



2017 Southwest Wisconsin Workforce Needs Survey

EXECUTIVE SUMMARY

**SOUTHWEST WISCONSIN WORKFORCE DEVELOPMENT BOARD,  
INC.**

1370 NORTH WATER STREET

PLATTEVILLE, WI 53818

[www.swwdb.org](http://www.swwdb.org)



The **Southwest Wisconsin Workforce Development Board, Inc.** (SWWDB), a private, non-profit organization, is one of Wisconsin's eleven regional boards established by the Workforce Innovation and Opportunity Act (WIOA). SWWDB is responsible for the planning and oversight of the workforce system in southwest Wisconsin (Grant, Green, Iowa, Lafayette, Richland, and Rock counties).

All services are driven by the needs of employers and workers and are available through the "one-stop" Job Centers, as well as through the Virtual Job Center, [www.jobcenter.org](http://www.jobcenter.org).

SWWDB represents the public/private nature of the workforce system. Board members represent private sector businesses, as well as leaders from education, labor, economic development, and other public agencies.

**Our Mission** - To provide a collaborative talent development system within the region.

**Our Vision** - Innovative leadership advancing a quality talent development system.

#### Core Values

- **Efficient:** we practice prudence and precision.
- **Inclusive:** there is no wrong door to the solutions we provide.
- **Responsive:** we provide timely and relevant solutions.
- **Proactive:** we aggressively search for new opportunities.
- **Adaptive:** we are flexible in action and thought.
- **Accountable:** we are results-oriented and seek success in every interaction.
- **Stewards:** we respect the authority behind our resources and protect the integrity of our organization, our team members, our customers and our partners.
- **Collaborate:** we forge positive relationships with all workforce stakeholders.

#### Strategic Goals

- ❖ Build a talent development delivery system through systematic change, integration of resources and continuous improvement.
- ❖ Build relationships that promote success: engage business, industry and community to ensure universal contribution and commitment to workforce initiatives and strategies that support regional economies.
- ❖ Educate and inform often: disseminate organization, workforce and career pathway information regularly and opportunistically to foster interest and collaboration.
- ❖ Advance financial viability: reinforce the fiscal foundation of the organization to sustain legacy operations and increase diversification.
- ❖ Focus and advance universal access to workforce services.
- ❖ Connect youth to the workforce system.



In the fall of 2017, SWWDB conducted a Workforce Needs Survey. The goal of the study was to gain a better understanding of the current and future workforce needs of area employers. Like the survey conducted in 2015, the results of this survey are used to update the local workforce development plan for southwest Wisconsin and provide a specific platform when delivering services to business in the area.

Survey Monkey was used to distribute the survey to four hundred and fifty (450) business contacts. The link to the survey was also shared with area chambers of commerce and economic development organizations. Approximately 46% of those who received the email survey opened the document, and 31% of those responded to the questionnaire. In all, 139 employers provided responses to the some or all of the survey questions. While only a small sampling of the businesses located in the region, the results provide insight into the most significant trends, challenges and opportunities related to the southwest Wisconsin workforce system.

The Results that follow, represent a composite of all respondents. Raw data by specific industry classification, county of operation or other specific grouping, can be developed upon request. Contact Gail Graham, SWWDB Business Services Coordinator for further information. [g.graham@swwdb.org](mailto:g.graham@swwdb.org)

## Workforce Outlook

There is much discussion of the "skills gap" – the inability of employers to find and keep skilled workers. One anecdote often voiced is that Wisconsin companies could expand business if only they could find and retain skilled workers. Wisconsin has never had more people employed and the unemployment rate is registering low levels not seen since the early 2000s. However, as has been discussed repeatedly over the years (Winters, Strang, & Klus, 2000; Winters, Gehrke, Grosso, & Udalova, 2009; Wisconsin Taxpayer Alliance, 2015), **Wisconsin faces a quantity challenge and, as a consequence, a skills challenge.**

Businesses will be competing not only with each other for workers with similar skills, but also with entities of other disciplines. For example, one company may try to recruit a math teacher to become a computer programmer. Subsequently, the school will have to find another math teacher from, for example, an insurance company, which, in turn, may try to recruit someone out of health care. The current and future workforce shortage presents an area of risk for all employers.

During the late 1990s, when the U.S. economic expansion was seeing new longevity marks, there was a similar quantity challenge. The national unemployment rate fell to 3.8% in July 2000 and Wisconsin's unemployment rate fell to 3.0 percent in July of 1999. Two recessions alleviated the labor quantity constraints from 2001 to 2014. Now the U.S. unemployment rate is down to 4.1% and the Wisconsin December 2017 seasonally adjusted unemployment rate was 3.0%. The December 2017 unemployment rate for the Southwest Wisconsin Workforce Development Area (WDA 11) is 2.5%. All counties within the region are experiencing low unemployment:



With the unemployment rate continuing to fall in the region, attraction, retention and upskilling of the current workforce remains a top priority for most employers.

December Unemployment Rates 2015, 2016 and 2017			
	2015	2016	2017
<b>Grant</b>	4.1	3.4	2.4
<b>Green</b>	3.3	2.9	2.1
<b>Iowa</b>	3.8	3.2	2.3
<b>Lafayette</b>	3.3	2.8	1.9
<b>Richland</b>	3.9	3.3	2.4
<b>Rock</b>	4.5	4	2.8

The greatness and gravity of the current employment status in Wisconsin can be summed up by the following statements from Wisconsin’s Department of Workforce Development:

Table 1: Unemployment by County

- ✓ Initial UI claims ended 2017 at their lowest level in the last 30 years.
- ✓ Continuing unemployment claims ended 2017 at their lowest level since 1973.

With unemployment this low, local employers are researching alternative and creative recruitment and retention methods.

It is important to note that during the last period of low unemployment Baby Boomers represented a significant share of the workforce. The oldest of this cohort, those born in 1946, have since left the workforce while the youngest, those born in 1964, will be hitting retirement age within the next 10 to 15 years. Figure 1, which looks at the area’s total population, compares ages between 2001 and 2028. We see significant population growth in the 65 to 84 year old cohorts but an overall decline in the number of working age individuals. Again, these changes in the working population present significant challenges to local employers.

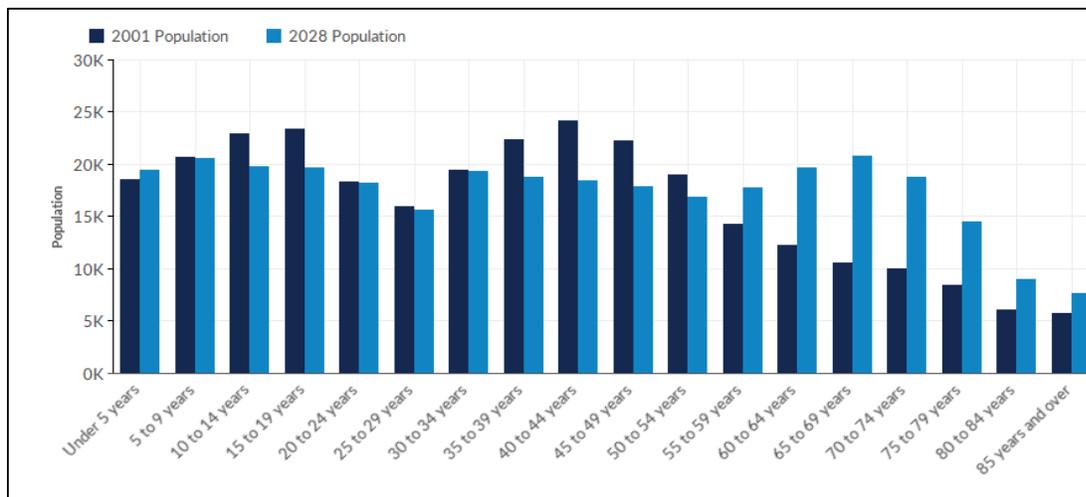


Figure 1: Population Table, EMSI, March 2018

Since the last survey in 2015, local job postings are also increasing. Between October 2017 and January 2018, there were 52,906 unique job postings advertised in the six-county area. Occupations in



transportation, retail, insurance and healthcare represented the largest percentage of postings (EMSI Job Posting Analytics, March 2018). Unique job postings increased over 80% from the same period two years ago.

<b>County</b>	<b>Unique Postings (Oct 2017 - Jan 2018)</b>	<b>Unique Postings (October 2015 – Jan 2016)</b>
Rock County, WI	22,398	17,203
Grant County, WI	12,679	5,227
Green County, WI	6,747	4,648
Iowa County, WI	6,159	2,232
Lafayette County, WI	4,923	1,317
<b>Total</b>	<b>52,906</b>	<b>29,311</b>

Table 2: Job Postings, EMSI, March 2018

Labor force participation rates provide a quick snapshot of employment engagement. They are calculated by dividing an area's total labor force (employed plus unemployed) by the area's population. In most cases, the denominator is reduced by individuals younger than 18 and older than 65. The participation rates below are presented for the six county region. The population totals do include students attending post-secondary education.

<b>Year</b>	<b>Labor Force</b>	<b>Civilian Population 18-64</b>	<b>Participation Rate</b>	<b>Total Population</b>	<b>Participation Rate</b>
<b>2010</b>	164641	187,455	88%	306,705	54%
<b>2016</b>	167088	187,429	89%	308,790	54%

Table 3: Table 3, LFPR, EMSI, March 2018

## Survey Reach

- ✓ Distribution – 450 businesses and economic development partners
- ✓ Responses – 140 (2015 survey received 131 responses)
- ✓ 179 distinct business locations were represented.

<b>Question: Please indicate the county or counties in which your organization has a physical location with employees.</b>			
	<b>Non Manufacturing</b>	<b>Manufacturing</b>	<b>Total</b>
Grant County	25	12	37
Green County	18	5	23
Iowa County	18	4	22
Lafayette County	12	4	16
Richland County	14	5	19
Rock County	36	26	62

Table 4: Location of Respondents



## Survey Results

- Businesses in the region are hiring.
  - 95% hired in the past 12 months.
  - 75% of the respondents had current job vacancies and reported over 1,360 openings.
- Local Workforce issues: All 140 responded to each of these questions:
  - 35% are satisfied with the available workforce. 2% said it was less than average and 26% said poor.
  - 35% report being satisfied with the quality of the workforce. 33% felt it was less than average and 19% answered poor.
  - 39% felt the stability of the workforce in their area was average. 32% said below average and a 14% said poor with 14 % saying excellent.
  - 66% said the productivity of the workforce was average compared to their other facilities. 16% thought it was above average and 13% said below average.
  - 37% felt they had an average retention rate and 30% felt it was above average
- What is your current total estimated number of vacant and unfilled positions at this location:
  - 58% (82) companies reported 0-4 openings
  - 18% (26) reported 5-9 openings
  - 16% (22) had 10 – 19 openings and
  - 7% (10) had 20 or more openings
- Overall and compared to prior years, 54% (76) companies reported their unfilled positions are increasing; 39% (55) said the numbers were stable and nine (9) companies stated their vacancies were decreasing.
- Businesses are planning to expand in the next 3 years.
  - 54% expected to increase employment within the next 3 years.
  - 44% said they will remain stable
- Methods used in recruitment - The top 6 categories:
  - 1- Referrals from existing employees (109)
  - 2- Utilize Job Center of WI (106)
  - 3- Company Website (96)
  - 4- National job posting web sites (87)
  - 5- Ads in Local Newspapers (83)
  - 6- Local Job Fairs/Recruitment Events (64)

Even with the tight job market, 54% (73) companies plan to expand in the next 3 years and 45% (61) companies plan to remain stable. Only two (2) organizations indicated they were going to downsize.

54% of companies plan to hire 10 or less new employees in the next 6-9 months. 19% (26) plan to hire between 11-25 new workers, 8% (11) between 26-40 and 8% (11) will hire over 40. 10% (14) said their workforce will remain stable and only 1 said they were considering downsizing.



Question: Which “hard” or occupational skills are applicants generally lacking? Select all that apply

Basic Computer Literacy	25%
Basic Communication/Writing	38%
Computer Software	11%
Critical/Analytical Thinking	45%
Customer Service	35%
General Office Software	6%
Machine Operation	29%
Project Management	13%
Safety	13%

Table 5: Reported Skill Deficiency

Employers also indicated a need for increased basic math skills, mechanical skills (taking items apart and reassembling), trade skills, CDL, and welding skills. Employers also wanted to see increased “soft-skills” such as punctuality, coping, appearance, basic follow through and work ethic.

### Training and Apprenticeship

Question: Would your company have interest in sponsoring apprentices in any of the following?

Would your company have interest in sponsoring apprentices in any of the following (select all that apply) 135 answered			
	Non Manufacturing	Manufacturing	actual non mfg/mfg
Not interested in apprenticeship	72%	39%	56-19
Maintenance Technician	4%	35%	3/17
Welder/Fabricator	5%	16%	4/16
Industrial Manufacturing Tech	0%	26%	0/13
Software Developer	2%	0%	2/0
Mechatronics	0%	10%	0/5
Data Analyst	2%	0%	2/0
Help Desk Specialist	5%	0%	1/0
Pharmacy Technician	1%	0%	1/0

Table 6: Apprenticeship Interest

The Wisconsin Apprenticeship Growth and Enhancement Strategies (WAGES) is a statewide grant from the U.W. Department of Labor. Local workforce boards are collaborating with the Apprenticeship Bureau and the Technical College System in Wisconsin to raise awareness about registered apprenticeship in three key areas: Advanced Manufacturing, Health Care, and Information Technology, with a goal to increase new apprenticeships in the state.

As registered apprenticeship opportunities grow in the region, we predict the interest in pursuing this training method will also increase. The maintenance Technician (apprenticeship) program began this fall



as a new offering at Blackhawk Technical College (BTC) and the first Mechatronics class in the state began January 25, 2018, also at BTC, with 13 apprentices from 6 companies.

### Connecting with youth

Question: Is your company involved with youth activities such as Inspire Rock County, Inspire Prosperity SW, Inspire Madison Region, internships, school tours, career exploration, etc.?

- 40% (54) indicated they are involved with youth activities, such as work-study programs, internships, career exploration school tours, Youth Apprenticeship Programs, job shadows and career fairs. 59% (79) said they had no involvement in these activities.
- The other respondents said:
  - They would like more information on youth activities available in their areas.
  - Labor laws are limiting the ability of employers to employ persons under 18 in many food processing and manufacturing positions.
  - Tours are limited in many companies because of liability concerns.

### Industry / Sector Partnerships

Almost half of the companies are not interested in being involved in Industry specific, peer-to-peer work groups to develop innovative solutions to address the workforce shortage:

- 49% of companies answered no
- 35% said maybe
- 16% said yes.

Most companies asked for more information on the work groups and many said they just don't have the time. Changing the language to sector partnerships and developing industry specific trainings may have helped with the response to this question.

### Other Comments by County

Some respondents with multiple locations have their responses in more than on county. Duplications have been removed when relevant. In general, most of the comments are true for every county.

### Grant County - 37 Companies Responded

Topic	Comment
Soft Skills Drug Test	It is difficult at the frontline level when enforcing policies around attendance and other basic policies because employees know they can find another job very easily.
More people	*Not enough applicants
Soft Skills Drug Test	We experience candidates with a poor work ethic, candidates don't apply when they find out there is a drug screening. If hired, attendance and child care issues occur.
Soft Skills Skilled Labor Drug Tests	Hourly workforce has shifted from committed and engaged to more often than not working, while looking for the next job. We are seeing turnover within our production department despite increasing wages, zero weekend work and offering very attractive benefits. This leads to employees leaving before true value can be seen (employee is fully



	trained and can begin adding total value to the department). The applicant pool is not there as it was and we've seen an increase in failed drug screens over the last 6 months.
Skilled Labor	Skilled labor has become our biggest challenge in finding the necessary people we need.
Soft Skills Flawed System	A big issue we continually face is applicants submitting applications and resumes and then never returning phone calls, or scheduling interviews and then not showing up for them. It is felt that individuals are solely putting applications/resumes out to satisfy requirements to keep unemployment benefits while not actually interested in working.
More People Skilled Labor	The rural areas that we serve are hard when referrals that come to us for very limited services (hours). Trained individuals can be an issue. Our low pay that can't be changed until something happens at the state and federal levels.
Skilled Labor	Almost every car dealership is looking for good mechanics. Regular and diesel. How do we get young people excited about these career paths? These are excellent paying jobs. In fact, I know many 4 year college graduates who owe more money and are making less money than a mechanic makes.
Flawed System	Too many subsidies available to people who decide that it's just easier if I don't work and just file for state help because I DON'T WORK. :( Flawed system!

Green County 23 - Companies Responded

Topic	Comment
Skilled Labor	Because we are a small company, we have very different projects coming in. Employees need to be have a wide base of welding different materials and being able to read blue prints or copy pattern when fabricating.
Youth	The sheer number of summer activities have made an impact on getting kids to work. It has also slowed up sales in the summer because families aren't vacationing like they used to.
Soft Skills	*Candidate reliability. Luckily that saves us the stress of having an unreliable employee because a number of candidates can't handle making it to a phone interview.
Skilled Labor	Come out of college but do not have the hands on experience needed, they get the book knowledge.
Skilled Labor	Finding workers able and willing to work with the aging and disabled in their own homes is decreasing as jobs within Nursing facilities becomes more popular.

Iowa County 20 Companies Responded

Soft Skills	*Candidate reliability. Luckily that saves us the stress of having an unreliable employee because a number of candidates can't handle making it to a phone interview.
-------------	---



Skilled Labor	*Finding workers able and willing to work with the aging and disabled in their own homes is decreasing as jobs within Nursing facilities becomes more popular.
Soft Skills Drug Test	*We experience candidates with a poor work ethic, candidates don't apply when they find out there is a drug screening. If hired, attendance and child care issues occur.
Skilled Labor Resources	Primary issue in this area seems to be that everything is Madison or Dubuque based and does not address the Platteville/Dodgeville areas.
More People	We're a small company in a small town, I don't expect it to be easy.

Lafayette County - 16 Companies Responded

More People	*Not enough applicants
Skilled Labor	*Finding workers able and willing to work with the aging and disabled in their own homes is decreasing as jobs within Nursing facilities becomes more popular.
Soft Skills Drug Test	*We experience candidates with a poor work ethic, candidates don't apply when they find out there is a drug screening. If hired, attendance and child care issues occur.

Richland County 20 - Companies Responded

Soft Skills	* Candidate reliability. Luckily that saves us the stress of having an unreliable employee because a number of candidates can't handle making it to a phone interview.
Skilled Labor	*Finding workers able and willing to work with the aging and disabled in their own homes is decreasing as jobs within Nursing facilities becomes more popular.
Soft Skills Drug Test	*We experience candidates with a poor work ethic, candidates don't apply when they find out there is a drug screening. If hired, attendance and child care issues occur.
Skilled Labor	Nursing shortage is our biggest challenge at this time.
Skilled Labor	We are defiantly struggling finding a good quality employee that is worth the wages they think they are worth.
Skilled Labor	Do not face challenges for entry level production/hourly work. We do face large challenges for professional level skilled positions.
More People	It seems to be hard to find people to work in our environment (sawmill) because of the hard manual labor and the environment is slightly dirty.

Rock County - 62 Companies Responded

--	--



Soft Skills	Attendance! It is very, very challenging to find new hires that can come to work on time, every day for 87 of 90 days.
Skilled Labor	These highly technical and specialized positions and therefore difficult to fill locally.
Skilled Labor	The biggest challenge is finding experienced applicants. All job postings asked for experience only to apply, however 90% were not even close to having any of the skills required.
Soft Skills	*Candidate reliability. Luckily that saves us the stress of having an unreliable employee because a number of candidates can't handle making it to a phone interview.
Soft Skills	absenteeism, tardy
Soft Skills Skilled Labor	The poor performing educational system is delivering largely apathetic and unmotivated potential workers to labor pool. Higher education is still not emphasized in Rock County.
Soft Skills Skilled Labor Housing Automation	This is the worst I have ever seen this labor market and it has no signs of improving. Lack in general work ethics, no loyalty, no sense of ownership, high sense of entitlement, and questionable expectations on employers. We have significantly increased our wages and benefits offered in the hopes this would attract a better quality candidate. This just yielded a more expensive underperforming labor force. It is becoming more and more difficult to attract and relocate applicants outside our area, no desire for mid-west or if open not in a smaller community like Janesville. No housing in Janesville even if we could relocate, big issue that will exist for years unless action is taken. Due to lack of qualified candidates, our organization is looking at alternatives such as automation or potential relocation of work.
Soft Skills Basic Math Skilled Labor	People don't show up for interviews, don't show up when hired, can't pass a basic math test, or simply never call back. Those who have been hired recently would have normally been let go by now but we're too desperate. That desperation is expensive but necessary to try to get the job done.
* Comment shows up throughout all counties.	

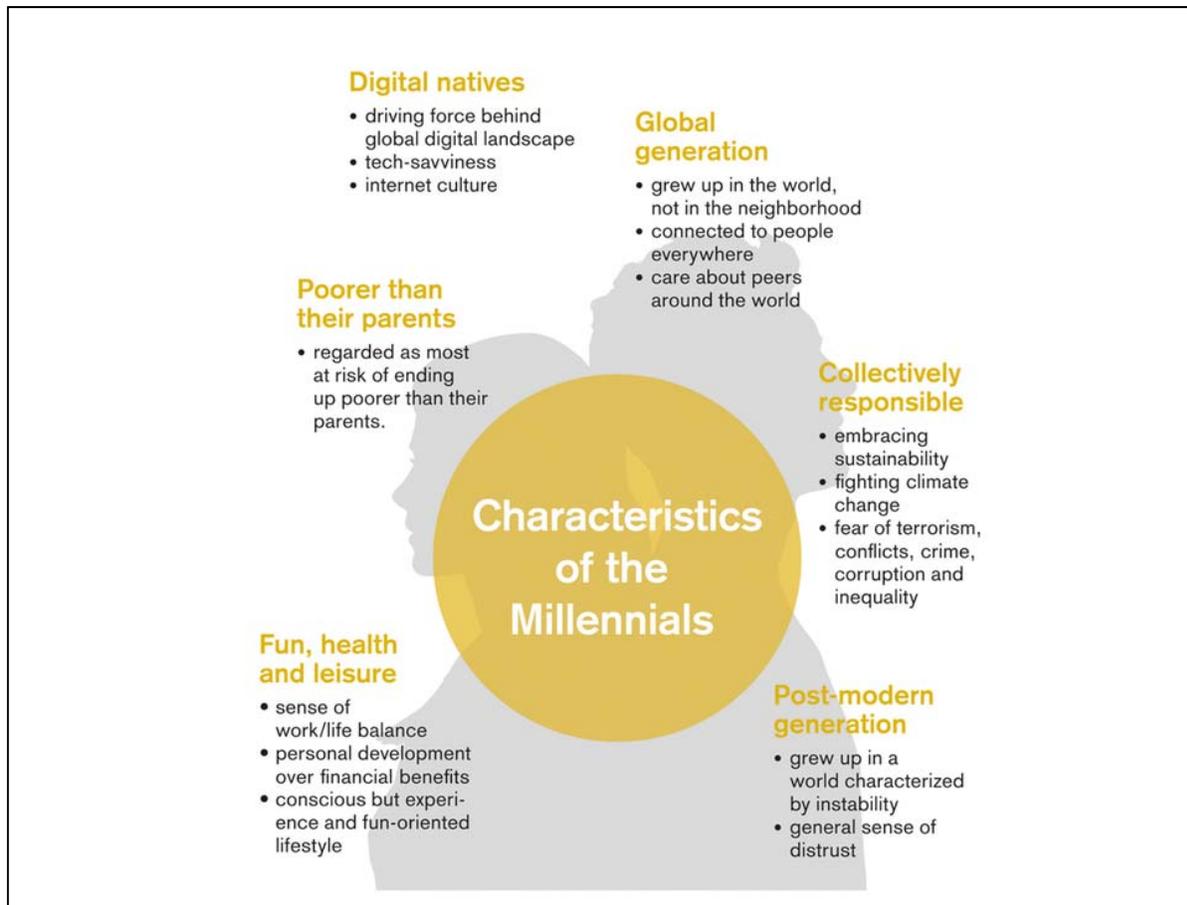
A common theme through the employer comments relates to a general lack of work-readiness preparedness and commitment to work. In an economy that is functioning at almost full-employment, the individuals searching for work tend to possess more than one employment barrier. Barriers present unique challenges to both the jobseeker and employer. For example, the new employee may find it difficult to assimilate into a new environment while the employer struggles to understand how an employment opportunity can create unforeseen challenges in the life of the new employee. Likewise, for some individuals, the economic independence that employment provides can often result in the immediate elimination of housing, healthcare, food security.

Employers are also facing the unique challenge of employing millennials. While the millennial generation provides a wealth of talent and passion, meeting their employment expectations can be difficult. These independent-thinking individuals place great value in fairness, meaningful and collaborative work, and strong work/life balance (Forbes, "The New Millennial Values"). Often, this generation of job seekers will pursue what "fits" best for them, quickly abandoning environments they do not find satisfactory.



Employers that can offer the opportunities that drive this generational cohort will likely see increasing success in recruitment and retention millennials.

Credit Suisse has provided the following graphic that outlines what drives this generation. Understanding this generation, which surpasses the Baby Boomers in numbers, is probably the most value-added exercise an employer can pursue in today's economy.



Source: Credit Suisse, "Millennial Values"

## Summary

The Workforce Needs Survey provides real-time information on how local employers are viewing the workforce. SWWDB uses the survey results to develop business service initiatives. The results are also incorporated into the local workforce development plan. The 2017 Workforce Needs Survey revealed that the local area is facing a worker shortage, which is not likely to improve as more and more Baby boomers leave the workforce. There are not enough replacement workers with the skill set needed to fill the current and future opening and the millennial connection can prove confusing. Employers still would like to see improved technical and soft skills in job applicants and many employers shared that the workforce seems transient, always prepared to leave for the next best thing. The survey also revealed that employers



are looking at automation to mitigate the effects of the workforce scarcity issue. As this occurs, SWWDB predicts employer interest in apprenticeship programs like Mechatronics to increase.

SWWDB is strategically placed to identify and train workers for employment by convening employers through industry and sector partnerships and through its close relationship technical colleges. Staff members counsel customers on career paths. They also show customers how to prepare for and attain employment that truly supports economic self-sufficiency. The Business Services Team works directly with local business to connect jobseekers to their open positions. Through grant-funded programs and initiatives, the workforce system has access to resources that can offset the cost of training and retraining for both job seekers and employers.

Area schools are increasing career exploration, and the Department of Public Instruction is requiring students to have a career plan in place before leaving high school. This one effort puts students on a career path before they graduate. SWWDB has also seen many employers connecting directly to local high schools through "Career Expos," organized events through which employers explain their organization and the opportunities to students. Likewise, many companies are sponsoring youth apprenticeships that bring young people in to their work place even before graduation.

SWWDB is involved in a number of ways with the school districts in the region: Career Cruising with the Inspire platform connects students with industries in the area. The Business Services Team led by Job Service, is assisting with career fairs and high school job fairs. Subject matter experts, such as SWWDB's Youth Programs Specialist, utilize their knowledge and passion to directly assist at-risk youth and adults. SWWDB sponsored work experience placements introduce youth to the world of work.

SWWDB also provides training and employment assistance through programs such as transitional jobs, on-the-job training, and incumbent worker training. Tuition assistance is available to eligible adults and youth alike.

Technical college partners and SWWDB coordinate short-term training options in demand occupations such as CNC, machine operator, welding, and institutional food service. These sessions result in industry-recognized credentials and customers have been successful in securing employment after graduation. SWWDB foresees additional training programs like these based upon the results of this survey.

In the fall of 2017, SWWDB partnered with the Prairie du Chien Correctional Institute and Southwest Wisconsin Technical College to provide welding training for inmates with great success. The prison population is an untapped resource for businesses and industry. As the area continues experience a workforce shortage, preparing the incarcerated population for employment through occupational skills training is a strategy to build the volume of skilled workers.

SWWDB predicts greater employer interest in apprenticeships as this learn-and-earn model advances organization health by developing incumbent talent. The Wisconsin Department of Workforce Development (DWD), Bureau of Apprenticeship Standards (BAS), was awarded a grant through the federal American Apprenticeship Grant competition. The Wisconsin Apprenticeship Growth an Enhancement Strategies (WAGES\$) is a 5 year grant focusing on manufacturing, IT and health care. Working as a team, Blackhawk Technical College, SWWDB's Apprenticeship Liaison, and BAS have launched three



apprenticeship programs at the college: Industrial Electrician, Maintenance Technician and Mechatronics. Mechatronics is new to the state of Wisconsin and Blackhawk Technical College began the first class of 13 apprentices representing 6 companies at the end of January 2018. SWWDB is also working with Southwest Technical College on the development of a Mechatronics apprenticeship program.

While SWWDB will continue to advance these efforts, there is still more to do. Survey results show that 54% of respondents report unfilled positions are decreasing; yet, only 75% are utilizing the Job Center of Wisconsin web site and only 46% report attending Job Center Job Fairs and local recruitment events. SWWDB sees great potential in connecting these employers to workforce development services. Many companies reported that applicants are lacking in basic computer literacy, communication, writing and math skills. SWWDB and partners will promote a coordinated effort to comprehensively assess basic skills and incorporating the development of these skills into job center workshops and individual employment plans.

Forty-five percent (45%) of respondents say critical thinking and problem-solving/analytical skills are lacking in applicants as well as customer service skills. Many training programs address this type of skill development, but it appears skill deficiency in these areas is unusually broad. Applicants for both unskilled and skilled positions seem to lack these skills. SWWDB is looking into the feasibility of offering a customer service short-term training at the Monroe campus of Blackhawk Technical College, while program staff members are looking for ways to incorporate stand-alone skill development into employment plans.

As stated in its mission and vision, SWWDB is dedicated to building a talent development delivery system. SWWDB and partners will address the issues identified in the survey results through strong partnerships that advance universal access and opportunity to local adults and youth.