

# ACCELERATE

WAUKESHA  
COUNTY

July 2019

Improving  
employee retention  
and productivity

## MORE INSIDE...

Wisconsin expands youth apprenticeships into information technology.

Waukesha County municipalities explain the importance of affordable housing options.

Lutheran Social Services partners with Waukesha County to address the opioid crisis.

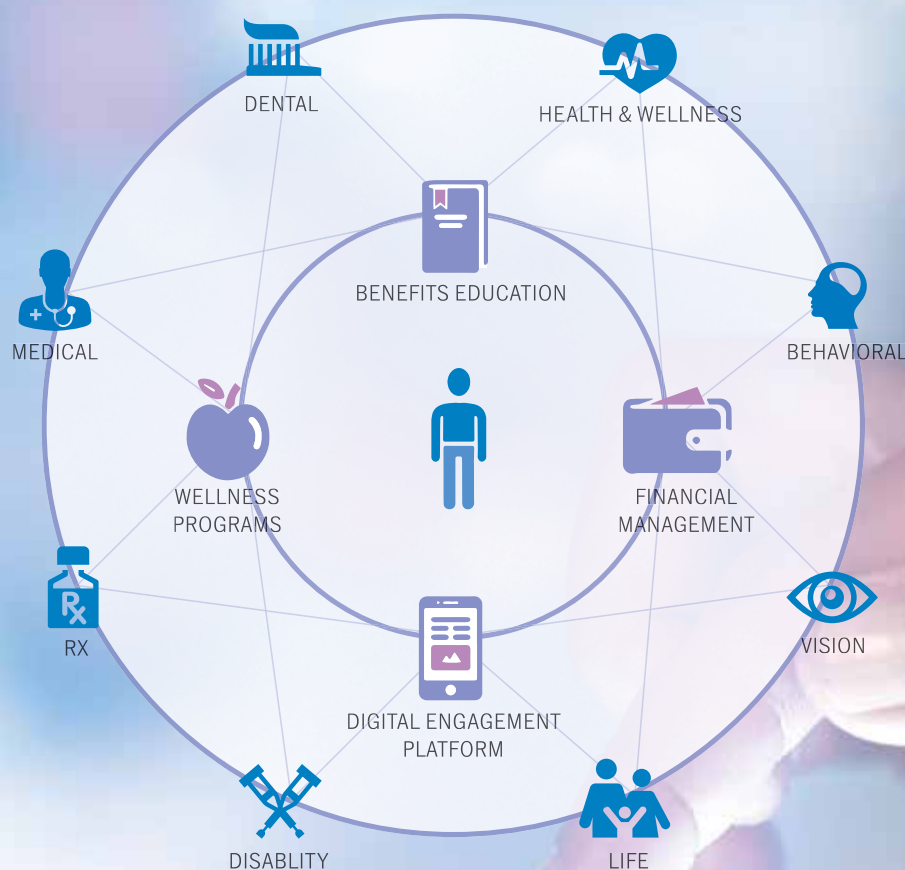


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115341WIENABS 05/19



# IT'S SUMMER!

Time for most students to take a break from the classroom, and it's a great opportunity to reflect on all the Alliance did during the 2018-2019 school year to connect businesses and educational institutions.

A key part of our workforce development strategy is to connect K-12 and post-secondary institutions with businesses in order to expose students and educators to all the career opportunities in Waukesha County and the region.

Here is a breakdown of the impact we had this past school year:

- More than **1,000 students** toured the MADE (Manufacturing, Automotive, Design and Engineering) Career Expo
  - This brings our total to more than 2,600 students since the start of the expo four years ago
- More than **800 fifth through eighth graders** attended the first annual Kids Building Wisconsin – Waukesha Expo
- Nearly **500 students** toured the Many Futures in Health Care Career Pathways Expo
  - This brings our total to more than 2,000 students since the start of the expo four years ago
- More than **100 students** experienced Mini Business World
  - This brings our total to nearly 300 students since the start of Mini Business World two years ago
- Almost **800 students** from 21 schools participated in 26 Schools2Skills™ Manufacturing tours
  - This brings our total to nearly 4,000 students since the start of the program nine years ago
- More than **260 students** from 11 schools participated in four Schools2Skills™ Health Care tours
- Careers Uncovered brought **45 educators** into businesses
  - We have brought more than 85 educators into 11 businesses since the start of the program a year and a half ago
- **Four superintendent/president roundtables** gave education leaders the opportunity to sit down with business leaders to learn about driver industries like construction, health care, information technology and manufacturing
- The Alliance launched **Connecting Counselors**, a program to connect K-12 counselors with innovative programs being offered by area post-secondary colleges and universities

Thanks to everyone who supported our efforts. We look forward to expanding our business/education partnership programs when classes resume in fall.



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

*Suzanne Kelley*



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# CONTENTS

## ON THE COVER...

- 6 Closing the IT gap with youth apprenticeships
- 8 The importance of more affordable housing options in Waukesha
- 14 Helping people on the path to recovery by meeting them where they are
- 18 Improving employee retention and productivity

## 11 SMALL BUSINESS SUCCESSES

Unite Utility

## 22 SPOTLIGHT ON THE TRADES

Calee Ceman of Bevco Engineering

25 Post-secondary institutions partnering to address needs

27 Powering Africa's electrical grid: Eaton and Power Africa

## 29 EXECUTIVE PROFILE

Steen Coleman of M2M Group

30 Welcome new members



## 18 COVER STORY

Improving employee retention and productivity



John Boites  
CEO / President  
\*SVA | A Professional Services Company

Bryan Bechtoldt  
President  
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**CALEB FROSTMAN**

Secretary-Designee  
Wisconsin Department of Workforce  
Development

At the Department of Workforce Development (DWD), our team of economists track everything. From unemployment to market growth to wage changes and even the number of shift workers, the team that manages WisConomy.com knows what's happening in the hundreds of occupations across Wisconsin.

One way they track future growth is through the Hot Jobs List, a listing of 50 occupations that offer a salary above the state median, growth above the state average and a plethora of job openings.

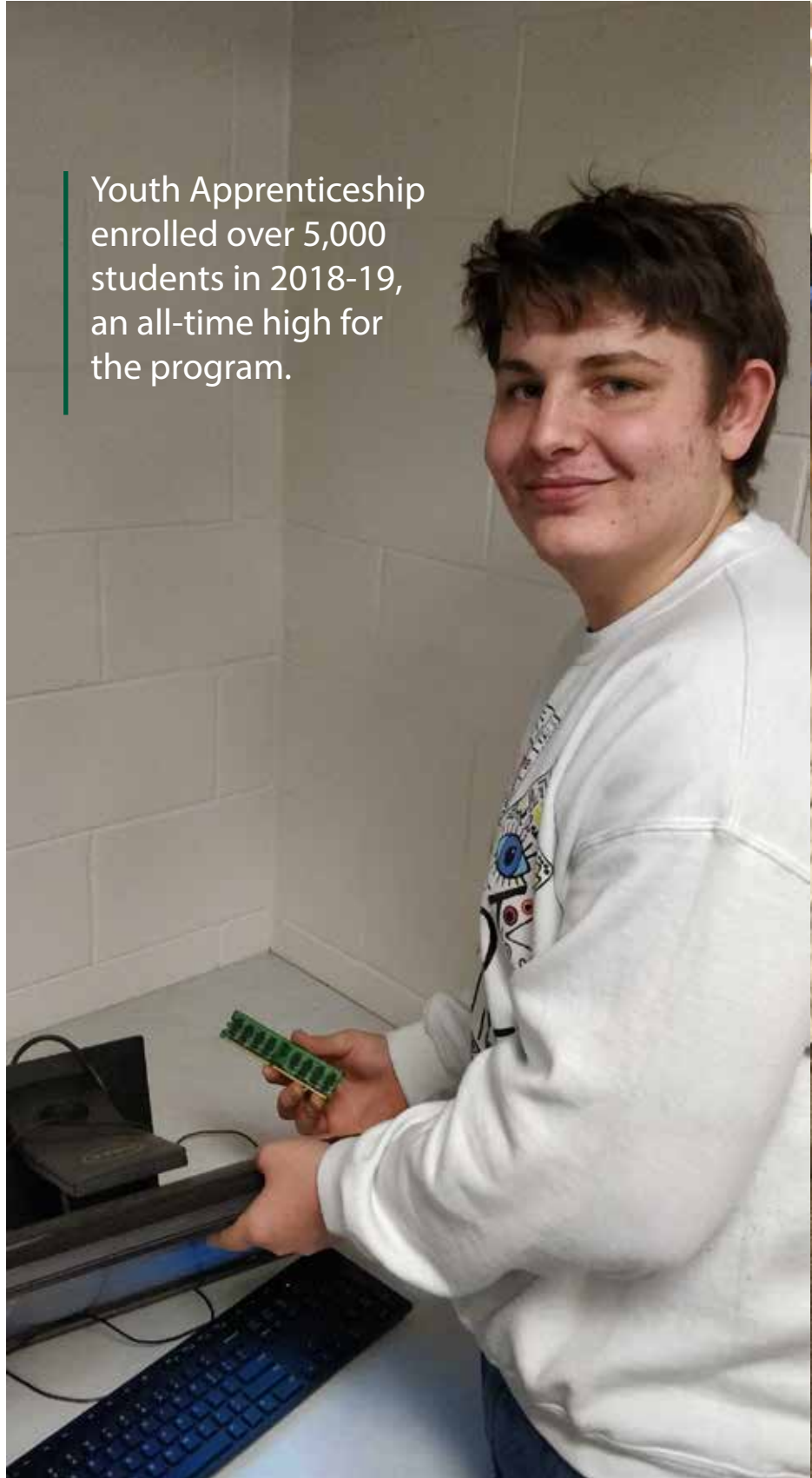
Several IT occupations are on the Top 50 Hot Jobs list, from computer user support specialists to software developers. Projected employment growth in these occupations varies, with software developers topping the list of all 50 Hot Jobs at over 31 percent growth projected between 2016 and 2026.

Youth Apprenticeship (YA), a DWD program, is a great way to create a succession plan for your business by bringing in high school students eager to learn. Students are intellectually curious, hungry for new experiences and can bring an innovative perspective, all qualities that any thriving company needs.

Juniors and seniors from participating high schools are eligible. There are currently 11 broad occupational areas to choose from, each with several specific pathways within it. Students may opt for a one- or two-year youth apprenticeship.

# CLOSING THE IT GAP WITH YOUTH APPRENTICESHIPS

Youth Apprenticeship enrolled over 5,000 students in 2018-19, an all-time high for the program.







Those who enroll as IT youth apprentices for one year gain skills in IT Essentials, a collection of basic IT occupational skills ranging from processing customer requests to installing operating system service packs and security patches. Those who enroll for the two-year IT youth apprenticeship focus in the second year on network systems and information support (hardware), programming and software development, and information support (software), or web and digital media.

Employers who hire youth apprentices describe many benefits. They cite access to a motivated, screened pool of applicants, an ability to shape the technical and general skills of employees early in their careers and more. Every year, between 75 and 85 percent of YA employers offer permanent employment to their graduating youth apprentices.

The youth apprentices benefit with work experience in a career field in which they have an interest, they earn credits toward graduation and, upon completion, are awarded a Certificate of Occupational Proficiency.

The aging of our population and the focus on work-based learning opportunities in the state's high schools suggest that YA will become a useful talent attraction and retention tool for many more Wisconsin employers in the coming years.

IT-focused businesses aren't the only ones benefitting from youth apprentices interested in technology careers. Businesses from a variety of industries as well as nonprofits and local governments have IT needs, and they report that hiring youth apprentices is a great way to build their own talent pipeline within the organization.

For more information on how your company can get started in Youth Apprenticeship, reach out to us at [ya@dwd.wisconsin.gov](mailto:ya@dwd.wisconsin.gov).



*Ben Biersack and Christopher D'Amico both worked for the East Troy Community Schools IT department. They work as part of the IT team installing new hardware, software and infrastructure upgrades, as well as responding to help desk requests and assisting district staff with IT requests and repairs.*



Waukesha



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County



**MORE CHOICES**  
CLOSE TO HOME





# THE IMPORTANCE OF MORE AFFORDABLE HOUSING OPTIONS IN WAUKESHA



One of the most important issues facing the city of Waukesha today, as well as much of Waukesha County, is finding the right mix of housing for our community. This is especially true as we look to continue a sustainable development pattern that adds value and contributes to our economic success.

The residential housing mix is also major factor in the success of our business community. Our conversations with local business owners and CEOs reveal that the number one factor that consistently inhibits business growth is finding qualified employees. Trends have shifted, and businesses are now choosing their location based on readily available workforce. In the past it was the reverse, with the workforce choosing to locate wherever businesses chose to locate.

As we think about the future of growth in Waukesha, expanding housing that is affordable for working families is extremely important. According to the city of Waukesha's recently completed housing study, entry-level homes are in short supply, despite a demand from the market. A large population of our community cannot afford a home that costs much more than \$200,000. These are the people that work in our major employment centers, shop in our local stores and send their children to our local schools. Providing housing for these community members is extremely important and cities like Waukesha are looking for new ways to encourage this type of development.

However, the affordability question is not just about home ownership. Changing



**KEVIN LAHNER**  
City Administrator  
City of Waukesha

demographics, smaller families and different lifestyles also make it important for communities to offer affordable rental options. Affordable rental options, particularly near the downtown core, provide opportunities for people to move into the community and be closer to their places of employment, public transportation, shopping options, restaurants and leisure activities.

Places like Waukesha and some of our surrounding communities are working hard to solve this problem. We are striving for a healthy mix of housing options, from market-rate



and affordable rental housing and single-family homes as well as developments for seniors.

Among other initiatives, Waukesha is working with housing developers to encourage moderate rental housing on prime redevelopment sites. We are reviewing zoning codes to encourage smaller lot owner-occupied homes and allowing more mixed-use development in a great number of areas. All these initiatives are designed to ensure that housing is available for every person that wants to call the city of Waukesha home.

In short, affordable housing development stimulates the Waukesha economy by:

- Creating short-term and long-term jobs
- Attracting employees to work in our employment centers
- Boosting spending for our local small businesses
- Generating tax revenue and a higher tax density per acre for the local government
- Increasing job security by providing stable housing

- Reducing transportation challenges
- Lowering the risk of evictions and foreclosures
- Supporting social networks that lead to job opportunities
- Allowing a greater level of multigenerational housing choices

Lastly, the city is proud to support the Waukesha County Center for Growth, and its recent launch of the GROW Fund. This initiative, which was launched with \$2 million in start-up capital, will assist local businesses in expansion opportunities, while also facilitating the development of workforce housing. This fund will be another key piece in attracting new investment in both rental and owner-occupied housing options, and with it the next wave of workforce into the county.

Facilitating additional affordable housing options is one key ingredient in the overall economic success of our community. By working together, we can continue to see our communities and businesses grow and prosper. •



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# SMALL BUSINESS SUCCESSES



## UNITE UTILITY

### What does Unite Utility do?

Unite Utility is an underground construction contractor that specializes in the installation of fiber optic mainline.

### How and why did you start Unite Utility?

We started Unite Utility because it has always been a dream of ours to own our own business. We decided to take advantage of our 25 combined years of utility construction and came up with a business plan to turn our dream into a reality.

### What sets Unite Utility apart?

Our experience not only in the fiber optic arena, but the natural gas and electric sector with clients such as We Energies, Alliant, MG&E, Peoples Gas, Nicor and more has given us a diverse background not only in the types of projects we can perform but also the high safety and

quality standards we strive towards. High expectations from natural gas and electric utilities have molded us throughout our years in the industry and we bring that focus and standard to the fiber optic and communication sector.

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

Resources – being a small business, we don't have the same amount of equipment and support staff as the larger players in our industry. We all have to wear a variety of hats and always make sure we are optimizing efficiency and usage.

### What have been your biggest successes?

Our team. We have a great group of people and their willingness to be part of a startup and be involved in bringing new ideas to the table to set us apart has been



### GRANT AND KATIE KLUMB

Owners  
Unite Utility

wonderful. It is a very hard market to find great people, but we have been very lucky. Our success starts and ends with our team.

### How has the Waukesha County Center for Growth contributed to your success?

We were applying for a loan from the Small Business Administration, and we were referred to the Center for Growth for help with financial projections. The Center for Growth also helped us with our business plan and market research. The support they offer and their vast areas of expertise have been extremely helpful, especially in the startup phase. •

# WAUKESHA COUNTY BUSINESS ALLIANCE

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## ENGAGE. DEVELOP. LEAD.

JOIN US AT OUR 101<sup>ST</sup> ANNUAL MEETING



1



2

As the Waukesha County Business Alliance wraps up its 101st year, join business leaders to celebrate the accomplishments of the business community over the past year and discuss the trends facing businesses in southeast Wisconsin in the future.



3



4

**Thursday, September 5, 2019**

11:30 a.m. - 1:30 p.m.

The Ingleside Hotel  
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**Register at  
[waukesha.org](http://waukesha.org)**



5



6



7

*Speakers: 1. Laura Catherman, director, Waukesha-Ozaukee-Washington Workforce Development Board; 2. Waukesha County Executive Paul Farrow; 3. Rodney Ferguson, chief executive officer and general manager, Potawatomi Hotel & Casino; 4. Tom Fotsch, chief operating officer, EmbedTek LLC; 5. Katie Gavin, senior vice president, human resources, Milwaukee Tool; 6. Layla Merrifield, executive director, Wisconsin Technical College District Boards Association; 7. Jennifer Bogner-Zierer, manager, local affairs, We Energies*

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# HELPING PEOPLE ON THE PATH TO RECOVERY BY MEETING THEM WHERE THEY ARE

***Lutheran Social Services of Wisconsin and Upper Michigan (LSS) is partnering with Waukesha County to open the first community-based residential care facility offering comprehensive addiction treatment for both women and men.***

Drug overdose is now the leading cause of accidental death in the United States, according to the National Safety Council. Drug overdose deaths in Wisconsin have increased 600 percent since 2000 with more than 900 deaths occurring from opioid overdoses in 2017 – more than the number killed in car crashes. Waukesha County is not immune to this epidemic, with 75 drug overdose deaths in one year alone.

In response to the growing need for local access to residential treatment options for opioid addiction, Lutheran Social Services of Wisconsin and Upper Michigan (LSS) is collaborating with Waukesha County to provide comprehensive substance abuse treatment at a rehabilitation center, known as a residential care facility. This facility will offer a wide range of psychosocial rehabilitation and therapeutic services focused on addiction treatment for men and women.

The struggle with addiction crosses all sectors of the population – the rich and the poor, the youth and the elderly and the devout and the secular. None of us are immune and my family is no exception. Recently I lost a

LSS has offered addiction treatment in Waukesha County for more than 40 years. Our Genesis House and Cephas House programs have helped hundreds of men successfully overcome



cousin to a drug overdose. The pain and suffering this has caused our family is profound. Many of you reading this may have lost a loved one as well – a spouse, child or friend.

substance use disorder. An expansion of this hope, love and support offered by LSS is coming soon in the Waukesha area. Through our partnership with Waukesha County,



**HÉCTOR COLÓN**

President and CEO  
Lutheran Social Services of  
Wisconsin and Upper Michigan

LSS will be able to expand those services to include treatment for women.

Currently, no affordable options exist for women to receive this type of treatment in Waukesha County. In 2017, 160 individuals were placed outside Waukesha County for transitional residential treatment. This creates additional hardships including lost wages, increased travel costs for family members wishing to be involved in the treatment process and childcare challenges.

LSS is kicking off a \$1.7 million community fundraising campaign to support the renovation of an existing building located at 2000 W. Bluemound Road in Waukesha. The future residential care facility will provide gender-specific treatment services, both medically monitored treatment and transitional residential treatment. The facility will serve 22



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individuals upon opening, with room for further expansion. Men and women will have separate living and dining areas, as well as separate entrances. LSS has already received \$1.1 million in gifts and pledges for project build-out and start-up costs from Waukesha County, area churches and individual donors. One pledge includes a challenge grant that provides a match for gifts and pledges received through December 31, 2019.

### Impact of drug abuse on the workforce

The impact of substance abuse is present in the workplace. For employers, this can manifest through lower productivity, absenteeism and increased risk for injury in the workplace. Workers struggling with addiction might be reluctant to take

time off from work for comprehensive treatment. When those treatment options are farther away from home, there is an increased level of stress. Addiction may make it difficult to find and maintain a job and lack of employment can make recovery challenging.

We look forward to co-creating this residential treatment facility with Waukesha County to serve even more individuals struggling with substance use disorder. This center will benefit the community by helping families stay close during treatment, making this important care accessible to more individuals.

Relying on our rich history and experience in health and human services, together with community partners and individual supporters, LSS will be able to address the substance abuse treatment needs

of southeast Wisconsin residents including Waukesha through the delivery of accessible and affordable high-quality treatment programs. Our vision at LSS is creating healthy communities filled with people using their God-given gifts to serve. The more we are able to remove barriers for people—in this case providing residential treatment for women and men in Waukesha County—the greater the opportunity for that vision to be realized.

To learn more and get involved with the LSS fundraising efforts currently underway, please contact Jackie Harcourt, 414-246-2701 or [jackie.harcourt@lsswis.org](mailto:jackie.harcourt@lsswis.org). •

## BUILDING COMMUNITIES

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# IMPROVING EMPLOYEE RETENTION AND PRODUCTIVITY



**CINDY SIMONS**

Operations Manager  
Forward Careers, Inc.

Worldwide, millions of employees spend a large part of their day (and lifetime) at work, increasing the effect that workplace environments can have on employee's overall well-being. According to the 2019 Workplace Health Survey conducted by the Mental Health America:

- 58 percent of people reported that they were unmotivated at work. Of those, 24 percent were strongly unmotivated.
- 66 percent reported that workplace issues negatively affect their sleep, and half of respondents engage in unhealthy behaviors to cope with workplace stress.
- Over half of respondents would not recommend their workplace to others, and 1 in 5 were

strongly against recommending their workplace to others.

- Nearly 45 percent look for a new job at least several times per week.

Today, organizations are in fierce competition with each other to recruit and retain the best talent available. Job satisfaction and levels of productivity depend on workplace culture, work demands, work support and work rewards. Having an engaged workforce not only increases productivity and sales, but also creates a flourishing culture. For many organizations and HR departments, the search for best practices, resources, and tools to improve employee engagement, culture and productivity is never-ending and exhausting.

Recognizing the importance of employee engagement and to support our local businesses, in July of 2018 Forward Careers, Inc. launched a pilot Employer Resource Network (ERN) program with five local businesses covering areas from Jefferson to Mequon.

## WHAT IS ERN?

ERN is a program designed to improve workforce retention outcomes for employers by providing in-person employee assistance, services, and facilitated connections to local resources including job training and social service programs.

Through an agreement with participating businesses, success coaches schedule time with each business to provide confidential services to resolve personal and family challenges that interfere with the employee's employment. With their extensive knowledge of the resources and services available in the community, success coaches serve as a direct conduit to community resources and services that provide fast relief for many issues that employees face.

The core services typically include three elements: case management, job and life skill training, and specialized resources and support. These services are intended to achieve skill building, increase productivity, and improve job retention.



**1. Case Management.** A key service provided is case management to resolve any personal and family challenges that interfere with employment. Success coaches address work-related challenges, such as lack of transportation, financial issues, childcare, housing, stress-related issues, mental health and drug or alcohol addictions.

Success coaches are well informed of the range of resources and services available within the community and, based on an assessment of an employee's needs, will link employees with an existing service provider. Ongoing case management and counseling to measure agreed upon benchmarks are set to move employees to optimal productivity.

**2. Job and Skill Training.** The ERN is designed with the goal of improving job retention of the existing workforce and providing opportunities for skill building and advancement. Trainings may be industry specific or focus on general job skills training. Success coaches work with the business's HR staff and supervisors on desired training topics such as problem solving, time management and conflict resolution. Training sessions may also be organized for executives, HR and managers.

One of the advantages of our ERN is the established partnership with Associated Bank. Based on a business's workforce need, success coaches will coordinate workshops around financial education and wellness. According to the Society for Human Resource Management's 2018 employee benefits survey, one of the most prominent



*Success Coach Kim Mullikin on-site at one of the businesses*

### **ERN direct or indirect\* services may include:**

- Auto Repair
- Career Counseling\*
- Child Care
- Child Support
- Clothing
- Coaching\*
- Conflict Resolution
- Counseling Referral\*
- Credit Score\*
- Domestic Violence
- Education\*
- Elder Care
- Emergency
- Employment\*
- Energy Assistance
- Financial Assistance
- Financial Literacy\*
- Food Assistance
- Foreclosure or Eviction
- Furniture
- Government Agency Navigation\*
- Grief Counseling
- Health Insurance
- Health & Mental Health
- Home Repair
- Homeless Shelter
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- Immigration
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- Literacy
- Substance Abuse
- Taxes
- Training – Hard Skills
- Training – Soft Skills\*
- Transportation
- Utilities
- Other

workplace trends was the focus on employee financial wellness training and tools. Whether you realize it or not, you may have employees who are constantly worried about their finances.

Another benefit of our ERN is the connections success coaches can make for the participating businesses. For instance, businesses can get connected to on-the-job training or incumbent worker training incentive programs that provide up to 75 percent of the employee's wage or training cost reimbursed to the company. Examples of trainings include leadership fundamentals, supply chain management, Lean Six Sigma, Solidworks, hexagon metrology, project management and blueprint reading.

**3. Specialized Resources and Support.** The ERN can help improve employees' access to a range of

supportive services. For example, a single-parent employee may have two jobs to place food on the table for a family of three. Success coaches can determine if the employee is eligible for programs such as FoodShare Wisconsin to alleviate the burden of the second job that is impacting attendance and productivity while at work. With ongoing case management in other areas such as budgeting and developing a career plan to advance within the company, the result is a win-win for both the employee and the employer.

Visits made with the success coach can be voluntary or mandated but always remain confidential. Reports on the utilization of the ERN are made in aggregate form through a dashboard prepared by the success coach and issued monthly and quarterly to participating businesses.

## OUTCOMES

Across the five participating businesses, aggregate data through Quarter 3 (July 2018 – March 2019) show:

- 157 unique employees received 296 services
- 85 percent of employees sought ERN services at their own discretion while 16 percent of employees were referred by HR or supervisors
- 35 percent of the services included career coaching
- 19 percent of the services included financial related assistance
- 8 percent of services included automotive, conflict resolution, legal assistance and substance abuse
- 7 percent of services included health and mental health counseling

# Options Are A Good Thing. We've Expanded Ours.

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# SPOTLIGHT ON THE TRADES



## CALEE CEMAN

Panel Builder for Bevco Engineering

### Tell us a little bit about yourself.

My name is Calee Ceman and I am 21 years old. I started this job when I was 18. I live in Richfield with my parents, my 19-year-old brother James and my 22-year-old sister Zoe. We have two St. Bernards, Diesel and Bigs, and two cats, Loki and Fiona. My favorite color is green, I'm obsessed with pasta and I love to read and watch TV.

### Why/when did you decide to become a panel builder?

To be honest with you, I just needed money and I still do. I'm working my way through college and this job

allows me to do that and yet still learn new things that I can use in the future. I first came to this job almost two years ago knowing practically nothing about panels or even how to use electric tools. They were willing to train me in the basic ways to properly build and test a panel. Now I can build with the best of them!

### What led you to your current career path?

In the beginning, before I even got this job, I was a restaurant hostess looking for a better-paying job that would help me pay for college and my bills. My mom's



cousin's husband actually offered me this job. It was nothing I really knew anything about or was very interested in, but I was willing to learn to help myself move forward towards my future.

### **What is the hardest part about being a panel builder?**

Because I work with my hands a lot, it's best not to spend money on a manicure! But the hardest part about this job would probably be that it can get a bit repetitive, because you end up standing in one place doing the same thing over and over again throughout the day. Luckily we can listen to our headphones to make the day go faster. Like any other job, you will face your normal frustrations.

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

My favorite thing about my job would have to be the people I work with. When I first started I was really intimidated because I was so young working with older and more experienced people. However, over time, we all find our place and I found mine among them especially when I started to learn more and more. We all break up the monotony of the day with friendly chatter and banter. Of course you have your grumps, but again it just makes the day even more eventful. I really enjoy working with all of them—they make the day better.

### **What would you say to someone who wants to be a panel builder?**

I'd say go for it! Even if what I specifically do isn't what you want, but close enough, it's a great way to get experience, get your feet wet and get your foot in the door. You can never have too much experience. You then gain the possibility of finding something you didn't know was there. It just opens up a lot more doors to you that you may not have known were there.

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

For my future I hope to go into theatre production, like set design or something like that. I know I'll take my experiences from Bevco and use them to grow even more in the future. •

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**MARK MONE**

Chancellor  
University of Wisconsin-Milwaukee

## POST-SECONDARY INSTITUTIONS PARTNERING TO ADDRESS NEEDS

The Higher Education Regional Alliance (HERA) is a newly formed collaborative of 18 Wisconsin public and private two- and four-year colleges and universities and a network of partner organizations located in Wisconsin's seven southeastern counties. HERA brings together higher education, economic development, employment and community-based organizations to build a fully capable, educated and employed workforce to meet the needs of the 21st century.

In the lowest unemployment rate economy in a generation, this education cluster translates into an immense natural advantage. We have tremendous capacity to develop talent aligned with regional needs. Our seven-county area enrolls over 150,000 students (8.7 percent of the region's population) in certificate or degree programs, a post-secondary participation level that is competitive with other midwestern urban areas.

Collectively, HERA seeks to bridge the gaps that impede our region's progress. Employers consistently report a gap between talent supply and employer demand. HERA will address this by ensuring

programs and degrees align with regional employment projections. For example, according to a recent Manpower workforce study, health care projects a need for 2,507 additional registered nurses by 2021, which is 56.2 percent of Wisconsin's total projected need. While it is beyond the capacity of a single college or university to meet the need, it can be accomplished collectively by multiple HERA institutions.

HERA will also address gaps in completion and success rates for current students. This will benefit individual students as well as the region. According to Georgetown's

WEDC Deputy Secretary and Chief Operating Officer, addressing the HERA Action Summit (held at MATC's downtown campus on 2/5/2019)



Jonathan Dunn, HERA Project Director at HERA Planning Academy (5/7-5/8/2019)



Panel presentation at HERA Planning Academy (held at Mount Mary on 5/7-5/8/2019)



Center on Education and the Workforce projections, 60 percent of all jobs will require some post-secondary training (certificate, apprenticeship or degree) by 2025. Overall, Wisconsin's post-secondary completion rate for the working age population (ages 25-64) is 51 percent. Two counties in southeastern Wisconsin exceed the state level (Waukesha at 58 percent and Ozaukee at 59 percent) while the remaining counties in the region are below the state level. HERA institutions are replicating best practices and implementing strategies to increase the number of graduates.

Post-secondary institutions recognize the need to enroll and effectively serve student populations who have not traditionally fared well in post-secondary education, including low-income students, first-generation students, students

of color and returning adults with some college but no degree. HERA has engaged partner organizations representing various under-represented groups and is using disaggregated student data to identify where gaps exist and establish success strategies to ensure success for all.

By working together, HERA can also identify and address transition gaps. This refers to the student experience moving from K-12 into a post-secondary program, transferring between institutions or upon entering the workplace. HERA seeks greater efficiency and alignment to ensure seamless transitions. Early efforts will streamline connections between institutions and employers to expand internship placements, job fairs and recruitment.

Both the economy and post-secondary education have become more complex. Types of available

occupations have more than tripled since 1950 and post-secondary programs of study have more than quintupled. Through the coordinated, strategic efforts of higher educational institutions, HERA's success will be measured by our ability to raise the region's college completion rate; increase program innovation, growth and alignment; and build a better connection hub between employers and the talent coming out of higher education.

HERA is the unifying voice and efficient solution to connect businesses with talent and promote the value of living and working in southeastern Wisconsin. For more information or to get involved, contact Jonathan Dunn, HERA Program Director: [jdunn@milwaukeeesucceeds.org](mailto:jdunn@milwaukeeesucceeds.org).





**JON WEHRLI**

Vice President and General  
Manager, Power Systems Division  
Eaton



*Peter Ballinger, Managing Director, OPIC; Andrew M Herscowitz, Coordinator, Power Africa; and Eaton's Matt Hockman and Jon Wehrli commemorate the Eaton-Power Africa partnership*

# POWERING AFRICA'S ELECTRICAL GRID

## EATON AND POWER AFRICA

Africa is home to some of the world's fastest growing economies, and in today's world, growth and electrical power go hand-in-hand. Only 45 percent of the population has access to electricity today, and the already limited electrical grids throughout the region are simply not able to keep up with the growing demand for electrical power.

In fact, it's expected that as the population grows, there will be a 93 percent increase in energy demand in Africa by 2035. There is a significant opportunity for infrastructure investment.

And this is where partnerships between companies like Eaton and agencies like Power Africa play a critical role. Our collaboration is a natural fit based on a shared vision for improving people's lives with increased access to safe, reliable electrical power.

Power Africa is a U.S. government-led initiative launched in 2013 to unlock the substantial natural gas, wind, solar, hydropower, biomass and geothermal resources on the African continent through partnerships. It works within the public and private sectors to help U.S. companies grow through investment in electrical infrastructure in Africa.

Eaton is a \$22 billion power management company dedicated to improving the quality of life and the environment through the use of power management technologies and services. Through our 99,000 employees, we provide energy-efficient solutions that help customers in over 175 countries effectively manage electrical, hydraulic and mechanical power more efficiently, safely and sustainably.



*Eaton's plant manager explains manufacturing processes to the Power Africa team*



*Representatives from Power Africa tour Eaton's Badger Drive Waukesha facility*

Eaton employs more than 1,700 people in Wisconsin. In the Waukesha facility on Badger Drive, we build transformers, voltage regulators and other equipment for utility transmission and distribution applications. This equipment is at the heart of the opportunity for the build-out and modernization of the electrical grid in Africa.

In September 2017, several representatives from Power Africa came to the facility to learn more about the expertise and solutions we offer that could help double access to electricity in Sub-Saharan Africa. Visitors included Andrew Herscowitz, coordinator of Power Africa; Peter Ballinger, managing director of the Overseas Private Investment Corporation (OPIC); Drew Bennett, partnerships manager for Power Africa; and Vanessa Llanas, regional representative, southeast Wisconsin, from the office of U.S. Senator

Tammy Baldwin. We spoke about the opportunities for U.S. companies to partner on projects in the region, and specifically how Eaton solutions can help local utilities design, build and maintain a secure, automated and cost-effective grid.

Some examples of the projects we've already helped enable on the continent include:

- Providing our Waukesha-produced Cooper Power series voltage regulators to support the Ivory Coast power utility company to help increase the country's electricity capacity from 1,600 megawatts to 4,000 megawatts by 2020
- Supporting utilities in Morocco, Tunisia and Algeria to drive a focus on renewable energies and the quality and compatibility of power provided, through incorporating Eaton's Waukesha-produced Cooper Power series

voltage regulators and control modules into their systems

- Participating in a project in the Songo River valley of Mozambique that will create the high voltage direct current link between the Songo-area hydro dam and South Africa – using Eaton capacitors produced in our Greenwood, South Carolina facility

Many other projects have been completed by our Eaton colleagues in our African operation, working with the commercial building, data center, oil and gas and mining segments, as well as utility customers.

We look forward to continuing our current projects with Power Africa. We continue to grow our business and help lead industry conversations about innovation and technology developments that will enable advancement of the power infrastructure in Africa. •



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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*



# EXECUTIVE PROFILE



## STEEN COLEMAN

President and CEO, M2M Group

### Describe your company.

M2M Group is a private equity owned group of machining and engineering companies serving customers from prototype to production in industries that include aerospace, medical, heavy trucking and general industrial. I was recruited in as CFO in 2014 and was promoted to my current role as president and CEO in May 2018.

### What has been your company's biggest challenge?

Maximizing our capacity on the off-shifts has been our biggest challenge. In an already tight labor market, finding key talent for the second shift has been a struggle. This limits our ability to get more output/revenue out of our facilities. We have taken a multi-pronged approach to addressing this challenge including offering incentives to first shift employees to switch shifts, proactive and continuous recruitment and exploring options for automation.

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

Don't bring the office home with you. While at work, be a strong leader, develop strategic plans and solve complex problems. But when you get home, watch a Three Stooges episode and don't take life so seriously.

### What is your personal key to success?

Have a bias for action. Be resourceful and solve your own problems. Waiting for someone else to fix your situation will only result in sustained pain and an ineffective solution that you're stuck with. Also, don't be a critic and avoid being around critics. Be a doer. Fail if you must, but experience the great satisfaction of putting yourself out there and leaving it all out on the field.

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

Mowing yards in hot and humid Tennessee where I grew up—acres of grass with an antiquated push mower. It was self-propelled alright—it was up to me to propel it.

### What's your dream job?

Since we're dreaming, I've got three and they are in no particular order: game show host, professional sports franchise owner or judge on America's Got Talent.

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

It's not a book but you should Google "The Man in the Arena" by Theodore Roosevelt. Live your life that way and teach your kids to live life that way. If you're searching for strength and inspiration, go to the St. Jude Children's Hospital website and read the stories of the young warriors who take on "real" adversity with a power and fearlessness that few can comprehend.

### What is something unique about you?

My first name. It was my grandmother's maiden name. Not too many Steens in the world, which is probably a good thing.

### What is your favorite pastime?

Anything with my grandkids...I've got six of them and there is never a dull moment with sports, concerts, musicals, birthdays or just goofing around. Keeps me young and gives me purpose.

# WELCOME NEW MEMBERS!

The Alliance is happy to welcome the following companies as new members during the second quarter of 2019:

Ament Industrial Truck - A Division of HERC-U-LIFT New Berlin	CPS Horizon Financial Hales Corners	Harbor Homes Pewaukee	Master It All Program: Online Business Coaching & Consulting Services Muskego	SunAnt interactive Brookfield
Ansary & Associates Burlington	Curro, Rankin & Williams Inc Milwaukee	Harvest Small Business Finance Milwaukee	Mathematics Institute of Wisconsin Inc Waukesha	Sunbelt Business Advisors Brookfield
APICS Milwaukee Milwaukee	Dream Vacations - The Travel Nerds Pewaukee	Heaviside Group Waukesha	Milborn Advisors Milwaukee	Super Products New Berlin
Asera Care Hospice Waukesha	Drona Waukesha	Information Systems Engineering/Paper- Less LLC Waukesha	Miller Mobility Products Waukesha	Supporting Strategies Brookfield
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Connect Cell - A U.S. Cellular Authorized Agent Waukesha	Gillware Madison	Left Hand Engineering Milwaukee	State Farm Insurance - Brandi Wein Pewaukee	Waukesha Wellness Waukesha
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# Congratulations to the 2019 winners!



The Waukesha County Business Alliance, Waukesha County Center for Growth and Waukesha County announced the winners of the Small, Medium and Large Business of the Year awards at the Waukesha County Awards Gala on June 13. We also honored the winners of the Small and Large Nonprofit of the Year awards and the Waukesha County Advocate of the Year award.

What sets Waukesha County apart is the way businesses, government, nonprofits and educational institutions all work together to make our community stronger. The Alliance, Waukesha County and the Waukesha County Center for Growth are working together to honor top-performing businesses and nonprofits that have a significant presence in Waukesha County and are making our community a great place to live, work and play.

## 2019 Business of the Year Winners

Large Business of the Year



Medium Business of the Year



Small Business of the Year



## 2019 Nonprofit of the Year Winners

Small Nonprofit of the Year



Large Nonprofit of the Year



## Waukesha County Advocate of the Year



**HOLLY HAWKINS**

President - Milwaukee Office  
Tri-North Builders

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