment rights and protects and improves the quality of life for low-wage and immigrant workers. They promote grassroots leadership and community and workplace organizing as a strategy to achieve their goals and operate workers.  
2100 Layard Avenue, Racine, WI 53404  
262-721-5575  
Website: [www.vdlf.org](http://www.vdlf.org)

## **Leadership Racine (LR)**

LR is a program that builds community trust through the development of strong, diverse and knowledgeable leaders. The program provides a unique learning environment through a curriculum where participants will strengthen their leadership skills, foster community service and develop a sense of community trust.  
262-634-1931  
Website: [www.racinechamber.com/leadership-racine](http://www.racinechamber.com/leadership-racine)

## **Leadership Union Grove (LUG)**

LUG is a community-based program sponsored by the Greater Union Grove Area Chamber of Commerce. Participants learn how a community is built, understand what it takes to maintain a successful, healthy community, and develop personal and professional leadership skills.  
262-878-4606  
Website: [www.leadershipuniongrove.org](http://www.leadershipuniongrove.org)

## **Young Professionals of Racine (YPR)**

YPR works to attract, engage, cultivate and retain professional talent to help the Racine community flourish through a variety of networking, social, volunteer and educational events.  
262-634-1931  
Website: [www.racinechamber.com/ypr](http://www.racinechamber.com/ypr)

## **Education**

### **Gateway Technical College**

Gateway has 3 campuses and 6 technology centers located throughout Racine, Kenosha and Walworth Counties. Gateway offers 72 diplomas and degrees including a number of on-programs serving 23,000 students annually. Gateway also provides 200 industry certifications aligned with the workforce needs of the region. Customized industry training and Wisconsin's state apprenticeship training anchor Gateway's business and workforce services. Financial aid, a free tuition Promise program, full service academic support and disability services are available for all students.  
1001 South Main Street, Racine, WI 53403  
800-247-7122  
Website: [www.gtc.edu](http://www.gtc.edu)

### **Racine Literacy Council**

Tutoring services are for adults, ages 18+, in one-to-one and small group sessions. Learners may attend classes for: basic literacy, English Language Learners, computer classes, written driver's license tutoring and CDL tutoring.  
734 Lake Avenue, Racine, WI 53403 262-632-9495  
Website: [www.racineliteracy.com](http://www.racineliteracy.com)

### **WRTP/BIG STEP**

A non-profit organization dedicated to helping candidates link to career pathways in the construction and manufacturing sectors.  
Racine Gateway Campus, Technical Building, Room T217  
1001 S Main Street, Racine, WI 53403  
262-619-6560  
Website: [www.wrtp.org](http://www.wrtp.org)

### **Bryant & Stratton College**

Offers multiple degree programs including online and continuing education. Career Life Prep program works with students to best map individual career paths - teaching the soft skills employers' value most, helping establish valuable professional connections and internships and offering career services support even after graduation.  
1320 Warwick Way, Mt Pleasant, WI 53406  
262-200-7090  
Website: [www.bryantstratton.edu/locations/wisconsin/racine](http://www.bryantstratton.edu/locations/wisconsin/racine)

## **Carthage College**

Four-year degree programs, campus housing, financial aid, career information.  
2001 Alford Drive, Kenosha, WI 53140  
262-551-8500  
Website: [www.carthage.edu](http://www.carthage.edu)

## **University of Wisconsin - Parkside**

Four-year degree programs, campus housing, financial aid, career information.  
900 Wood Road, Kenosha, WI  
262-595-2345  
Web site: [www.uwp.edu](http://www.uwp.edu)

## **Employment Assistance & Job Training**

### **Division of Vocational Rehabilitation-Racine (DVR)**

Assists individuals with disabilities to obtain, maintain, or improve employment by providing career counseling/guidance, employment planning, case management, and employment related services.  
1516 South Green Bay Road, Suite 100, Racine, WI 53406  
262-638-7200  
Website: [www.dwd.wisconsin.gov/dvr](http://www.dwd.wisconsin.gov/dvr)

### **GALE Courses**

Free instructor-led, online continuous education courses that are informative, convenient, and highly interactive. Courses run for six-weeks (with a 10-day extension period available at the end). Register now at [www.education.gale.com/l-wate1590](http://www.education.gale.com/l-wate1590)  
Use code: RCWORKFORCE123

### **FoodShare Employment and Training (FSET)- ResCare, Inc.**

FSET provides services to help individuals who receive FoodShare benefits overcome barriers when seeking employment. Potential participants may request a referral via the WKRP line at: 888-794-5820  
2113 N Wisconsin Street, Racine, WI 53402  
1072 Milwaukee Ave, Burlington, WI 53105  
262-637-8377  
Web site: [www.rescare.com](http://www.rescare.com)

### **First Choice Pre-Apprenticeship Training**

Racine Family YMCA Program is a 6-week training focusing on Tools for Success as a prerequisite for construction concepts, road building and safety.  
262-634-1994  
Web: [www.ymcaracine.org](http://www.ymcaracine.org)

### Fast Forward

Free Trainings funded through WI Department of Workforce Development grants awarded to Racine County, the City of Racine, Gateway and WRTP/Big Step. Contact Racine County Workforce Solutions for available training opportunities.  
262-638-6312  
Web: [www.racinecounty.com](http://www.racinecounty.com)

### Tech Hire

Free opportunities for adults ages 17-29 to learn in-demand skills leading to employment in manufacturing, Information Technology & healthcare.  
262-638-6701  
Email: [techhire@racinecounty.com](mailto:techhire@racinecounty.com)

### UMOS (United Migrant Opportunity Services)

Helps farm workers transition out of the field and into job training.  
Transitional Jobs Racine  
300 5th Street, Racine, WI 53403  
414-389-600  
Website: [www.umos.org](http://www.umos.org)

### Racine Vocational Ministry, Inc. (RVM)

A faith-based organization providing intensive case management, employment coaching, prison re-entry, and life-skills training to unemployed and underemployed citizens of Racine County.  
214 7th Street, Racine, WI 53403  
262-633-8660  
Website: [www.rvmracine.org](http://www.rvmracine.org)

### Skills Enhancement Racine/Kenosha Community Action Agency

A locally designed workforce development program that assists working low-income individuals obtain the skills needed to compete for living wage jobs.  
2113 N. Wisconsin St. Racine, WI, 53402  
262-637-8377  
Website: [www.rkcaa.org/asset-attainment/skill-enhancement](http://www.rkcaa.org/asset-attainment/skill-enhancement)

### Uplift 900

Uplift 900 offers a variety of no-cost short-term training options, support services, driver's license recovery or driver's education and connections to the jobs of tomorrow.  
1717 Taylor Ave, Racine, WI 53403  
262-638-6551  
Website: [www.racinecounty.com/uplift-900](http://www.racinecounty.com/uplift-900)

### Veterans Employment Representative

Veterans Services staff is available in Burlington every 2nd and 4th Wednesday of the month. You must first call the Racine Veterans Services office at 262.638.6702 and schedule an appointment before visiting the Burlington Service Center.  
Racine: 1717 Taylor Ave, Racine, WI 53403  
Burlington: 1072 Milwaukee Ave, Burlington, WI 53105  
262-638-6702  
Website: [www.racinecounty.com/veteransservices](http://www.racinecounty.com/veteransservices)

### Workforce Solutions

One-stop center for all employment and training needs.  
1717 Taylor Avenue, Racine, WI 53403  
262-638-6312  
1072 Milwaukee Ave, Burlington, WI 53105  
262-767-2922  
Website: [www.racinecounty.com/workforcesolutions](http://www.racinecounty.com/workforcesolutions)

### W-2 Program - ResCare, Inc.

W-2 provides employment preparation services, case management, cash assistance to eligible families and available to low-income parents. You must apply in person.  
1717 Taylor Avenue, Racine, WI 53403  
262-638-6312 / 855-458-0001  
Website: [www.dcf.wisconsin.gov/w2/parents/w2](http://www.dcf.wisconsin.gov/w2/parents/w2)

### YWCA Southeast Wisconsin

Dress For Success- Promotes the economic independence of women by providing professional attire, a network of support and the career development tools to help women thrive in work and life. Call for appointment: 262-898-5530.

Employment Services- A free service that works with DVR and the State of Wisconsin on a referral basis only in job preparation, development, placement training and direct hire.  
262-898-5532

HSED (5.09) - Earn High School credentials in 15 weeks.  
262-638-6703  
Website: [www.ywcawis.org](http://www.ywcawis.org)

## Transportation

### Fast Forward Commute to Careers

Provides affordable, flexible transportation to training, education and employment for eligible Racine County residents with transportation barriers.  
262-638-6528

### Rideshare

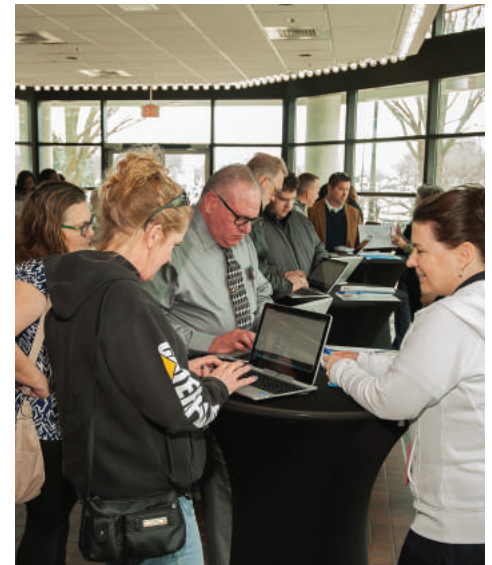
Rideshare is a matching service that allows commuters to find transportation options for carpooling, bike buddies, van pooling, mass transit, and park and ride lots.  
262-521-5454  
Website: [www.rideshareetc.org](http://www.rideshareetc.org)

### RYDE - Racine County Transit

Fixed route public transportation available in the City of Racine. Transportation is open to anyone. Call for a schedule. Fares charged.  
262-637-9000  
Website: [www.racinetransit.com](http://www.racinetransit.com)

### Vehicle Repair Program

Vehicle repair program helps individuals by paying for a portion of their vehicle repair costs. Offered through the Kenosha Achievement Center, Inc. to Racine and Kenosha County residents. Documentation is required. Program funded by Wisconsin Employment Transportation Assistance Program (WETAP).  
262-658-9636 / 262-658-9500



# ACKNOWLEDGEMENTS

## Attendee List, Workforce Collaboration Planning Meeting

Tuesday, Feb 19

### Facilitator/Presenters

Jonathan Delagrave \_\_\_\_\_ Racine County  
Kristin Latus \_\_\_\_\_ Racine County  
Travis Richardson \_\_\_\_\_ Racine County

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Cory Mason \_\_\_\_\_ City of Racine  
Ola Baiyewu \_\_\_\_\_ First Choice/YMCA  
Bryan Albrecht \_\_\_\_\_ Gateway  
Bryan Albrecht \_\_\_\_\_ Gateway  
Matt Janisin \_\_\_\_\_ Gateway  
Ronald Tatum \_\_\_\_\_ Goodwill  
Michael Matus \_\_\_\_\_ Goodwill  
Hope Otto \_\_\_\_\_ Racine County  
M.T. Boyle \_\_\_\_\_ Racine County  
Jim Schatzman \_\_\_\_\_ Racine Vocational Ministry  
Steven Reinhold \_\_\_\_\_ ResCare  
Gary Rudzianis \_\_\_\_\_ ResCare  
Kaye Hartmann \_\_\_\_\_ UMOS  
Matt Waltz \_\_\_\_\_ WRTP/BIG STEP  
Michelle Blanchard \_\_\_\_\_ WRTP/BIG STEP  
Jacob Gorges \_\_\_\_\_ YWCA  
Jennifer De Montmollin \_\_\_\_\_ YWCA

## Strategic Workforce Focus Groups Attendees

Wednesday, March 27

### Facilitator/Presenters

Jonathan Delagrave \_\_\_\_\_ Racine County  
Kristin Latus \_\_\_\_\_ Racine County  
Travis Richardson \_\_\_\_\_ Racine County  
Mikey McPhail \_\_\_\_\_ ManpowerGroup

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Lisa Hinkley \_\_\_\_\_ Carthage  
Amy May \_\_\_\_\_ DVR  
Ola Baiyewu \_\_\_\_\_ First Choice/YMCA  
Steve McNaughton \_\_\_\_\_ Gateway Technical College  
Beverly Wade \_\_\_\_\_ Goodwill  
Al Garcia \_\_\_\_\_ Office of Veteran Employment Services  
Hope Otto \_\_\_\_\_ Racine County  
Liam Doherty \_\_\_\_\_ Racine County  
Katie Kasprzak \_\_\_\_\_ Racine County  
Kathy Karshna \_\_\_\_\_ Racine County  
Kate Walker \_\_\_\_\_ RCEDC  
Steven Reinhold \_\_\_\_\_ ResCare  
Gary Rudzianis \_\_\_\_\_ ResCare  
Dan Thielen \_\_\_\_\_ RUSD  
Jody Bloyer \_\_\_\_\_ RUSD  
Melvin Hargrove \_\_\_\_\_ Uplift 900/Racine County  
Linda Bevec \_\_\_\_\_ UW-Parkside  
Matt Waltz \_\_\_\_\_ WRTP/BIG STEP  
Michelle Blanchard \_\_\_\_\_ WRTP/BIG STEP  
Jake Gorges \_\_\_\_\_ YWCA

# Employer Attendees, Strategic Workforce Focus Groups

Wednesday, April 10

## Facilitator/Presenters

Jonathan Delagrave \_\_\_\_\_ Racine County  
 Kristin Latus \_\_\_\_\_ Racine County  
 Travis Richardson \_\_\_\_\_ Racine County  
 Mikey McPhail \_\_\_\_\_ ManpowerGroup  
 Kate Walker \_\_\_\_\_ RCEDC

Michael Becker \_\_\_\_\_ Ascension  
 Dominic Cariello \_\_\_\_\_ Badger Meter  
 Tim Thompkins \_\_\_\_\_ City of Racine  
 Kevin Orth \_\_\_\_\_ Cree  
 John Baker \_\_\_\_\_ EC Styberg  
 Elissa Lux \_\_\_\_\_ Express Staffing  
 Loretta Olson \_\_\_\_\_ Express Staffing  
 Steve McNaughton \_\_\_\_\_ Gateway Technical College  
 Ronald Tatum \_\_\_\_\_ Goodwill  
 Tim Mason \_\_\_\_\_ Halpin Personnel  
 Andrew Zell \_\_\_\_\_ JDog Junk Removal  
 & Hauling  
 David Jones \_\_\_\_\_ McDonald's  
 Rob May \_\_\_\_\_ McLane Food Service  
 Grace Hatton \_\_\_\_\_ Merz  
 Matt Anderson \_\_\_\_\_ Merz  
 Tamera Rodriguez \_\_\_\_\_ Merz  
 Todd Patrick \_\_\_\_\_ Nicholsworth Group

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Jonathan Delagrave \_\_\_\_\_ Racine County  
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 Val Danculovich \_\_\_\_\_ Racine County  
 Bethany Tangerstrom \_\_\_\_\_ Racine County  
 Chelsea Powell \_\_\_\_\_ Higher Expectations  
 for Racine County  
 Lauren Marinoff \_\_\_\_\_ Higher Expectations  
 for Racine County  
 Rebecca Kowalski \_\_\_\_\_ Manpower Group  
 USA, Inc





**Develop**



**Attract**







Future



Retain





“ These transformational times call for bold leaders and shared ownership in order to create this new workforce ecosystem. ”

- Jonathan Delagrave, Racine County Executive










**Wisconsin First  
Workforce Training Center**





