

# ACCELERATE

WAUKESHA  
COUNTY

June 2018

## THINKING DIFFERENTLY ABOUT WORKFORCE

There are benefits to hiring  
outside your traditional  
candidate pool.

### MORE INSIDE...

The Alliance focuses on building  
business/education partnerships

Companies use tax cuts to invest in the  
future of their business – their employees

Waukesha County has  
as many mixed-use  
apartment developments  
as urban settings



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# HAPPY SPRING/SUMMER!



**SUZANNE KELLEY**  
President & CEO  
Waukesha County Business  
Alliance, Inc.

While the warm weather took a long time to arrive, we're glad it's finally here. Sometimes the wait for a highly-anticipated event makes the coming that much sweeter.

We're experiencing that at the Waukesha County Business Alliance right now. We've waited, well, 100 years to celebrate our centennial, and we're excited it's finally here. We're so proud of everything the business community in Waukesha County has achieved over the past 100 years and it's amazing to be able to look back on it and celebrate it.


But just as the coming of spring means additional work, whether it be yardwork, deep cleaning or clearing out the basement, our centennial has given us the opportunity to pause, assess and revamp our efforts. We're buckling down at the Alliance to make sure that our work is benefiting the business community in Waukesha County. We're taking a look at new issues and revisiting old ones to do everything we can to help your business succeed.

We're going to do what it takes to empower our businesses, because we believe that free enterprise improves the lives of workers, residents and visitors in our area.

The past 100 years have shown the resiliency of business, and we know we'll make it through the next 100 years if we work together. If you'd like to get involved with us to make a difference on an issue you're passionate about, contact us! Our voice is only as strong as the people and businesses we represent and we believe in giving businesses a forum to affect positive change in our community.

Thank you for your support, and we look forward to the future.

*Suzanne Kelley*



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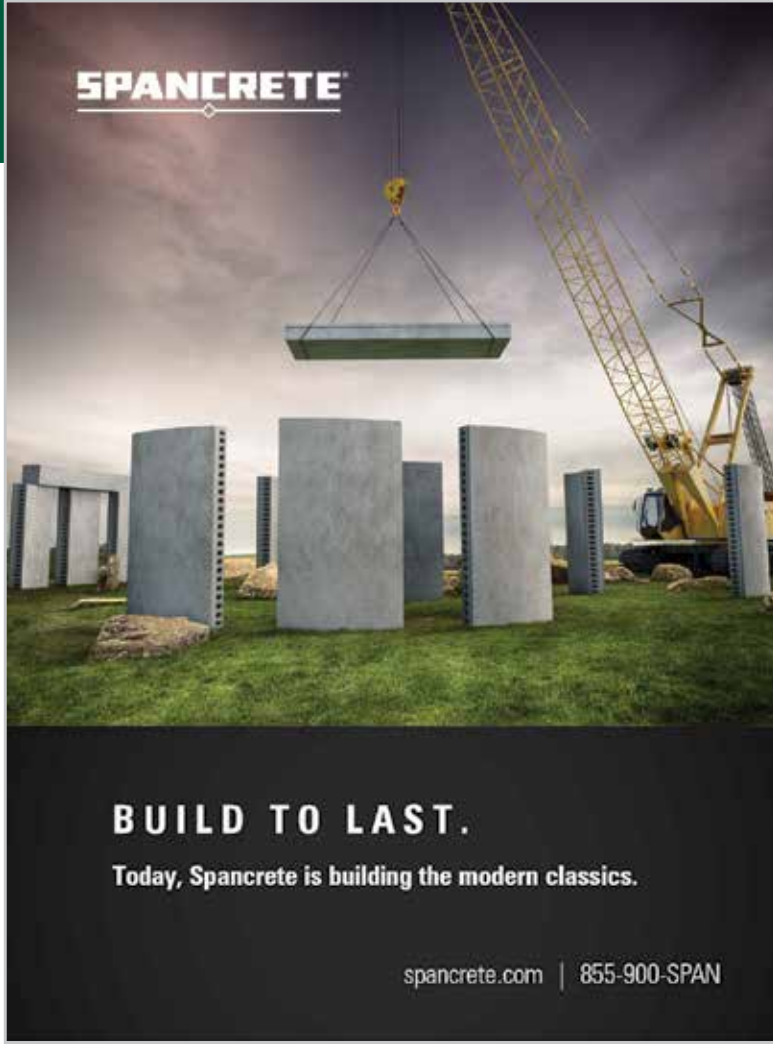
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## WORKING TOWARD A HEALTHY WORKFORCE IN WAUKESHA COUNTY THROUGH CHIPP

In March, the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute released the 2018 County Health Rankings. We can collectively be proud that Waukesha County is ranked fifth healthiest in Wisconsin out of 72 counties.

The County Health Rankings measure markers such as of length of life, quality of life, adult smoking, adult obesity, physical inactivity, excessive drinking and alcohol-impaired deaths.

These rankings are one of several data sources that help inform the focus for the Waukesha County Department of Health & Human Services (HHS). Currently the Public Health Division within HHS is spearheading a comprehensive method of gathering and evaluating data through a five-year Community Health Improvement Plan and Process (CHIPP) to take steps to building a healthier Waukesha County.

Volunteers working on the CHIPP process are developing action plans within three Action Teams, each responsible for one of three health-related priority areas for the

County: Mental Health, Nutrition & Physical Activity and Opioid Use. These are broad, complicated issues and the three volunteer teams of change-makers are using project management and quality improvement tools to frame efforts, establish baselines and identify gaps and overlaps in order to move from data to action. The CHIPP process works toward collective impact solutions with shared measurements. Consider it as blazing the trail and trying to walk it simultaneously.

The HHS Public Health Division and CHIPP are entering uncharted waters in measuring the value of wellness and a healthy workforce in Waukesha County. To use the County Health Rankings or the traditional business concept of encouraging worker health as a way to keep health care costs down may be more correlation than causation. Bottom line, measuring the value of employee wellness is complicated.

The benefits of health and wellbeing in the workplace can appear in areas such as increased productivity, lower absenteeism and improved talent acquisition and retention. So then, how could



**LINDA WICKSTROM**  
Public Communications Coordinator  
Waukesha County Department of  
Health & Human Services

the CHIPP Action Plans on Mental Health, Nutrition & Physical Activity and Opioid Use influence these health and wellbeing benefits? Could benefits be measured in the costs of negative outcomes such as obesity, cardiovascular disease, smoking or AODA (Alcohol and Other Drug Abuse) by employees? Could benefits be measured in reduced risk factors and the motivation to change by employees? The CHIPP Action Teams are considering evidenced-based interventions to facilitate actions to improve the health of employees and citizens in Waukesha County by the target date of 2021.

Beginning to integrate public health into the modus operandi of companies' business goals and culture could steer businesses toward better ROI, outcomes and cost savings. Maintaining a public health/business integration could lead to better health and wellbeing outcomes for employees, which is significant as employees take on more of the cost-burden for their own healthcare expenses.

The CHIPP process engages key sectors of the Waukesha County community such as business, health

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care, government, nonprofits, education, faith-based organizations and persons with lived experience. This is the second cycle with CHIPP for the Waukesha County Public Health Division. Following the first engagement with the CHIPP process, organizations that invested in the work and recommendations contributed to sustainable action within the County and increased their social responsibility.

Ideally the key sectors in our community will again align with the CHIPP vision of strong families, connected communities, healthy environments and accessible services that promote overall safety, wellbeing and quality of life. Engaged partners invested in the work to improve public health in Waukesha County will pay dividends through better employee health, lower costs, increased worker productivity and enhanced public opinion about organizations within Waukesha County. Our collective goals are economic growth and a healthier community. Next year, let's aim for a higher ranking than fifth place in the County Health Rankings, together. •

For more information on the CHIPP process please visit:  
[www.waukeshacounty.gov/chipp](http://www.waukeshacounty.gov/chipp)

Follow Waukesha County's Department of Health and Human Services (HHS) on Twitter at @WaukeshaCoHHS



## SHARING TAX BENEFITS WITH EMPLOYEES



Trico Corporation employees



**BOB JUNG**  
CEO & Strategic Initiatives  
Trico Corporation

They say that two things are certain in life: death and taxes. A far less certainty is being alive when there are tax cuts. However, that did in fact happen in 2018 when Congress passed the Tax Cuts and Jobs Act H.R.1 this past December. President Trump signed this legislation shortly thereafter.

The first good news our associates got was in February when they received their first paychecks with lower withholding as a result of the new personal tax tables. Our HR director had to explain to everyone this was not an error, but in fact their new take home pay. We know that understanding tax law can be very confusing.

The same was true for us as owners. It took two meetings


with our tax accountants to fully understand what 2018 would look like. We needed to understand the pass-through treatment because we are an S-Corporation. Trico has two stockholders, me and my son, Jim, who is our president. At first blush, the C-Corporation 21% tax rate seemed much better. However, after looking at the deductions we would lose, and comparing that to what our overall tax liability would be, it became apparent that we would have a significant reduction in our taxes for 2018. The tax rate of a C-Corporation did not offset the benefits of an S-Corporation and the risk of changing to a C entity.

Because this legislation passed so late in 2017, our teams had most of their work completed for our 2018

budget. Of course, what company or stockholders are going to complain about their budget being messed up because they are going to save more money?



Our Owners' Team talked through our options with the new adjusted budget. Of course, our teams had wanted to hire people that we previously could not afford. With 52 people, hiring even a few additional staff has a big financial impact. There was also the option of

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additional capital expenditures (CAPEX) and this tax bill offers great incentives to buy equipment and write it off in one year. Trico didn't really have the need for larger than normal CAPEX spending this year, and it didn't make sense to spend cash on something you don't need, even if you can write it off in one year.

Jim and I wanted to take a different approach and it involved sharing this unbudgeted windfall with all our associates, so they could individually participate and feel the benefit.

Our team of four agreed, and we looked at how to divide up this year's tax savings. This is what we decided:

1. Each full-time associate would receive \$650 and each part-time person would receive \$325. This could be used as an HSA, tax-free contribution; a 401(k)-tax-free contribution; or simply take it as cash and pay the taxes. We wanted to pay this portion out around April 17 (Tax Day).
2. All those employed on December 31, 2018 will receive an additional one percent of their annual compensation paid as a profit-sharing

- contribution. This is in addition to the three percent contribution we already pay.
3. We are going to hire two additional employees, whom we need, but did not fit in the original budget.
- We announced our intentions at our annual benefits meetings with our associates. It seemed like the perfect time to share this with everyone.
- Some may wonder, "Why not just pocket the cash and show a better income statement for the year?" As an S-Corporation, that profit would add to our Triple-A account, a type of retained earnings from which owners can take distributions. Jim and I wanted to show appreciation to those we work with and who make Trico a success. We have been blessed as a family. Trico is 101 years old and our family is now four generations deep. Few businesses can say this. This was a great opportunity to share these tax savings with everyone in the company and allow them to realize an unexpected bonus.

I'm glad that all of us at Trico can have a part in how the tax savings are used for all of our benefit, as well as the benefit of growing our country's economy. •



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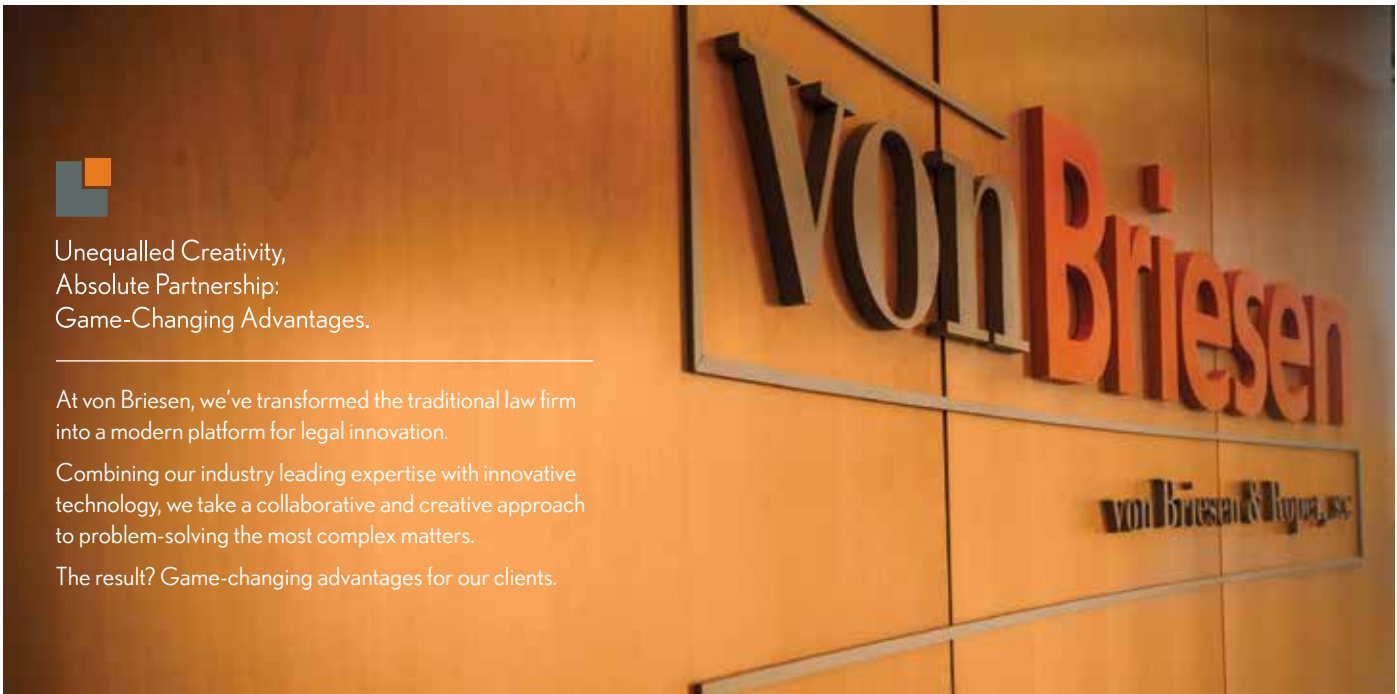
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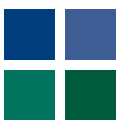


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Wellspring Construction Group staff



## WELLSPRING CONSTRUCTION GROUP

Wellspring Construction Group is a design build firm based in Pewaukee. Our leadership team consists of myself and Steve Royer, our director of construction. We work to change the industry landscape by using our resources, relationship skills and dogged resiliency to turn a vision into reality.

### How did you start Wellspring Construction Group?

It was the right time and the right place when we established Wellspring Construction Group in October 2017. I was looking for a leadership and ownership role in my career, while Steve wanted to move from the private sector back to general contracting.

Nick and Rick Wellenstein of Wellenstein & Sons, Inc. in Pewaukee joined as investors to diversify their

business interests and seek new growth opportunities.

Together we bring a unique blend of over 50 years' experience to each project. I share my experience in business development and management of projects from concept to completion, while Steve has a diverse background in operations, specialized design and construction services.

Our combined skill set ensures a high level of service, creativity, care and craftsmanship for our clients.



**TIM KNEPPRATH**  
President and Partner  
Wellspring Construction Group

### What sets Wellspring Construction Group apart?

What sets us apart from our competition is our ability to provide the best solution that meets the needs of our customers. This means being able to answer three important questions from every customer – “What does it look like? How much does it cost? How long will it take?”

Our competitive advantage comes from seeking first to understand the business that the customer is in and listening to the

challenges they face. As a lean team of individuals who come from non-traditional industry roles, we understand first-hand how focusing on the client's goals and having an efficient process to find the best solution makes a happy customer and service provider.

One comment we repeatedly hear from our customers is that we find unique solutions. We don't look at a potential project as just a sale opportunity. We form a long-term relationship with our customers, which means going beyond the building project and determining how we can help them grow and improve their business.

From a design and construction perspective, there are four key components that we look at from day one in each project – budget, schedule, customer needs and design amenities – all with equal importance. With many design build firms, one will take priority over the other, for example, driving design amenities down to make the budget work or, vice versa, overdesigning to the point the budget isn't workable. In looking for the ultimate solution, we assess different options against the client's needs and fully estimate

them internally before presenting to the client.

### What are your biggest challenges as a new business?

Being in the construction business, it's a long cycle going from a client identifying a need to actually putting a shovel in the ground. It typically takes about a year, and patience isn't our strong suit. But we're trying!



On a more serious note, we were so focused on our day-to-day operations and getting the business started up swiftly that we did not take the time to stop and think strategically about our business model. We were introduced to the Small Business Development Center

(SBDC) consultants at the Waukesha County Center for Growth, who helped us recognize the need to step back and assess how our business would consistently create and deliver value to our customers.

We were then able to formalize a business plan, identify our strategic partners, define our customer segments, create a value proposition for the business, and determine how to market the overall company. We know a lot about how to design and build, and now we know the best delivery method to do that for our clients.

### What have been your biggest successes?

Our biggest successes really stem from having that plan in place and getting the business set up operationally. We now have all the resources our clients need to get their projects off the ground.

We have a nice pipeline of projects for 2019. Both the quantity and size of projects bear testament to the fact that our clients recognize the stability and strength of our business, benefit from our high level of service and can put their trust in us from an early stage in the project process. •



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## THINKING DIFFERENTLY ABOUT WORKFORCE

Has anyone noticed the amount of “Help Wanted” signs posted lately? It seems that a new sign goes up almost daily and many stay up for quite a while. Unfortunately, our current labor shortage is not expected to end any time soon. While the precise number of projected job openings versus available talent varies based on the type of economic projection model used, most people agree that the largest factors at play are the aging workforce, the large wave of retirements from the Baby Boomer generation, lower birth rates and fewer people migrating to the region.

As one of Wisconsin’s 11 workforce development boards that work on employment and training solutions for our region’s employers and job seekers, we deal with this issue every day. We are increasingly working with businesses on creative approaches to incorporate into their talent strategy to help them

overcome this challenge. Along with culture, branding and recruitment best practices, one of the first recommendations we make is to consider hiring individuals from what is often referred to as “non-traditional” populations.

Each business or industry sector may have different definitions for “non-traditional.” For predominantly male industry sectors, this could include making a concerted effort to reach female candidates. For businesses that tend to hire talent fresh out of college, this could include hiring mature workers who are on their second career. Other “non-traditional” populations may include veterans or people with barriers to work, such as individuals with disabilities, ex-offenders and more.

The benefits of hiring from outside your traditional candidate pool are numerous. A diverse workforce brings diverse ideas, skill



**LAURA CATHERMAN**  
President  
Waukesha-Ozaukee-Washington  
(WOW) Workforce Development Board

sets and perspectives, and often increases creativity. Not only does it help with recruitment efforts, it can help build a name for your business in the community as an inclusive and innovative employer.

If you are interested in learning more about non-traditional hiring, read on! You can also feel free to contact me at [lcatherman@wctc.edu](mailto:lcatherman@wctc.edu). I would be happy to assist you and/or connect you to the local experts for each group.

Happy hiring! •



## COVER STORY



### HIGH SCHOOL AND COLLEGE STUDENTS

Today’s students need exposure to real-world careers. As the current workforce is aging, it is time to prepare the next generation of hard workers for industries that are integral to our economy.

By exposing students to a variety of career pathways early on, such as manufacturing, construction/skilled trades, health care and information technology, students discover their interests and aptitudes. Students can then develop a career plan, whether that means going to college or starting their career right after graduation. While they’re going through this career exploration, they can be employed in entry-level positions at companies in those industries. This sets them up for success.

#### Department of Workforce Development (DWD)

Tim Strait, Coordinator – Wisconsin Internship Initiative  
[timothy.strait@dwd.wisconsin.gov](mailto:timothy.strait@dwd.wisconsin.gov), 608-266-1994  
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*DWD helps employers recruit college interns on WisConnect, a free online resource that matches college students with internships by location, college major and key skills.*

#### GPS Education Partners

Jeff Ziegler, Director of Partnerships  
[jziegler@gpsed.org](mailto:jziegler@gpsed.org), 262-226-2233  
[gpsed.org](http://gpsed.org)  
*GPS Education Partners brings manufacturers and educational institutions together to provide meaningful opportunities for high school students who want more than what a traditional classroom can provide.*

#### Waukesha County Business Alliance

Robyn Ludtke, Director of Talent Development  
[rludtke@waukesha.org](mailto:rludtke@waukesha.org), 262-409-2641  
[waukesha.org](http://waukesha.org)  
*The Alliance partners with educational institutions to expose students to all the career opportunities in Waukesha County.*

#### DWD – Division of Vocational Rehabilitation

Deanna Krell, Workforce Development Area Director  
[deanna.krell@dwd.wisconsin.gov](mailto:deanna.krell@dwd.wisconsin.gov), 262-548-5880  
[dwd.wisconsin.gov/dvr](http://dwd.wisconsin.gov/dvr)  
*DVR works with high school students to provide a smooth transition from school to work and community services.*

#### Youth Apprenticeship

Nathan Zorn, Coordinator – Center for Early College Opportunities  
[nzorn1@wctc.edu](mailto:nzorn1@wctc.edu), 262-691-5557  
[dwd.wisconsin.gov/youthapprenticeship/employers.htm](http://dwd.wisconsin.gov/youthapprenticeship/employers.htm)  
*DWD’s Youth Apprenticeship program integrates school-based and work-based learning to instruct students in employability and occupational skills. Students are enrolled in high school and employed by a participating employer.*



## PEOPLE WITH DISABILITIES

According to Opportunities, Inc., an organization that works with people with disabilities, eight out of 10 individuals with disabilities want to work and are available to work in the United States. Having a workforce development strategy that includes people with disabilities benefits individuals, employers and the community as a whole.

Many high-demand jobs are often entry-level positions that lead to high turnover. According to Opportunities, Inc., the traditional employee turnover rate is about 45 percent in most entry level positions, while the turnover rate for an individual with disabilities is only eight percent. Organizations who provide training and placement services for individuals with disabilities support employers by providing dependable, highly motivated employees, reducing turnover rates and creating more inclusive work environments that lead to better business outcomes.

People with disabilities can and do explore careers options that meet their skills and interests. Examples of successful career connections include retail, janitorial, manufacturing, hospitality, restaurant, trades, finance/accounting, technology, food service, health care and more.

### Easterseals Southeast Wisconsin

Beth Andrea Lohmann, MSW, Employment and Community Services Director  
[bethl@eastersealswise.com](mailto:bethl@eastersealswise.com), 262-953-2208  
[easterseals.com/wi-se](http://easterseals.com/wi-se)

*Easterseals engages and supports employers by providing training and placement services for individuals with disabilities to create more inclusive work environments.*

### Goodwill Industries of Southeastern Wisconsin

Mike Matus, Vice President of Sales & Strategic Solutions  
[michael.matus@goodwillsew.com](mailto:michael.matus@goodwillsew.com), 414-847-4243  
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*Goodwill provides training, employment and supportive services for people with disabilities or disadvantages who seek greater independence. Goodwill also provides onsite assistance with job coaches who offer long-term support to employers who hire people with disabilities.*

### Opportunities, Inc.

Robin Kennedy, Vice President of Mission Advancement  
[rkennedy@oppinc.com](mailto:rkennedy@oppinc.com), 800-314-4567  
[oppinc.com](http://oppinc.com)  
*Opportunities, Inc. offers comprehensive vocational training and employment and outreach services for individuals with disabilities. Opportunities, Inc. specializes in meeting the needs of area employers.*

### St. Coletta of Wisconsin

Colleen Kluber, Associate Director of Employment & Education  
[cmkluber@stcolettawi.org](mailto:cmkluber@stcolettawi.org), 262-443-8806  
[stcolettawi.org](http://stcolettawi.org)

*The Genesis program at St. Coletta of WI develops, supports and transitions adults with disabilities to independent living and community employment opportunities. Job developers and job coaches in the Genesis Program strive to work with companies in the health care, manufacturing, technology and food service industries.*

### DWD – Division of Vocational Rehabilitation

Deanna Krell, Workforce Development Area Director  
[deanna.krell@dwd.wisconsin.gov](mailto:deanna.krell@dwd.wisconsin.gov), 262-548-5880  
[dwd.wisconsin.gov/dvr](http://dwd.wisconsin.gov/dvr)  
*DVR is a federal/state program designed to obtain, maintain and advance employment for people with disabilities by working with DVR consumers, employers and other partners.*

### Wisconsin Independent Learning College

Terri Johnson, Executive Director  
[tjohnson@wisconsinilc.org](mailto:tjohnson@wisconsinilc.org), 262-332-7334  
[wisconsinilc.org](http://wisconsinilc.org)  
*Wisconsin Independent Learning College serves individuals with autism, ages 18-30, by providing daily living skills, prevocational and vocational training. We pride ourselves on our ability to “job carve” in order to create meaningful employment opportunities based on an individual’s skills.*

## IMMIGRANTS/REFUGEES

Individuals who resettle in our area can make wonderful additions to a company. While some may face language barriers initially, they have a strong skill set, willingness to learn and appreciation for opportunities.

Immigrants and refugees can work well in many industries, including health care, manufacturing, retail, service and more. Settings where bilingual skills are an asset can be a great fit as well.

### Catholic Charities

Mohammed Alyaqoobi, Refugee Services Job Developer Lead  
[malyaqoobi@ccmke.org](mailto:malyaqoobi@ccmke.org), 414-771-2881 x4139  
[ccmke.org](http://ccmke.org)

*Catholic Charities’ Refugee Resettlement program helps resettle refugees into local communities. Securing long-term, full-time employment for refugees is the goal. Catholic Charities is the liaison between the employer and employee to ensure a successful transition into the workforce.*

### Centro Hispano

Kay MacKenzie, Director  
[kmackenzie@centrohispanomke.org](mailto:kmackenzie@centrohispanomke.org), 414-384-3700 x224  
[centrohispanomke.org](http://centrohispanomke.org)  
*Centro Hispano Milwaukee serves immigrants, refugees and economically disadvantaged individuals, assisting immigrants and refugees with filing documents with USCIS and providing instruction in citizenship preparation and English language learning. Participants can access education and digital literacy to help them prepare for and/or function in employment.*

### James Place

Shannon Garretson, Director  
[sgarretson@elmbrook.org](mailto:sgarretson@elmbrook.org), 262-544-9472  
[elmbrook.org/james-place-waukesha](http://elmbrook.org/james-place-waukesha)  
*James Place Immigration Services helps immigrants, including refugees, with legal advice about government paperwork so they can stay, obtain needed immigration benefits and work legally in the United States. They help these individuals find work, providing assistance with computers, writing resumes, filling out applications and more.*

## PEOPLE RECOVERING FROM SUBSTANCE ABUSE

One of the top reasons why companies can’t hire enough workers is they can’t find enough people to pass a drug test. However, according to the National Survey of Drug Use and Health in 2015, only one in 10 individuals suffering from addiction receives any type of treatment. Addiction and unemployment fuel one another—we need a clear path to community wellbeing.

By hiring individuals recovering from substance abuse, we can improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency and enhance productivity and competitiveness.

### Apricity

Cheryl Fritz, Business Development Manager  
[cfritz@apricityservices.com](mailto:cfritz@apricityservices.com), 920-585-4765  
[apricitycontractpackaging.com](http://apricitycontractpackaging.com)  
*Apricity provides those impacted by substance use disorders with a full spectrum of care including treatment, employment and support services in a safe, progressive recovery community.*

### CleanSlate Centers

Katrina Jenkins, Center Manager  
[kjenkins@cleanslatecenters.com](mailto:kjenkins@cleanslatecenters.com), 262-901-4451  
[cleanslatecenters.com](http://cleanslatecenters.com)  
*CleanSlate’s outpatient, medication-assisted treatment center in Waukesha serves people struggling with the disease of addiction.*



**"THE BENEFITS OF HIRING FROM OUTSIDE YOUR TRADITIONAL CANDIDATE POOL ARE NUMEROUS."**

## PEOPLE WHO HAVE BEEN INCARCERATED

More and more industries and employers are broadening their recruitment pool to include ex-offenders. This is not only the result of a tight labor market but also due to the many successes that other businesses have experienced. Educational programs and employment-related training programs in the justice system have increased greatly in recent years due to state and federal investments. Many ex-offenders leave the system with in-demand skills, a strong desire for stable employment and a willingness to work hard.

In some cases, hiring incentives are available to employers through the Federal Work Opportunity Tax Credit, fidelity bonding and other grant-funded resources. Contact WOW to learn more.

### The Joseph Project

Scott Bolstad, Wisconsin Outreach Director for U.S. Senator Ron Johnson

[scott\\_bolstad@ronjohnson.senate.gov](mailto:scott_bolstad@ronjohnson.senate.gov), 202-368-5170  
[greaterpraisecogic.com/joseph-project](http://greaterpraisecogic.com/joseph-project)

*The Joseph Project is a career placement program that provides resources, education, support and transportation to job seekers in Milwaukee. It is a voluntary program, designed to assist in locating and maintaining permanent employment at manufacturing companies in southeast Wisconsin.*

### Mindful Staffing Solutions LLC

Reginald Reed, Founder/CEO  
[reginald@mindfulstaff.com](mailto:reginald@mindfulstaff.com), 414-588-1777  
[mindfulstaff.com](http://mindfulstaff.com)

*Mindful Staffing Solutions helps men and women who have been incarcerated build a better and brighter future. They teach skilled trades to people and help them find employment in the construction industry.*

### Waukesha-Ozaukee-Washington (WOW) Workforce Development Inc – Windows to Work

Laura Catherman, President  
[lcatherman@wctc.edu](mailto:lcatherman@wctc.edu), 262-695-6574  
[wowwdb.org](http://wowwdb.org)

*Windows to Work (W2W) is a voluntary re-entry program designed to help individuals who are about to be released into the area transition from incarceration back to the community successfully. The W2W Career Planner serves as an advocate and provides pre- and post-release services to address criminal and addictive behavior/thinking, financial education, accessing community resources and employability skills.*

## VETERANS

Wisconsin employers understand the workforce value of veterans, and many businesses actively recruit veteran applicants for their work ethic and skills. The transition from military to civilian life may be a significant adjustment, especially for those veterans with barriers to employment, such as a service-connected disability or other health-related issues. However, veterans leave the military with transferable skills that are highly desired by civilian employers.

Employers seek military experience to build an innovative, resourceful and reliable workforce. It is important to note that there is an equivalent civilian job for nearly all military jobs. Examples include: accountants, attorneys, computer technicians, equipment operators, healthcare professionals (doctors, nurses, medics, technicians, etc.), mechanics, procurement specialists, welders and more.

### DWD - Office of Veterans Employment Services

Charles Jones, Supervisor  
[charlesE.jones@dwd.wisconsin.gov](mailto:charlesE.jones@dwd.wisconsin.gov), 608-289-4689  
[wiscjobsforvets.com](http://wiscjobsforvets.com)

*DWD – Office of Veterans Employment Services helps connect veteran talent with Wisconsin employers to fill good-paying jobs with family-supporting wages. The website also interfaces with JobCenterofWisconsin.com, offering over 20,000 veterans with posted resumes and integrates O\*Net's Military Crosswalk for identifying connections between military and civilian job skills.*



## OTHER

### La Casa de Esperanza

Karen Oates, Director of Workforce Development and Financial Stability

[koates@lacasadeesperanza.org](mailto:koates@lacasadeesperanza.org), 262-547-0887  
[lacasadeesperanza.org](http://lacasadeesperanza.org)

*Through its Employer Connect Program, La Casa provides a full range of employment services and connects well-qualified individuals to local employers. Employer Connect works to cultivate long-term relationships with employers by assisting them in recruiting, screening, and post-hire skills training.*

### Waukesha-Ozaukee-Washington (WOW) Workforce Development Board

Laura Catherman, President  
[lcatherman@wctc.edu](mailto:lcatherman@wctc.edu), 262-695-6574  
[wowwdb.org](http://wowwdb.org)

*The Board works in collaboration with local elected officials, economic development corporations, businesses, and the community to address macroeconomic workforce issues in the three-county area. The Board offers a variety of demand-driven programs and services to businesses and job seekers.*

### The Women's Center, Inc.

Johannah Siragusa, M.Ed., Life Skills Counselor  
[johannahs@twcwaukesha.org](mailto:johannahs@twcwaukesha.org), 262-547-4600  
[twcwaukesha.org](http://twcwaukesha.org)

*Through the office of Life Skills Counseling, The Women's Center seeks to support survivors of domestic violence, sexual assault, child abuse and trafficking in all aspects of the job search. In addition to providing personal counseling/advocacy, we host a series of workshops throughout the year to support building the soft and hard skills necessary for job obtainment and retention.*

### The Workforce Development Center

Beth Norris, Center Coordinator  
[bnorris1@wctc.edu](mailto:bnorris1@wctc.edu), 262-695-8056  
[wfdc.org](http://wfdc.org)

*The Workforce Development Center is a lifelong resource to all job seekers, both present and future, and a means to help businesses meet their short- and long-term workforce development needs. The Center houses numerous workforce development programs from job training and employment to FoodShare Employment and Training to Wisconsin Works, and more.*

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# TAKING ACTION TO PARTNER WITH EDUCATORS

With the launch of Academic and Career Planning (ACP) throughout Wisconsin in 2017, educators are looking for ways to partner with local businesses and learn about career pathways in high-growth industries. The Waukesha County Business Alliance, being a supporter of ACP, is offering solutions.

The Alliance's Education Steering Council is driving our efforts to build business and education partnerships. The Steering Council is made up of business leaders, like myself, and educators from around the county who have a shared vision of collaboration.

We're focusing our efforts on four driver industries for Waukesha County: manufacturing, construction/skilled trades, health care and information technology. We formed two action teams to focus on building a framework for our new initiatives: Careers Uncovered, Superintendent Roundtables and the Workforce Readiness Dashboard.

### Careers Uncovered

Careers Uncovered is a way for the county's educators to learn more about the career pathways offered in key industries in our region. Teachers, administrators and faculty spend a day with a manufacturing, construction/skilled trades, health care or IT company hearing from the company's executives, human resources department and more about the career pathways available within the organization. The company offers tours to educators and shows them why that industry is a great option for students.

The day concludes with educators reflecting on what they learned and how they can take this information back to the district and apply it. The program helps educators guide their students towards making informed decisions about their futures.

So far we have hosted three Careers Uncovered sessions with educators from the School Districts of Elmbrook, Kettle Moraine, Menomonee Falls, Merton Community, New Berlin, Sussex/Hamilton and Waukesha. We visited Tri-North Builders, HUSCO International and ProHealth Care to learn about the construction/skilled trades, manufacturing and health care industries, respectively.

### Superintendent Roundtables

Another way to introduce educators to the driver industries in our area is through our new superintendent roundtables. Superintendents and presidents of educational institutions from around the county get together quarterly to meet with executives from each industry, learn about the needs of that industry, build partnerships and align efforts.

We hosted our first roundtable in March with SafeNet Consulting to discuss the growth in the IT industry.

### Workforce Readiness Dashboard

Our last new initiative is working toward a way to measure our efforts at the district level. The state of Wisconsin already has a tool that measures things like ACT scores, GPA and more. Those can be referred to as



**RICK KALSCHUEER**  
Commercial Account Executive  
R&R Insurance Services, Inc.  
Alliance Education Steering Council Chair

"college-ready" skills, but that doesn't show the whole picture. At a broad level, we're working to make sure students are college- AND career-ready. We want students to be able to make informed decisions about their future, whether that leads them to a four-year institution, an associate's degree or going into the workforce right after high school.

Our Workforce Readiness Dashboard measures the college skills, career skills and life skills of graduating seniors to show how well school districts are preparing their students for all the options available to them. The dashboard is in draft form right now and will be ready for use in the 2018-2019 school year.

Virtually all employers are struggling to build a pipeline of skilled talent for their business. Partnering with educational institutions to make sure students are prepared for the career opportunities available to them right in our area makes sense. We look forward to continuing to build these partnerships, prepare students for success in the future and grow our economy in southeast Wisconsin.

To get involved, contact Robyn Ludtke, Director of Talent Development, at 262-409-2641 or [rludtke@waukesha.org](mailto:rludtke@waukesha.org).

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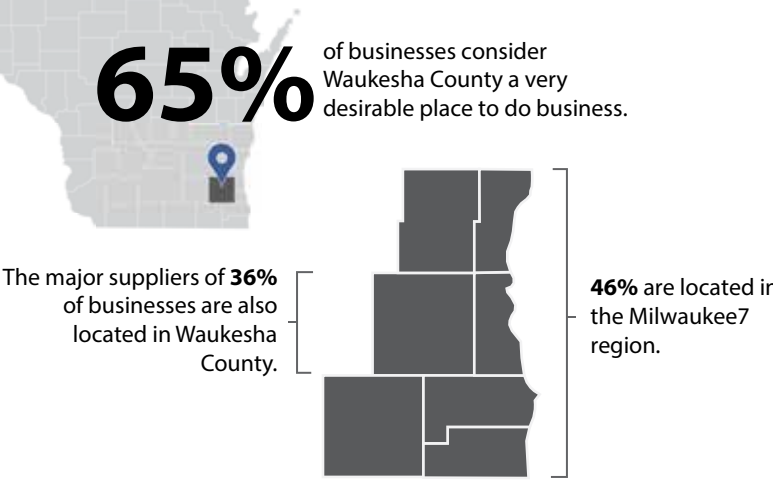
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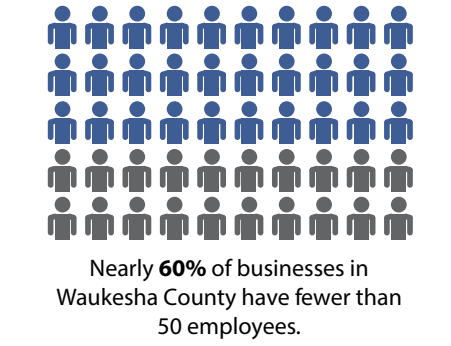
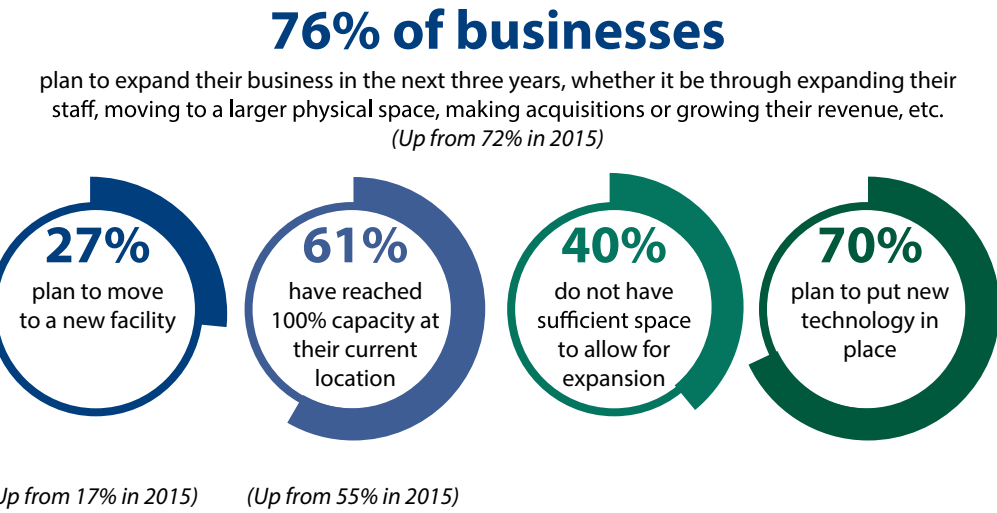
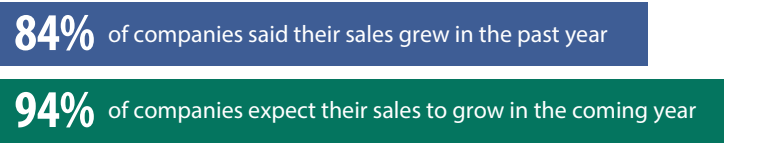
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# WAUKESHA COUNTY STATS

According to a Waukesha County Business Alliance survey conducted in fall of 2017.



When choosing to locate a business, the top most important factors are **2** Availability of customers  
Availability of workforce



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CONGRATS TO OUR 2018 EMERGING LEADERS OF WAUKESHA COUNTY!

Tomorrow’s leaders are taking the right steps today by building a dynamic and meaningful path that will continue to have a positive impact on the community. They are taking strides to further themselves personally and professionally by showing initiative, determination and commitment.



**John Dunn | GE Healthcare**  
John joined GE as an engineering co-op for GE Appliances, and is now seen as an inspirational thought leader on how to drive productivity within the supply chain for the company. He has deployed software platforms in various functions over the course of his GE career. John also serves as a co-chair of IT United – a United Way profession-specific affinity group and is on the board of United Way of Greater Milwaukee and Waukesha County.



**Ryan Rethwisch | EmbedTek LLC**  
Ryan is an engineering leader in the field of embedded electronics and has spent his career leading development teams and creating innovative embedded systems. Since joining EmbedTek, he has helped grow the engineering department from two people and \$3 million in revenue to 20 people and \$21 million in revenue. He also mentors youth looking to go into engineering and robotics through Marquette University and local middle and high schools, boy and girl scout troops and more.



**Beth Lohmann | Easterseals Southeast Wisconsin**  
Beth has been an integral part of the growth of Easterseals’ integrated programming for work and community programs. Since Beth joined Easterseals, employment programs have grown by nearly \$1 million, job placements in community-based jobs have increased from 10 in 2011 to 127 in 2017 and she has contributed to more than \$250,000 in grant funding. She is passionate and focused on continually increasing opportunities for individuals with disabilities to live, learn, work and play in their communities.



**Cindy Simons | WOW Workforce Development Inc**  
Born in Mexico, Cindy was raised in Texas and gained her permanent residency status at the age of 21. After moving to Wisconsin and discovering that her passion is helping people, she started working in the workforce system and now has over 10 years of experience. Having gone through similar hurdles as the clients served by WOW, Cindy continuously thinks outside of the box, works diligently and delivers outstanding services to our local residents and business community.



**Ryan O’Toole | Hunzinger Construction**  
Ryan has worked at Hunzinger for 16 years. He is not only making his mark in southeast Wisconsin’s construction market, but also in the community with a dedication to volunteering. Ryan volunteers for Big Brothers Big Sisters of Metro Milwaukee and Waukesha and the Make-A-Wish Foundation of Wisconsin, serving on the Association of General Contractor’s Construction Leadership Council and championing Hunzinger’s Troop Care Shipment Program.



**Steve Wurster | Ruekert & Mielke, Inc.**  
Since starting with Ruekert & Mielke in 1999, Steve has shown many inspiring talents and growth within the company and the local community. Steve earned the title of COO at only 38 years of age. Steve’s passion, dedication and leadership have contributed to many new and exciting things for Ruekert & Mielke from team-building and employee development to transitioning to a 100 percent ESOP company, just to name a few. Steve’s leadership has enabled the company to take tangible steps towards being a better place to work.



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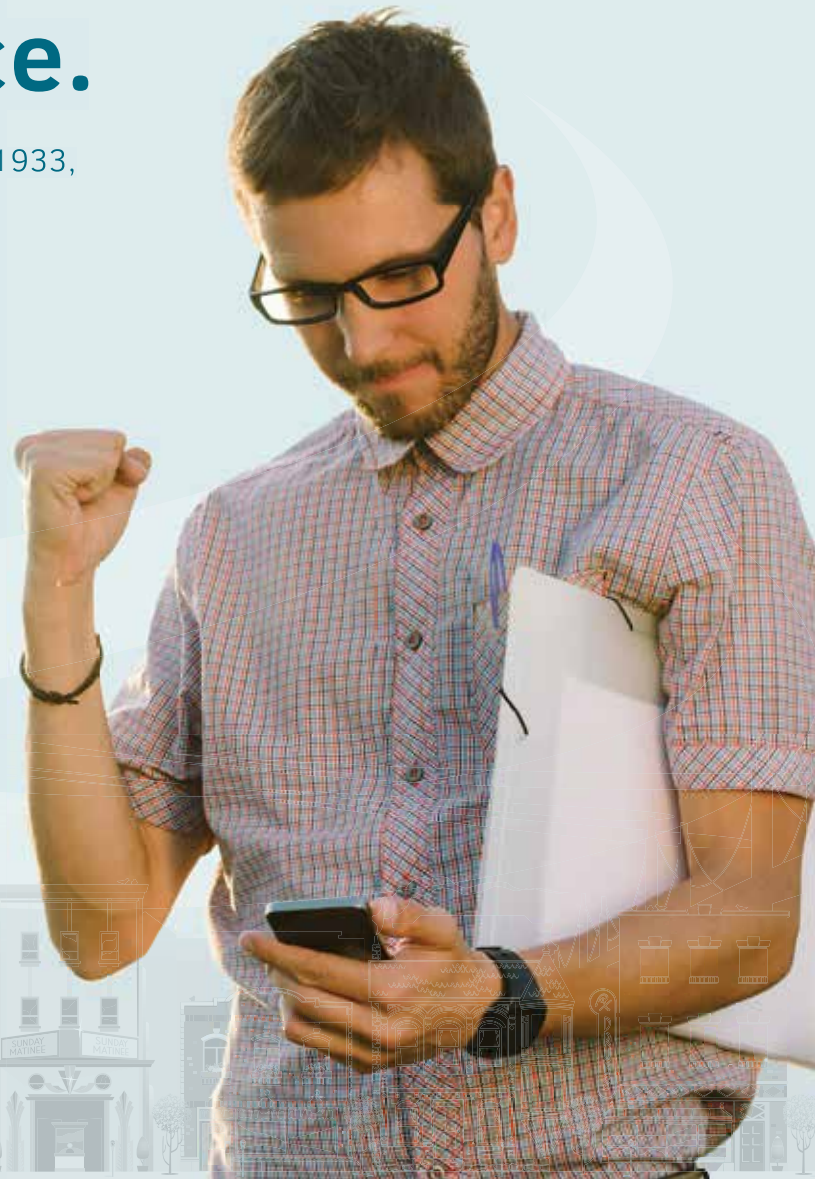
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## WALKABILITY AND SENSE OF PLACE IN THE SUBURBS



Despite perceptions, there continues to be a tremendous amount of growth in the

suburban housing markets. While the downtown areas of large cities have seen dramatic additions to housing supply, there is robust activity in the suburbs, particularly in terms of new multifamily housing.

A study done by the Waukesha County Center for Growth revealed that there are 1,000 new market-rate apartments under construction in Waukesha County today, with 2,500 already having come online since 2014. These numbers only include apartment developments created with a “sense of place,” meaning that they are incorporated into a mixed-use setting, display walkable characteristics, associate with a community’s downtown area and/or enjoy greater accessibility due to their infill nature. These results mirror major metropolitan areas around the country.

These suburban communities have historically been characterized by single-family housing but statistically, the number of new apartments in suburban settings out-distances those developed in urbanized areas. This is not readily apparent due to how spread out projects are throughout the area. Newly delivered apartments in Waukesha County are located in communities from Brookfield to Oconomowoc, from Muskego to Menomonee Falls.

We are investing heavily in walkable settings in mature suburban communities. We have been successful in attracting older individuals who want to stay in the community where they raised their

families and can maintain many of their social ties, yet at the same time shed the responsibilities of home ownership.

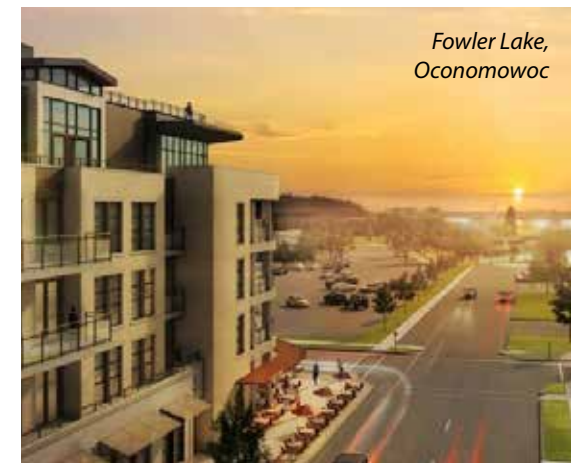
There is also a healthy demand for apartments from millennials looking to locate in the suburbs. With a large percentage of millennials having been raised in suburban households, it is natural for them to want to return to a familiar setting. Additional considerations for millennials are the cost of housing and proximity to work, factors that can be positively addressed at many suburban locations.

The Corners of Brookfield is a great example of the breadth of the suburban apartment market. Having recently exceeded 70 percent leasing of the property’s 244 apartments, we have attracted a near-even mix of millennials and older residents. In both cases, residents cite the convenience of having many destinations a short walk away. The property’s convenient freeway access makes it easy to commute to work and entertainment destinations throughout the metro area.

We expect to see continued growth in the number of apartments in the coming years. The combined preferences of an aging baby-boomer generation coupled with the lifestyle choices of millennials will fuel increased investment in quality apartment design and construction and ever-more impressive amenities and conveniences. We see the clear preference for suburban apartment communities that creatively merge into existing communities, create walkable neighborhood options and result in a “sense of place” that is stimulating and desirable for our future residents. •



**BOB MONNAT**  
Partner & COO  
Mandel Group, Inc.





Mukwonago High School IT Academy instructors, from left to right: Jim Ferwerda, math/computer science instructor; Jennifer Wolf, math instructor; Scott Pratt, math/computer science instructor; and Sarah Wardecke, math/computer science instructor

## SPARKING INTEREST IN IT CAREERS: MUKWONAGO HIGH SCHOOL IT ACADEMY

How can teachers spark student interest in pursuing a career in Information Technology and translate the content they teach to usable job skills? At Mukwonago High School, the answer to that question meant taking a bold step in creating something new and innovative within an already established program.

For more than 30 years, Mukwonago High School has had a strong computer science and programming curriculum. However, as computer science teachers at the high school, Scott Pratt and I became aware of a gap between IT-related jobs and students going into IT-related fields. By 2020, the projection is that there will be 1.4 million jobs in computing jobs, but only 400,000 students in the pipeline to take those jobs. That means that one million

jobs could go potentially unfilled. At the same time, we started learning about personalized learning as an instructional practice. We wondered if there was a way to bring these two areas together for the benefit of our students.

In an effort to address the gap while providing a comprehensive approach to IT studies, in 2015 we formed the IT Academy at Mukwonago High School. The IT Academy is a pocket academy within the high school where students can study information technology in one of three branches: software development, networking and hardware and information management. Students in the IT Academy participate in job shadowing, specialized field trips and other hands-on projects. During their senior year, students take a



**JIM FERWERDA**  
Math/Computer Science/IT  
Academy Instructor  
Mukwonago High School

capstone class, which utilizes a personalized learning approach. Prior to completing the Academy, seniors participate in a job experience or internship at a local business. Students earn an IT Academy certificate upon completion of the program.

To support the launch of the IT Academy, the school district added a third computer science teacher, Sarah Wardecke, as well as teacher Jennifer Wolf to serve as the IT Academy coordinator. Course work in IT was expanded to include a variety of Microsoft certifications in areas such as database management, networking and security.

One of the most exciting parts of being involved in the IT Academy is seeing students grow beyond the walls of the classroom. Through the job shadows, projects and internships, students are getting real-world experiences that will put them ahead of the curve in terms of education and career experiences. Many of the businesses taking IT Academy interns have reported the students add just as much value to their business as college interns or recent graduates.

One of the IT Academy's key components is creating job experiences or internships that are a "win-win" for the students and the businesses. While traditional apprenticeships are excellent ways students can gain work experiences, not all businesses can commit the

resources to a student intern, and not all students can satisfy the time requirements necessary. So the IT Academy tries to make the job experiences as flexible as possible for the businesses and the students, matching student and business needs together. These job experiences or internships can vary from full-time in the summers to a few hours a week during the school year, depending on what the business is seeking and student availability.

One example of the success and flexibility of the IT Academy is our partnership with Citizen's Bank of Mukwonago (CBM). Students who have been placed there have been able to work after school and summers, working around athletics and other extracurricular activities. Students have learned

about cybersecurity through their internships and have been able to assist the bank's online security by testing for vulnerabilities in its network. Both CBM and the interns report great benefit from this partnership.

The IT Academy is always looking for more business partners. Students work on a variety of projects such as web design, data processing, security, programming apps and more. Interested businesses should contact IT Academy Coordinator Jennifer Wolf ([wolfje@masd.k12.wi.us](mailto:wolfje@masd.k12.wi.us)), or MASD Coordinator of College / Career Readiness Dustin Lehman ([lehmadu@masd.k12.wi.us](mailto:lehmadu@masd.k12.wi.us)). More information is available at [masditacademy.wordpress.com](http://masditacademy.wordpress.com). •



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Sustainability is more than a buzz word. Sustainable, efficient buildings reduce energy consumption, lower maintenance costs, provide health benefits for employees and improve comfort and environmental quality.

The U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED™) certification measures the sustainability of buildings across the country. Buildings can be labeled as Certified, Silver, Gold or Platinum depending on their sustainable attributes as verified by a third-party organization called the Green Business Certification Incorporated.

One of only six buildings worldwide to have achieved a LEED triple Platinum certification is located right here in Brookfield.

Gateway West Sustainable I, a 34,000-square-foot building located at 3410 Gateway Road in Brookfield, is the headquarters of CBRE|ESI, a global real estate services provider that works to reduce the environmental impact of buildings through the application of sustainable technology and services.

Constructed by Hunzinger Construction Company and independently certified through Sustainable Building Solutions, Gateway West Sustainable I offers the opportunity to provide quantifiable environmental, economic and social benefits in the green and sustainable building movement.

From the outset, the goal was to implement a practical and sustainable design that minimized 30-year building life cycle costs, while



**FRANK FALSETTI, LEED AP ID+C**  
Business Development  
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- 66 percent of the steel roof framing and 50 percent of the brick exterior were salvaged and reused.
- A 78 panel/18kw photovoltaic array of solar panels supplies eight percent of the building's energy needs.

CBRE|ESI established employee health, comfort and indoor environmental quality as high priorities, and set to create a workspace that supports a culture of collaboration, communication and environmental responsibility. For the first full year of occupancy, the company saved 41 percent on energy costs (translating to a \$31,914 savings), eliminated 223 tons of carbon dioxide and earned an Energy Star Rating of 98.

To say that the project team scrupulously analyzed industry trends and available technologies to arrive at Gateway West Sustainable I as it stands today is an understatement.

All stakeholders were committed to developing and refining an action plan that would deliver a facility that maximized efficiencies,

incorporated high-performance equipment and monitored everything through the use of a state-of-the-art building management system.

The materials and resources used to construct the space and decorate its surfaces were selected with immediate and long-term sustainability in mind, always considering factors such as recycled content, low emissions, durability and the proximity of raw and finished goods to the job site.

Located in Waukesha County, Gateway West Sustainable I provides a world-class, innovative and pleasing work environment that allows occupants, prospective customers and visitors alike to see how sustainable design and construction can return real and lasting social, health, fiscal and environmental benefits. •

## WAUKESHA COUNTY APPROVES PARTICIPATION IN PACE PROGRAM

Earlier this year, the Waukesha County Board of Supervisors voted to approve participation in the PACE (Property Assessed Clean Energy) program. PACE enables property owners to obtain low-cost, long-term loans for energy efficiency, renewable energy and water conservation improvements.

PACE authorizes municipalities and counties to work with private sector lenders to provide upfront financing—usually for 100 percent of the cost of improvements—to property owners for qualified projects.

Like property taxes, PACE financings may be transferred to the next property owner if the property is sold. The remaining balance of the PACE financing is repaid by the subsequent owner, who continues to receive the benefits of the improvements from the project.

Eligible properties include commercial, multifamily (5+ units), warehousing, hospitals, industrial, manufacturing, non-profit and hospitality.

PACE financing can be used to fund a number of energy-saving upgrades, such as efficient lighting systems, heating and cooling systems, insulation, motors, low-flow fixtures, windows and water pumps. Solar panels and other renewable technologies that produce energy are also eligible for PACE financing.

Projects financed using PACE can generate positive cash flow upon completion with no up-front, out-of-pocket cost to property owners—eliminating the financial barriers that typically prevent investment in revitalizing aging properties.



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WELCOME NEW MEMBERS!

The Alliance is happy to welcome the following companies as new members during the first four months of 2018:

360 Fitness LLC Hartland	Equity Property Management Waukesha	Mosquito Joe of Waukesha County Waukesha
A. Stout & Associates, LLC Pewaukee	Essential Industries Merton	Mungo Creative Group Milwaukee
Adel B. Korkor Foundation Delafield	EXACTA Corporation Brookfield	Network Health Inc Brookfield
Advanced Ear, Nose & Throat Specialists Oconomowoc	Fastsigns of Waukesha Waukesha	Ocreative Hartland
Badgerland Pressure Cleaning Delafield	Frontier Title & Closing Services Hartland	Opparatus Solutions, LLC Waukesha
BConnected, LLC Milwaukee	Fulcrum Development Mukwonago	Orange Hat Publishing Waukesha
Chick-fil-A Brookfield	Good Karma Brands- ESPN Milwaukee Milwaukee	PARADIGM Real Estate Corp Milwaukee
CleanSlate Centers Waukesha	Hansen Reynolds LLC Milwaukee	Payroll Data Services Inc Hartland
CNC Solutions LLC Johnson Creek	HiQo Solutions Cottage Grove	Powers Realty Group Wauwatosa
Coakley Brothers Milwaukee	Horizons Law Group LLC Brookfield	Progress Coaching Cedarburg
Common Ground Healthcare Cooperative Brookfield	Human Capital Mentors Milwaukee	Real Property Management Waukesha
Community Action Coalition for South Central Wisconsin, Inc. (CAC) Waukesha	IdentiSys, Inc. Hartland	Red Baron Group Shorewood
ConferenceDirect Big Bend	Image Makers Advertising, Inc. Brookfield	Red Oak Law LLC Brookfield
Dougherty LLC Waukesha	June Tailor, Inc. Richfield	Reliable Property Services Milwaukee
Engineering Specialists Inc Brookfield	Korb + Associates Architects Milwaukee	Speak Up On Purpose Waukesha
Entrust Manufacturing Technologies, Inc. Menomonee Falls	Lawrence Allen & Kolbe Brookfield	
	Metamorphic, LLC Wauwatosa	



**COMING JUNE 2018**

Lake Country's favorite venue will soon become its newest. Our complete property renovations will provide the perfect setting for families, weddings, and business travelers. Featuring 40,000 square feet of meeting and banquet space and The Springs Indoor Water Park, we invite you to experience contemporary Lake Country hospitality at its natural, vibrant best.

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WAUKESHA COUNTY BUSINESS ALLIANCE

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CELEBRATE 100 YEARS OF BUSINESS at our 100th Annual Meeting

Thursday, September 13, 2018  
4:00 - 7:30 p.m.  
Waukesha County Expo Center

Join business leaders to celebrate the accomplishments of the Waukesha business community over the past 100 years and discuss the trends facing business in the future.

Register at [waukesha.org](http://waukesha.org)

Program speakers: 1- Tina Chang, CEO of SysLogic; 2- Neal Glaeser, president of Denali Ingredients; 3- Cindy Gnadinger, president of Carroll University; 4- Mark Hansen, superintendent of the Elmbrook School District; 5- Wendy Harris, general manager of commercial operations for GE Healthcare; 6- Aaron Jagdfeld, president & CEO of Generac Power Systems; 7- Joel Quadracci, chairman, president & CEO of Quad/Graphics; 8- Austin Ramirez, president & CEO of HUSCO International; 9- Don Schlidt, CEO of Dedicated Computing; 10- Ty Staviski, SVP & CFO of Milwaukee Tool

Presenting sponsors: GE Healthcare, Husch Blackwell LLP, Potawatomi Hotel & Casino, von Briesen & Roper, s.c.

Gold sponsor: Irgens

Silver sponsors: American Transmission Company, Beer Capitol Distributing LLC, Froedtert & The Medical College of Wisconsin, HUSCO International, Milwaukee Business Journal, Mueller QAAS, ProHealth Care, Town Bank, Waukesha County Expo Center

Bronze sponsors: Capri Senior Communities, National Exchange Bank & Trust, Nothing Bundt Cakes, OwnersEdge Inc, Power Test, R&R Insurance Services, Inc., Ruekert & Mielke, Inc., Sikich LLP, Spancrete Group, Inc. United Healthcare, Walden & Schuster, S.C., Wisconsin Coach Lines/Coach USA

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# Waukesha Business is Our Business

At Reinhart, we always put our clients first. As long-standing partners in Waukesha's business success, our attorneys help clients face important issues, execute sound strategies, and achieve their business goals while building lasting relationships.

*"Reinhart's attorneys don't just practice law here; they are deeply committed to the success of our business community and it shows."*

*—Stephen Ziegler, Chairman - Inpro Corporation*