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## MORE INSIDE...

Learn the good news about the state of entrepreneurship in Wisconsin.

See the Alliance's 2019 workforce development strategy.

Wisconsin is attracting veterans to live and work in our state.



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# NEW YEAR, NEW CENTURY



**SUZANNE KELLEY**

President & CEO  
Waukesha County Business  
Alliance, Inc.

The Alliance celebrated our centennial in 2018. As the region's second largest chamber of commerce, we achieved record membership of more than 1,200 businesses and community organizations. We also expanded resources to tackle the number one issue facing our members – the workforce shortage.

As we turn the page from the last century and look to the future, we're excited about what we see. Our board of directors has endorsed three focus areas for future growth: workforce development, advocacy and regional leadership. We're already working to develop our future workforce and attract new talent to the area. We're building relationships with our local public officials, the new state administration and federal representatives to ensure our business community has a strong voice. And we're poised to tackle issues facing the region so we can all succeed together.

As always, we're focused on serving the needs of our member businesses and working on your behalf to make Waukesha County and southeast Wisconsin the best place to do business.

The Alliance wishes you a happy and prosperous 2019!

A handwritten signature in black ink that reads "Suzanne Kelley".

## WE'RE PROUD TO SUPPORT THE WAUKESHA COUNTY BUSINESS ALLIANCE

What do we love the most about this community? The people we share it with! That's why we support the families here, the local businesses, and the charitable organizations, too. Instead of just providing banking solutions, we also take pride in giving back to the people who work to make this area so great. Why? Because this isn't just home to us; it's home to all of us. And, as a true community bank, we know that when we all do our part, we can help make Waukesha County better for everyone.

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## 14 COVER STORY

School of Applied Technologies programs enjoy record enrollments

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# THE GOOD NEWS ABOUT WISCONSIN ENTREPRENEURSHIP

You’ve probably heard it all too often: “Wisconsin ranks last in start-ups.”

The rest of the logic that follows goes something like this: Start-ups are job creators. Without a start-up entrepreneurial culture, Wisconsin’s economy will lag behind the rest of the country.

That thought process does not capture the dynamics of business creation. Considering only the start-up rate is misleading. What matters is the net business creation—business entry, less business exit.

To demonstrate, consider this simple thought exercise of two entrepreneurs, Fred and Ginger. Fred starts a business and fails. He starts a second business and fails again. He starts a third business, and that one succeeds. Ginger starts a business and succeeds on her first try. Fred has three start-ups and one net business created. Ginger has one start-up and one net business created. When the dust has settled, Fred and Ginger each have created one business.

So, for economic vitality, what matters is the net business creation—entries less exits. A state’s economy could be just fine even with a low entry rate so long as the exit rate is also low.

That pattern is a long-standing feature of the Wisconsin economy. Indeed, considering the exit rates for the past 40 years, Wisconsin has the lowest exit rate in the country. If the Silicon Valley model leans to “fail early and often,” Wisconsin’s model leans

to “plan carefully and survive.” Both approaches can work.

An October data release from the U.S. Census Bureau on business dynamics by state for 2016 proves the point.

Across the U.S. economy as a whole, the entry rate for business establishments was 10.3 percent, with an exit rate of 8.6 percent, for a net creation rate of 1.7 percent. Wisconsin fared better than the U.S. as a whole in net creation precisely because its exit rate was so low. Wisconsin’s entry rate was 9.0 percent, a modest 34th in the country. However, its exit rate was 7.1 percent, the country’s second lowest rate in 2016. For the net creation rate, Wisconsin’s 1.9 percent ran



**JOHN KOSKINEN**

Chief Economist  
Wisconsin Department of Revenue

ahead of the U.S. as a whole, ranking 16th best among the states. In net creation terms, Wisconsin’s 2016 rate is its second highest rate in the past 20 years.

Wisconsin’s net establishment creation rate compares favorably to our region and our surrounding states. It even compares favorably to states with high start-up rates. Consider Table 1 below. Wisconsin leads the Midwest. Impressively, for 2016, it had the same net business creation as California.

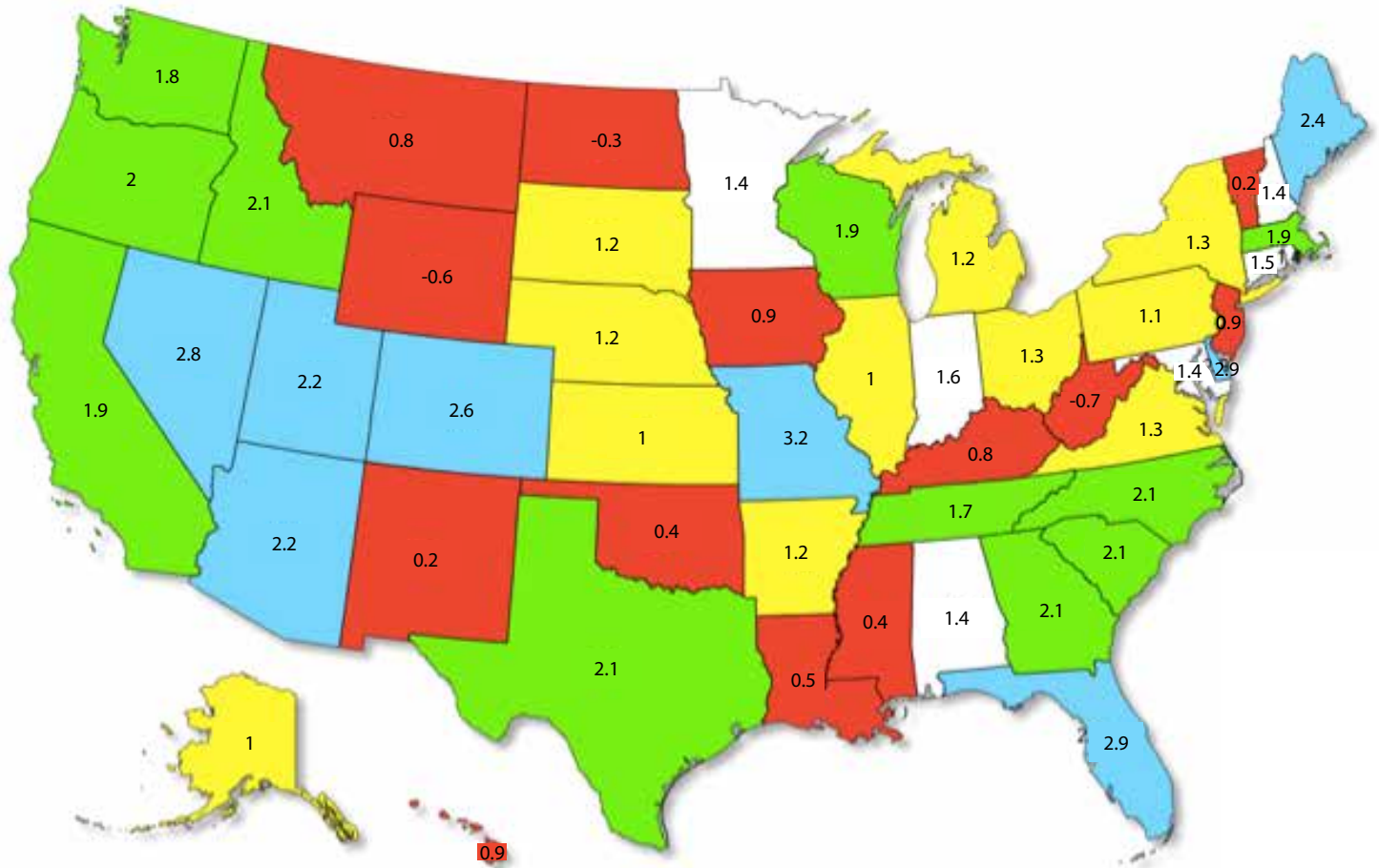
Table 1  
Business Dynamics of Selected States

	<u>Business Entry</u>		<u>Business Exit</u>		<u>Net Business</u>	
	<u>Rate</u>	<u>Rank</u>	<u>Rate</u>	<u>Rank</u>	<u>Rate</u>	<u>Rank</u>
United States	10.3		8.6		1.7	
<b>Wisconsin</b>	<b>9.0</b>	<b>34</b>	<b>7.1</b>	<b>2</b>	<b>1.9</b>	<b>16</b>
Illinois	9.6	23	8.6	31	1.0	36
Indiana	8.7	39	7.1	2	1.6	21
Michigan	9.0	34	7.8	19	1.2	31
Ohio	8.5	43	7.2	5	1.3	29
Minnesota	9.1	32	7.7	14	1.4	27
Iowa	7.9	49	7.0	1	0.9	36
California	11.6	6	9.7	46	1.9	16
Washington	11.1	10	9.3	42	1.8	19

Source: U.S. Bureau of the Census, Business Dynamics Statistics, 2016, State Establishment Data.  
Notes: Entry rate ranked high to low. Exit rate ranked low to high. Net rate ranked high to low. Ties are given the same ranking.



# Wisconsin Ranks 16<sup>th</sup> in Net Business Expansion for 2016



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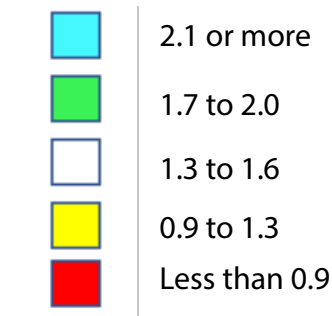
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## Net Business Expansion Rate



Source: U.S. Census Bureau, Business Dynamics Statistics

Wisconsin demonstrates a state can have a competitive, expanding business community even if it does not top the start-up list. Wisconsin added businesses at the same net rate as the start-up star of California. Wisconsin out-paced Minnesota, Illinois and Washington as well.

Here's the bottom line: Wisconsin's entrepreneurial culture may be different from the West Coast, but it is just as effective at adding businesses. •



*Steve Janke poses with service members interested in coming to Wisconsin during the Schofield Barracks Networking event in Hawaii.*

## ATTRACTING VETERANS TO WISCONSIN

By: Steve Janke, Statewide Veterans Field Representative, Wisconsin Department of Veterans Affairs

On August 24, 2018, Wisconsin launched a national campaign to encourage transitioning military personnel and their spouses to live and work in Wisconsin once they leave the service. The new initiative—a joint effort of the Wisconsin Economic Development Corporation (WEDC), the Wisconsin Department of Veteran Affairs (WDVA) and the Wisconsin Department of Workforce Development (DWD)—is part of the state's \$6.8 million marketing campaign aimed at attracting talent to address Wisconsin's current and future workforce needs.

Wisconsin's unemployment rate is at a near-record low and the state outpaces the nation in labor force participation. While

that's outstanding news, Wisconsin employers must work harder to find skilled talent to fill good-paying jobs.

The Wisconsin State Legislature passed and former Governor Scott Walker signed into law legislation that is aimed at addressing Wisconsin's growing workforce issue. This legislation targets three groups: millennials, alumni of Wisconsin universities and colleges and transitioning service members and spouses.

The first two phases of this effort have largely consisted of targeted paid marketing campaigns. The third enlisted WDVA, DWD and WEDC to engage face-to-face with transitioning service members and spouses before or as they transition. Wisconsin is the best state in

the nation for veterans' benefits as recognized by the National Association of State Directors of Veterans Affairs (NASDVA), offering 23 of the 26 benefits available to veterans. Alongside WEDC's "Think. Make. Happen." marketing campaign, we want to leverage DWD's employment case management abilities to inform those transitioning that Wisconsin is offering concierge-level case management services to those who choose Wisconsin to live and work.

Through an initiative called Mission Wisconsin, the state has entered into a sponsorship with Hiring Our Heroes to engage with transitioning military and spouses at Transition Summits and hiring fairs. Hiring Our Heroes recognized that



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# 2019 POLICY AGENDA

The Waukesha County Business Alliance provides a clear and persuasive voice for the business community and advocates for business-friendly legislation at local, state and federal levels. Here are our five policy areas of focus for 2019:

1. **Workforce development** is the number one issue facing Waukesha County, the Milwaukee 7 region and our state. An Alliance survey found that more than 85 percent of Waukesha County employers plan to expand their workforce in the next three years, yet 82 percent are unable to find enough qualified workers. The Alliance is committed to developing, identifying and supporting policy solutions that strengthen our region's talent pipeline.
2. Recognizing that high quality schools are critical to developing educated citizens and a strong future workforce, the Alliance is focused on fostering effective **business-education** partnerships at all levels. We support Waukesha County students in being both college and career ready and help families and educators understand job opportunities in the marketplace today and in the future.
3. Waukesha County's economic vitality depends on modern, safe and efficient **infrastructure** networks, from our transportation systems to our water supply. In particular, we recognize the need for a sustainable funding solution to meet the critical transportation infrastructure needs of our state. The effective flow of goods, services and people is fundamental to business growth and a vibrant economy.
4. To enhance the work of the Waukesha County Center for Growth, our county's two-year-old economic development organization, the Alliance advocates for local, state and federal policies that support **economic development**, foster business growth and allow Wisconsin to remain competitive with other states. Because Waukesha County's economy is inextricably linked to Milwaukee and the broader region, the Alliance is also an active participant in the efforts of the Milwaukee 7 to build a vibrant regional economy.
5. To ensure adequate resources are available to meet our most critical public needs, the Alliance supports policies that promote and increase **government efficiencies and collaboration** at all levels. We strive to serve as a resource that connects the public and private sectors in order to facilitate best practice sharing and problem solving.

If you are interested in joining our efforts to ensure a strong, pro-business climate, please contact us.

Suzanne Kelley, President & CEO  
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Amanda Payne, Vice President, Public Policy  
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transitioning military and spouses needed a way to own their transition and have opportunities in place prior to separation. Wisconsin recognized that engaging with that demographic at or before their decision point was the best place for this groundbreaking program to reach and employ veterans.

Service members and spouses who attend these events are anywhere from one week to two years before leaving the service which allows Team Wisconsin to inform them of what Wisconsin has to offer. Team Wisconsin represents employers and the state as a whole at these events by leveraging the unique public-private partnership that has been developed through this program.

The goal is to connect service members and their spouses with jobs before they leave military service and to help support them through their transition by connecting them and their families to resources in Wisconsin. This program provides a unique opportunity to inform part of the 200,000-250,000 members of the military that leave the service every year and raise their awareness of the quality of life, opportunities and benefits offered in Wisconsin.

This marks the first time Wisconsin has embarked on a comprehensive national talent attraction campaign aimed at military personnel. No other state has developed and implemented a national campaign aimed at attracting veterans and their spouses. Furthermore, the initiative's concierge-level case management services connect them not only to employment, but also to benefits, services and communities within the state.

By offering the opportunity to build a talent pipeline with the hundreds of thousands of transitioning service members and spouses every year, the program connects the public sector to the business community. Utilizing the existing veterans organization community in Wisconsin, the program fosters collaboration at all levels to ensure that when service members and spouses transition, every possible connection to resources is covered. Moving forward, Team Wisconsin will continue to raise awareness of the program throughout the state and how it not only benefits service members and spouses, but all the partners across Wisconsin.

Learn more and get involved at [www.wedc.org/marketing/hire-veterans](http://www.wedc.org/marketing/hire-veterans). •

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# SPOTLIGHT ON THE TRADES



## DANIEL KINGSTON

Welder 1 for KHS USA, Inc.  
Oconomowoc High School graduate

### Why/when did you decide to become a welder?

I decided to become a welder during my junior year of high school. As a kid I was always helping my dad build/repair stuff.

### What led you to do dual enrollment while in high school? When did you start/finish dual enrollment?

During high school I took shop classes that gave me an introduction into the trades. My brother, Nathan, introduced and encouraged me to sign up for dual enrollment after he completed the program for welding in 2015. My father has been in the trades his entire life, so my parents were also very supportive the whole time.

I started dual enrollment during the last week of August 2016 and had all of my high school requirements completed going into senior year, so I did not have to return to high school after my dual enrollment classes.

I received my welding technical diploma from WCTC on May 19; my first day on the job at KHS was

May 30; and I graduated from Oconomowoc High School on June 10.

### When did you learn you had a job at KHS? How did you get the job? How did it make you feel?

Throughout the school year, my instructors were letting students know of possible job opportunities in welding/metal fabrication. After working at a shop in Hartford for a couple months, I wasn't sure about continuing a career in this trade. I decided to talk to my instructor and that's when I learned about the job opening at KHS.

After talking with my instructor and hearing more about the work KHS does, I decided to at least do an interview. During the interview I was given a tour of the shop and after seeing the cleanliness, the quality and meeting other employees, I knew this company was where I wanted to work. KHS has a very positive atmosphere and that is something I look for when working at any job.

### Tell us a little bit about yourself.

I am the youngest of three boys and family is very important to me. I have lived in the small town of Ashippun,

Wisconsin (just north of Oconomowoc) my whole life. Besides work and school, my hobbies include anything that is outdoors: hunting, fishing, skiing, traveling, etc.



Going into the interview I was nervous, as most people are, but I was confident in my skills and my ability to learn/adapt to new types of work. I personally feel that I got the job not just because of skill or knowledge, but more because I fit well into the team setting we have here at KHS. It felt good when I heard that they wanted me to work for them, but I was still nervous because of the type of work I was getting into and I was still very new to the field.

**What is the hardest part about being a welder?**

**What's your favorite part about your job?**

My favorite part (and also the hardest part) of the job is the parts we build. At KHS, we fabricate very large parts that get used in the food industry. Employees here, in my opinion, are held to a higher standard compared to other welding/metal fabrication shops. This can be stressful at times, but it pushes you to the best job you possibly can.

**What would you say to someone who wants to be a welder?**

For someone who is looking to get into welding/metal fabrication or the trades in general, I would tell them to go for it! The trades are in need of young workers, and the opportunities are endless for someone who is willing and able to learn. Never become comfortable; push yourself to grow and succeed. Work is about more than just a paycheck.

**Where do you see yourself going in the future?**

As for the future, I am always looking for the next step, whether that be fabricating larger, more complex parts and moving up in the company as a welder or switching into a different position that requires even more responsibility. I am always looking to take advantage of new adventures and opportunities. •



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# SCHOOL OF APPLIED TECHNOLOGIES PROGRAMS ENJOY RECORD ENROLLMENTS



**MIKE SHIELS**

Dean of the School of Applied  
Technologies  
Waukesha County Technical College





When the economy is strong, jobs are plentiful and college enrollments are steady. When the unemployment rate is high, people tend to go back to school and enrollments rise. In Waukesha County Technical College's School of Applied Technologies, there has been a bit of a paradigm shift. The unemployment rate in the United States in October 2018 remained at a low 3.7 percent, but enrollment in our applied technologies programs soared.

I attribute the spike in enrollment to several things, including the great partnership we have with the Waukesha County Business Alliance.

Leading the way in enrollment increases is the Automation Systems Technology (AST) program with a 30 percent increase over the last year, making it the largest associate degree program in our school. All programs combined have experienced a five percent increase.

Enrollment numbers for fall 2018 for our three largest associate degree programs – AST, metal fabrication/welding and graphic design – are 132 students, 123 students and 121 students, respectively.

I attribute the spike in enrollment to several things: the great partnership we have with the Waukesha County Business Alliance and the Schools2Skills™ tours, which expose high school and middle school kids to the great careers available in manufacturing, and our summer career exploration camps, which give middle and high school students insight into technical careers; our high-end facilities, labs and equipment – made possible thanks to the generosity of donors – that provide students with cutting-edge learning opportunities; and the increased attention in the media for focusing on high-demand Industry 4.0 and automation-type jobs.

In addition, in all our programs, employers are consistently reaching out and looking for new ways to partner with us – through internships and apprenticeships, and donations of scholarships, tools and equipment. We are fortunate to have that kind of advocacy and support.

All of that translates to a trained workforce, which is a win for students and a win for employers. Most students in these programs are getting jobs in these areas before they graduate, if they're not currently employed in industry, and at competitive wages.

While traditional associate degree programs have seen strong numbers, so, too, have apprenticeships. In January 2018, we began offering a mechatronics technician apprenticeship, and signed on 14 new apprentices at two local companies. (A second group of apprentices signed on in fall 2018.) Participation in plumbing and electrical apprenticeships also increased – an enrollment jump of about 30 percent – thanks to legislative changes to the apprenticeship ratio bill. To date, the school offers 11 different apprenticeship options.

Looking ahead, we plan to continue to expand programming to meet workforce demands. A new Dual Enrollment Academy program (for high school seniors) in building construction trades was added this year, which joins three other dual enrollment programs in the school, and new certificates are in the works, including one that combines robotics and information technology and another focusing on electrical and instrumentation. •

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## AQUA THERAPUPS

### *Pool time with a purpose for dogs*

In search of a better work/life balance, Becky Pease moved from a successful but stressful corporate accounting career to pursue an opportunity involving her love of animals: she bought a franchise called Central Bark Doggy Daycare. While operating the business, she realized the animals' need for an indoor pool.

"The water removes 70 percent of the dog's weight, making hydrotherapy the best form of non-impact exercise," Becky said.

As a former competitive swimmer, she combined her passions for water and pets into her second successful business. In 2013, she opened Aqua Therapups in Slinger.

"The water can do so many things for animals, which is the most exciting part of running the pool," Becky says.

The pool offers a place to achieve fun, weight loss and rehabilitation as well as an energy outlet for dogs who can't be around other dogs, muscle toning and body

shaping for competitive dogs and even swim lessons for those pets still learning to take the plunge.

Becky firmly believes in doing things the right way. She runs her business based on a familiar quote that her grandma practiced as principle and that Becky proudly displays at Aqua Therapups: "Good, better, best. Never let it rest until the good is better and the better is best." In 2015, when she realized an even greater need for therapy for her furry clients, Becky pursued a

pet hydrotherapy certification from Rocky's Retreat Canine Health and Fitness Center in Florida.

From there, her business proliferated, and she quickly became aware of the need for a second location. However, obtaining financing was a problem. With the help of real estate agent Brian Parrish, Becky found the ideal location in Brookfield. Even though Rick Dahl, owner of the location, was willing to invest capital into the building to accommodate Becky's needs, she was still searching for the right financing partner to make it all happen.

That's when she was introduced to the business consultants at the Waukesha County Center for Growth and Wisconsin Small Business Development Center. The business

consultants helped Becky tweak her financial projections and pro forma statements and introduced her to a number of commercial lenders. Within a few short months, Becky had received several loan approvals and secured funding through Ixonia Bank, and her Brookfield location opened in December 2018.

Becky's story does not end there. She was approached by Sherri Cappabianca, the owner of Rocky's Retreat in Florida, to buy out the pet hydrotherapy certification business. Becky purchased the business and held her first certification program in August 2018. Clients came to Aqua Therapups from all over the U.S. and as far as Korea. The quarterly certification program will provide significant revenue to the expanding

business. Becky also continues to grow her business by partnering with veterinarians, animal chiropractors and other specialized pet service providers.

And Becky is an innovator in other ways. She invented the Walk-EZ Leash, which gently guides the pet to prevent constant pulling. Her invention earned her an invitation to appear on the reality TV show "Shark Tank." In the future, this entrepreneur hopes to implement a method to manufacture the leashes in large quantities. Currently each one is being made by hand.

The Center for Growth has been an invaluable partner to Becky on her journey to be a small business owner. •



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Special thanks to Meijer Foods for their support of UPAF's Waukesha Initiative.

Susan Gartell of Milwaukee Ballet Photo by Rachel Malehorn and Timothy O'Donnell;  
Milwaukee Youth Symphony Orchestra Photo by Ron Oshima;  
Christina Hall (Mrs. Lovett) and Andrew Varela (Sweeney Todd) in Skylight Music Theatre's *Sweeney Todd*



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*Careers Uncovered - Educators tour: 1. KHS Manufacturing; 2. SafeNet Consulting; 3. HUSCO International and talk with Austin Ramirez, president & CEO; 4. Three Pillars Senior Living Communities; 5. Tri-North Builders and talk with Holly Hawkins, president*

*Schools2Skills - 6. Les Paul Middle School students tour TLX Technologies; 7. School District of New Berlin high school students tour Weldall Manufacturing; 8. Oconomowoc High School students tour HUSCO Automotive; 9. Saratoga STEM middle school students tour Trace-A-Matic; 10. High school students from Oconomowoc, Arrowhead and Mukwonago learn about health care careers at ProHealth Care*



**ROBYN LUDTKE**  
Director, Talent Development  
Waukesha County Business  
Alliance

The Waukesha County Business Alliance is creating new programs and expanding existing ones to address workforce needs in Waukesha County's four high-growth industries: manufacturing, health care, construction/skilled trades and information technology.

We recently expanded our Schools2Skills™ program to educate high school and middle school students on careers in health care. The first Schools2Skills™ Health Care tour took place in October 2018. Forty-five students from Oconomowoc High School, Arrowhead High School and

Mukwonago High School visited ProHealth Care's UW Cancer Center to learn about careers in nursing, pharmacy, imaging, physical therapy and more. Professionals in those fields talked to students about why they chose their career, what their job duties include and how students can get started in the industry now. Students were able to ask questions of the professionals to learn more about jobs in health care.

Schools2Skills™ started in 2011 to give Waukesha County high schools the opportunity to tour local manufacturers, see firsthand the innovative and advanced technology

right here in southeast Wisconsin and learn about what careers are available in the industry. Schools2Skills™ Manufacturing is dedicated to educating students about what the manufacturing industry has to offer, showing them that a career in manufacturing allows those with highly technical skills to excel and succeed. In seven years, more than 3,000 students, parents and educators have toured more than 100 manufacturers.



# ORCE NEEDS



During the 2018-2019 school year, the Alliance piloted two Schools2Skills™ Health Care tours with ProHealth Care, with the goal to expand the program with additional health care providers in the future. The Alliance is also expanding its Schools2Skills™ Manufacturing tours. Twenty-six tours, a record number of tours in one school year, will be hosted, and we are giving middle school students the opportunity to participate in the tour program.

In addition, we launched our Careers Uncovered program in March 2018. Careers Uncovered is designed to help Waukesha County

educators learn more about the career pathways offered in Waukesha County's key industries. Educators visit a local company to learn about the career pathways available in the industry, tour the company, network with employees from all areas of business operations and have a roundtable discussion with company leadership. The experience concludes with educators working together to reflect and put together an action plan to apply the knowledge they gained to assist with the academic and career planning process.

We hosted seven Careers Uncovered programs for 76 educators in our pilot year.

These programs have been an important part of our workforce development strategy. The focus of the "develop" tenet of our strategy is to develop our future workforce by partnering with K-12 and post-secondary institutions to expose students to all the career opportunities in Waukesha County. With the unemployment rate in Waukesha County at record lows, all industries and positions are in need of employees. •



# 2019 WORKFORCE DEVELOPMENT STRATEGY

Waukesha County is leading the charge in addressing the workforce issue. In December 2018, the Milwaukee Business Journal referred to the Waukesha County Business Alliance as “the business group that has been among the leaders in recent years in addressing the skills gap issue for southeastern Wisconsin manufacturers and other businesses.”

Working together with business leaders, educational leaders, public officials and other community advocates, we’ve created action teams and employer collaboratives to ensure that we’re coming up with the most comprehensive solutions.

We believe three tenets make up a strong workforce development strategy:

1. developing our future workforce through partnerships with educational institutions; 2. attracting new talent to our area; and 3. retaining and skilling up our existing workforce. We are focused on supporting Waukesha County’s four high-growth, driver industries: manufacturing, health care, construction/skilled trades and information technology.

We’re proud we can show, time and again, that we listen to the needs of our member businesses. Until our members have all the employees they need, we will keep working to build a pipeline of skilled talent in southeast Wisconsin.

Need help with your workforce? Visit us at [www.waukesha.org](http://www.waukesha.org) or call us at 262-542-4249.

Educators talk with Austin Ramirez of HUSCO International during a Careers Uncovered program, April 2018



## DEVELOP

We work to develop our future workforce by connecting K-12 and post-secondary institutions with businesses in order to expose students to all the career opportunities in Waukesha County and the region.

1. Expose students to career opportunities in Waukesha County by hosting the MADE Career Pathways Expo, the Many Futures in Health Care Career Pathways Expo, Mini Business World, Kids Building Wisconsin-Waukesha, Schools2Skills™ tours and more.
2. Expand Careers Uncovered to bring educators into businesses to tour, interact with business leadership and enhance the Academic & Career Planning process.
3. Launch the Workforce Readiness Dashboard for Waukesha County school districts to assess K-12 workforce skills development.
4. Host quarterly superintendent/president roundtables to connect educational leaders with local business leaders.
5. Create a program to educate parents about career pathways available for their children to pursue after high school graduation.
6. Promote youth apprenticeship, dual enrollment and internship opportunities with local businesses.
7. Pilot a program to connect K-12 guidance counselors and post-secondary institutions to discuss degrees, programs and/or certifications that exist for in-demand industries.
8. Strengthen and support each school district’s model to partner with their local businesses.
9. Develop an equipment evaluation tool to determine Waukesha County schools’ manufacturing and technical education equipment needs.
11. Form a health care speaker’s bureau to streamline the process for school districts to request health care professional speakers for their classrooms.
12. Support the Milwaukee 7’s “GROW HERE” campaign by encouraging businesses and educational institutions to participate in career-based learning experiences.

A - The Alliance’s Young Professionals of Waukesha County group has fun with Northwestern Mutual’s photo booth, November 2018; B - Young Professionals volunteer at the Humane Animal Welfare Society (HAWs) during YPWeek, April 2018; C - The Joseph Project’s 61st class graduated November 5, 2018; D - The 29th Leadership Waukesha County class graduated April 11, 2018.





## ATTRACT

We work to attract talent to our area and show why southeast Wisconsin is a great place to work, live and play.

- 1 Gather data on where Waukesha County companies source talent to help inform a talent attraction strategy for the county.
- 2 Support the Wisconsin Economic Development Corporation's (WEDC) campaign to attract veterans to live and work in Wisconsin.
- 3 Support Waukesha County's Neighborhoods Initiative to develop life cycle housing in the county.
- 4 Promote WEDC's "Think. Make. Happen." campaign to market Wisconsin to residents of other states.
- 5 Participate in YPWeek 2019 to showcase Waukesha County and the state of Wisconsin to young professionals.
- 6 Develop and promote collateral to showcase the benefits of living, working and playing in Waukesha County and our region.



## RETAIN

We work to retain talent and skill up our current workforce. Whether by providing resources to help those already employed get ahead or providing opportunities to the unemployed, we want to ensure everyone in our area is contributing to our economy and reaching his or her full potential.

- 1 Expand the Alliance's Young Professionals of Waukesha County group to build a community of YPs in our area.
- 2 Promote the Alliance's Leadership Waukesha County program to develop business professionals' leadership skills.
- 3 Support innovative employee retention programs, such as Waukesha-Ozaukee-Washington (WOW) Workforce Development's Employer Resource Network pilot.
- 4 Connect Waukesha County employers with organizations that reskill and support residents from the inner city of Milwaukee, such as The Joseph Project, Mindful Staffing Solutions and more.
- 5 Educate employers on benefits and opportunities for employing individuals with disabilities/special needs.
- 6 Connect businesses to WOW for incumbent worker training and on-the-job training assistance and support WOW job fairs in the fall and spring.

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## AMY LINDNER

President, United Way of Greater Milwaukee and Waukesha County

### **Describe your organization.**

United Way of Greater Milwaukee & Waukesha County impacts individuals and families by investing in 220-plus programs at over 110 agency program partners. We are committed to changing lives and improving our community by mobilizing people and resources to drive strategic impact in health, education and financial stability.

### **What is your role?**

A lot of the issues that we are faced with today are big problems—problems that can't be solved overnight. My job is to remind everyone that our community needs us. We have to dig in and stay with it until we see measurable success on these issues. I love our tagline: United we fight. United we win.

### **What has been your organization's biggest challenge?**

I see two challenges:

- How people want to give back is changing. I'm proud to say that we are equipped for the future and excited to offer convenient, meaningful opportunities to help workers influence the issues they care about.

- How we impact the community is changing. Families often don't have one problem—they have many, all equally challenging. We've accepted this challenge and over the past several years have discovered new ways to help as many people as possible in as many ways as possible. We will continue to evolve this process in the future.

### **What is the most important lesson you've learned in your career?**

If you're willing to learn from your mistakes and keep working to improve, there is no upper limit on your personal or organizational success.

### **What is your personal key to success?**

I encourage people to learn from everyone around them. If you observe, listen and ask lots of questions, the people around you can have a powerful influence on your life.

### **What's the first job you ever had?**

When I was 15 years old I had my first official job at Murf's Custard on West Avenue in Waukesha. After that I worked at Target in Waukesha, assisting customers in the fitting room, answering calls on the store switchboard and supporting the HR team in hiring.

### **What's your dream job?**

I have my dream job! At United Way we are so privileged to connect donors to the issues that are important to our communities.

### **What book are you currently reading or would you recommend?**

Right now I'm reading Factfulness by Hans Rosling. He offers a unique framework for how we should think about the world—while important work remains, things are better than we think.

### **What is something unique about you?**

I am ambitious about what I want to accomplish for our communities. Every minute that I'm distracted is a minute that I can't focus on my goal.

### **What is your favorite pastime?**

My favorite thing in the whole wide world is spending time with my husband Jason. He is my partner in all things. We love to eat out, we love to travel and we love to camp—although our camping recently has become less tent and more cabin. •

# Savor THE Flavor

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### PARTICIPATING RESTAURANTS:

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Cafe Hollander	Tuscan Hall Banquet Center and Catering
Cooper's Hawk Winery & Restaurants	Thunder Bay Grille
I.d.	Tofte's Table
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Collecting and analyzing data can be an important tool for many businesses, but often they lack either the personnel or time to effectively analyze the information they collect.

The new Analytics and Business Intelligence Consortium (ABIC) at the Carroll University School of

The Analytics and Business Intelligence Consortium is first and foremost a solutions provider. This innovative approach provides organizations with access to the expertise and tools they need to make effective decisions in regard to data management and analytics.

can offer. Carroll students and faculty are helping Pewaukee's Trico Corporation on a project that could increase the company's efficiency. Trico is in the business of analyzing lubricants for industry.

Trico's customers include manufacturers and other heavy

## CARROLL UNIVERSITY PARTNERS WITH BUSINESSES TO MANAGE DATA



**JOHN GNADINGER**

Director, Analytics & Business  
Intelligence Consortium  
Carroll University

Business aims to tackle that issue and become the region's leading source for applied analytics and business intelligence. Carroll is seeking businesses from a variety of fields, including manufacturing, finance, health care, insurance and more, to become members of the consortium. This forward-thinking, multidisciplinary alliance of industry and academia is poised to become a leader in applied analytics, data interpretation and strategic action.

The consortium will hold monthly workshops, networking events and yearly conferences and create educational opportunities, including degree programs and analytics microcredentials.

Our goal is to become the region's leading source of data analysis intelligence. The need is out there across all industries, from manufacturing and health care to finance, retail and more.

Already, one local business is seeing the benefits this partnership

machinery users, all of whom rely upon smooth-running equipment. They need lubricants to reduce and/or prevent friction between moving parts, because that friction could lead to catastrophic failures that could cost them thousands of dollars.



The lubricant analysis that Trico performs can be likened to the blood tests your doctor may order. If your test results indicated a high cholesterol level, your doctor would recommend steps to prevent a future catastrophic tragedy. Similarly, by analyzing lubricant samples, Trico can report on the health of the equipment and provide suggestions to reduce the chance of failures. But time is of the essence, and getting samples to Trico to test takes precious time.

Enter Carroll. A team of students from Carroll has been working with a new piece of analytical equipment called a Raman spectroscope. The machine can be taken directly to Trico's customers for on-the-spot analysis. Carroll's research team will conduct analyses to help determine

how effective the spectroscope might be. Then, the researchers will compare the data they've collected to the millions of pieces of data Trico already has.

Trico doesn't currently use the Raman spectroscope, but the company wants to verify if the equipment has a place in the business. Trico CEO Bob Jung has said the arrangement with Carroll helps because his own employees did not have the time to run all the testing, gather all the data and then compare that to the existing database.

It's a win-win partnership: the company gains valuable insights that should help it work more efficiently and Carroll students gain incredible hands-on experiences in the real world of big data analytics.

We're hoping this partnership is the first of many. If your business has unmet, applied analytics needs, then Carroll University is where to start your journey. Carroll University is uniquely positioned to help with all phases of analytics development, from simple business intelligence to predictive analytics, machine learning and prescriptive analytics. Our team of experts, along with consulting partners, can provide your business with recommendations, student and faculty partnerships and employee retooling to meet your ever-changing needs in this fast-moving field.

For more information, visit the ABIC website, [www.carrollu.edu/ABIC](http://www.carrollu.edu/ABIC), or email me at [jgnading@carrollu.edu](mailto:jgnading@carrollu.edu). •



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# WELCOME NEW MEMBERS!

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

3D Training LLC Brookfield	Fairway Independent Mortgage Corp Hartland	Industrial Sales Tech Inc New Berlin	Pappas Delaney LLC Hales Corners	Sterling Law Offices Menomonee Falls
ActionCOACH Business Coaching Mukwonago	First Citizens Bank Brookfield	inFORME healthcare, LLC Milwaukee	Paul Davis Restoration & Remodeling Milwaukee	Sunrun Glendale
Anderson Packaging Butler, New Berlin	Full Spectrum Holistic Healing Waukesha	Iris Health Clinic Waukesha	PCC Germantown	The Payroll Company Oconomowoc
Brelie Gear Milwaukee	Fully Rendered Inc Oconomowoc	James Lowe Patent & Trademark Attorney New Berlin	Precision Defense Training Brookfield	TOX Pressotechnik Warrenville
Capital Electric Wire & Cable Co Inc New Berlin	G2 Insurance Services Inc Brookfield	Lake Country Contractors Dousman	Raised Grain Brewing Company LLC Waukesha	United Engineering Consultants Inc New Berlin
Central1 Security New Berlin	Geneva Supply Delavan	Lake Country Health Center - Dr. Daniel Murray & Associates Delafield	RBC - Wealth Management Brookfield	United Heartland New Berlin
Chicago Title Waukesha	German American Events, LLC - Christkindlmarket Milwaukee Chicago	Lifeworks Coaching and Training Shorewood	Rocket Clicks Menomonee Falls	Vantage Financial LLC Grafton
Connoils LLC Waukesha	Giertsen Company of Wisconsin Waukesha	Luther Group Elm Grove	SALS Houses Waukesha	Waukesha Xtreme Dance Team Waukesha
CRDN Waukesha	Groth Design Group Milwaukee	Manpower Pewaukee	SALS Recovery Waukesha	Winco Stamping Menomonee Falls
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To drive economic growth in Waukesha County.

## VISION

To make Waukesha County the best place to do business.

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