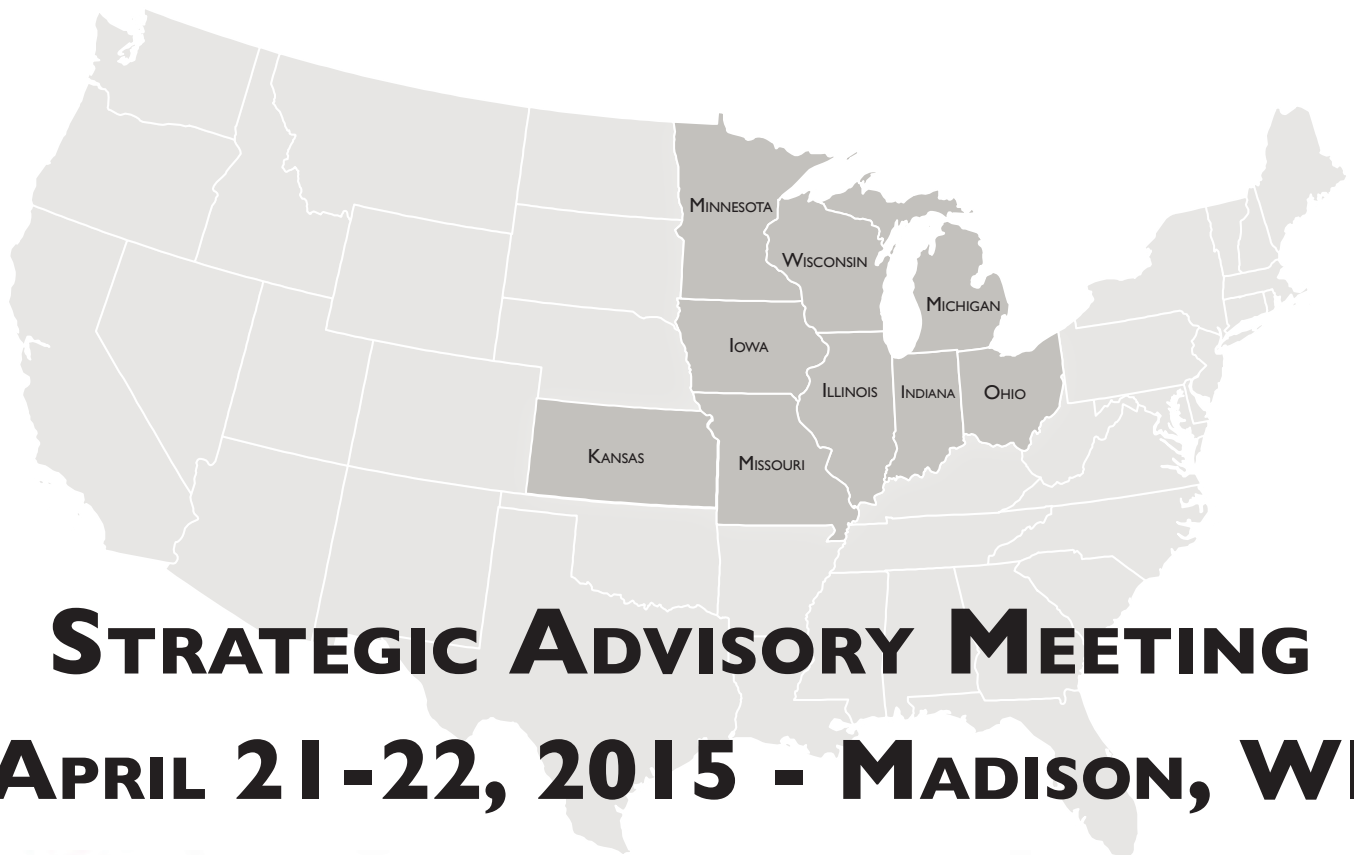




# **MIDWEST TRANSPORTATION WORKFORCE CENTER**

**Building partnerships to develop  
tomorrow's transportation workforce**



## **STRATEGIC ADVISORY MEETING**

### **APRIL 21-22, 2015 - MADISON, WI**



**NATIONAL CENTER FOR  
FREIGHT & INFRASTRUCTURE  
RESEARCH & EDUCATION**



**WISCONSIN**  
UNIVERSITY OF WISCONSIN-MADISON





# MIDWEST TRANSPORTATION WORKFORCE CENTER

## Table of Contents

Executive Summary .....	2
About the MTWC .....	3
Meeting Overview .....	4
Meeting Purpose .....	4
Goals and Expected Outcomes .....	4
Meeting Activities .....	5
Participant Introductions.....	5
Framing the Discussion.....	5
Stakeholder Initiatives .....	8
Promising Initiatives and Partnerships .....	8
Best Practices in Building a Pipeline into the Industry.....	8
Notify Me .....	9
Technical Transportation Career Clearinghouse .....	9
Job Vacancy Survey .....	10
Summer Job League .....	10
Tribal Career Partnership .....	10
Transportation Day .....	11
Flexible CDL Training .....	11
Transportation Career Mobile Application .....	12
Outreach for Inclusion .....	12
Urban Diversity Strategy.....	12
Partnership Strategies.....	12
Regional Workforce Summit .....	13
Post-Meeting Activities .....	14
Survey Results .....	14
Next Steps.....	15
Appendices .....	17



## **Executive Summary**

On April 21-22, 2015 the Midwest Transportation Workforce Center (MTWC) convened a Strategic Advisory Meeting. This meeting brought together experts and stakeholders in transportation, education, workforce development, and economic development from across the Midwest to identify current and emerging priority occupations and skills of need, to explore regional partnership opportunities, and to develop a plan for engaging the broader transportation community in workforce development.

Meeting attendees and MTWC staff collaborated to identify promising initiatives and potential partnerships for transportation workforce development in the Midwest. The MTWC will use these results to inform its ongoing work, produce a strategic plan for 2015/2016, and to frame the agenda for the Fall 2015 MTWC Regional Workforce Summit.



## About the MTWC

The workforce of the future will be smaller, more diverse, and workers will have more options for careers than in the past. With the addition of baby boomer retirements and vacancies, emerging technologies, and environmental and climate considerations, the knowledge and skills required of future transportation workers will be dramatically different than today.

- As America's population grows, there is also a growth in transportation demand for moving both people and products.
- Transportation accounts for 11 million jobs, and transportation-related employment accounts for about 8.7 percent of civilian workers in the United States. In the Midwest region, transportation accounts for approximately 9.5 percent of jobs.
- Every \$1 billion in public infrastructure spending creates 13,000 jobs.
- Studies indicate that 54 percent of the transportation workforce will be eligible to retire in the next 10 years— double the retirement rate of the nation's entire workforce.
- Currently, women and minorities are underrepresented in highway construction employment. In 2008, African Americans comprised only 9 percent of the industry, and women comprised only 11 percent.
- As of December 2014, there were over 500,000 unemployed veterans in the civilian labor force. This includes 191,000 Gulf War II Era veterans, often with experience and training that could help them transition into good paying transportation jobs.
- While demand for transportation workers will vary by region, subsector, and occupation, these workforce changes will result in a large number of skilled and semi-skilled job openings across the transportation sector over the next decade.
- The recruitment and training of new workers who will be responsible for the operation, maintenance, and construction of the nation's transportation infrastructure will be critical.
- The Departments of Education, Transportation, and Labor are working together and with stakeholders to project the employment and skill needs of the transportation industry over the next 10 years, and find ways to ensure that America's education and workforce development systems can provide students, jobseekers, and workers with the skills needed for these careers.

The Midwest Transportation Workforce Center (MTWC) is a regional surface transportation workforce center funded by the US Department of Transportation (US DOT) Federal Highway Administration (FHWA).

The MTWC is located at the University of Wisconsin-Madison and led by Dr. Teresa Adams and affiliated with the National Center for Freight and Infrastructure Research and Education (CFIRE).

For more information, visit [mtwc.org](http://mtwc.org).



## **Meeting Overview**

Nearly 40 transportation workforce stakeholders from nine states joined MTWC staff and partners on April 21-22, 2015 in Madison, Wisconsin. Invited participants came from both the private and public sector, including several state transportation, workforce development, and economic development agencies, as well as from across the education and training continuum.

See Appendix A for the meeting agenda and Appendix B for the complete list of attendees.

## **Meeting Purpose**

The MTWC Strategic Advisory Meeting aimed to engage our stakeholders to identify current and emerging priority occupations and skills of need, to explore regional partnership opportunities, and to develop a plan for engaging the broader transportation community in workforce development.

## **Goals and Expected Outcomes**

The MTWC Strategic Advisory Meeting was designed to further several goals and produce a number of concrete outcomes:

- Identify existing and potential transportation workforce development initiatives in the Midwest.
- Bring increased focus to transportation workforce development initiatives that hold promise for regional implementation.
- Gauge interest of stakeholders to form teams to work on regional initiatives and start to identify potential partnerships for the implementation of promising regional transportation workforce development initiatives.
- Establish a community of regional transportation workforce stakeholders.
- Establish an Advisory Board.
- Determine topics and identify speakers for a Regional Workforce Summit to be held in Fall 2015.
- Provide opportunities for networking, sharing of best practices, and initiating partnerships.



## **Meeting Activities**

The MTWC Strategic Advisory Meeting was structured and facilitated so that attendees could work closely together to identify workforce development initiatives and partnerships. See Appendix A for the complete meeting agenda.

## **Participant Introductions**

The Strategic Advisory Meeting began with an extended session of participant introductions. This segment served two purposes: it allowed attendees to get to know each other in more than just name and title; and, each attendee was able to talk directly about their expectations for the meeting itself and for the ongoing work of the MTWC. A number of common themes emerged:

- Regional cooperation, collaboration, and networking
- Resources for partnerships and initiatives
- Awareness of transportation workforce needs
- Millennials and other younger workers
- Need for increased diversity in the transportation workforce
- Bridging the skills gap between workers and jobs, and between entry level and more advanced positions
- Apprenticeships and how to attract younger workers to them
- Job matching
- New student recruitment for truck driving, equipment repair, diesel mechanic, and other programs
- How to make the transportation industry attractive to potential workers
- How to use labor data for workforce development
- Best practices for transportation workforce development
- Designing educational programs to teach the right skills and knowledge for employers.
- Improving the relationship between the industry and the education sector

## **Framing the Discussion**

After the participants introduced themselves, MTWC Director Teresa Adams gave a series of short presentations throughout the meeting that served to frame the discussion and provide a common context for meeting activities. These presentations:

- Provided an overview of the MTWC.
- Discussed high-demand, high-wage, high-skill transportation jobs.
- Talked about the future trends in transportation.
- Explained partnerships, pathways, and career clusters in the context of transportation workforce development.
- Provided a foundation for further discussion of partnerships, initiatives, outputs and products of initiatives, and their impacts.

Figures 1-4 present data about these high-demand, high-wage, high-skill transportation jobs in the Midwest.

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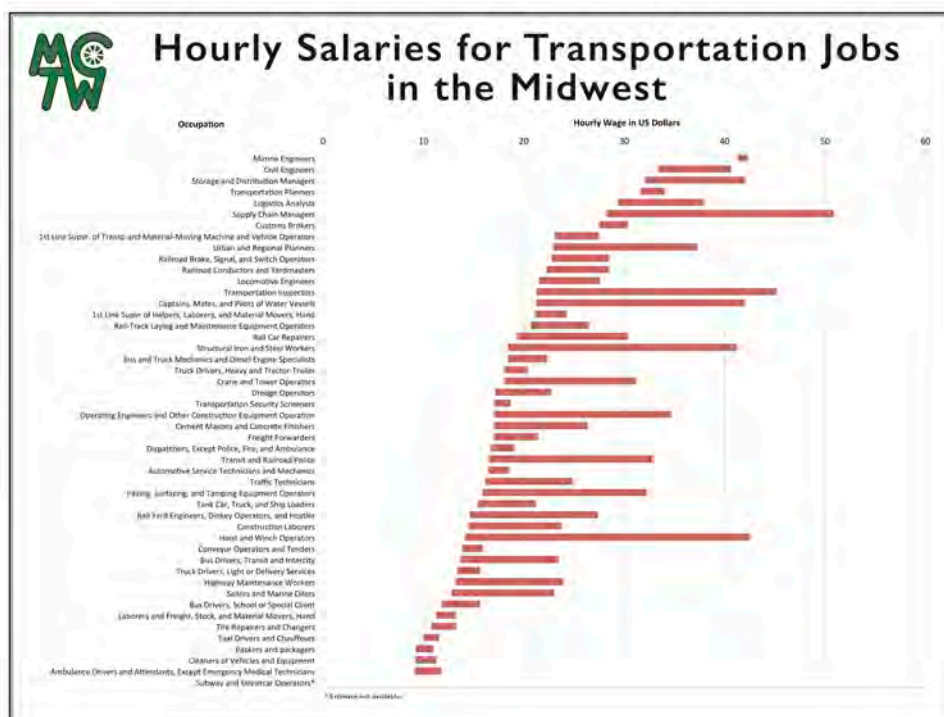


Figure 1: Hourly Salaries for Transportation Jobs in the Midwest

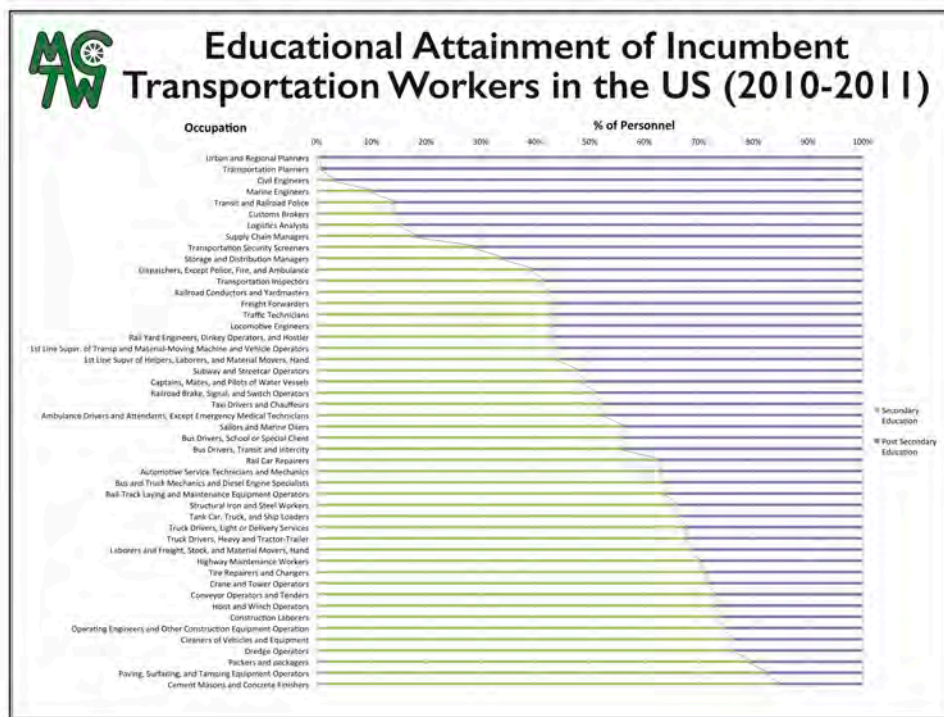


Figure 2: Educational Attainment of Incumbent Transportation Workers in the US (2010-2011)



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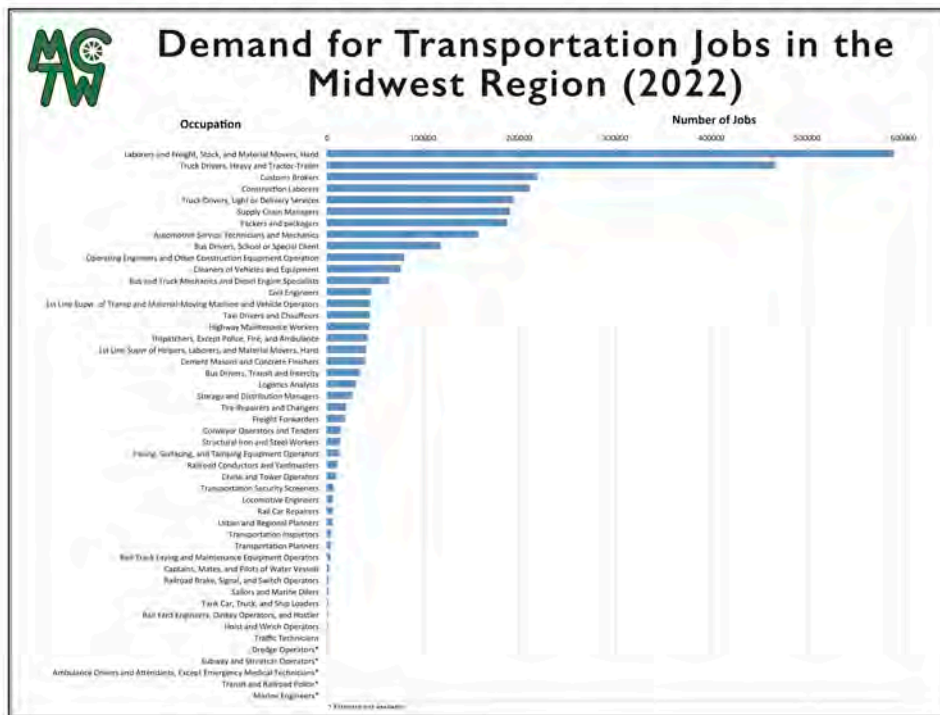


Figure 3: Demand for Transportation Jobs in the Midwest Region (2022)

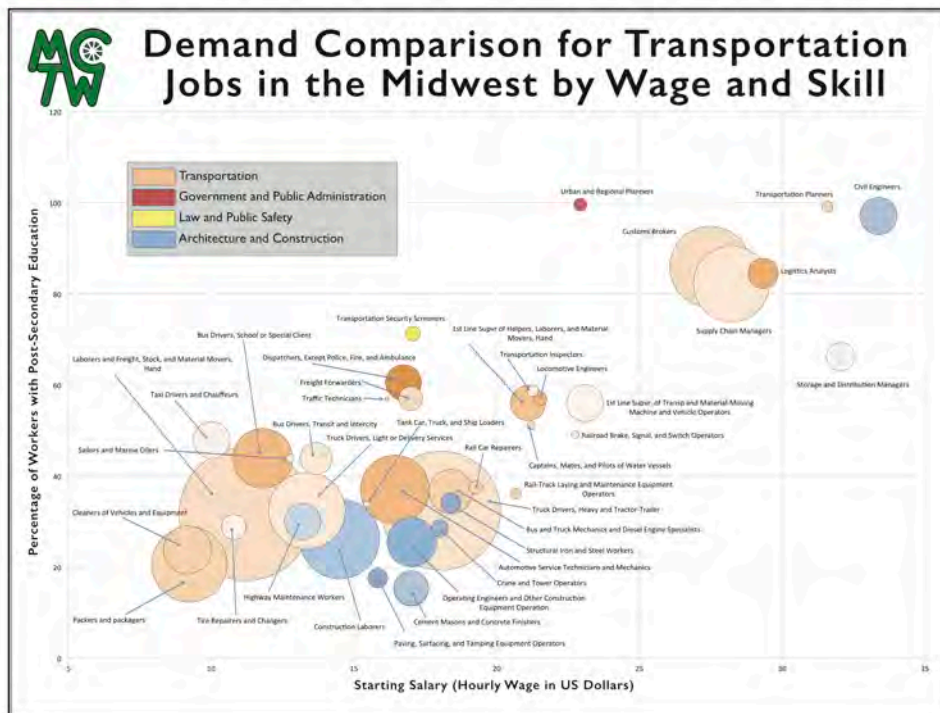


Figure 4: Demand Comparison for Transportation Jobs in the Midwest by Wage and Skill

See Appendix C for these presentations.



## **Stakeholder Initiatives**

Participants rounded out the first day of the MTWC Strategic Advisory Meeting with the first of several group exercises. This first exercise was designed to create a critical mass of transportation workforce initiatives that could be used for further discussion. See Appendix D for a complete list of these initiatives.

After the close of the first day of the meeting, MTWC staff collated these initiatives into seven thematic areas and assigned one thematic area to each conference table. Participants then sorted themselves according to their thematic interests to work on identifying the initiatives that held promise for regional implementation.

## **Promising Initiatives and Partnerships**

On the second day of the MTWC Strategic Advisory Meeting, participants worked in groups to identify and prioritize promising local initiatives, programs, activities, and partnerships that could be leveraged across multiple states in the Midwest.

These initiatives are ideas that might be further developed and implemented to improve both the numbers and the quality of workers in the transportation industry. All of these initiatives call for the building of partnerships between many of the participants in the transportation industry, educators and government agencies. The eleven initiatives are described below`.

### ***Best Practices in Building a Pipeline into the Industry***

Students at all levels, and unemployed and underemployed people often lack an understanding of the job opportunities available in the transportation industry. They also lack an understanding of the various credentials that might be required in the industry and of the educational opportunities that might afford the attainment of those credentials.

This initiative would build a partnership between educators at the K-12, community college, and university levels; transportation industry participants, including truckers, railroads, transit providers, logistics and warehousing companies, and contractors; and government transportation and workforce agencies. These partners would:

- a. Identify and map the various credentials that might be attained in the transportation industry.
- b. Share curriculum related to the above credentials.
- c. Share best practices for reaching out to young people in K-12, community colleges, and universities.
- d. Share best practices for reaching out to unemployed and under-employed people.
- e. Develop a web-based database and information tool to share the information outlined above.
- f. Maintain and update this database.

This effort would begin with the selection of a steering committee with representation from each of the partner groups. Those representatives would be charged with being the liaison and ambassadors to their industries. They would map out a plan for the total initiative and seek supporters from each of their sectors. Funding would be provided by the industry and government grants.



### ***Notify Me***

This information system would simplify the job search process for people interested in transportation careers.

A partnership between industry and workforce agencies would be required to make this happen. The partnership would:

- a. Define the skills required for various transportation jobs.
- b. Create a website where potential job applicants could list their skills.
- c. Create, as a part of the website, a place for employers to list the jobs they have available.
- d. Create the logic within the system to match candidate's skills to available jobs.
- e. Create the facility to notify potential candidates when jobs are available, including where and how to apply.
- f. Create a translator of military jobs into the terms of civilian employers to assist veterans in their job search.

The tool would be available to any person interested in a transportation career and to any transportation employer who might chose to use it.

Implementation would begin with a small steering/planning group representing the various agencies and industries that might be involved. This group would develop a detailed plan of action and recruit participation from industry. The cost would be borne by government grants and industry contributions.

### ***Technical Transportation Career Clearinghouse***

One of the issues faced by many employers in the transportation field is the negative view that many young people and their parents have of technical education. This initiative would seek to overcome this negative view by creating a clearinghouse of information on technical careers in transportation. This clearinghouse would outline the opportunities that are available in such careers, including advancement opportunities, wages, demand, and the training required to qualify for those careers.

A broad partnership of educators, industry, and government workforce agencies would be required. The partnership would:

- a. Document the types of technical careers available in transportation, the skills required for each, how those skills can be attained, the demand for people in those careers, the pay at entry and the advancement opportunities.
- b. Develop methods of sharing this information with the targeted audiences. Tools might include social media, websites, or YouTube videos.
- c. Develop and maintain the content for the media.
- d. Reach out to teachers and counselors for help in making young people aware of the materials.
- e. Reach out to industry for their support.

A steering committee would begin this initiative by developing a plan and seeking funding from government grants and industry contributions.



### ***Job Vacancy Survey***

This effort is already underway in Michigan where the Office of Management and Budget conducts a survey of employers to determine current job vacancies. This snapshot provides a solid base of information for educators to better understand the job demands and for employers to understand the competitive nature of the job market.

Carrying this to the regional level would require a partnership between the employment information agencies of each of the states. It would also require coordinating the content, timing, and publication of a survey.

This initiative could be started by any of the state workforce information agencies contacting their peers and beginning the discussion. The transportation community may have to express their desire for such information to spur the workforce agencies to action.

### ***Summer Job League***

Perhaps the most direct way of interesting young people in transportation careers is to provide them temporary paid employment. This initiative would do that through a summer internship program aimed at young people between the ages of 16 and 24. Internships would pay slightly more than the minimum wage and last a minimum of six weeks.

To make this happen, a partnership of educators (K-12, community college, and university), industry, and workforce and transportation agencies would be required. The partnership would:

- a. Define work experiences that would be meaningful and beneficial to both the intern and the employer.
- b. Create outreach materials to reach potential interns.
- c. Create orientation materials for the interns to help them become acquainted with their industry and job.
- d. Create mentoring opportunities for the interns through the course of their internships. Mentors might come from the educational institution or the employer, depending upon the circumstance.
- e. Create an evaluation tool to review the internship experience and ensure that the goals of the program are being met.

A small working group could further define this idea, reach out to additional partners, and begin a pilot program. Costs would be borne primarily by employers who take part, with some grant funding to support the educators' efforts.

### ***Tribal Career Partnership***

Native Americans are among the most underrepresented in the transportation workforce. They also represent a potential source of new workers. Reaching them may be difficult because they tend to live in rural areas, may not have access to computer technology, and may have some cultural barriers.

This will require a partnership of tribal governments, technical colleges (particularly tribal colleges), agency tribal liaisons, employment agencies, and employers. Some of the things that the partnership might do include:

- a. Make potential partners aware of some of the cultural and technological issues they might face in dealing with tribal people.



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- b. Engage tribal governments and tribal colleges in the effort.
- c. Conduct career awareness efforts with tribal people.
- d. Offer paid internships to get people interested in transportation careers.
- e. Make transportation credentials and training a part of the curriculum at tribal community colleges.
- f. Pilot job recruiting efforts that utilize tribal media and community resources.

A small group made up of the partners listed could pilot this initiative in one or two areas. Funding would be provided by tribal governments, employers, and government grants.

## ***Transportation Day***

Making young people aware of transportation careers as an opportunity requires some presence in K-12 schools. Transportation Day, which is modeled on Manufacturing Day (MFGday.com), is one approach to providing that presence. On this designated day, transportation employers would open their doors to students from area K-12 schools to show young people what happens in transportation careers. The goal would be to make them aware of transportation careers and to improve the image of those careers.

A wide partnership will be required, including K-12 schools, truckers, state and local transportation agencies, transit agencies, the USDOT, The Mid-America Association of Transportation Officials, contractors and others. The partnership would:

- a. Develop outreach materials to schools.
- b. Solicit employers to showcase their workplaces for transportation day.
- c. Define what is expected of employer participants.
- d. Develop follow-up materials for schools to use in incorporating some transportation topics into their studies.
- e. Develop some evaluation tools to ensure that the desired goals are attained.

This effort could be piloted by a small group in a single city, but it would be much more effective if done on a regional basis. Funding requirements would be modest and could be provided by the participants or by government grants.

## ***Flexible CDL Training***

Attracting and retaining drivers is one of the major challenges for the trucking industry. This initiative would seek to address this problem by establishing more flexible CDL training that might better fit the needs of potential candidates. It would also seek industry funding to pay the cost of that training and to provide some bridge funding to help potential workers pay bills while they are in training.

A partnership will be required between trucking companies, community colleges, and workforce agencies. The partnership would:

- a. Define the exact parameters of a flexible training program.
- b. Solicit industry participants for the program.
- c. Conduct outreach to potential employees.

A small steering committee could better define the effort and develop a plan for implementation. It could be piloted with one or two community colleges and one or two trucking companies to demonstrate the impact. Costs would be borne by the trucking companies involved.





### ***Transportation Career Mobile Application***

Three of the previous initiatives deal with developing information and making it available electronically. This initiative would link to one or more of those efforts by developing a tablet or smartphone application to access and use that information. Young people tend to use mobile devices. If the transportation industry wants to get their attention, it has to use their tools.

A very broad partnership would be needed to make this happen. Partners might include universities, technical schools, K-12, job agencies, industry people, transportation agencies, etc. The partnership would keep tabs on the other information efforts and define the functionality required of the application. It would then commission the development of the application and its distribution.

### ***Outreach for Inclusion***

Women and minorities tend to be underrepresented in many transportation fields, particularly the construction trades. This initiative would reach out to community and faith-based organizations to reach underrepresented people.

This effort will depend on a partnership of industry, community, faith-based, and women's groups. It would use those partnerships to reach people who might live in high areas of unemployment or people who might not be aware that they could perform construction industry jobs. The goal is to reach these people where they live with information on careers that might be available, the skills required, and how those skills could be attained.

One product of the initiative will be a best practices piece that might allow the effort to be replicated in other areas.

The cost should be minimal and borne by the industry participants.

### ***Urban Diversity Strategy***

Milwaukee is exploring a streetcar solution to urban traffic. This effort would document the jobs associated with streetcar implementation and operation. It would then seek to recruit currently unemployed or underemployed people to those jobs.

The partnership involved would include the city, transit providers, streetcar manufacturers, community organizations, community colleges, and faith-based organizations.

### ***Partnership Strategies***

The MTWC is a regional center and therefore asked participants to identify promising initiatives that might be implemented at a regional level. Participants discussed strategies for moving forward with partnerships to implement such initiatives (without being required to commit to either the initiative or a given partnership at the time of the discussion).

Participants suggested the following strategies:

- Create an information hub for the gathering and dissemination of transportation workforce development information—initiatives, grant opportunities, certifications, career pathways, etc.—in the region.



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- Create a catalogue of best practices for transportation workforce development, with information about which practices can be implemented with the best return on investment.
- Provide coordination for partnerships, stakeholder communication, and information dissemination.
- Consider ways to leverage alternative new and existing funding sources for transportation workforce development programs.

## Regional Workforce Summit

The final task of the MTWC Strategic Advisory Meeting focused on the structure and content of the Fall 2015 MTWC Regional Workforce Summit. Participants were asked ideas and suggestions for session topics, tracks, stakeholders, and speakers. This brief discussion yielded both general ideas and specific suggestions.

**Stakeholders and Speakers.** Expand participation to include representatives from community colleges, the US Department of Labor, Career Technical Education (CTE) programs at the high school level, business and industry, professional associations, and labor unions.

**Session Topics and Tracks.** Participants provided a wide array of session topics and tracks, which the MTWC staff has abstracted as the following, non-exclusive list:

- Demographics and the future workforce
- Technology changes and skill requirements
- Competency models and pathways
- Strategies for career awareness
- Workforce retention methods
- Industry partnerships for workforce development
- Innovations in education and training
- Diversity strategies and outreach for inclusion
- Reaching unemployed and underemployed workers

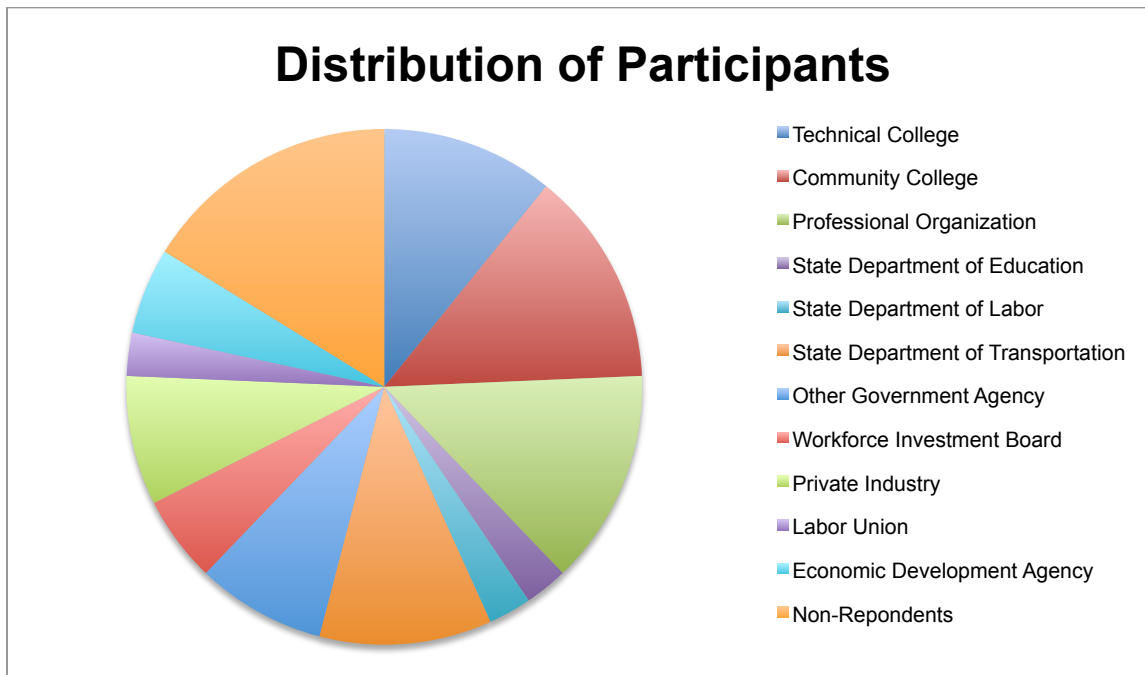
## Post-Meeting Activities

The MTWC Strategic Advisory Meeting was designed to both create partnerships and form the foundation for the ongoing work of the MTWC. As such, the MTWC used a post-meeting survey to both gather feedback about the meeting itself as well as to recruit stakeholders for the MTWC Strategic Advisory Committee and the planning committee for the Fall 2015 MTWC Regional Workforce Summit.

See Appendix E for the survey questions.

## Survey Results

There were 37 participants (in addition to MTWC staff and partners) at the MTWC Strategic Advisory Meeting. Of these, 31 responded to the post-meeting survey.



**Figure 5: Distribution of Participants by Organization Type**

The survey asked how the participants valued the content of the Strategic Advisory Meeting and whether the meeting served as a venue for connecting with other participants about initiatives and partnerships.

- More than 96 percent of respondents found value in learning about the MTWC.
- More than 91 percent of respondents found value in learning about high-demand, high-wage, high-skill jobs in the Midwest.
- More than 96 percent of respondents found value in learning about transportation trends.
- 100 percent of respondents found value in learning about other transportation workforce initiatives.





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- More than 90 percent of respondents found value in sharing their workforce development initiatives with other participants.
- More than 98 percent of respondents found value in networking with other participants.
- More than 93 percent of respondents found value in partnership building with other participants.
- 83 percent of respondents stated that they had the opportunity to discuss new initiatives and partnerships with other participants.

The survey also asked whether attendees were willing to continue working with the MTWC, either as a member of a Strategic Advisory Committee or on a steering committee for the Fall 2015 MTWC Regional Workforce Summit.

- 80 percent of respondents expressed interest in serving on the Strategic Advisory Committee. At the time of writing, the MTWC Strategic Advisory Committee is still being formed.
- 38 percent of respondents stated that they would definitely be interested in serving on the steering committee for the Regional Workforce Summit. 45 percent expressed tentative interest, while 17 percent of respondents were not interested in serving in this capacity.

## Next Steps

As a result of the work done at the Strategic Advisory Meeting and using information from the post-meeting survey, MTWC staff are undertaking a series of next steps to further transportation workforce development in the Midwest.

- MTWC educational consultant Ernie Wittwer will be conducting a series of meetings and conference calls that focus on further refining and focusing the promising initiatives and partnerships listed above.
- Using the responses from the post-meeting survey, MTWC staff will finalize the composition of the MTWC Strategic Advisory Committee.
- MTWC staff will convene the steering committee—also based on responses from the post-meeting survey—for the Fall 2015 MTWC Regional Workforce Summit.
- MTWC staff and the summit steering committee will work to plan the Regional Workforce Summit. At the time of writing, the date and location of this summit is yet to be determined.

More information about each of these next steps will be posted to the MTWC website ([mtwc.org](http://mtwc.org)) as information becomes available.





## **Appendices**

Appendix A: Meeting Agenda and Packet Materials

Appendix B: Attendee List

Appendix C: Presentations

Appendix D: Stakeholder Initiatives

Appendix E: Survey Questions

**Appendix A: Meeting Agenda**



# MIDWEST TRANSPORTATION WORKFORCE CENTER

## Strategic Advisory Meeting

**Date/Time:** Tuesday, April 21, 1:00–5:00pm and Wednesday, April 22, 8:00am–4:00pm.

**Location:** The Pyle Center, 702 Langdon St.; AT&T Lounge (1st Floor).

**Purpose:** The purpose of this meeting is to engage our strategic stakeholders to identify current and emerging priority occupations and skills of need, to explore regional partnership opportunities, and to develop a plan for engaging the broader transportation community.

## Agenda

### Day 1: April 21, 1:00pm–5:00pm

Time	Item	Person	Outcome
1:00–1:15	Welcome.	Teresa Adams, MTWC Director, Allison Cooley, Facilitator	An understanding of the purpose of the meeting, the plan to achieve that purpose, and the participants' role in accomplishing this purpose.
1:15–2:00	Participant introductions.	All	Knowledge of the collective expertise, experience and passions of the members of the group.
2:00–2:15	Overview of the MTWC, vision, and purpose.	Teresa Adams	An understanding of the Center's value—the role the center can play in advancing the transportation workforce.
2:15–2:45	Current state of the transportation workforce in the Midwest region.	Teresa Adams	A regional perspective of high-demand, high-skill, high-wage transportation occupations.
2:45–3:00	Break		
3:00–4:45	ACTIVITY 1: Share and discuss any initiatives, programs, and activities currently underway.	All	An awareness of the current activities and programs focused on developing the transportation workforce in the Midwest.
4:45–5:00	Summary and preview of tomorrow's work.	Allison Cooley	A summary of the day's accomplishments and assignment of any preparation work for day two.
5:00–6:30	Reception, Alumni Lounge  Sponsored by the Wisconsin Transportation Builders Association		





# MIDWEST TRANSPORTATION WORKFORCE CENTER

Day 2 April 22, 8:00am–4:00pm

Time	Item	Person	Outcome
8:00–8:30	Breakfast, AT&T Lounge		
8:30–9:00	Welcome.	Allison Cooley	An understanding of the day's events.
9:00–9:40	Share trends and partnerships practices.	Teresa Adams	An understanding of factors that may impact transportation in the future and the success of partnerships for workforce development.
9:40–11:45 (with break)	ACTIVITY 2: Identify and prioritize promising local initiatives, programs, activities, and partnerships that could be leveraged across multiple states in the region.	All	An awareness of the critical transportation occupations in the Midwest and the initiatives and partnerships tied to those occupations.
11:45–12:30	Lunch		
12:30–3:00 (with break)	ACTIVITY 3: Develop a plan for engaging the broader transportation community: partnerships.	All	Strategies on how to move forward with the initiatives and partnerships that have been identified.
3:00–3:45	Key success factors for the MTWC Regional Summit.	Teresa Adams /All	Action plan for the MTWC Regional Summit.
3:45–4:00	Summary and wrap-up.	Allison Cooley	Next steps identified.
4:00	Adjournment.		

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## **Appendix B: Attendee List**

First Name	Last Name	Organization	Title	Email	Telephone Number
Teresa	Adams	Midwest Transportation Workforce Center	Director	teresa.adams@wisc.edu	608-263-3175
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Ruben	Howard	Olive Harvey College	Dean of Transportation, Distribution, & Logistics	rhoward51@ccc.edu	773-291-6566
Dana	Hughes	MI Dept of Education - OCTE	CTE Program Consultant - Manufacturing/Transportation	hughesd9@michigan.gov	517-335-0359
Mark	Huss	Waukesha County Technical College	Instructor	mhus2@wctc.edu	262-617-6275
Grailing	Jones	Schneider Finance, Inc. (Small Business Owner-Operator Development)	Director	jonesg@schneider.com	920-737-4799
Judy	Jozaitis	Lincoln Land Community College	Vice President, Workforce Development & Community Education	judy.jozaitis@llcc.edu	217-786-2420
Tony	Kratofil	Michigan Department of Transportation	Metro Region Engineer	kratofil@michigan.gov	248-361-0273
Keith	Meyers	Kansas Department of Commerce	Director of Training Services	kmeyers@kansascommerce.com	785-296-5115
Thomas	Nunziata	LIUNA Training and Education Fund	Grant Program Manager	tnunziata@liunatraining.org	860-974-0800
Darrin	Pfeiffly	Crowder College	Director of Transport Training	darrinpfeiffly@crowder.edu	417-658-5610
Don	Pohl	Ranken Technical College	Vice President for Education	dpohl@ranken.edu	314-286-4807
Dawn	Pratt	Wisconsin Transportation Builders Association	HR Manager	dpratt@crmanagement.com	262-524-1775
Linellis	Santiago-Bernier	Union Pacific Railroad	Sr. Recruiting Manager Northern Region (Twin Cities)	lsantiag@up.com	402-218-0100
John	Scharffbillig	APWA/ City of Minneapolis	Director of Fleet Services	john.scharffbillig@minneapolismn.gov	612-673-5775
Sandra	Schmit	Wisconsin Technical College System	Associate Vice President	sandra.schmit@wtcsystem.edu	608-267-9064
Cherish	Schwenn	Wisconsin Ready Mixed Concrete Association	Executive Director	cschwenn@wrmca.com	608-512-1291
Cliff	Smith	Kansas City Kansas Community College Technical Education Center	Dean of Operations	clsmith@kckcc.edu	913-908-3989
Heather	Smith	Michigan Concrete Association	Director of Engineering - Private Markets	hmsmith@miconcrete.net	989-714-0980
Steve	Wagner	Midwest Transportation Workforce Center	Communications Manager	steven.wagner@wisc.edu	608-890-2311
Jack	Weiskittel	Indiana Ready Mixed Concrete Association	Promotion Manager	jweiskittel@irmca.com	317-605-3995
Dennis	Winters	Wisconsin Department of Workforce Development	Chief Economist	dennis.winters@dwd.wisconsin.gov	608-267-3262
John	Wiseman	Ohio Department of Education	Education Specialist	john.wiseman@education.ohio.gov	740-407-6479
Ernie	Wittwer	Wittwer Consulting/MTWC	Owner	ewittwer@countrysspeed.com	608-986-2609
Kurt	Wolter	Rochelle Township High School	Technology Teacher	kwolter@teailinois.org	815-761-4567
Ben	Zietlow	Midwest Transportation Workforce Center	Geoeconomist	bzietlow@wisc.edu	608-262-7246



## **Appendix C: Presentations**

# Midwest Transportation Workforce Center



**Teresa Adams**

Director and Professor, Civil  
and Environmental  
Engineering

[teresa.adams@wisc.edu](mailto:teresa.adams@wisc.edu)

April 21-22, 2015

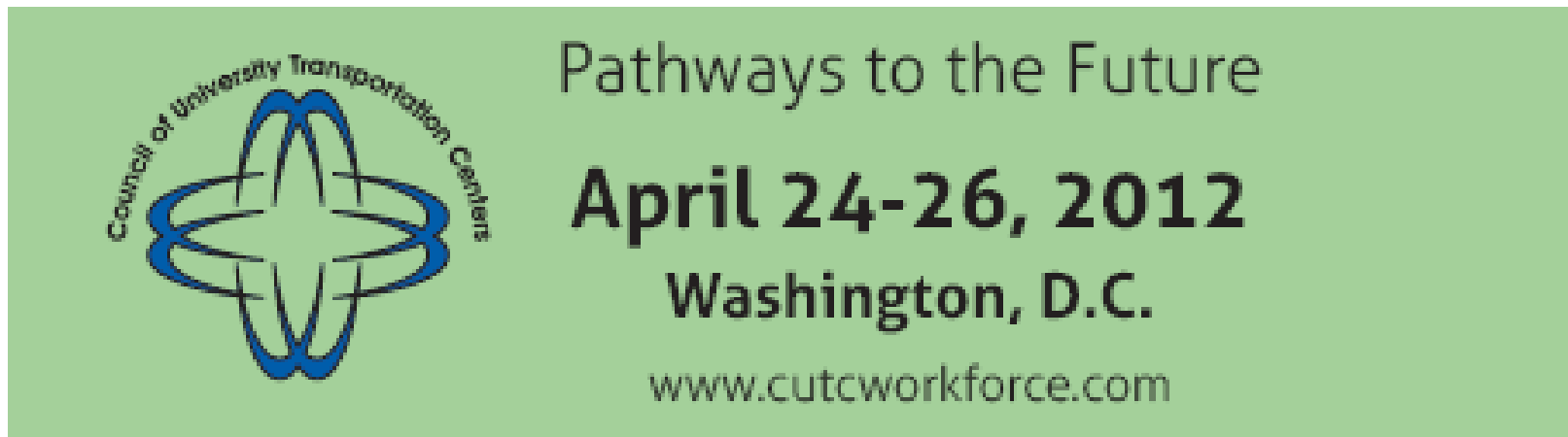
Strategic Advisory Meeting

Madison, Wisconsin



## **HOW WE CAME ABOUT AND WHAT WE WANT TO DO**

# The 2012 National Transportation Workforce Summit



Government, industry, labor, and education from across the nation came together to develop a strategic framework for addressing the challenges of recruiting, training and retaining the current and future transportation workforce.

<http://www.cutcworkforce.com/>



# Critical Issues for the Transportation Workforce

## Demographic Changes

- “Baby Boomer” retirements
- 50 percent of the transportation workforce eligible to retire in ten years
- Loss of specialized knowledge and experience
- New generation of young workers and leaders have different expectations and needs

## New Technologies

- Increasing rate for technological innovation in transportation planning and management
- More technically complex operating systems require high skilled operators and managers
- Traditional technicians become obsolete

# Need for Transportation Workforce Centers

- Many good programs are disconnected
- Need for strategic/coordinated workforce efforts
- Utilize/leverage existing resources
- Stimulate partnerships across transportation, education, workforce, labor communities
- Promote successful practices at all levels
  - Grades 6-12, Community Colleges, Technical Schools, University, Post Graduate, Professional Development

# National Network for the Transportation Workforce



## WEST

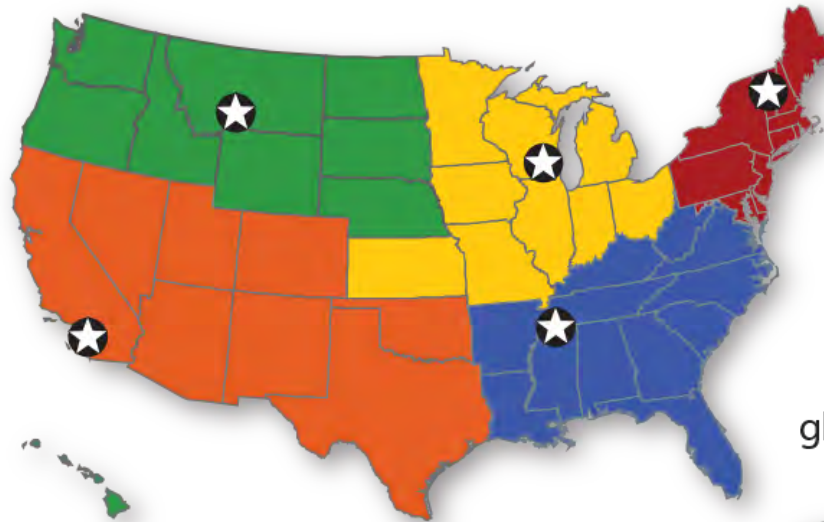
**Steve Albert**  
Montana State University  
stevea@coe.montana.edu  
(406) 994-6114

## SOUTHWEST

**Tom O'Brien**  
California State University, Long Beach  
Thomas.O'Brien@csulb.edu  
(562) 985-2875



April 21-22, 2015



## MIDWEST

**Teresa M. Adams**  
University of Wisconsin–Madison  
adams@engr.wisc.edu  
(608) 263-3175



Strategic Advisory Meeting | Madison, Wisconsin



## NORTHEAST

**Glenn McRae**  
University of Vermont  
glenn.mcrae@uvm.edu  
(802) 656-1317

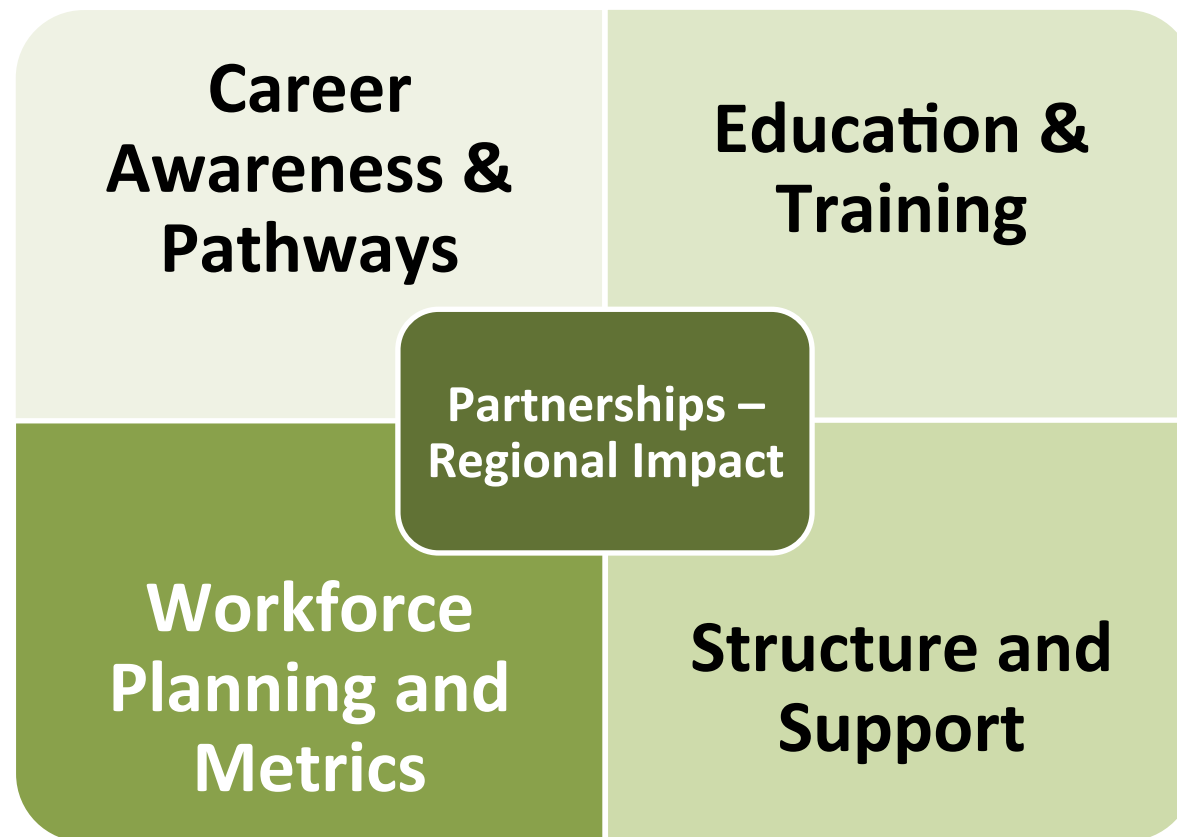
## SOUTHEAST

**Stephanie S. Ivey**  
The University of Memphis  
ssalyers@memphis.edu  
(901) 678-3286



# MTWC

**Build the partnerships, processes, and tools to develop tomorrow's transportation workforce**







# Key Activities and Deliverables

- Job Needs/Priorities Report
- Facilitate Partnerships for Workforce Development and Practices
- Compendium of Transportation Workforce Resources
- Maintain a Website and Clearinghouse
- Establish Engagement Group to Advise Center
- Develop Strategic Plan
- Develop Annual Program Plans



# **TRANSPORTATION WORKFORCE IN THE MIDWEST**

# What's a Transportation Job?

- Data on Future Workforce Needs
  - Transportation Learning Center, Jobs for the future.
- Human Capital Strategic Plan
  - Illinois Department of Transportation (IDOT)
- Beyond Traffic 2045
  - US Department of Transportation
- O\*NET–transportation knowledge
- National Association of State Directors of CTE
- Bureau of Labor Statistics

# Some Occupations Require Transportation Knowledge

O\*NET Transportation Definition:

Knowledge of principles and methods for moving people or goods by air, rail, sea, or road, including the relative costs and benefits.

# **National Association of State Directors of Career Technical Education**

## **Transportation, Distribution and Logistics:**

Planning, management, and movement of people, materials, and goods by road, pipeline, air, rail and water and related professional support services such as transportation infrastructure planning and management, logistics services, mobile equipment and facility maintenance.



# Transportation, Distribution, and Logistics Employers

- Manufacturing firms
- Third party logistics firms – warehousing, dedicated carriers, forwarders
- Merchandising-retailers, wholesalers, distributors
- Transportation firms, freight and/or passenger
- Education organizations
- Government agencies-U.S. Military, Dept. of Transportation, etc.
- Service Institutions-banks, hospitals, etc.
- Consulting firms

# What is a Transportation Job?

(according to the MTWC)

## Operate and Maintain Conveyances by Mode:

- Air
- Rail
- Highway
- Bikeways
- Transit
- Water (blue & brown)
- Freight

## Have a role in Lifecycle Phase of Infrastructure to Support operation of Conveyances

- Design
- Build
- Operate
- Maintain





# Midwest Transportation Workforce Center

**High-demand, High-skill, High-wage  
TRANSPORTATION OCCUPATIONS IN THE  
MIDWEST**



# Data Analysis Sources

State	Organization
IA	Iowa Workforce Information Center
IL	Illinois Department of Employment Security
IN	Indiana Department of Workforce Development
KS	Labor Information Center
MI	Michigan Department of Technology, Management and Budget
MN	Department of Employment and Economic Development
MO	Missouri Economic Research and Information Center
OH	Department of Job and Family Services
WI	Wisconsin Department of Workforce Development

# High-Demand Occupations

Occupation having more than the median number of total openings for statewide or particular region.

Table 1: Projected Transportation Workers in the Midwest Region

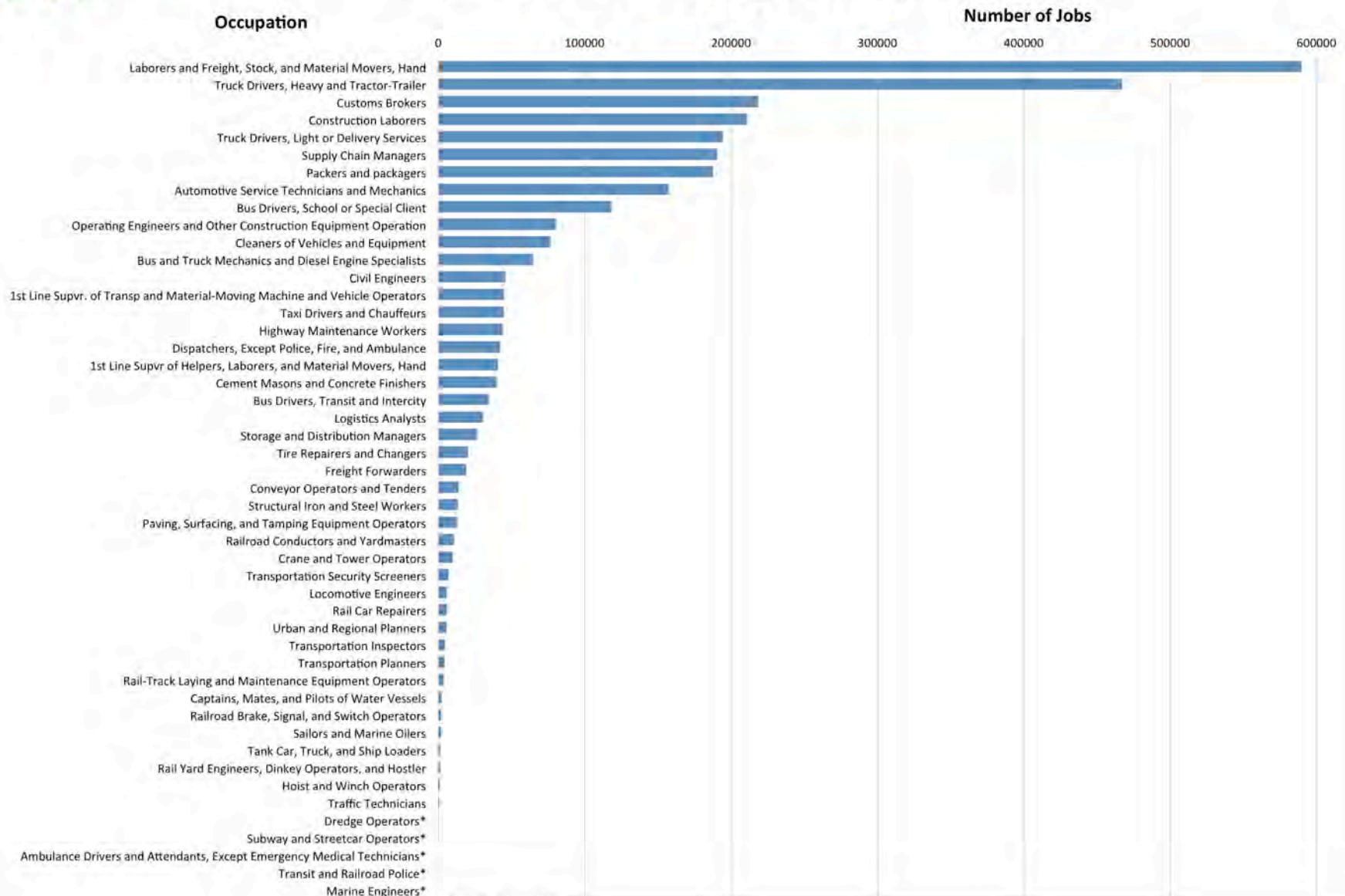
	Projected Transportation Jobs 2022									TOTAL
Occupation	IA	IL	IN	KS	MI	MN	MO	OH	WI	REGION
Storage and Distribution Managers	1295	6060	3037	1443	2230	2393	1975	5610	2446	26489
Supply Chain Managers	11395	80204	9450	8038	18560	N/A	17592	26550	18760	190549
Logistics Analysts	700	5195	2217	1503	5700	3041	2789	7050	2234	30429
Customs Brokers	15550	78663	10156	9094	44130	N/A	16894	24270	19669	218426
.										
.										
Packers and Packagers	8970	53317	14051	6013	21470	11470	9540	41000	21697	187528
Tank Car, Truck and Ship Loaders	N/A	759	44	18	90	262	N/A	N/A	N/A	1173

N/A : Data suppressed or not available

Source: Each State's Workforce Development Center Website.



# Demand for Transportation Jobs in the Midwest Region (2022)



\* Estimate not available.

# High-Wage Occupations

Pay more than the industry median wage for the state.

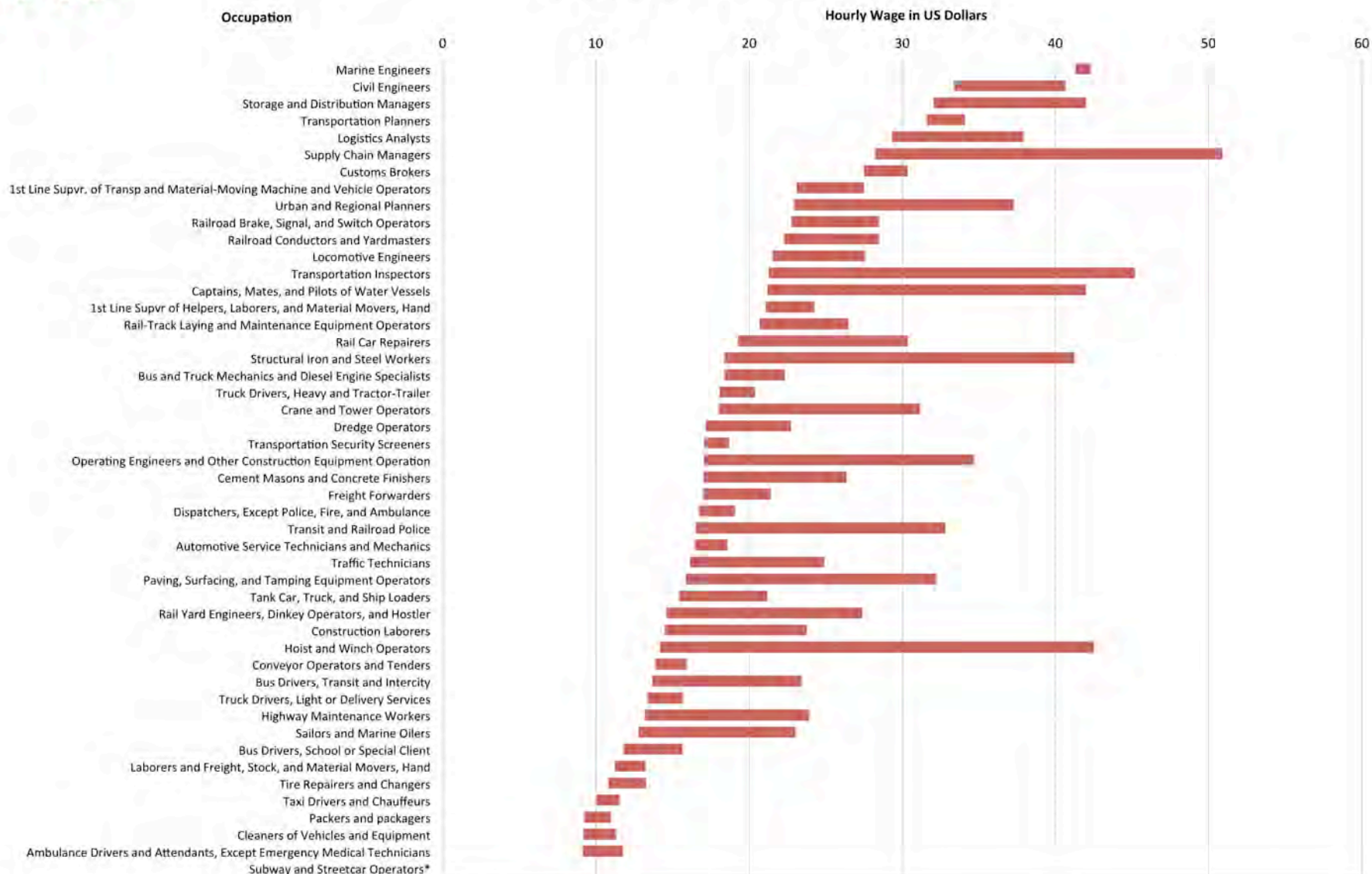
Table 2: Wage Range for Transportation Occupations

State	Median Wage All Occupations (\$)	Wage Range Transportation Occupations (\$)		
IA	15.91	9.23	-	37.02
IL	17.59	9.60	-	46.40
IN	15.63	10.06	-	42.00
KS	15.83	9.38	-	42.39
MI	16.70	9.38	-	45.18
MN	18.30	10.35	-	50.88
MO	15.76	9.16	-	46.61
OH	16.47	9.11	-	43.94
WI	16.52	10.20	-	41.30

Source: 'May 2014 State Occupational Employment and Wage Estimates'-Bureau of Labor Statistics



# Hourly Salaries for Transportation Jobs in the Midwest



\* Estimate not available.

# High-Skill Occupations

Require post-secondary training or higher and long-term on the job training or related work experience.

Table 3: Education attainment of incumbent workers by percent

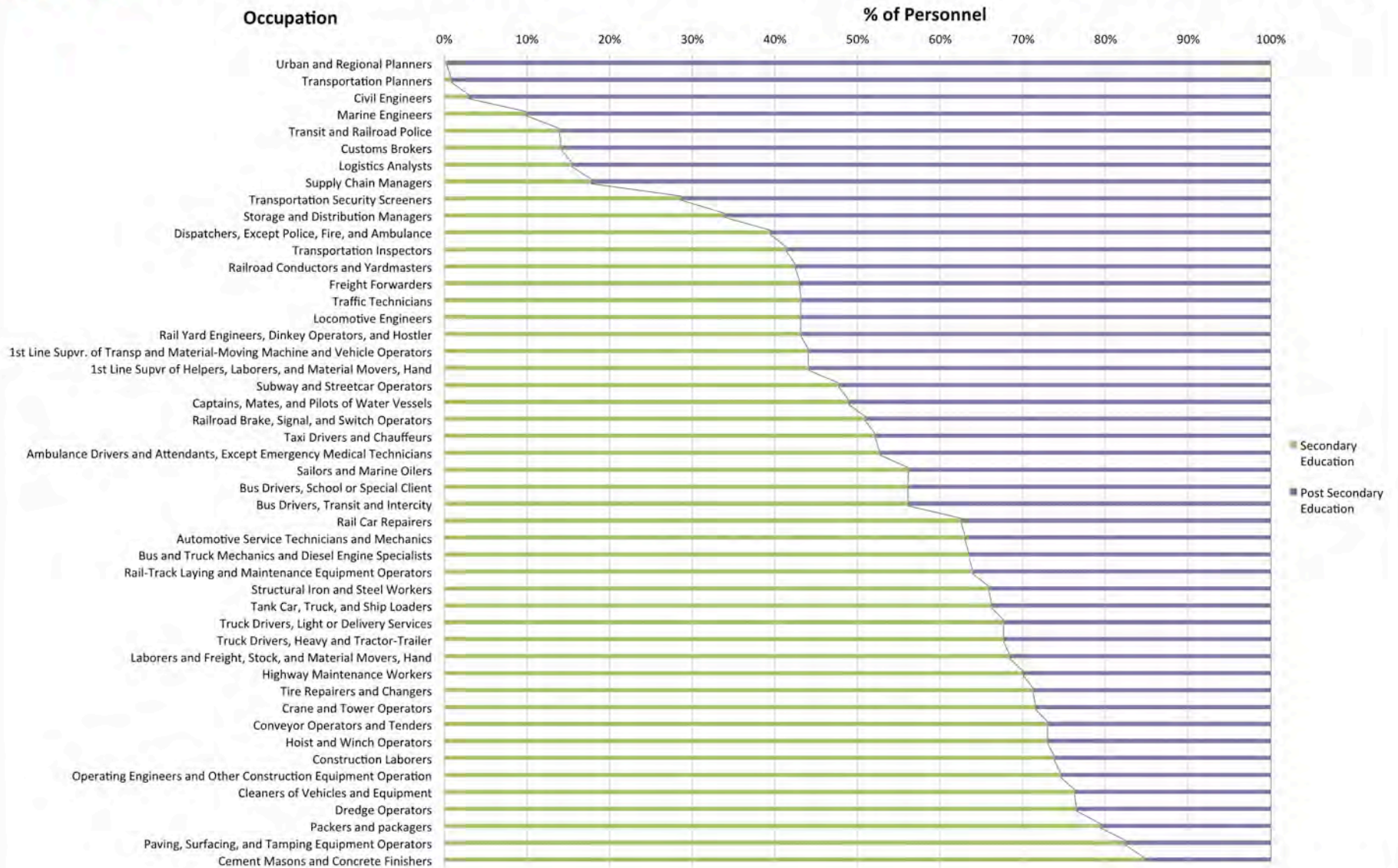
Occupation	Less than high school diploma	High school diploma / equivalent	TOTAL Secondary	Some college, no degree	Associate degree	Bachelor degree	Master degree	Doctoral / professional degree	TOTAL Post Secondary
Storage and Distribution Managers	4.8	29.1	33.9	28.9	8.4	22.5	5.5	0.9	66.1
Supply Chain Managers	2.8	15	17.8	20.4	7.8	34.4	16.2	3.4	82.2
Logistics Analysts	1.5	13.9	15.4	28.6	14.2	30.6	10.6	0.5	84.6
Customs Brokers	1.9	12.2	14.1	20.3	9.6	35.5	16.7	3.8	85.9
.									
.									
Packers and packagers	39	40.4	79.4	12.6	3.3	3.8	0.7	0.2	20.6
Tank Car, Truck, and Ship Loaders	21.7	44.4	66.1	23.5	5.2	4.7	0.2	0.2	33.9

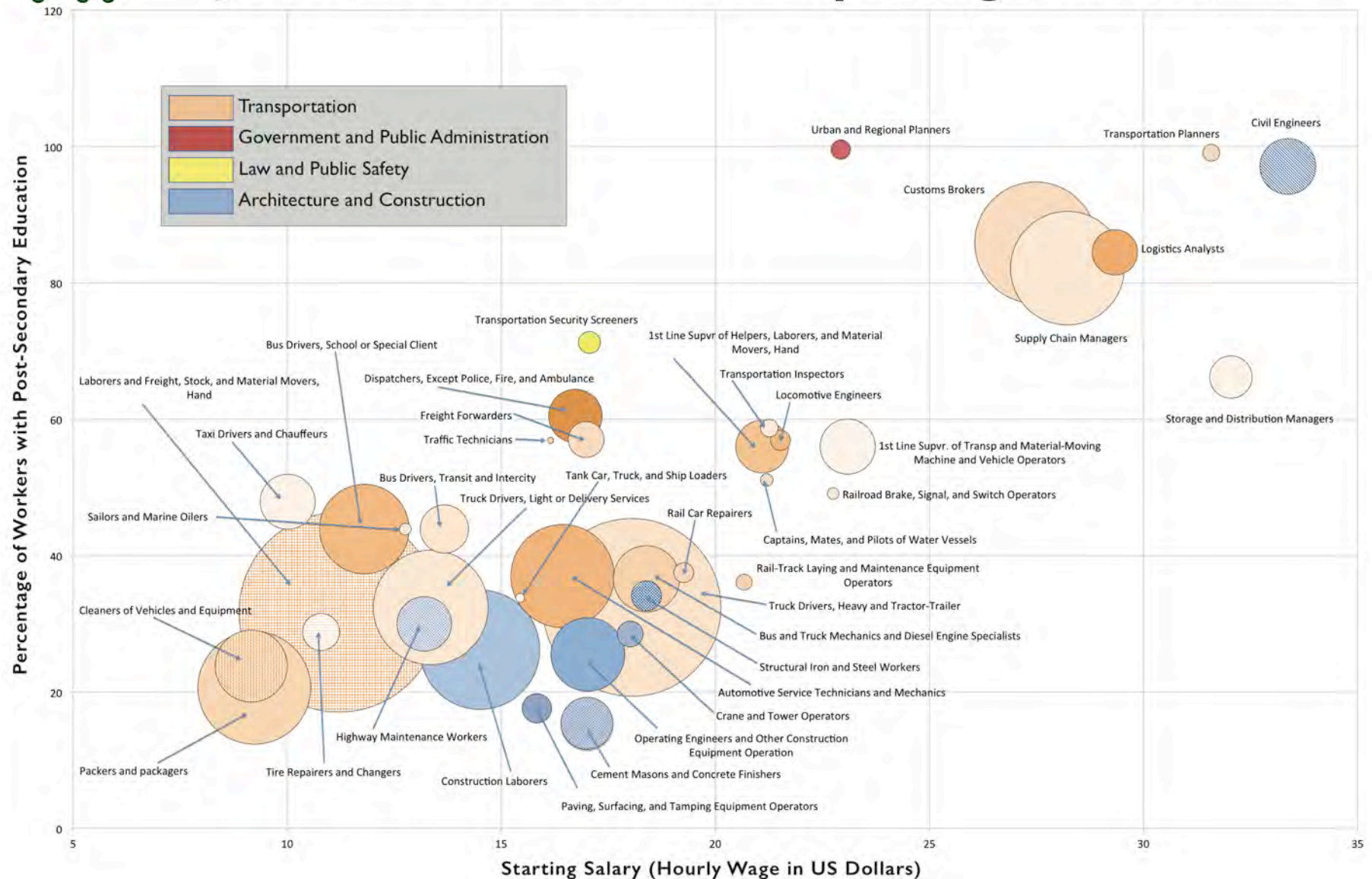
Source: 'Educational attainment for workers 25 years and older by detailed occupation, 2010-2011' - Bureau of Labor Statistics





# Educational Attainment of Incumbent Transportation Workers in the US (2010-2011)







# Transportation Job Share in Projected Employment 2022

Table 4: Projected Transportation Jobs as a Percent of all Jobs

State	Transportation Jobs*	All Jobs	% Transportation Jobs
IA	206930	1955480	11%
IL	765142	6678572	11%
IN	301819	3148886	10%
KS	153983	1609566	10%
MI	382530	4497030	9%
MN	217956	3120400	7%
MO	281351	3086278	9%
OH	533310	5957100	9%
WI	311813	3269173	10%

\*Excludes Air Transportation jobs, and transportation sector jobs not requiring transportation knowledge



# **Midwest Transportation Workforce Center**

## **TRANSPORTATION OF THE FUTURE: TRENDS AND CHOICES**



Imagine  
eliminating  
**9** out of every **10**  
car crashes.

That's the bright promise  
**driverless technology**  
holds over the next 30 years.

Imagine your  
plane never has to circle  
the airport again,

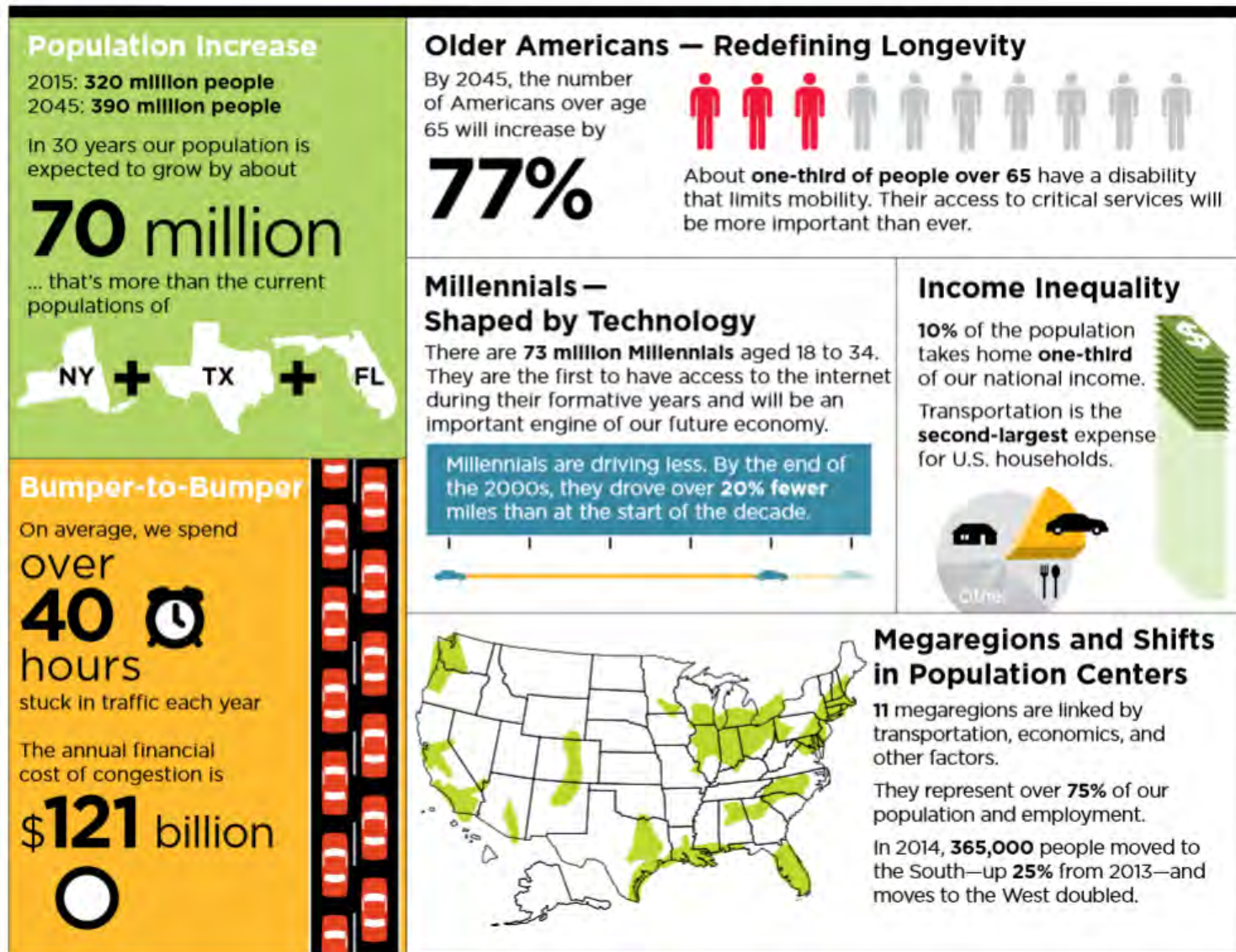
because flights are  
*perfectly timed* and the skies  
are *clear of congestion*.

This is the potential of  
**“NextGen”**  
air traffic control systems.

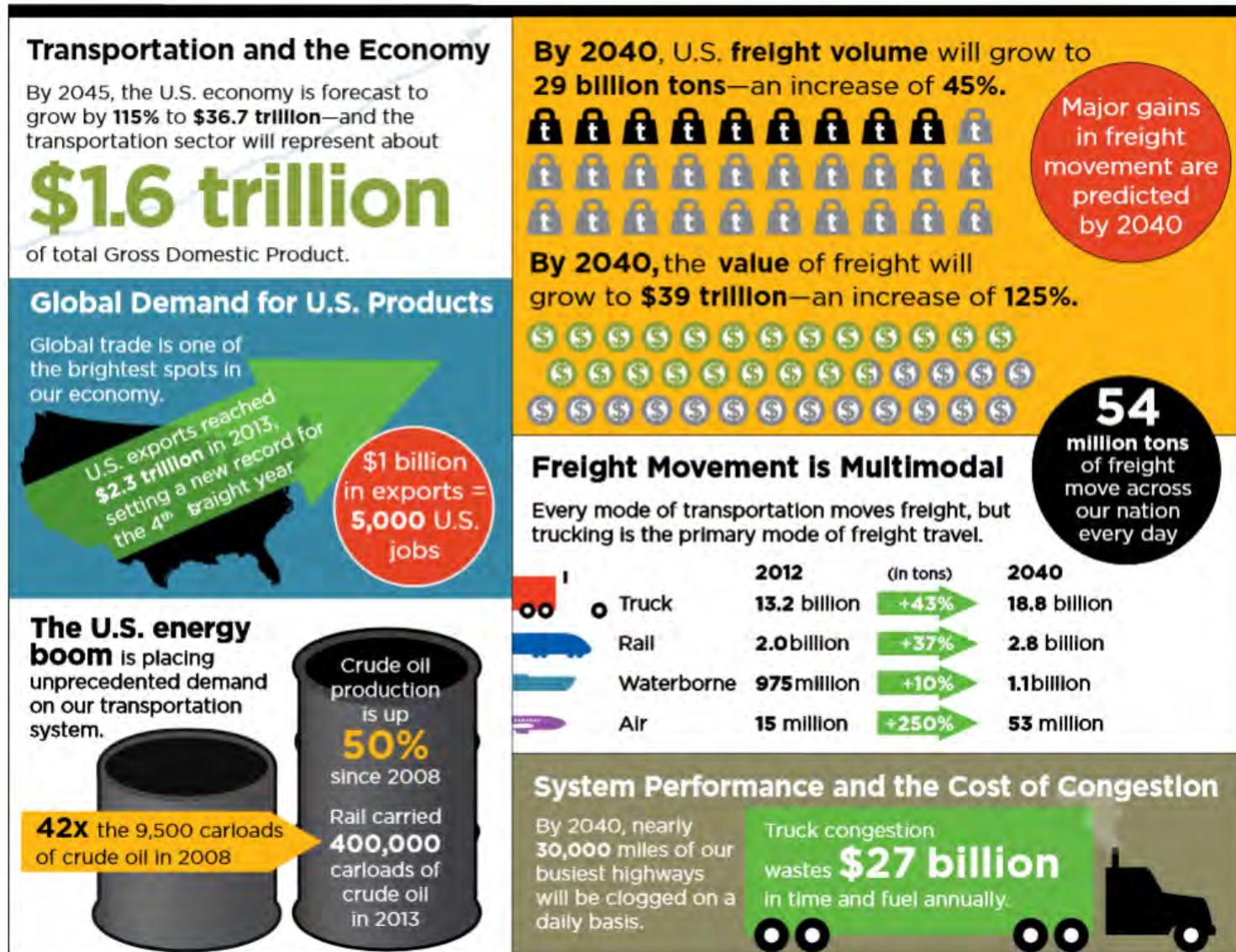




# How will we move?

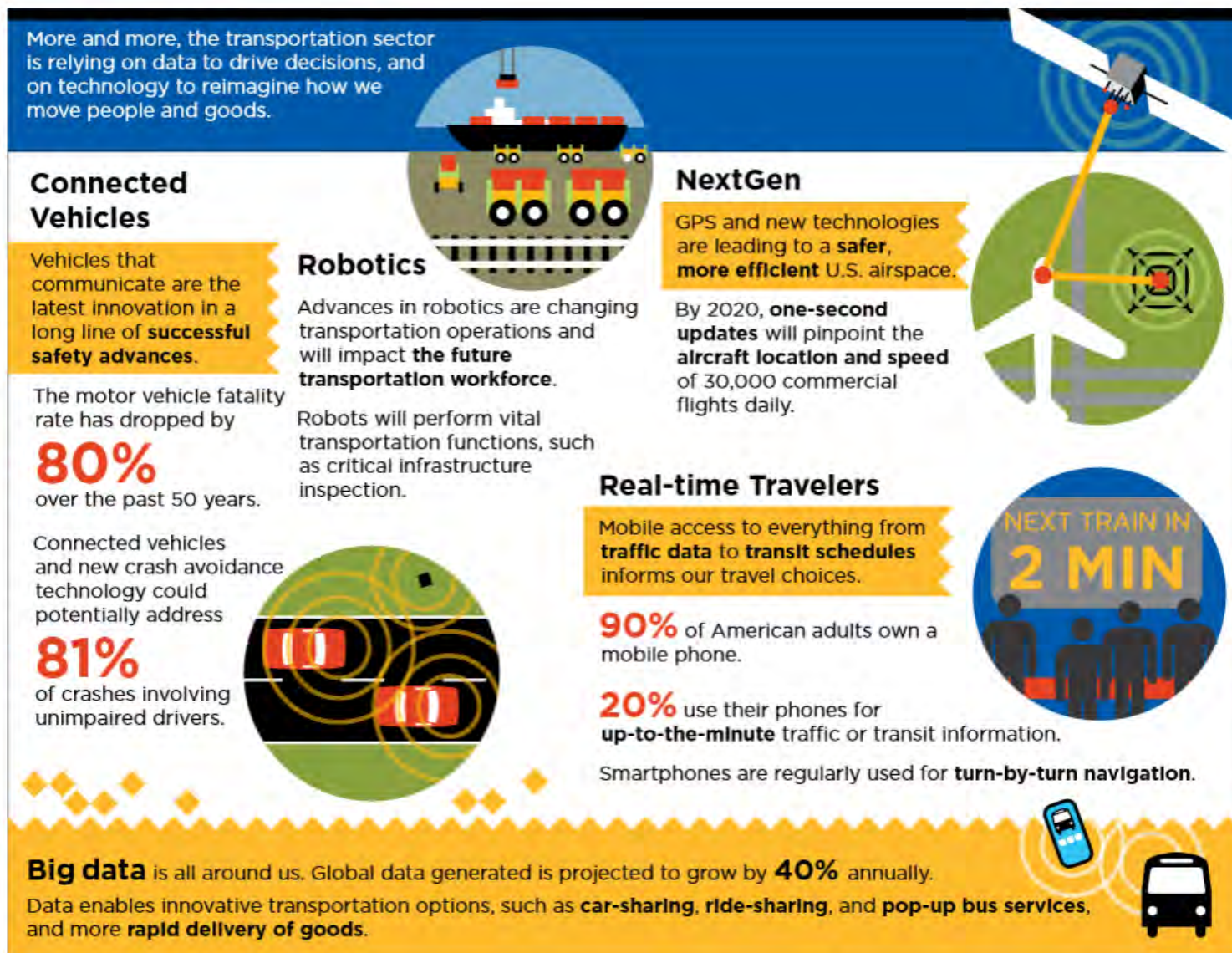


# How will we move things?

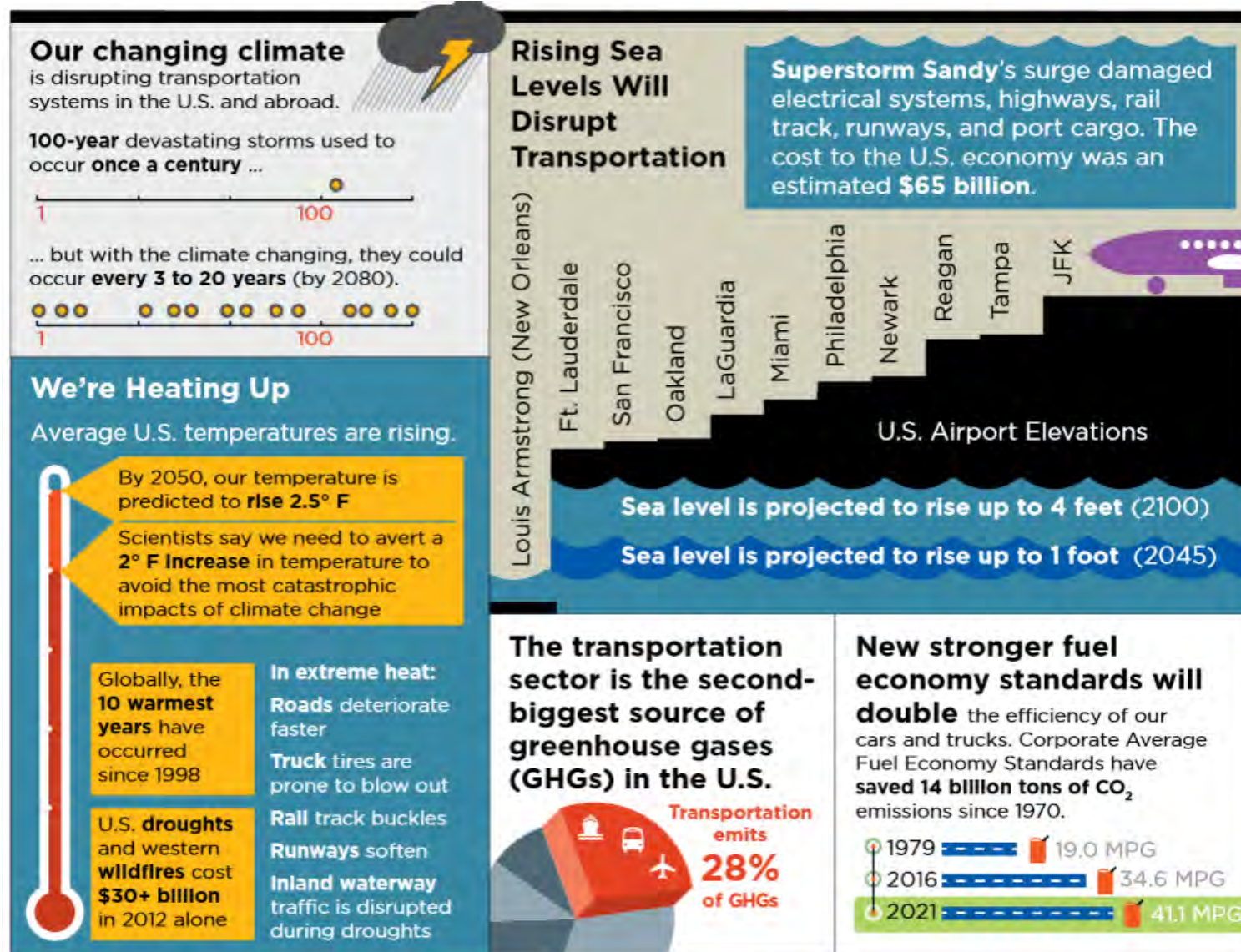




# How will we move better?



# How will we adapt?







## **PARTNERSHIPS FOR TRANSPORTATION WORKFORCE DEVELOPMENT**

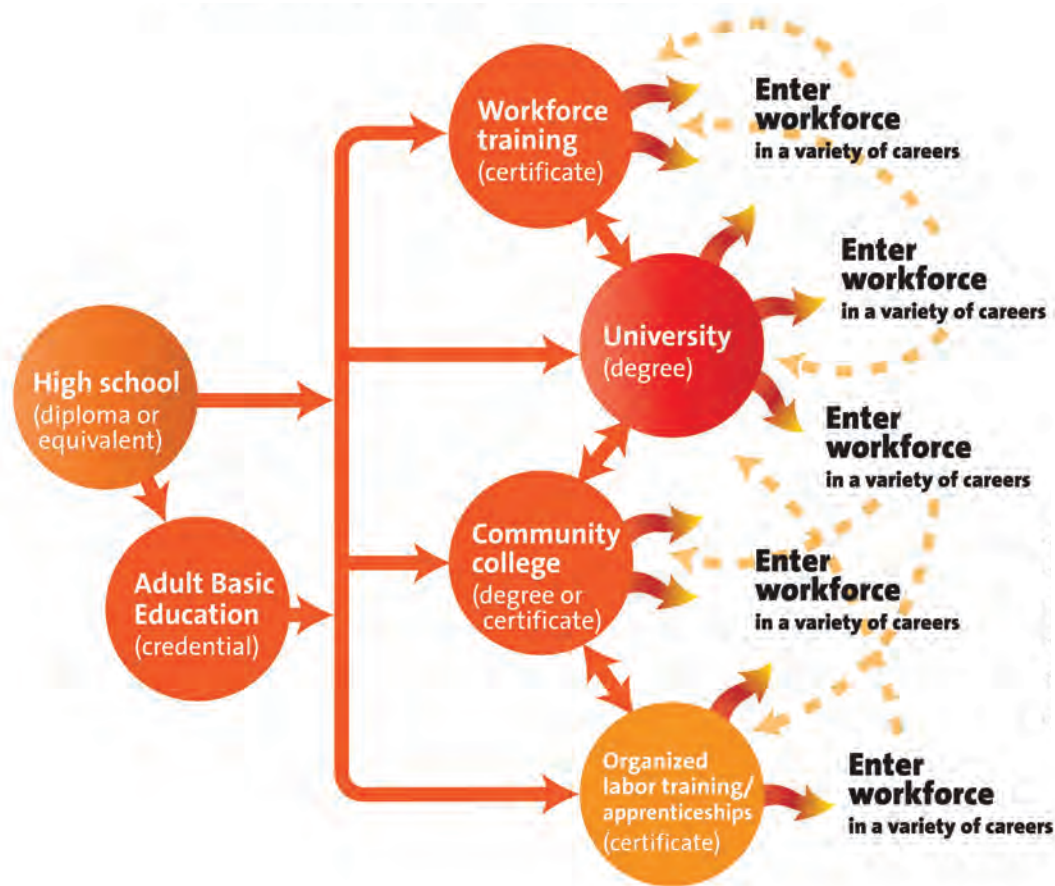


# Pathways, Partnerships, and Clusters

	Historically	Today
Education	Train & Pray	Career Pathways
Workforce Development	Customized Business Training + Job Matching	Sector/Industry Partnerships
Economic Development	Business Attraction	Industry Clusters

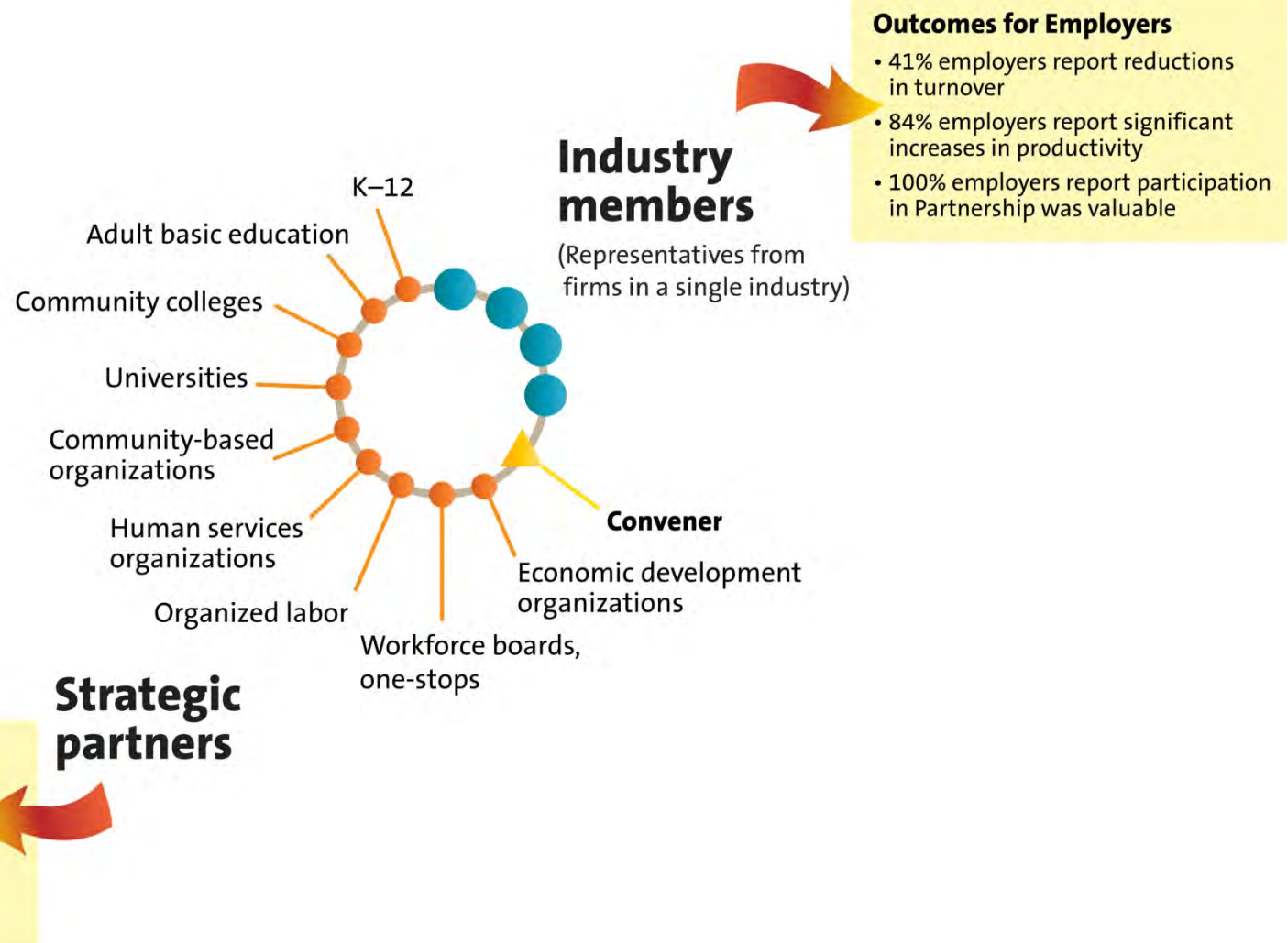


# Career Pathways



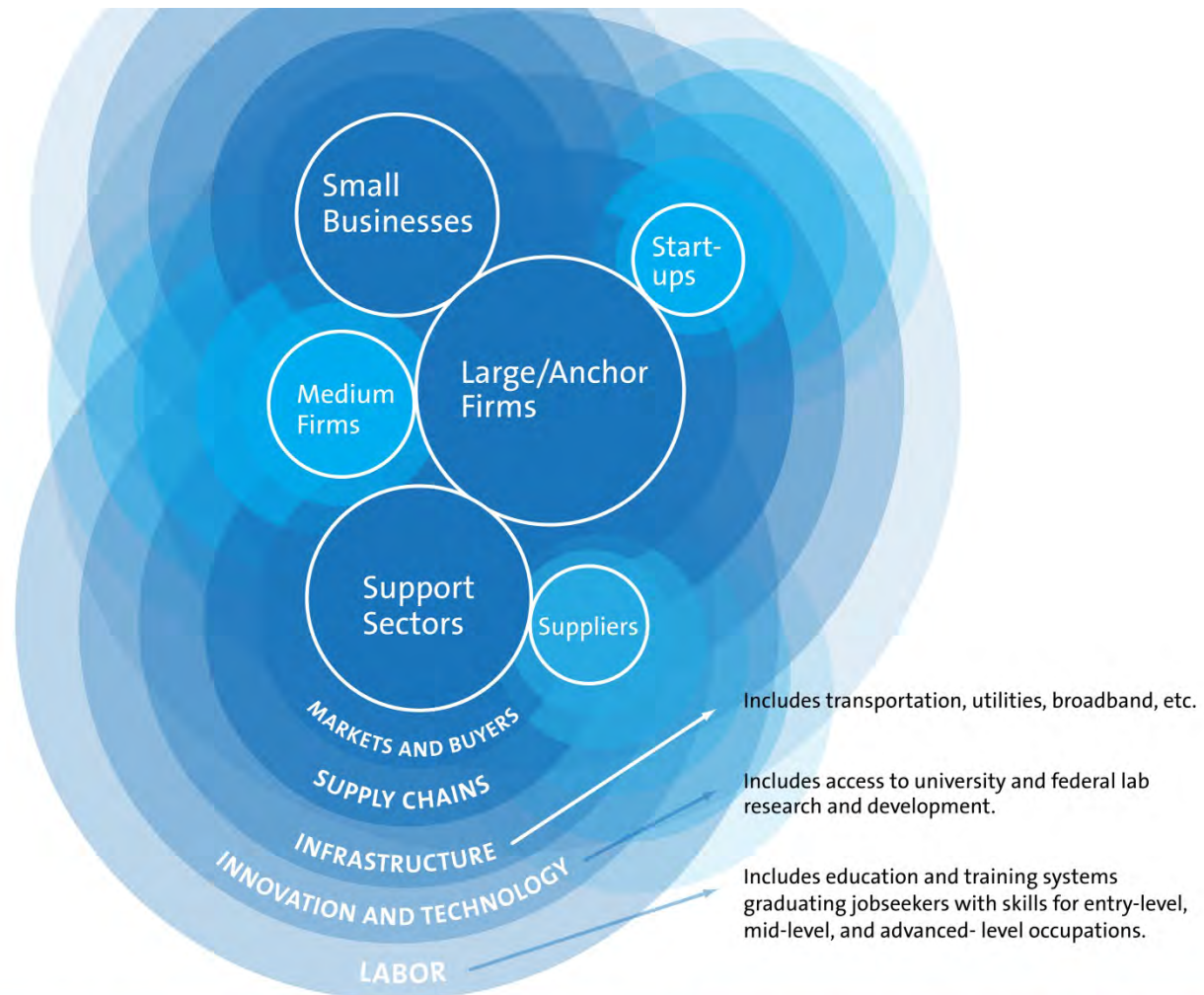


# Sector/Industry Partnership





# Industry Cluster







# What works well (and not so well)

**Clusters of companies**  
**Employers as partners**  
**Industry-driven**  
**Regionally-based**  
**Existing industry strength or emerging specialty**  
**Industry competitiveness/growth**  
**Opportunity-focused**  
**Employer priorities first**  
**Champion-driven**  
**Coalitions of the willing**  
**People and relationships**  
**A disciplined, replicable process**

**Individual firms**  
**Employers as customers**  
**System- or institution-driven**  
**Statewide top-down or too local**  
**Wishful thinking**  
**Workforce only**  
**Problem-driven**  
**Target populations first**  
**Representation-oriented**  
**The futile search for consensus**  
**Organizations and jurisdictions**  
**A mysterious, unique occurrence**



## All Partners want to know the WIIFM

- **Employers** – shared cost, a place to solve major talent issues, a single table at which to work with public entities.
- **Educators** – venue for faster understanding of changing industry needs; play out of educational career pathways.
- **Workforce Developers** – strategic focusing of time and resources for high leverage with key industries while meeting worker needs.
- **Economic Developers** – place for focused work with key industries on talent questions; can be major tool in retention and growth strategies.
- **States and Governors** – more strategic use of public resources; improved services to industry and jobseekers.

# Possible Types of Partnerships

TYPE	DESCRIPTION	ATTRIBUTES of PARTNER's ROLES
Networking	Sharing information and ideas	<ul style="list-style-type: none"> <li>Parties exchange basic information (e.g. contact info, organizational goals, intended outcomes, possible joint opportunities)</li> <li>Door open for follow-up opportunities</li> </ul>
Cooperating/ Facilitating	Helping members accomplish their separate individual goals	<p>All of the networking attributes, plus:</p> <ul style="list-style-type: none"> <li>Share advice, resources, information, and contacts to help with goal attainment in a spirit of cooperation</li> <li>May also include shared website information, promotional material and other media links</li> </ul>
Coordinating	Working separately on shared goals	<p>All of the cooperating attributes, plus:</p> <ul style="list-style-type: none"> <li>Identify shared, overlapping goals</li> <li>Coordinate efforts to mutual benefit with minimal duplication</li> <li>Sign letters of support or other public endorsement for projects and activities</li> </ul>
Collaborating	Working together toward a common goal but maintaining separate resources and responsibilities	<p>All of the coordinating attributes, plus:</p> <ul style="list-style-type: none"> <li>Agree on common and clearly articulated goals</li> <li>Define how actions and responsibilities of one party support efforts of the collaborator(s)</li> <li>Work is often done together, not separately</li> </ul>
Full Partnership	Shared goals, decisions, and resources within a single entity	<p>All of the collaborating attributes, plus:</p> <ul style="list-style-type: none"> <li>Signed document that defines roles, responsibilities and expectations for each partner</li> <li>Timelines and milestones for joint work, evaluation and retooling</li> </ul>





# Possible Products and Impacts of Partnerships

## Outputs/Products

- Skills standards
- Competency models
- Career awareness campaigns
- Certification program
- Training programs
- Apprenticeship program
- Childcare support
- Career pathways
- Internships
- Low to middle skills
- Middle to high skills

## Impacts

- Employment for job seekers
- Advancement for workers
- Reduced vacancy rates for employers
- Reduced time to hire
- Job creation
- Savings to public programs
- Stronger middle class



# Possible Partner Roles

- Advocacy
- Apprenticeships
- Articulation agreement
- Career Pathway
- Convening
- Curriculum development
- Data collection—supply and demand
- Data sharing
- Employment Assistance
- Funding
- On-going communication
- Outreach and Marketing
- Supportive Services
- Training delivery
- Work experience



**Appendix D: Stakeholder Initiatives**

Submitted by	Initiative name	Occupations targeted	Target audience for this initiative	Contact Information	Goal/expected outcome of the initiative	Description of the activity. What will be done?	Expected products and outcomes	Key partners (if any)	Approximate cost	URL
David Chandler	Transportation Management Association	Rail, trucking, 3PL, Warehousing, logistics maagement	Employers, prospective workers, public agencies, local governments	David Chandler, CNT, 773-269-4023, david@cmt.org	Placement of residents from lower income communities in jobs.	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://www.cnt.org/cargo-oriented-development">http://www.cnt.org/cargo-oriented-development</a>
Neal Fandell	University of Missouri Extension Business Development- Workforce Program	all, (high school and below)	Food stamp recipients	Mary Paulsell, paulsellm@missouri.edu	Get food stamp recipients off food stamps, get jobs-become productive members of their community	Training, education, career awareness. Job placement, job-hunting tips. Resume tips. Interview tips	Get food stamp recipients off food stamps, get jobs-become productive members of their community.	MERIC, DWD, Dept. of Ag., DED	Unknown	<a href="http://www.extension.missouri.edu/main/DisplayCategory.aspx?C=9">http://www.extension.missouri.edu/main/DisplayCategory.aspx?C=9</a>
Dawn Pratt	Fast Forward	ODL	Employees or pre-employees to get jobs	Scott Jansen, DWD, dwddet@dwd.wisconsin.gov	More CDL drivers	Training for CDL	Complete	State DWD, C.B.O., Employer, Union	50%/50%	<a href="http://wisconsinfastforward.com/">http://wisconsinfastforward.com/</a>
Dennis Winters	Wisconsin Fast Forward, Blueprint For Prosperity	Truck drivers, manufacturing, insurance, others	Businesses that are looking for skilled employees	Scott Jansen, DWD, dwddet@dwd.wisconsin.gov	Guarantee employment after successful completion of training	State pays for training	Skilled workers with a job	DWD, WCTS, Business, Workers	Programs on training- \$2-\$20k	<a href="http://wisconsinfastforward.com/">http://wisconsinfastforward.com/</a>
Dawn Pratt	Governor's Council on Workforce Development (CWI)	multiple- but construction/driver identified	multiple	Reggie Newsom, DWD Secretary, sec@dwd.wisconsin.gov		Multi-tier state program	6	multiple	state budget	<a href="http://www.wi-cwi.org/">http://www.wi-cwi.org/</a>
Beth Connestra	Tools For Tomorrow (may no longer be funded)	Cement finishers, carpenters, plumbers, steamfitters, ironworkers, truck drivers, operator engineers- first generated based on interest specified by women entering the program	Women interested in trades	Mary Knight, MATC, mknight@madisoncollege.edu	(Blank)	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://madisoncollege.edu/women-trades-and-technology">http://madisoncollege.edu/women-trades-and-technology</a>
Tony Kratofil	Partnership for Diversity & Opportunity in Transportation	Heavy Construction Skilled Trades	Low income, under-represented, adult unemployed	(Tony Kratofil)	Get partners/stakeholder to combine/collaborate with existing efforts to get target populations into the pipeline	Monthly, focused discussions on strategic initiatives	Collaboration & better results from the existing resources and programs. Communication tools (www.miroad2work.org)	Federal government, state government (WDA, MDOT, MEDC), Trade unions, Contractors, local workforce agencies, community based organizations	no cost, just time	<a href="http://www.miroad2work.org/">http://www.miroad2work.org/</a>
Edward F. Fairbanks	MNDOT Tribal Liaison	On reservation training options for all phases of transportation workforce/construction	Tribal and minority populations on reservation, and larger cities	Each reservation in MN and most in WI and MI have TERO offices/commissions	To get counties/state/federal highway funding entities to comply with respective TERO to provide training fiscal resources and supplies	Educate county/state/federal funding sources to put into contracts TERO fees	Trying to access rural native/minority populations with actual resources to train and get employed population	(Blank)	Respective tribe's TERO fee from transit funding entity	<a href="http://www.dot.state.mn.us/mntribes/">http://www.dot.state.mn.us/mntribes/</a>
Sharon Golden	Call-to-Oneness/CDR operators	CDL heavy equipment and truck operators	minorities and women in underrepresented communities	Sharon Golden, MODOT, 503-522-6975, sharon.golden@modot.mo.gov	increased number of minorities and women, highway maintenance jobs in areas where there was underrepresentation	Outreach to community through religious establishments. community centers, etc.	qualified employees	community partners, DOT	?	<a href="http://www.modot.com/kansascity/CDLTraining.htm">http://www.modot.com/kansascity/CDLTraining.htm</a>
Earl Buford	Metro Go, Milwaukee Trans Program (MTP)	Metro Go: transportation advocacy group to get Milwaukee city residents to (all) jobs in suburban areas- MTP: roadbuilding construction occupations: ironwork, cdl, utility, electrical, cement, flagging, heavy equipment	Metro Go: city residents, policy makers, economic development leaders, employers- MTP: women, minorities, contractors, unions, apprenticeship committees	Metro Go: Kerry Thomas, 414-303-1951- MTP: WisDOT Michelle Carter, WRTTP/Big Step Mark Kessenich, 414-342-9787	Metro Go: increase in transportation needs, and access to transportation jobs- MTP: Workers in road construction, access to these jobs	(Blank)	(Blank)	(Blank)	(Blank)	<a href="https://www.facebook.com/MetroGo">https://www.facebook.com/MetroGo</a>

Submitted by	Initiative name	Occupations targeted	Target audience for this initiative	Contact Information	Goal/expected outcome of the initiative	Description of the activity. What will be done?	Expected products and outcomes	Key partners (if any)	Approximate cost	URL
Edward F. Fairbanks	Coop Education/ Centers for skills w/ tribal colleges	workforce need of MNDOT and contractors and unions working in transportation	Tribal population and minorities in rural MN and inter cities	Still developing: Mason union, Fond du Lac Tribal College and starting with Leech Lake Tribal College	Target workforce bridging for immediate employment and within continuing education prog.	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://www.dot.state.mn.us/mntribes/">http://www.dot.state.mn.us/mntribes/</a>
Kathy Heady	Trucking Consortium	Truck driving class a, diesel technician	Group of trucking compnaies that came to us to help them with their workforce needs focusing on increasing awarness of opportunities in the industry, expanding training capacity, and addressing the high cost of training	Kathy Heady, WEDC, 608-210-6841, kathy.HEADY@wedc.org	Address each of three areas above. Do not have specific number targets	-created a tucking industry webpage on jobcenterofwisconsin.com (highlights information+opportunities in industry with link to training), -new youth apprenticeship curriculum for diesel technician, -waivers for military CDL drivers licences, -CDL pilot training program with guaranteed job, -expanded programs for training for diesel tech and drivers at technical college system, -connect to other funding opportunities (state training programs)	(Blank)	WEDC, Technical college system, individual technical colleges, department of workforce development, workforce development boards, industry partners	minimal new, utilize existing programs. colleges expanded	<a href="http://inwisconsin.com/news/dwd-teams-up-with-wedc-wtcs-and-other-key-partners-to-address-trucking-labor-need/">http://inwisconsin.com/news/dwd-teams-up-with-wedc-wtcs-and-other-key-partners-to-address-trucking-labor-need/</a>
Linellis Santiago	Reaching out to Tech colleges in high demand areas	Transportation, Construction	Demographics looking for entry-level skilled jobs	Linellis Santiago, Union Pacific RR, 651-552-3741, lsantiago@up.com	Educate students of opportunities ..growth (\$). Collaborate with tech schools with the skills we are seeking to fill future jobs	Find key contact at tech school-> meet (discuss opportunities at UP). Speak to students during program on benefits working on RR, what jobs are available, and potential career growth	Qualified candidates to fill jobs	Dakota County Tech School (conductor course)	For Up= \$50.00, For students= \$3000 for class with earning potential of \$100,000 in 5 yrs, For tech schools= unknown, increase in enrollment	<a href="https://up.jobs/index.html">https://up.jobs/index.html</a>
Heather Smith	College (community and university) -> certification training	Civil engineering, construction testers/inspecti ons	recent graduates (community college students, job force retaining)	David Hollingsworth dhollingsworth@miconcrete.net, Heather Smith hmsmith@miconcrete.net: 517-347-7720	to produce certified concrete construction field testers that can immediately enter the workforce	In a 4-day period the MCA teaches and certifies concrete testers. We have taken the program state-wide to community colleges and universities and made it part of the curriculum. The students receive the train at a significantly reduced price upon passing an exam, leave with a certification that makes them immediately employable	(Blank)	Alpeana Community College, Wesern MI University, Lawrence Tech	\$200/student	<a href="http://www.miconcrete.org/">http://www.miconcrete.org/</a>
Don Pohl	New Diesel Technology Program	Diesel Technicians	Young adults/ high school graduates that want to become diesel technicians	Don Pohl, Ranken Tech, dpohl@ranken.edu	graduate employable diesel technicians that will also have a CDL	We are opening the program in fall for new students. We already have about 30 students enrolled. The building is currently being built, it will open soon.	The program will be NATRP certified and the technicians will meet the ase standards.	Several local compnies including some of the public sector partners, St. Louis Metro	?	<a href="http://ranken.edu/degrees-programs/automotive/diesel-technology/">http://ranken.edu/degrees-programs/automotive/diesel-technology/</a>
Mike DeRose	pipeline programs (youth development and mentoring/ co-op)	Civil engineering	YOMP- underserved populations/youth, Co-op-civil engineering undergraduates	Mike Derosé, Michigan Dept. of Transportation, 517-335-1854, derosem@michigan.gov	Create/maintain a pipeline of qualified professionals, beginners with high school students	Recruit and high high school (YOMP) and college (co-op) students for non-career internships. As jobs become available, reach out to "alumni" to offer positions	well-qualified candidates, outreach/awareness of MDOT careers	high schools and universities	?	<a href="http://www.michigan.gov/mdot/0,4616,7-151-9621---,00.html">http://www.michigan.gov/mdot/0,4616,7-151-9621---,00.html</a>
Marcia Black-Watson	Pure Michigan Talent Tours	Accessand exposure to various careers on-site, exposure to industry	k-12 youth, parents, teachers	Christine Quinn, Director, Workforce Development Agency, 517-335-6772, Quinnc1@michigan.gov	Career awareness for transportation industry	Tours on-site at the employer's business, or at a simulated workplace providing hands-on experience	Job shadowing, internships, and work experiences with participating employers	Industry, k-12 education, workforce system	?	<a href="http://www.mitalent.org/career-jump-start/">http://www.mitalent.org/career-jump-start/</a>
Tony Kratofil	MDOT Co-op Program	Civil Engineering and Civil Technology	College/ Post-Secondary Engineering & technician students	Tony Kratofil/Mike DeRose	On the job practical experience in the field	Summer employment supporting a variety of engineering, testing, and inspection functions	Qualified and experienced graduates from eng. and tech. programs	(Blank)	?	<a href="http://www.michigan.gov/mdot/0,4616,7-151-9623_38029-25905---,00.html">http://www.michigan.gov/mdot/0,4616,7-151-9623_38029-25905---,00.html</a>
Beth Canestra	Student Engineer Trainee Program (SET)	Civil Engineers	College students interested in engineering	Randy Sarver, WisDOT	(Blank)	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://dot.wi.gov/projects/index.htm">http://dot.wi.gov/projects/index.htm</a>
Jack Weiskittel	Hire A Driver	Concrete Truck Driver	1) Vets 2) Unemployed, underemployed	Jack Weiskittel, IRMCA, 317-605-3995, Jweiskittel@irmca.com	Hire 100+ drivers into career-oriented path, enable driver to earn living wage, and also be able to have a family/social life	Drive concrete truck	Put people on a career path	Vet groups, sgate community college (Ivy Tech), State employment division	\$3,000	<a href="https://www.irmca.com/">https://www.irmca.com/</a>

Submitted by	Initiative name	Occupations targeted	Target audience for this initiative	Contact Information	Goal/expected outcome of the initiative	Description of the activity. What will be done?	Expected products and outcomes	Key partners (if any)	Approximate cost	URL
David Chandler	United Parcel Service Training System	UPS employees	UPS employees	Dave Chandler, CNT, 773-269-4023, david@cnt.org	UPS promotes and trains from within. Warehouse laborers and delivery route drivers are promoted to become over-the-road drivers, dispatchers, managers. The company supports outside technical and college training when it is useful.	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://www.cnt.org/cargo-oriented-development">http://www.cnt.org/cargo-oriented-development</a>
Edgar Cooper	Partnership with MODOT: Hiring initiatives to get women, minorities, older youth, into transportation positions.	Truck drivers class A and B CDL, maintenance workers, mechanics	Older youth, women, minorities	Edgar Cooper, FEC, (816)-716-9093, ecooper@feckc.org	To put older youth, women, minorities into transportation positions	Conduct informational sessions to make job seekers aware of the opportunities, having hiring initiatives	Provide direct placements and OJT's	MODOT	?	<a href="https://www.feckc.org/Home">https://www.feckc.org/Home</a>
Stacey Fowler	STLCC Truck Driver Training (Class A Commercial)	CDL Commercial A	Anyone 21 and over	<a href="http://STLCC.edu/truckdriving">STLCC.edu/truckdriving</a>	200 people trained	5 week hands on training	(Blank)	MRTDL, Workforce Development (SLATE)	Free	<a href="http://www.stlcc.edu/Workforce-Solutions/MRTDL/MRTDL-Truck-Driving-Programs.html">http://www.stlcc.edu/Workforce-Solutions/MRTDL/MRTDL-Truck-Driving-Programs.html</a>
Thomas Nunziata	We have not given the initiative a formal name. We seek to have our courses receive college credit recommendations through the national college crediter service (NCCRS)	All construction (heavy, highway, commercial, residential) and environmental laborers	Apprentices and journey workers affiliated with the Laborers International Union of North America.	Thomas Nunziata, LIUNA Training & Education Fund, 860-974-0800, tnunziata@liuna.org	obtain collage credit for liuna members	Submit all curricula to NCCRS	Obtain college credit recommendations that could be accepted by schools nationally	CIUNA training & it's 70 affiliate training sites	\$100,000 budgeted	<a href="http://www.liuna.org/home">http://www.liuna.org/home</a>
John Wiseman	Senior only credential program	All areas, but CDL training for students in transportation (high demand jobs)	18+ high school students (CTE funding is available for Sr. only)	John Wiseman, Ohio Dept. of Education, john.wiseman@education.ohio.gov, 614-728-7589	Increase workers in this area	CTE funded, credential training for identified credentials	higher numbers of credentialed students in the areas that have been identified as...	high schools, dept. of ed.	?, schools have this information	<a href="http://education.ohio.gov/Topics/Career-Tech/Transportation-Systems">http://education.ohio.gov/Topics/Career-Tech/Transportation-Systems</a>
Ruben Howard	Adult Education (TDL Bridge)	Logistics, supply chain, forklift certification	adult learners	Ruben Howard, Olive Harvey College, 773-291-6566, rhoward51@ccc.edu	To create a pipeline of students from their GED to credit college	Students take 2 logistics management courses and earn a forklift certification. They only have 3 remaining classes to earn a BC in logistics.	To earn a BC in logistics	Industry, Adult Ed. Dept.	not sure	<a href="http://www.ccc.edu/menu/Pages/college-to-careers.aspx">http://www.ccc.edu/menu/Pages/college-to-careers.aspx</a>
Marcia Black-Watson	Skill Trades Training Fund	Technical jobs	unemployed and incombent workers	Christine Quinn, Director, Workforce Development Agency, 517-335-6772, Quinnc1@michigan.gov	Assisting companies in meeting their talent challenges	Fudning for approved classroom training, \$1500 for ST training and \$3000 for new apprenticeships	jobs created, jobs retained, skills gaps addressed	Local workforce agencies, business	\$10,000,000 annual state-funded budget	<a href="http://www.michigan.gov/wda/0,5303,7-304-64361-312972--,00.html">http://www.michigan.gov/wda/0,5303,7-304-64361-312972--,00.html</a>
Keith Myers	SB 155/ Excel in CTE Initiative	All requiring technical education	high school juniors and seniors	Kansas board of regents- Blake Flanders, Tecobucak Education Authority- Keith Meyers	Pays the tuition for h.s. juniors and seniors to take tiered technical education through a community/technical college. Tuition is paid by the state. If credential is earned from an approved list (demand occupations), the school district receives \$1000 each credential earned.	(Blank)	Increase number of H.S. students guided into technical education and demand occupations	Community/technical colleges, unified school districts	\$25M/year	<a href="http://www.kansascommerce.com/directory.aspx?EID=162">http://www.kansascommerce.com/directory.aspx?EID=162</a>
Judy Jozaitis	College/WIA partnership	All kinds, but often TDT. Recently WIA went after funding, as they often have unsuccessfully in the past for TDT. This time we combined truck driver training with certified logistics associate (MSSC). We got the funding.	Long-term unemployed	Bob Howard or Julie Rounke, Lincoln Land Community College	100% job placement for long-term unemployed individuals. The CLA certificate was not necessary for quitting the job, but appears necessary for getting the funding. It took students longer to complete the training, but they seemed very engaged in all aspects of the training.	Train long-term unemployed to pass exams and earn CDL and MSSC certification in Certified Logistics Technician (CLT), plus OSHA 10 and Forklift	100% job placement with CDL drivers with certification in other marketable areas related to logistics, warehousing	LLCC and WIA 20 and 21	Approx. \$5,000 per participant	<a href="http://www.llcc.edu/student-services/career-development-services/wia/">http://www.llcc.edu/student-services/career-development-services/wia/</a>
Dawn Pratt	WisDOT Tribal Advisory	Highway Construction Workers	Tribal members	WisDOT	Provide jobs for tribal members	Group (tribal members leaders) to create education, database, and awareness of training needs	More positions for tribal members, trans. model	contractors, associations, WisDOT, tribes	\$150,000 and component for new WI job service website	<a href="http://www.dot.wisconsin.gov/localgov/aid/tribalaffairs/i-bldev.htm">http://www.dot.wisconsin.gov/localgov/aid/tribalaffairs/i-bldev.htm</a>

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Tony Kratofil	"Access for All" pre-apprenticeship readiness	Heavy Construction Skilled Trades (operators, laborers, cement masons, carpenters, iron workers)	Unemployed adults in traditionally underrepresented populations	Don O'Connell, Operating Engineers Local 324, doconnell@3241mec.org, 248-836-2731	Prepare and place individuals from the targeted populations into the construction skilled trades career- build the bench for upcoming infrastructure investments	Targeted, demand-driven, designed to meet the specific needs of these skilled trades (both soft and hard skills). 256 hours and hands-on training with sponsorship and or job placement (i.e. not training for training sake)	job/career placement and long term success	trade unions, Michigan W.D.A., Michigan DOT, local workforce devel. agency (Detroit Employment Solutions Core), Ser-Metro (community-based org.)	\$7000-9000/participant, supported by both public and foundation/philanthropic sources	<a href="http://www.miroad2work.org/apprenticeship-readiness-programs/">http://www.miroad2work.org/apprenticeship-readiness-programs/</a>
Beth Cannestra	TRANS- Transportation Alliance for New Solutions	Construction trades	minorities and women	Aggo Akyea, WisDOT, aggo.akyea@dot.wi.gov	Exposure of women and minorities to transportation careers. Generate enough interest so they will join apprenticeship programs and develop skills and training to be hired by construction contractors. Help with math and test taking.	(Blank)	(Blank)	WisDOT contracts with various community organizations to recruit and conduct training (YWCA)	(Blank)	<a href="http://www.dot.state.wi.us/business/civilrights/laborwages/trans.htm">http://www.dot.state.wi.us/business/civilrights/laborwages/trans.htm</a>
Cherish Schwenn	Ready Mix Driver Education	Ready mix drivers initially but will open doors to other concrete jobs-dispatch, sales, etc.	High school students, vets, unemployed, those looking for a long-term stable career	Charish Schwenn, WRMCA, 608-512-1291, cshwenn@wrmcma.com	To bridge the driver gap occurring in the ready mix industry	A 3 week course is being piloted at Fox Valley Technical College. Students will earn a class B CDL and ready mix certification	Increase ready mix driver workforce as our members are experiencing a shortage. Goal is to also educate the public and potential students about a career in the ready mix industry.	Oshkosh Truck, Fox Valley Technical College. Will branch out to other WI tech colleges, DRUD, Concrete Suppliers, WRMCA	\$2500, \$1500-2 week CDL, \$1000- one week ready mix curriculum	<a href="http://www.wrmca.com/online-registration.html">http://www.wrmca.com/online-registration.html</a>
Shawna Forbes	(Blank)	Heavy Equipment Maintenance-Training for DDOT Mechanics	Detroit Residents- approved for workforce training dollars, WCCC and studnets enrolled in auto program	Shawna Forbes, Wayne County Comm. College District, 313-496-2704, sforbes1@wcccd.edu	Train mechanics for DDOT, DDOT hire successful candidates, participants receive college credits and career pathway leading to a 1 year cert. -> assoc. degree, offer a minimum of 2 cohorts	See #6	See #6	WCCCD, DDOT, WFD Agency	(Blank)	<a href="http://www.descmiworks.com/">http://www.descmiworks.com/</a>
Dawn Pratt	Apprenticeship-strategic plan	trades, manufacturing, health care	students, unemployed/un deremployed, non traditional	Karen Morgan, DWD Wisconsin	Increase # of opportunities and awareness	Career planning campaign to schools, parents, employers. Boots of the ground	(Blank)	DWD, associations, education	(Blank)	<a href="http://www.wtba.org/">http://www.wtba.org/</a>
Dawn Pratt	TRANS: Transportation Alliance for New Solutions	Highway Construction Workers	non-traditional	WisDOT	fill needed slots in trades	120 hrs industry prep program: unpaid by CBOModel used several locations	See #6	CBO, WisDOT, Employer	Unknown- contr, with federal funded contracts receive \$500/hr for each graduate on project	<a href="http://www.dot.state.wi.us/business/civilrights/laborwages/trans.htm">http://www.dot.state.wi.us/business/civilrights/laborwages/trans.htm</a>
Beth Cannestra	tribal program (not known)	construction trades	Wis Tribal Members	Daniell yancy, Kelly Jackson, Aggo Akyea (WisDOT staff)	Develop interest in construction trades, refer to apprentice programs	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://www.dot.state.wi.us/business/civilrights/laborwages/trans.htm">http://www.dot.state.wi.us/business/civilrights/laborwages/trans.htm</a>
Niel Christensen	(Blank)	Automotive Technicians/Diesel	High school	(Blank)	Help supply workforce with skilled tech, educate ppl on how technicians are not grease monkeys anymore, educate people that you can have a good life with a trade job	We are looking at bringing in young people and letting them see what automotive/diesel is about	to make people see that its not a bad job	we are trying to bring in employers to help to educate young people	(Blank)	<a href="http://southeastmn.edu/directory/">http://southeastmn.edu/directory/</a>
Thomas Gierok	(Blank)	Truck driver/transportation	high school students/vets/non traditional	Tom Gierok, mn. state college southeast technical, tgierok@southeastmn.edu, 507-453-2728	To introduce high school/veterans to the trucking industry	(Blank)	(Blank)	high schools, veteran affairs, workforce agencies	(Blank)	<a href="http://southeastmn.edu/directory/">http://southeastmn.edu/directory/</a>
David Buskill	A+ Partners	Logistics and manufacturing	high school students	(Blank)	Concrete industry to pipeline potential talent	(Blank)	(Blank)	(Blank)	(Blank)	<a href="http://www.conexusindiana.com/a-partner-thank-you">http://www.conexusindiana.com/a-partner-thank-you</a>
Tony Kratofil	Youth Development and Mentoring Program	Engineering, planning, skilled trades	High school students from under-represented populations	Tony Kratofil/Deante Thompkins: thompkinsd@michigan.gov, (248)-483-5100	Expose students from under- represented populations to broad range of transportation careers and teach them basic employment skills	Summer employment doing light maint. type activities with weekly mentoring and exposure opportunities	More students w/ broader understanding of career choices and opportunities. More students with employment skills	FHWA, MDOT, Universities/colleges, Contractors, Consultants	?	<a href="http://www.michigan.gov/mdot/0,4616,7-151-9623_38029_66959---,00.html">http://www.michigan.gov/mdot/0,4616,7-151-9623_38029_66959---,00.html</a>

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Tony Kratofil	TRAC (Transportation and Civil Engineering an ASSHTO sponsored program run by individual state DOTs)	Civil Engineers	Middle and High School Students	Julie Van Port Flieit, vanportflieitj@mi.chigan.gov, 906-786-1800	Educate and encourage students to consider civil engineering careers	Program trains teachers to incorporate several practical modules that apply science and math to engineering problems. Can lead to internships, Scholarships. Host annual bridge competition.	More students understanding what civil engineers do. More students pursuing civil engineering degrees	AASHTO, specific schools/teachers, MDOT	?	<a href="http://www.michigan.gov/mdot/0,1607,7-151-9623_38029_38059_41397-184233--00.html">http://www.michigan.gov/mdot/0,1607,7-151-9623_38029_38059_41397-184233--00.html</a>
Cliff Smith	Recruitment partnerships	Railroad, diesel, electrician, mechanic, chauffeur	High Schools/post secondary	(Blank)	Learn how we can start training programs/internships what we can do as a school to make employment these students employed in these fields	(Blank)	(Blank)	Any of the industries that we can get standard or beef up to get the students employed	?	<a href="http://www.kckcc.edu/academics/academic-divisions/technical-education-center">http://www.kckcc.edu/academics/academic-divisions/technical-education-center</a>
Mark Huss	recruit students (Waukesha County Technical College)	Truck Drivers	Students need to be 18 years old or more, people who need to improve their incomes	(Blank)	To grow our Training Program from 74 students annually to 160+ in one year, explain income opportunities	-partnered with work force development to hold info sessions at their locations, -have 2 info sessions a month at our own facilities, -personal call back to all student inquiries	-28 student last year (spring), 69 this year, - personal contact will always sell students on our program being better, -explain to students that they benefit from extra training time	workforce development	-1/2 work load for 1 instructor, - \$, -loss of instructor to teach program	<a href="http://www.wctc.edu/truck">http://www.wctc.edu/truck</a>
Mark Huss	introduce trucking industry to high schoolers (Waukesha County Technical College)	Truck Drivers and more advancement available	High schoolers and their parents	(Blank)	This is a long term project, unable to measure results	Career fairs at high schools	more interest in the profession (will take years)	high schools	?	<a href="http://www.wctc.edu/truck">http://www.wctc.edu/truck</a>



## **Appendix E: Survey Questions**

## Midwest Transportation Workforce Center Strategic Advisory Meeting

Dear Colleague, Thank you for attending the Midwest Transportation Workforce Center (MTWC) Strategic Advisory Meeting. Please complete the following survey to help us continue to move forward on transportation workforce development in the Midwest.

Teresa Adams

Please enter your name.

Please enter the name of your organization.

How satisfied were you with the quality of the MTWC Strategic Advisory Meeting?

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Meeting organization/agenda					
Presentations					
Logistics/registration/lodging					
Food					
Venue					

Comments or suggestions about the meeting.

Please rate the following areas in terms of value to you.

	High value	Some value	Neutral	Little value	No value
Learning about the MTWC					
Learning about high-demand, high-wage, high-skill jobs in the Midwest					
Learning about transportation trends					
Learning about other transportation workforce initiatives					
Sharing your workforce initiatives					
Networking					
Partnership building					

## Tracking Partnerships

The MTWC is measured by the types of partnerships it facilitates. In this meeting you identified partnerships that might be advanced regionally.

Were you able to initiate discussions with other stakeholders on new initiatives or partnerships?

- No
- Yes (please tell us about those discussions) \_\_\_\_\_

## Fall Summit

The MTWC will host a Regional Transportation Workforce Summit in the Fall of 2015. We will invite the transportation community to this event. Please rank your choice of location for the Fall Summit. Drag a city name to the preferred month. To drag a new location, select the entire highlighted portion that includes Enter other location.

September	October	November
_____ Madison, Wisconsin	_____ Madison, Wisconsin	_____ Madison, Wisconsin
_____ Chicago, Illinois	_____ Chicago, Illinois	_____ Chicago, Illinois
_____ St. Louis, Missouri	_____ St. Louis, Missouri	_____ St. Louis, Missouri
_____ Enter other location	_____ Enter other location	_____ Enter other location
_____ Enter other location	_____ Enter other location	_____ Enter other location

What is your preferred duration of a regional summit?

- Half-day
- One day
- One and a half days
- Two days
- Will not attend

We envision that there will be several tracks/sessions at the Fall Summit. Here are draft topics that we heard from you. Please check all that you agree with and provide any comments. Feel free to add more ideas for a general session/track.

- Summary of the MTWC Advisory Meeting.
- The future transportation and the implications for workforce development.
- Demographics: dealing with generational issues and expanding the workforce pool.
- Retention: factors that produce satisfied workers and defining career pathways to enhance employee loyalty.
- Additional Session 1 \_\_\_\_\_
- Additional Session 2 \_\_\_\_\_
- Additional Session 3 \_\_\_\_\_

Other comments for Fall Summit.

Would you be willing to serve on the Steering Committee to help plan the Fall Summit?

- Yes
- Maybe

- No

#### Stakeholder Engagement Group

The MTWC Stakeholder Engagement Group includes public and private sector transportation, education, and workforce investment/labor organization representatives to serve in an advisory capacity. This group will be asked to review the MTWC strategic plan and any annual updates to the strategic plan.

Indicate your willingness to serve on the Stakeholder Engagement Group.

- Yes, I am willing to serve on the MTWC Stakeholder Engagement Group.
- No, I was able to attend in lieu of someone else in my organization. Please include their name and email. \_\_\_\_\_
- No. I do not wish to be part of the Stakeholder Engagement Group.

We will be following up with each one of you to discuss and organize the development of regional initiatives. Thank you.