

WORKFORCE INVESTMENT ACT

SOUTHEAST WISCONSIN WDA 1 LOCAL PLAN

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Introduction

Racine, Walworth, and Kenosha Counties comprise the Southeast Wisconsin Workforce Development Area, WDA 1, as defined by the Workforce Investment Act. The Act provides public investment in local workforce development through a funding process that flows from the United States Department of Labor, through the State of Wisconsin Department of Workforce Development, and ultimately to the three county local area. In Southeast Wisconsin, the funds are administered by Kenosha County on behalf of the workforce development area. The Act requires local areas to develop "Two Year Workforce Investment Act Plans" that address the provisions of the Act. This plan addresses and responds to those requirements.:

Purpose *(The follow excerpt is from the planning guidelines used to create this document)*

According to federal directives, states and local areas must develop and implement strategic plans to be eligible to receive WIA funds for administering the One-Stop system and delivering services to its customers. These Plans require WDBs to address current and future strategies and efficiencies to

- *address impacts of funding reductions including infrastructure costs*
- *further plans to achieve functional alignment with regional initiatives and sector strategies to improve the region's competitive advantage by enhancing the supply and quality of the region's talent pipeline*
- *develop a vision for youth services and program design strategies for achieving the Common Measures*
- *address critical local issues and successes*
- *align with updated State and local priorities*

Background

Governor Doyle launched a strategic plan in January 2008 to strengthen Wisconsin's economy. Grow Wisconsin – The Next Steps provides a comprehensive package of initiatives that will drive innovation, foster growth and give business fertile ground to develop and flourish. The Next Steps established eight strategic economic development goals:

- *Retain and create high wage jobs;*
- *Prepare workers for tomorrow's economy;*
- *Add value to Wisconsin's economic base;*
- *Create and unleash knowledge to build emerging industries;*
- *Tap Wisconsin's full urban potential;*
- *Implement strategies regionally;*
- *Lower regulatory burdens, keep standards high; and*
- *Build a world class infrastructure.*

The Governor is committed to improving the effectiveness of Wisconsin's economic and workforce development system by focusing multiple governmental and non-governmental organizations on common goals and aligning resources across programs with different funding sources and constituencies. Various strategies are being used including policy scans across

Attachment A

programs and agencies to reduce duplication and unnecessary impediments. In addition, the Governor has reinforced the Council on Workforce Investment's recommendations on re-aligning workforce resources and improvements with the workforce infrastructure including:

- *Developing regional planning processes with common outcomes;*
- *Leveraging regional resources by better identifying demand and supply industries and guiding partners in that direction; and*
- *Establishing of regional economic, education and training and service delivery metrics of "success"/common outcomes.*

I. GROW Region Workforce Needs, Labor Market Analysis & Assessment

I.A. GROW Region Workforce Needs

I.A.1.a. Workforce Needs of Employers and Businesses: **Employers and businesses within Southeastern Wisconsin need qualified, productive, competitive workers.** Employers need workers who will add value to their businesses and give them a competitive advantage on a global basis-- employees that fit within all levels of their organizations from entry level and part time positions to highly trained, degreed and advanced degreed “knowledge workers.” In order to achieve this overarching goal, the local workforce development system needs to be efficient, organized, comprehensive, and quickly responsive to continually evolving market dynamics.

Characteristics of an effective system include:

- *flexible, responsive training & education systems*
- *accurate thorough information on the labor pool & economy*
- *access to “talent” on a state, national, and global basis*
- *resources and services that assist with recruitment, hiring, retention, and training*
- *access to information and resources that increase worker productivity*
- *business-oriented workforce development professionals directly accountable for serving employer needs*

I.A.1.b. Job Seeker Needs **Job seekers in Southeastern Wisconsin need jobs.** To achieve this, job seekers need tools to find jobs, accurate information about available jobs, and access to resources, services, and training that equip them for jobs. The majority of job seekers in the region need jobs that offer family supporting wages and health benefits. However, as the demographics and nature of the workforce changes, many job seekers seek post retirement jobs, second earner opportunities, and flexible jobs that accommodate modern lifestyle priorities such as those associated with “Generations Xrs”, “Y’rs”, young talent, and knowledge workers. Job seekers need a workforce development system that is efficient, organized, comprehensive, and quickly responsive. Characteristics of an effective system include:

- *accurate reliable information on the labor market*
- *access to services and resources that assist with finding, getting, and keeping jobs*
- *training and education*
- *knowledgeable, customer-oriented professionals who can provide personalized attention and assistance based upon specific needs*

The needs of job seekers are varied, so the ways of addressing their needs must vary as well. Training and education must be provided through multiple approaches tailored to different learning styles and personal circumstances, such as age, disability, caregiver status, mobility, and lifestyle.

I.A.1.c. Incumbent Worker Needs: **Incumbent workers in Southeastern Wisconsin need job skills that make them competitive within their existing organizations as well as within the overall labor market.** Mass lay-offs, plant closings, and ongoing dislocations have been steady and ongoing within Southeastern Wisconsin. Often the wages of the individuals losing their jobs do not match the wages for their skill sets within the context of the broader job market. Organizations struggling to keep from closing often need to retool their organization, upgrade their technology systems, and upgrade the skills of their workforce. As all jobs become less secure, every working individual needs to continually improve, upgrade, and adapt their skills.

This is a workforce strategy individuals need to embrace for their entire working lives. The workforce system needs to respond to the needs of incumbent workers in ways that are as thorough, comprehensive, and varied as it does for active job seekers.

I.A.1.d. Workforce Needs of Youth: Youth need skills, education, and experiences that prepare them for a lifetime of evolving jobs, careers, and changing circumstances. Youth in Southeastern Wisconsin are coming of age into a workforce that is dynamic and perhaps even brutal. Job expectations and wages are influenced by economic conditions that literally span the globe. To confront this reality, youth need a solid education, good work skills, training, and the ability to continually retrain and adapt throughout their working life. Technology literacy, job information, professional guidance, and work experience are among the things youth need from the workforce development system in Southeastern Wisconsin.

I.A.2. Other Workforce Needs: Needs in the WDA as described by members of the WDB:

- More support and emphasis on UNIVERSITY education
- Need to think of career development, not just vocational development
- Need to become good environmental stewards
- Academic & skill gap assessments
- Aligning training with regional job market
- Assist in employer job or product transition
- More connection between university and employers relative to recruitment and educational training
- New opportunities, respond to president's economic stimulus package
- Address educational issues at a younger age
- Underemployment: need to find ways to reach out to the underemployed and inspire and inform them of resources
- Aging workforce: need to work with employers to encourage them to offer flexible working conditions in order to maintain the workers
- Increased crime
- Moving the undereducated up the ladder in bad economic times
- Have job candidates be work ready
- Lack of being able to recruit talent to the area combined with brain drain
- Having the workforce located near or able to get transportation to employers needing workers
- Traditional educational delivery, K-12
- Regional collaboration
- In areas such as Walworth County how can we bring employers together to share educational needs
- How can we give middle and high school students the needed background to consider global perspectives
- Challenges faced by those who live in poverty, how can we support success at all levels
- The ability to pull resources together to address skill needs
- Interface between schools and local businesses
- Pay scales of people in human service fields, can't attract/keep qualified staff in direct service areas, also individuals can't seek further education to better their positions in they have families
- Work ethic
- Basic education, i.e. reading a tape measure, reading comprehension, basic math
- Addressing inner-city issues relative to youth and education

- Developing world class k-12 education system in Racine, especially RUSD
- Technology/innovation attitudes and skill development within existing workforce
- Develop common language between employers and educators, understand the needs and services of each and how they can better fit together

I.A.3. How these needs were identified.

These were identified through roundtable input of the WDB in January of 2009, in response to the following question: ***Given what we are facing within our local, regional and global economies, what 3 issues related to talent, the workforce, education, and the economy concern you the most?***

I.B. Labor Market Information

I.B.1 Detailed Labor Market Analysis: A detailed analysis of the regional economy, the labor pool, and labor market is attached. It was provided by the Local Labor Economist. This analysis includes the following:

- a. The characteristics of the economic base by industry.
- b. Industries and occupations that are expected to grow or decline by more than the state and regional average in the short term and over the next decade.
- c. Local industries and occupations that have a high demand for skilled workers, both today and projected over the next decade.
- d. Skill needs for the available, and projected high demand jobs.
- e. Current and projected demographics of the available labor pool, including the incumbent workforce.
- f. Any “in migration” or “out migration” of workers that affect the regional labor pool.
- g. Current and projected regional area skill groups.

I.B.2. Other Labor Market Information

Additional Labor Market Information attached to this plan relates to specific identified driver or potential growth industries. These include Green, Water, Logistics, and Advanced Agriculture.

I.C. Assessment of Current Workforce Investment Activities in the GROW Region

I.C.1. Workforce Services Available for Adults: Citizens of Southeastern Wisconsin have access to a well developed one stop workforce development system. The focal points of these services are the one-stop centers located throughout the seven county region. Racine, Walworth, and Kenosha counties include three one stop centers, two of which are designated as comprehensive. Milwaukee, Washington, Ozaukee, and Waukesha Counties also have one stop centers and numerous points of access, some which are specialized. All centers leverage multiple funding streams to integrate services across a broad array of programs. All centers include a comprehensive set of services. Through the region’s one stop system, citizens can access:

- *professional guidance and expertise,*
- *information on jobs, the labor market, and economy,*
- *training, education, and funding resources*
- *tools and resources to get and keep jobs*
- *resources that address life circumstances*

The services offered through the centers are comprehensive and varied. These include services such as drop off childcare, software training, job clubs, job search resources, career counseling, financial counseling, resume help, workshops, computers, phone banks, libraries, and basic education.

The workforce system within the region also includes three technical colleges and over a dozen four year post secondary institutions. UW-Parkside, UW-Whitewater, Gateway Technical College, and Carthage College are located within Racine, Walworth, and Kenosha Counties.

I.C.2. Workforce Services Available for Youth: Youth in Southeastern Wisconsin have access to a wide range of services through multiple providers, programs, and venues. Services are offered through schools, government agencies, private and non profit organizations, faith-based initiatives, and others. The one stop system is not the only entity that serves youth, but the services that are provided, are embedded within a community-wide, holistic framework. Services available for youth mirror those available for all job seekers. However, youth services within the region, place an additional emphasis and priority on mentorship, guidance, and completion of secondary education. Youth workforce services are provided within the context of an era marked by complex social issues.

I.C.3 Workforce Services Available for Employers: Employers in Southeastern Wisconsin receive workforce services through teams of business service professionals operating within the region's one stops. These professionals are connected, and in some cases, employed by local economic development corporations, chambers, and business associations. All employers within the three county workforce area are assigned to account representatives. Services that employers receive include the following: job postings, access to job seekers, access to training resources, workshops, forums, screening services, interviewing facilities, and specialized recruitment.

Specialized services to employers tailored to entrepreneurship, growth, and innovation are further expanded through the higher education institutions in the region.

II. Regional Vision and Workforce Development Area Goals

II.1.A. Strategic Vision

The Southeastern Wisconsin Workforce Development Area represents three counties, 1000 square miles, and just shy of one half million people. The average labor force for the region is 239,010 individuals. The three counties that comprise the workforce development area are part of a seven county region in Wisconsin, anchored by the city of Milwaukee. The region has a industrial base strongly rooted in manufacturing. The vision for the region is to create, attract, and grow a talent pipeline that fuels economic growth among industries that are globally competitive and offer residents a continuum of opportunities in which to prosper and grow. Educational pathways, flexible demand driven training, education that leads to high paying jobs, and a spectrum of talent development opportunities are key components of the regional vision driving the workforce system. The talent development pipeline includes pathways that are aligned to water, green, healthcare, and manufacturing industry sectors.

II.1.B. Strategic Goals

The Strategic Goals of the Tri County Workforce Development Area are to:

1. *Operate world class one stop centers*
2. *Promote educational attainment*
3. *Develop a regional talent pipeline through creating educational /career pathways aligned to industry sectors*
4. *Support industry sectors initiatives in Water, Healthcare, Advanced Manufacturing, Green, Logistics, and Advanced Agriculture*
5. *Develop and support workforce strategies that respond to current economic conditions and specific regional and local needs*
6. *Participate and align with regional workforce initiatives through WIRED (Workforce Investment and Regional Workforce Development) as well as to local goals developed by county based partnerships*

Regionally, the seven county Regional Workforce Alliance has established goals to:

1. *Grow talent to fuel the region's driver industries,*
2. *Transform the workforce delivery system, and*
3. *Link and leverage regional assets for the long-term.*

Locally, Kenosha has established the following goals: -

1. *Meet employer training needs in non-traditional ways including sector-based specialized training programs and services to non-traditional populations like offenders and youth gang members*
2. *Build Infrastructure for the near future, including commuter rail, broadband, and lakefront access*
3. *Employ the hard-to-employ through segmented strategies, support systems, and mentorship*
4. *Support entrepreneurship through city-county collaboration, and providing information and resources to small business owners*
5. *Support economic development including vital downtowns, focus on young adults and retirees, infrastructure development, and attracting new creative industries*
6. *Recruit and retain Talent*

Racine has established the following goals:

1. *All students with diplomas from county schools will be prepared for optimal success in both postsecondary education and the workforce*
2. *A broad and powerful coalition will be created to ensure more truly job-ready workers, dramatically reducing the number of individuals and families trapped in a cycle of poverty*
3. *Between 2009 and 2014, an average of 200 new jobs will be created annually through business attraction and existing business growth programs in areas of high unemployment*
4. *By 2014, transportation systems will adapt to meet the changing demands of work and personal responsibilities*
5. *Existing and emerging companies needs will be met and the number of unemployed will decline by an average of 100 workers annually between 2009 and 2014*
6. *Between 2009 and 2014, residents with a positive community image of Racine will increase 3%*

Goals of the Tri County Workforce Area align and support state, regional, and local goals.

II.C. Measures to track progress toward goals

Numerous mandated metrics and measures are required in connection to the funding streams that support workforce development and pursuit of the goals listed in the preceding system. These include performance standards generated through the states client management system, grant reports and report cards required through WIRED and grants issued by Department of Workforce Development and measurement processed developed as part of local strategic planning efforts. Summaries of these are discussed and provided to leadership entities in the region including workforce boards.

II.D Process to develop your region's vision and goals

On the regional level a series of planning and input sessions have occurred throughout planning and implementation of the WIRED grant and other regional initiatives. Local planning has been facilitated by County-based initiatives. Goals for the Tri County Board were developed through agenda discussion items at tri county and one stop specific workforce meetings.

II.E WDA goal consistency with the region's vision.

All goals are consistent with the region's vision.

II.F Strategies to achieve the WDA's vision and goals for the GROW region.

The strategies the workforce area will use to achieve the vision and goals of the region are:

- One stop centers in combination with technical colleges, universities, schools, and other institutions in the region will align and connect services in accordance with:
 - state goals,
 - WIA goals,
 - ARRA goals,
 - WIRED goals,
 - grant-specific goals, and
 - local strategic plans.
- WDB Board Members, Local Elected Officials, and One Stop Managers will actively participate in the planning, implementation, and oversight of initiatives to carry out strategies affiliated with plans aligned toward the region's goals.

III. Governance and Structure

III.A.1 Plan Input and Review Process:

This plan will be released for comment to all required May 1, 2009. Public notice, WDB board and sub-committee meetings, LEO meetings, and distribution to partners will be used to secure input prior to the submitting the final plan.

III.A.2. Comments: pending

III.B. Local Elected Official(s) (LEO)

III.B.1 Role of Local Elected Officials: In Southeast Wisconsin, the Local Elected Officials include two county executives and a county board chair. Each elected official has one vote and county elected official maintain maximum authority over the local workforce development system. Resources are allocated to each county based upon a formula agreed upon within the Local Elected Official Agreement

III.B.2 Liability of the Individual Jurisdictions: Local Elected Officials retain liability for the Workforce Investment Act funds allocated to the region. For this reason, the counties also govern the allocation and utilization of resources that support the local one stop system.

III.B.3 The **LEO Consortium Agreement is attached.**

III.C. WDB Functions

III.C.1 Roles and Responsibilities of the WDB. The roles and responsibilities of the WDB are to support the local workforce system through offering high level strategic insight and vision into the issues, challenges, and opportunities confronting the economy, job market, employer base, and citizenship. This is consistent with the Workforce Investment Act.

III.C.2 Fiscal Agent: Kenosha County is the entity responsible for the disbursement of grant funds. Each county receives a formula based allocation based upon the Local Elected Official agreement.

III.D WDB Composition

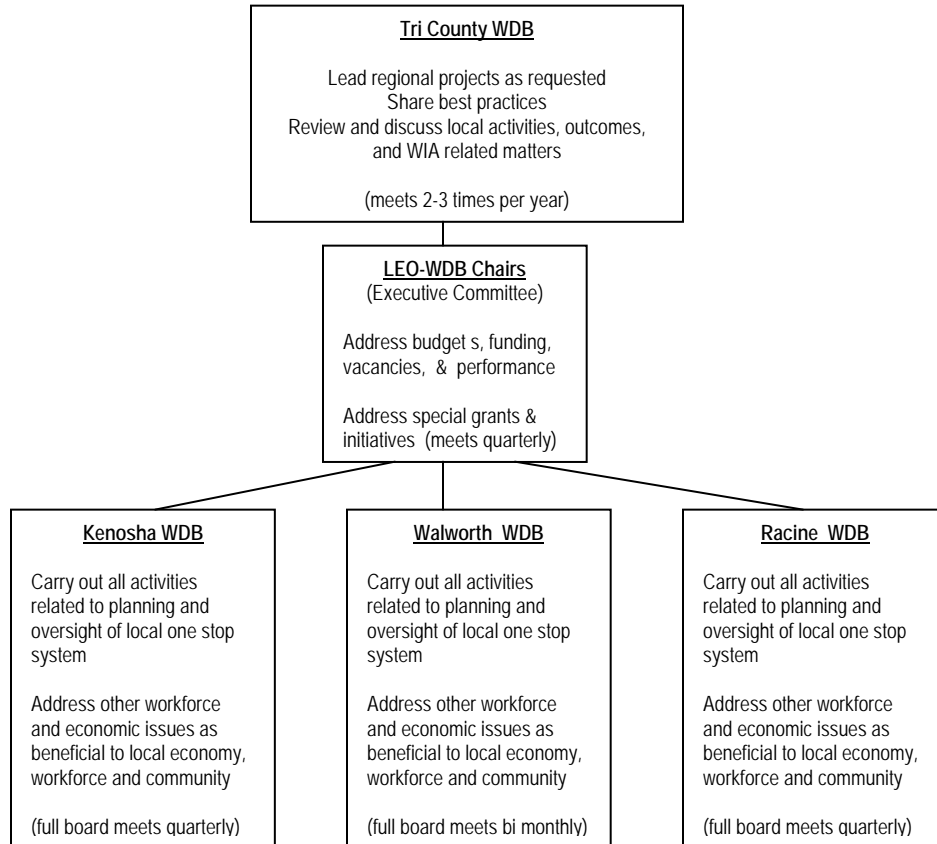
III.D. 1. Nomination and Selection Process: Representatives are nominated by business organizations to one of the three local workforce boards. The elected officials then nominate business representatives to the the WDB from among the representatives on the local boards.

III.D.2 Leadership in Policy Development and Oversight : Local workforce boards provide policy direction and input as deemed necessary, but in most cases this is handled at the one stop management level. One stop managers have technical knowledge related to funding rules and customer needs across programs. Workforce Board members are called upon to provide leadership and direction at a strategic level as relates to industry needs, economic conditions, and opportunities for growth and innovation.

III.D.3 Circumstances that Constitute a Conflict of Interest: The WDB does not make decisions on any matters that would constitute a conflict of interest.

III.D.4 The WDB membership list is attached (Form A)

III.D. 5. Diagram of Roles and Responsibilities:



IIID.6 Accessible Meetings: Meetings are held at county buildings, technical college facilities and the local university. All meetings are accessible.

III.D.7 WDB Vacancies: WDB vacancies are brought to the attention of the Local Elected Officials by one stop managers and the coordinator. Vacancies are a standing agenda item on all agendas.

III.D.8. WDB By-Laws are attached.

III. E. Youth Council

III.E.1: Roles and Responsibilities of the Youth Council:

Youth Councils within the region fill an advisory role to local county workforce boards. Two counties have active youth councils specifically developed in response to the Workforce Investment Act. The other two counties within the region utilize existing youth serving agency partnerships to facilitate dialogue and input on youth workforce development.

III.E.2 Youth Council is Involvement in Developing Policy:

The Youth Council entities provide policy input as requested. Policy authority is retained by the local units of county government.

III.E.3 Type and Availability of Youth Activities if Different from Grow Region: Youth activities throughout the region are similar. High priority is placed on educational attainment, positive work skill development, holistic services for youth based on numerous circumstances related to urban and societal challenges, initiatives focused on STEM, eco-sciences, summer stimulus jobs, and green jobs. This aligns with youth activities throughout the region.

III.E.4 Circumstances that Constitute a Conflict of Interest for Youth Council Members: Youth Council members are not involved in decisions that constitute a conflict of interest.

III.E.5 The *Youth Council Membership Chart (Form B) is attached.*

III.E.6 The Youth Council's Recent Activities:

The Kenosha Youth Council has four main goals for 2009. They are:

- Develop a youth career web site,
- Develop a youth job readiness curriculum,
- Create subsidized jobs for youth and
- Improve services for youth the aging out of foster care.

Another issue being targeted is youth gangs. The Youth Council meets quarterly and gives a committee report at all WDB meetings. The next meetings are scheduled for June 2, September 8 and December 1, 2009 all at 2:00 p.m.

Racine and Walworth County link youth council activities with youth coordinating entities in their respective counties. Current priorities involve developing meaningful jobs for youth as part of the summer jobs initiative. Specific planning is occurring to link summer jobs with green jobs and environmental projects offered through environmental education centers on Lake Michigan and the Root River. Racine County is developing a youth led advisory body to inform local strategies.

III.E.7 Youth Council Oversight and Provider Selection.

County Departments of Human Services manage contract bidding processes. Council's provide input and are apprised of youth program successes and challenges. Their roles are advisory.

III.F. WDB Support and Administration

III.F.1 WDB's Support and Administration: The only staff person directly funded by the WDB is a part-time professional contracted through University of Wisconsin-Parkside.

III.F.2 Organizational Chart of WDB staff: not applicable

III.F.3: Describe organizational changes that occurred during PY 07-08: The organizational staff position was reduced from .5 FTE to .3 FTE during PY 07-08. Additional changes have not been determined.

III.F.4 Programmatic, Infrastructure or Organizational Changes That May Result in a More Cost-Effective and Efficient Service Delivery System. The current organizational system maximizes cost effectiveness because it does not include a separate administrative entity.

III.F.5 Quarterly Budget Information will be submitted within 30 calendar days of receiving WDA allocations (Form E.)

III.F.6 WDB's Current Cost Allocation Plan: Twenty-five percent of the administrative allocation for the workforce development area are provided to the lead county within the region. These funds are used for fiscal administration and administrative support. The balance of administrative funds are distributed by formula to the three counties in the consortium. The distributed funds are provided to the One Stop Operator who blend them with other funds to operate integrated, comprehensive one stop services. Allocations are distributed to funding streams and specific fund categories based upon the centers cost allocation systems.

Walworth uses a Direct Allocation Plan for staff salaries, training and any expenses that can be directly allocated to a funding source. Allocation for expenses covering multiple funding sources like facilities, telephone, etc., are allocated proportionately based on the salary expensed.

The WIA cost allocation plan for Kenosha County is:

1. Time reporting and direct service is used for Contracted employees to allocate between WIA and other employment (W2/FSET) programs.
2. Case enrollment is used to allocate services between the different program categories within WIA.
3. Allocation of Administrative charges is based on time reporting and FTE counts based on direct service by program.

Racine County's cost allocation system allocates direct common services by allocation of enrollments across programs. Infrastructure costs are distributed by FTEs. Direct costs are charged to specific programs.

IV. One-Stop Delivery System

IV.A. One-Stop Operator (OSO)

IV.A.1. The OSO Designation Process: The counties or county designees are the OSOs in the region. This was determined through a non competitive process in compliance with the provisions of the Act.

IV.A.2.a Roles and Responsibilities: Southeast Wisconsin encompasses three counties, Walworth, Racine, and Kenosha. Each county has a one stop center to serve the area, two of which have been designated comprehensive. Each center is led by a singular One Stop Operator entity. In Kenosha and Racine Counties, the entity is the County Department of Human Services and in Walworth County, the entity is Kaiser Group. Each center has a single Manager that acts as the executive for the center. This individual is employed by the OSO entity and assumes responsibility for developing, managing, and overseeing center operations

Centers are supported through multiple funding streams. These are leveraged and integrated at the center management level. Services are designed to address the entire spectrum of workforce services needed by employers and citizens. Services fall into categories termed core, intensive, and specialized. Core services for individuals are available to any individual who visits a center. These types of services include job information, resume help, workshops, career guidance, English as a Second Language, and computer literacy skills. Individuals with additional needs may also receive intensive services. These may require eligibility based upon factors such as income, veterans status, or disability.

All employers are served by a business service representative. Employer core services include job listings, workshops, and job fairs. Some employers, such as those who offer high wages or have the potential to significantly shape the future of the local economy, may receive additional levels of service. These include activities such as help with specialized recruitments.

The management of each center is responsible for staffing, contracts, and the use of outside vendors. This approach ensures all services are seamless and integrated. On a functional level all staff providing services within the centers work on integrated teams directly accountable to the center manager.

IV.A.2.b Relationship of the OSO to the WDB: The OSO provides reports to the WDB and designs services based upon the strategic insight of public and private leaders serving on the board.

IV.A.2.c. Multiple Operators and/or Consortia: Each center has a singular OSO operator.

IV.B. One-Stop Service Delivery

IV.B.1 One-Stop Delivery System: ***Center Locations are attached on Form F***

The One-Stop delivery system in SE WI is an integrated service system for workforce development services for all fund sources that includes WIA, DVR, TANF/W-2, FSET, Children First, Child Support, Senior Aides, Job Corps and collaboration with Spotted Eagle for Native Americans. The one stop system offers differing levels and types of services for both employers and job seekers. Services are provided onsite as well as through partners including technical colleges, universities, secondary school, churches, and community based partners. Service

offerings are modified based on customer demand and economic conditions. Training and education support is linked to career pathways and job demand.

IV.B.2. Action to Promote Maximum Integration: One stop centers in the region leverage and combine resources at the lowest common denominator possible within the workforce system—the county level. One entity operates the center and each center includes a singular manager. This model of operation is the most effective and flexible approach to generating efficiencies and responsiveness to local needs.

IV.B.3 Quality of Service Delivery and Continuous Improvement: All centers generate customer feedback and systematically engage in practices consistent with continuous improvement and quality systems. Board and planning committee dialogues are strategic and leadership-oriented. Reports are developed and utilized to assist in business-related decision making. Boards maintain high level view and managers address operational issues.

IV.B.4 Required WIA Partners: All required partners are included in the local one stop system through onsite presence or other types of connections such as referral and off site services.

IV.B.5 Memorandum(s) of Understanding (MOU) are attached.

V. Demand-Driven Workforce Investment System

V.1 Aligning Services of the workforce, economic development and education systems with:

- PK-16 Councils
- Local technical colleges
- Local University of Wisconsin campuses
- Regional economic development entities

The local Workforce Development Area is actively engaged in a regional federally funded Workforce Innovation and Regional Economic Development (WIRED) project. This initiative is closely aligned with M7 regional economic development. Leaders at all levels of the workforce system are contributing to the partnerships that have formed. The Board Chair for the WDB serves on the steering committee, all of the local elected officials serve on the oversight board, the one stop management participates in the leadership team, and numerous investments are fueling activities with UW-Parkside, Gateway Technical College, and education and economic development entities in the region.

Goals that are established in this area include:

- Pilot Work Keys to communicate skills to employers as led by the Milwaukee and Southeast Workforce Boards
- Develop an Eco-Sciences Consortium as facilitated by University of Wisconsin-Parkside
- Develop IT infrastructure education as led by Gateway Technical College

VI.2 Key Industry Partnerships: The local workforce system is actively engaged in building sector partnerships in manufacturing, healthcare, green, and water. Additional sector strategies are envisioned for logistics and advanced agriculture. In partnership with the other workforce areas in the region, southeast is partnering in these sector initiatives.

- A faculty member from UW-Parkside has been identified as a content expert for a water sector project proposal. This is in collaboration with UW-Milwaukee and the workforce boards
- WIRED invested in a project that is helping implement a five campus on-line sustainable degree completion program. The consultant contracted through UW-Parkside is also involved in various other summer youth and economic development initiatives in Racine, Milwaukee, and Waukesha Counties.
- WIRED is investing in an articulation task force project of faculty from six technical colleges and five four-year universities. The goal of the task force is to align education to regional industry sectors including water, healthcare, manufacturing, and green.

VI.3 Training and Resource Alignment to Industry Sectors:

Training and resource alignment targeted to industry sectors and career pathways is ongoing. The economic downturn has provided pressure on local systems to deal with the large increase in citizens accessing center for basic services, partly including any job they can find. Industry sector resource alignment is based on a longer range view. Local efforts to align to sectors in the immediate term include a goal to focus summer youth jobs within the public works green sector.

V.4 Methods used within the GROW Region to Measure Progress: The WIRED project includes a detailed and comprehensive matrix of goals, activities, and outcomes utilized to measure progress toward regional alignment and transformation geared to growth sectors.

VI. WIA Title I Program Services

VI.A. Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

VI.A1 Priority of Service Due to Limited Funding: The one stop system within the region leverages and blends funds across multiple funding streams to meet the needs of all customers. The service design ensures that a full range of services are available to all individuals with all types of circumstances. More intensive services are available to individuals who are determined to need services beyond those available through “core services” of the centers. This determination is made by core services staff and associated experts within the one stop centers, such as disability navigators and other specialists. When aggregate customer needs appear to exceed the capacity of the existing one stop system, the overall design and staffing of the center is adjusted.

Two of the centers within the region prioritize for intensive and training services based upon income guidelines, and another prioritizes in accordance with the following:

1. *Trainees continuing in training as in the service plan*
2. *Potential trainees, who are veterans, receiving public assistance*
3. *Potential trainees receiving public assistance*
4. *Any other person who meets the definition of a veteran*
5. *Any other person*

Veteran's and qualified spouses receive "priority of service" in the event that funds allocated to the area for the adult employment and training services become limited.

VI.A.1.a. Description of the criteria if funds allocated to the local area are limited: The criteria used for determining fund limits are a decrease in funds from the previous program year, waiting list of more than 20 participants for training and increases in W-2/FSET participant caseloads.

VI.A.1.b. WDB members will be involved in this process: Issues are addressed by one stop and county management. Strategic high level reports and direction are the role of the workforce boards.

VI.A.1.c. Process to ensure priority to veterans and veterans' spouses, low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants: This is addressed through policies for priority services which are provided to appropriate staff. ***The policy for priority service is attached within each county appendix.***

VI.A.2. If income as a basis for serving adults: Policy is attached.

VI.A.3. Plans for transferring funds between the adult and dislocated worker programs: Pending allocations and stimulus status

VI.A.4. Plans for using up to 10% of local area formula funds to provide statewide employment and training activities, including incumbent worker training: None planned currently

VI.A.5. Plan for the allocation of funds between service categories for both adults and dislocated workers: Form E—pending allocations

The plan for use of the allocated funds will be to allocate funds to the three individual counties consistent with the LEO agreement. Funding locally will be targeted for high wage, high skills classroom training (25%) and for middle skill jobs (10%.) 90% of all funds will be targeted for expenditure by the end of the program year.

VI.A.6. Target Priorities

VI.A.6.a Services to significant segments of the population:

- **low-income individuals (including recipients of public assistance):** The WDB will give priority of service to recipients of public assistance after priority of service is given to veterans and their spouses
- **individuals training for nontraditional employment:** The WDB will promote nontraditional employment by staff counseling program participants on the opportunities in nontraditional employment.
- **individuals with multiple barriers (including older workers and individuals with disabilities):** The WDB will continue to collaborate services with DVR Senior Aides and the Disability Navigator to better serve individuals with multiple barriers.

VI.A.6.b. Service strategies to improve meeting needs for customers with disabilities: The strategy the WDB uses to always improve meeting the needs of customers with disabilities is regular communication with the Disability Navigator and input from DVR managers and staff.

VI.A.6.c. Services to displaced homemakers within the dislocated worker program: The WDB will collaborate services with the Gateway Technical College Displaced Homemaker program.

VI.A.6.d Priority of service to veterans: ***Policy attached.***

VI.A.7 Methods and procedures to ensure coordination and collaboration with the following programs:

VI.A.7.a Offender reentry: WIA and Job Center staff coordinate services with probation and parole, participation in Job Center programs is often written into their probation plan. Huber residents are released specifically to use Job Center services and participate in WIA sponsored training arranged through collaborative planning with the jail. Racine County participates in a US Department of Justice Reentry program led by Racine Vocational Ministries.

The Kenosha Center communicates core services such as workshops to the local State Probation & Parole office. In addition, staff provided employment related workshops at the Kenosha County Detention Center and City Jail as part of a Living Free program.

VI.A.7.bTANF and Food Share Employment and Training: The WIA OSOs are also the TANF and Food Share providers or contractor, staff are cross trained and some carry both WIA and TANF/FSET caseloads so services and training can be provided through blended funded. Program cross referrals and joint staffings enhance the collaboration.

VI.A.7.c Adult Basic Education: The Walworth County Job Center is located on the Technical College campus, staff from both facilities serve jointly on boards and committees ranging from the Literacy Council to ABE advisory committees. Planning for new services is done jointly for both facilities and programs.

Gateway Technical College is on-site at the Kenosha Center for basic skills, GED and HSED education. It also operates an adult learning lab in the Racine Center.

VI.A.7.d Adult Apprenticeship: Information on apprenticeship is available from staff and through self service at the Job Center. The district apprenticeship representative schedules meetings at the Job Center when necessary. Racine's center holds lunch and learns and Kenosha's center is partnering with the Technical College Apprenticeship Services Division and the First Choice training project to prepare individuals for construction careers.

VI.A.8 Incorporateion of RISE Career Pathways: RISE Career Pathways principles are incorporated into training programs through coordination and collaboration with the local Technical College. Through collaborative planning meetings the ABE and workforce training needs of our joint customers are explored and curriculum and/or training programs have been developed to meet those specific needs. WIA students are presently in a welding program and planning continues for a health careers curriculum pathway for limited English learners for next Fall. A bilingual welding program is being developed with contextual learning embedded within the curriculum.

VI.A.9 Unemployment Insurance (UI) Profiling and Reemployment Services: UI and reemployment services are part of the local one stop services available through area centers. collaborate with the State Wagner-Peyser staff that manage the Reemployment services.

VI.A.10 Expeditious Response to Plant Closings and Layoffs: The workforce system works closely with local economic development staff, the state dislocated worker unit, and as appropriate, organized labor to respond to mass lay-offs and plant closings. Each center has a designated point person to facilitate response to closings. Communication flows in all directions, depending on the nature of the discovery that a mass lay-off may occur. Meetings are organized with company (and union if applicable) officials as early in the process as possible. Based upon the circumstance and nature of the event, orientations to services are arranged for affected employees. Follow-up sessions are often also held depending upon the needs of the workforce. Employees are surveyed to identify needs and specific services are planned based upon an analysis of the results.

VI.A.11 Trade Adjustment Assistance: TAA casemanagers provide services with the One Stops. When appropriate customers are enrolled in WIA services while a TAA petition is pending. TAA makes referrals to WIA when needed services are not available within the TAA framework. The WDB has the OSO and related DW and TAA staff coordinate for Rapid Response Orientations, early service planning starting through the DW program when TAA monetary claims are not set up and co-enrollment when services are shared between each program.

VI.B. Title I Core Services

VI.B.1 Core Services: All of the one stops within the region offer core services consistent with the requirements of the Workforce Investment Act. Core services are offered through job resource areas, workshops, as well as computer, career, and academic labs. All centers offer job information, resume resources and assistance, job search tools, training and education information and guidance, access to phones and computers, and personal specialized staff assistance. Core services within some centers in the region extend to computer training on various software programs, language exchange (Spanish-English conversation).

VI.B.2 Core Service Design and Wagner Peyser Role: Core Services are designed as services that are available to any member of the community, through the one stops, usually on a walk-in basis. Some services, such as workshops, may require advanced registration, but customers are able to remain anonymous for all services except for touch screen JobNet. One center utilizes a time clock to allow customers receiving assistance that requires tracked hours to maintain records without identifying themselves to staff by any labels. Wagner-Peyser funded staff assist with one stop operations. Wagner Peyser services and staff are integrated within the overall operations of the centers. Staff are members of teams, and required functions are included within the overall array of center services.

Wagner-Peyser staff provide many of the core services at the Kenosha Center in Employment Central. These core services include access to job openings both web and print based, initial resume review, access to telephones, fax machines, copy machine and computers for web job search and resume writing, and brochures or guides for job search.

VI.B.3. Supportive services policies are attached within county specific appendices.

VI.C. Intensive Services

VI.C.1 Intensive Services Description: Intensive services are provided through all one stop centers within the region. These include specialized assessment, employment planning, counseling, career planning, case management, career vocational services, and retention and follow-up

VI.C.2 Coordination Across Programs/Partners: DVR, W-2 and Adult Education are key partners in the one stop centers. DVR coordinates when participants are enrolled in W-2, FSET or WIA programs with the respective staff. GTC is the primary Adult Education provider in the centers in the region.

VI.C.3 Self-Sufficiency Definition: The following self sufficiency definitions are utilized within the region.

	<i>Self-Sufficiency Definition:</i>
<i>Racine</i>	<i>Individual per capita income or 200% of federal poverty line.</i>
<i>Walworth</i>	<i>Individual per capita income or 200% of federal poverty line</i>
<i>Kenosha</i>	<i>Individual per capita income or 200% of federal poverty line</i>

VI.D. Training Services

VI.D.1 Training Allocation: Of the funds allocated for the training, funds are further allocated to the following ITAs, OJTs, and customized training based upon needs. The system does not allocate to these areas separately.

VI.D.2 Set aside to Train for Middle Skilled Jobs: Up to 10% of Training funds may be set aside for middle skilled jobs. Job seekers are encouraged to consider demand occupations or priority sector training through working with their case manager and doing independent or guided career research.

VI.D.3. ITA policies attached within county specific appendices

VI.D.4. Training providers from the ITA list: The WDB follow the State policy for adding training providers. The WDB sends information to the State if events warrant or become aware of any issues with a training provider. The WDB would have an Executive Committee review and decision if any training provider has potential to be removed from the ITA list.

VI.D.5. Exceptions (contracts) instead of or in conjunction with the ITA system.

VI.D.5.a OJT and Customized Training Policies: The one stops follow OJT guidelines and make OJT decisions based upon individual evaluation by staff. One stop manager's provide approval on OJT contracts.

VI. D.5.b. Exception Based Contracts: The regional workforce system does not utilize WIA Title I funds to select providers outside of the ITA system

VI. D.5.c. Community Based Training Providers: The regional workforce system does not utilize WIA Title I funds to provide training services that require selection of community based organizations to serve special populations

VI.D.6 Describe the WDB's policies for the following and provide copies as an attachment:

VI.D.6.a "need for training." Policies attached within county specific appendices.

VI.D.6.b Needs Related Payments: **Supportive Service policies are included in county specific appendices**

VI.D.7 Coordination and collaboration efforts with the following programs:

VI.D.7.a Manufacturing Skills Standard Certification (MSSC): The local technical college coordinates the advertising of the MSSC certification offerings through the WDB and the One Stops so the certifications can be directed to our customers. MSSC certification has been integrated into some of the Bootcamp programs.

VI.D.7.b Customized Labor Training (Department of Commerce): The WDB promotes CLT to employers through the respective Business Services Teams and in coordination with the State Department of Commerce.

VI.D.7.c Wisconsin Advancement Training Grants (WTCS): The local technical college collaborates with the one stops to reach out to their employer contacts for these grants The WDB promotes WAT Grants to employers through the respective Business Services Teams and in collaboration through the Workforce and Economic Development Division of Gateway Technical College.

VI.D.7.d Regional Industry Skills Education (RISE): This collaboration is carried out through the joint planning with the technical college. The WDB promotes RISE to staff and employers through the respective Business Services Teams and in coordination with Gateway Technical College and secondary school districts. Four technical colleges are working to write level 3 curriculum in welding. Curriculum chunking is being developed in machine repair.

VI.D.8. Bridge Programming, Contextual Remediation training and Chunked Curriculum for RISE initiative: RISE initiatives are incorporated into training programs through coordination

and collaboration with the local Technical College. Through collaborative planning meetings the ABE and workforce training needs of our joint customers are explored and curriculum and/or training programs have been developed to meet those specific needs. WIA students are presently in a welding program and planning continues for a health careers curriculum pathway for limited English learners for next Fall. The WDB will encourage RISE related initiatives by participating the workgroups for career ladders with Gateway Technical College and secondary school districts.

VI.E.Youth Program

“Governor Doyle’s vision is focused at preparing our youth for the workplace of tomorrow. His priorities are: 1) building partnerships between businesses and schools so that our youth are trained for the high tech job market, and 2) raising standards in our schools and preparing our workforce for the jobs of tomorrow.”

VI.E.1 Youth program supports and partners with the following programs:

VI.E.1.a Youth apprenticeship: The WDB supports the Youth Apprenticeship efforts through the secondary school districts by coordinating employer promotion efforts and potential WIA Youth support or enrollment.

VI.E.1.b Job Corps: The WDB supports Job Corps whose staff is on site at the Kenosha Center and is a member of the Youth Council, reports program progress to the Youth Council and coordinates with WIA Youth services for potential Job Corps enrollment. All youth programs distribute information on Job Corps and make referrals as appropriate.

VI.E.1.c Project Lead the Way: Workforce staff are members of Business Advisory Committee at Project Lead the Way schools. Project lead the Way youth are referred to WIA training services for post secondary training when appropriate. The WDB supports Project Led the Way by ensuring the WDB members are aware of the Project, Center Managers participating in the Project detail and implementation with the secondary school districts and supporting regional efforts to promote the Project through WIRED.

VI.E.1.d Department of Public Instruction Career Clusters: One Stop Career Counselor has sessions at local schools, schools bring students to the one stop and one stop staff attend career and transition fairs at the high schools. The WDB support DPI Career Clusters by participating on the Gateway Technical College School to Work Consortium and utilizing the Career Clusters with WIA Youth participants.

VI.E.1.e Career and Technical Education: Youth programs have regular contact with the Technical College School to Careers Committees. Referral systems are set up with the high schools in our area to refer youth who need assistance in pursuing career or technical education options. Youth are often funded for course work after they leave the secondary school setting or assisted with expenses not covered for programs within the secondary school setting. The WDB supports Career and Technical Education by utilizing the Technical College programs that are on the ITA, participating the College workgroups such as developing the Machine Repair Boot Camp and promoting the career ladder options to WIA participants for after future and continued learning.

VI.E.1.f Wisconsin Covenant: There have been no specific initiatives regarding this yet, although our career counselor working in the schools should help students have the information

they need to make career changes to take part in the Wisconsin Covenant. The WDB promotes the Wisconsin Covenant to all WIA Youth participants who choose to continue their education after high school.

VI.E.1.g Homeless and Runaway Youth Services: Staff are members of the countywide Continuum of Care Committee where homeless issues and their solutions are developed including the referral network for services. We also work closely with and receive referrals from the Human Services Protective Services. The Kenosha Center funds a homeless WIA Youth program.

VI.E.1.h Financial Literacy: Local banks provide monthly workshops at the One-Stop on Financial Literacy issues and case managers work on budget issues individually as needed. The WDB addresses Financial Literacy issues through related workshops and referral to organizations that specialize addressing financial issues and provide on-site VITA tax services that allow for organizations that specialize in financial services be available for assistance during VITA service time.

VI.E.1.i Americorps: Information is posted on how to access the program. The WDB coordinates with UW-Parkside in developing work sites for Americorps volunteers.

VI.E.1.j STEM Initiatives: Information on regional STEM activities is shared, when available funding is directed towards enhancing STEM activities, especially at the secondary school level. The WDB supports STEM initiatives by ensuring the WDB members are aware of the Initiatives, Center Managers participating in the STEM detail and implementation with the secondary school districts and supporting regional efforts to promote the Initiatives through WIRED.

VI.E.2 Regional Youth Efforts: Southeast participates in the SE WI M7 WIRED initiative which includes numerous youth pilots including manufacturing career information, STEM resources, and summer youth marketing. An online “water challenge” is being developed to generate interest in water careers while simultaneously developing a baseline evaluation of youth knowledge related to water jobs and skills. STEM7 is an initiative to expand the STEM opportunities in the 7 county region.

VI.E.3 Connection with the Job Center service delivery system: Numerous youth services are available at one stops including a parenting program, a career lab, individual counseling, work permits, and recruitment for summer jobs.

VI.E.4. Referrals for youth who are not eligible for WIA youth services: Resource Room services are available to all youth whether they are eligible for WIA or not. The One Stop Center also provides TANF and FSET services and youth may be referred to those services as well. Since the center is on the Technical College campus, if training is the issue, there is easy access to the counselor and student services staff there to pursue the financial aid option. The WDA refers younger youth to the school district or community based organizations for services and older youth to the WIA Adult program

VI.E.5. The ten required program elements for the WIA youth program design: Required elements are included as mandated requirements of all youth program contracts. The design specifications are included in RFPs and youth providers are both monitored and assisted in ensuring these services are available through linkage with other programs or directly through the WIA services. Records are kept in case files and documented on Individual Service Strategies as well as a part of tracking systems.

VI.E.6 Increasing Out-of-School Youth Participation:

VI.E.6 a. Current and planned *recruitment*: Recruitment of out of school youth begins with the continued strengthening of the referral network for the One Stop Center. This includes continuing staff participation on collaboration teams, committees, school advisory committees and planning teams where personal relationships between professionals are maintained so our services are always in the referral network of other agencies. We also maintain a close working relationship with alternative school programs to provide wrap around services for the youth they serve. Since we serve many adults in our One Stop, parents of out of school youth are also a valuable referral source. The current plan is to target gang members for recruitment into the WIA Youth program and use subsidized jobs as a tool to engage the gang members or those on the verge of joining a gang.

VI.E.6 b. Strategies to target services to youth, and to ensure seamless, year-round services: Recruitment of out of school youth begins with the continued strengthening of the referral network for the One Stop Center. This includes continuing staff participation on collaboration teams, committees, school advisory committees and planning teams where personal relationships between professionals are maintained so our services are always in the referral network of other agencies. We also maintain a close working relationship with alternative school programs to provide wrap around services for the youth they serve. Since we serve many adults in our One Stop, parents of out of school youth are also a valuable referral source. The current strategy is to target at-risk youth for WIA youth services including gang members. The annual funds allocated are generally used for year round services and stimulus funds will be used for summer only activities.

VI.E.6 c. *Retention strategies*: Retention services will rely on continuous case management, making sure that the connection between the youth and the case manager is strong and viewed as a partnership, not as a parent or teacher role. The case manager will also work to understand and be a vital member of each youth's support system, be that friends, parents or other relatives, etc. The current strategies are to keep the follow up for retention with or at the service provider, Kenosha Boys & Girls Club, so that the follow up can be done at a site other than the Kenosha Center and the site having hours much beyond what the Center can offer.

VI.E.6 d. *Assessment*: The assessment tool used is the TABE that can also identify areas needing remedial training.

VI.E.6 e. *Deficient in basic reading/writing and math, become proficient*: Youth found deficient in reading, writing and math skills will be encouraged to use the ABE services of the Technical College. On line remediation may also be arranged, especially if transportation is a barrier. We also have a number of laptops that can be lent to the youth if access to a computer is an issue. If they do not have a GED or HS diploma, support for completion of such will be a part of their plan. The case manager will monitor progress and make adjustment to the remediation plan as warranted. The primary strategy for assuring out-of-school youth are proficient in basic skills is to provide one-to-one tutoring and regular assessment for evaluating progress in achieving basic skills literacy especially the level needed for successful training completion.

VI.E.7. Youth Definitions

VI.E.7.a. . Sixth Youth Eligibility Criterion: The local criterion that defines “an individual who requires additional assistance to complete an educational program or to secure and hold employment” is

“youth does not possess the job readiness skills needed for employment.”

This criterion is in addition to the federally specified criteria which include: basic skills deficient, school dropout, homeless, runaway or foster child, pregnant or parenting, or offender.

VI. E.7.b Local definition for Youth “Deficient in Basic Literacy Skills”: The local definition for deficient in basic literacy skills is: “behind in school credits for the appropriate age group or does not possess reading or math skills at the grade level consistent with the age of the youth.”

VI.E.7.c. If the WDB’s definition of “faces serious barriers” is different from the “needs additional assistance”: This definition is the same.

VI.E.8. Services for youth most in need-- youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth: The WDB will target and serve the youth most in need of services by shaping provider contracts to target and enroll such youth, coordinate with the secondary school districts to identify such youth and coordinate services with the County Division of Children and Family Services for such youth.

VI.E.9. Criteria and process for awarding grants for youth activities: All counties follow competitive procurement processes that comply with the provision of the Workforce Investment Act. The WDB uses the Kenosha County Department of Human Services contract bid and award process that include regular monitoring of outcomes by the Center manager and Youth Council. There are specific details in our processes regarding program performance measurements and outcomes using the Logic Model.

VI.E.10. Waiver request plans: pending

VI.F. New Service Delivery Strategies for WDAs Failing Performance Measures: To improve the regional system’s performance related to six months average earnings gain, the region is enhancing follow-up services, modifying caseload ratios, seeking and reviewing best practices in other regions in within the state for potential replication and adaptation locally.

VI.G. for Faith-based and Community Organizations

VI.G.1 Faith-based and community organizations in the One-Stop delivery system: The Walworth One Stop partnered with Catholic Charities to run a VITA Program at the center this past tax season, this will continue to be an on-going partnership.

VI.G.2. Activities to expand the access of faith-based and community organizations' clients: Staff continue to participate in community organizations and collaborations to expand services beyond the traditional customer base, an example includes the Continuum of Care which was started by the faith-based community to address the needs of the homeless. Staff also honor requests to speak to faith-based groups or community groups to share information about the One Stop services and develop referral network between them.

VII. Service Providers and Oversight

VII.A Selection of Service Providers

VII.A.1 Process to select service providers for the following types of services:

VII.A.1.a. Core Service Provider Selection: Service providers for core services are selected separately at each one stop within the region. Core services are designed across programs and funding streams. Some service components are competitively procured and others are determined through partner arrangement.

VII.A.1.b. Intensive Service Provider Selection: Service providers for intensive services are selected separately at each one stop within the region. Intensive services are designed across programs and funding streams. Some service components are competitively procured and others are determined through partner arrangement. On a limited basis, intensive services are arranged on a sole source basis.

VII.A.1.c. Youth Service Provider Selection: Almost all youth services are competitively procured throughout the region. Sole source selection occurs in the rural county within the region as well as with two agencies that serve specialized target groups (homeless and incarcerated youth)

VII.A.2.a. Core Service Provision: Core services are provided within a one stop framework. Funding is blended, services are integrated and staff from several organizations work together under the functional direction of one stop center managers. The core services at the Kenosha Center are provided in Employment Central for access to job search information including brochures and pamphlets, job listing sites both printed and web based and courtesy services for copy machine, fax and telephone. These services are primarily provided by Wisconsin Job Service staff with support from Goodwill Industries staff.

VII.A.2.b. Intensive Service Provision: Intensive services are also provided within a one stop framework by multiple staff working under the guidance of one stop managers. At the intensive service level eligibility, enrollment, assessment, employment planning, and case management are provided by specialist positions, or teams with specific knowledge on the unique requirements and specifications of specific targeted services. These include economic support services, such as Wisconsin Works, vocational rehabilitation, and veteran's service, in addition to WIA Title I funded services for adults, dislocated workers, and displaced homemakers. The Intensive Services at the Kenosha Center are provided through case managers and employment specialists for assessment or career planning, planning training, managing training progress and completion, supportive services, employment search support, employment search workshops, business services for developing job listings and coordination with multiple fund sources. These services are provided by staff from Goodwill Industries, Professional Services Group and State Veterans Services.

VII.A.2.c. Youth Services: The Youth Services through the Centers are generally provided off site through various contractors. Kenosha utilizes Boys and Girls Club as its primary youth provider and Kaiser provides services in the rural county. Racine offers a mix of services with emphasis on leveraged programs with the school district and other county programs such as those for habitual truants. Partnerships are expanding in response to summer youth stimulus and new innovations are arising in areas of green jobs and learning enriched public works.

VII.B. Oversight and Training of Service Providers

VII.B.1 Monitoring and Oversight Procedures: The workforce development systems operates within the context of county-led one stop centers. Formal monitoring and oversight for each center follows the policies and procedures of the respective county systems. In addition functional teams with team leaders provide additional oversight for workforce services. Team leaders maintain monthly or quarterly spreadsheets and other custom management tools to monitor and oversee all activities. Team meetings, service provider meetings, and mandatory training activities also contribute to program monitoring. The WDA monitors service providers through monthly desk reviews, reports to Center and WDB committees and on-site visits.

VII.B.2. ASSET Training: ASSET input is limited to a handful of staff within the region. All youth input is done centrally by one lead ASSET expert within the region. The regional ASSET expert attends all state level ASSET related meetings, monitors local data, follows up on reports, and provides quarterly training to all ASSET input staff within the region. Two counties share one ASSET lead and the other county has a designated staff person for that purpose.

VII.B.3. ASSET Monitoring: The regional ASSET expert monitors ASSET entry of all input staff in the region.

VII.B.4. Local Data Systems: In addition to ASSET, excel spreadsheets are used to manage participant information and provide management information to verify the accuracy of performance information generated by ASSET.

VIII. Performance and Accountability

VIII.A Additional Performance Standards: None created, there are plenty ☺

VIII.B Continuous improvement activities and performance data: Performance data is reviewed regularly and continuous improvement program adjustments are made as necessary in all centers in the area. Adjustments range from adding or re-aligning staff, changing processes or adding additional services. There are a series of check points, on different levels, for reviewing performance data and responding with continuous improvement. In Kenosha for example, the local board reviews Committee reports that include performance data, address issues and add to continuous improvement. The center has a series of staff and management committees that meet to address performance issues. The Service Delivery Group meets weekly for that purpose. The Executive Management Team and Operations Management Group meets bi-monthly for that purpose.

VIII.C Program Design Update for Common Performance Measures

VIII.C.1 Adult and Dislocated Worker (DW) Entered Employment Rate: The number of unemployed adults who obtained employment in the first quarter after terminating program services. This measure looks at only those individuals who were unemployed when they began receiving services. It includes individuals who have documented employment as verified by either the UI Wage Record or supplemental employment data provided to the case manager by the participant.

VIII.C.2 Adult and DW Employment Retention Rate: The number of exited adults who are employed in the first, second and third quarters after terminating program services. This measure approximates retention for at least six months following participation in the program.

VIII.C.3 Adult and DW Average Earnings: The second and third quarter average earnings for all adults who were employed in the first, second and third quarters after terminating program services. To ensure comparability of this measure on a national level, wage record sources will be the only allowable data source.

VIII.C.4 Youth Placement in Employment or Education: The number of youth who are employed (including military service), or enrolled in post-secondary education or advanced training/occupational skills training in the first quarter after terminating program services. The measure looks at youth who were not employed, enrolled in post-secondary education or in advanced training/occupational skills training at the time youth services began.

VIII.C.5 Youth Attainment of a Degree or Certificate: The number of youth who attained a high school diploma, GED, or recognized certificate by the end of the third quarter after terminating program services. The measure looks at youth who were enrolled in education either on the day youth services began or at any time during program participation. Education means attending high school, attending alternative secondary school, enrolled in a qualified apprenticeship or attending college.

VIII.C.6 Youth Literacy and Numeracy Gains: The number of out-of-school, basic skills deficient youth who increase one or more educational functioning levels in each year of program participation. The measure seeks to raise youth participants' reading and math proficiency levels to the 9th grade level. Educational functioning level determinations depend on the test

that is used to measure the youth's progress. Only tests prescribed or approved by the U.S. DOL may be used.

VIII.D. Steps to sustain or maintain Adult and DW performance during PY 09-10: Due to the increase in customers applying for services additional staff will be assigned to work with the Adult and DW caseload. Additional sources of training opportunities will be sought as many of the customers will need to explore new career options or will need re-training to return to their previous career area. The WorkKeys pilot that will run the WDA will also provide customers of the One Stops the opportunity to improve basic employment skills and earn work certifications

VIII.E. Steps to address the Youth Common Measures transition: The primary approach to attaining standards will be the delivery and design of quality services that respond to youth needs. Broad based community partnerships, direct youth leadership, university connections, and continual review of trends, innovation, research, and best practice will be used to ensure youth receive the best available service through the workforce system.

IX. Waivers: Waiver requests will be requested separately as needed.