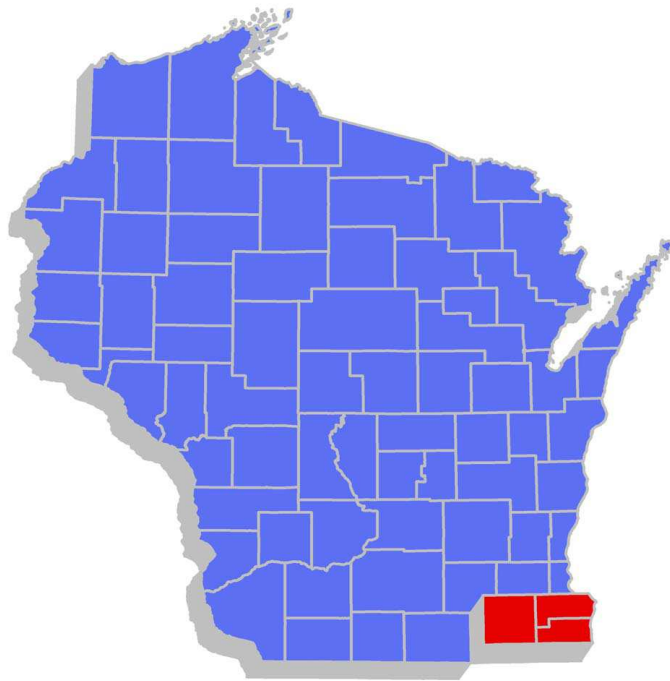


WORKFORCE INVESTMENT ACT

SOUTHEAST WISCONSIN WDA 1 WIA LOCAL PLAN

submitted November 1, 2011



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**Southeast Wisconsin Workforce Development Area #1
WIA Local Plan 2011**

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GOVERNOR WALKER's WORKFORCE VISION and PRIORITIES

The cornerstone of the guidelines is based on Governor Scott Walker's workforce vision and priorities. In compliance with WIA, these guidelines are also consistent with the State Plan.

With a focus on a more flexible, nimble and effective system, Governor Walker has articulated his vision for a workforce system in Wisconsin that:

- Anticipates employer labor needs while building and strengthening Wisconsin's workforce;
- Supports the development of a highly qualified labor force; and
- Empowers individuals to pursue and retain good paying careers.

In order to achieve the Governor's vision, the following key workforce investment priorities have been developed in cooperation with the Council on Workforce Investment (CWI). The following six of the eight priorities are relevant to WIA activities:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board representative;
- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,
- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

WORKFORCE PLAN: PART I

The Strategic Goals of Southeast Wisconsin 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 Healthcare, Advanced Manufacturing, Water, Retail/Hospitality, Agriculture/Food Processing, and Transportation/Logistics.*
- 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 the M7's Regional Workforce Alliance as well as local goals developed by county based partnerships.*

The Governor has established workforce goals (page 1) that serve as the basis for local area's responses to the following:

A. Overarching Workforce Priorities

1. Describe how and what the WDB will do to implement each goal;
- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;

Private sector employers are represented on the SE WI Workforce Board and participate in local and regional planning to match training resources with job skills in demand. One Stop managers work closely with local and regional economic development organizations, chambers, and business alliances to identify skill sets in demand, local skills gaps or shortages, and the best ways to prepare workers for jobs, now and in the future.

Local initiatives have begun to increase the use of apprenticeships with youth and adult jobseekers and incumbent workers. Racine County is launching the Career Connect Initiative, a county-wide effort to connect businesses to K-12 schools for career exploration and work experience opportunities. Currently each school contacts individual companies which can be overwhelming to businesses, time consuming for schools, and inefficient. Career Connect, modeled from Portland, Oregon's BizConnect program, is an online data and coordination system linking employers with students and teachers for career and work activities. BizConnect includes marketing and recruitment of business partners, business training & support, liaison to high school partners, and managing the database of career exploration opportunities. BizConnect in Portland was a national best practice model at the National Association of Workforce Boards (NAWB) conference.

Based upon employer feedback, SE WI WDA is currently considering participation in Dream It! Do It! - a comprehensive national media campaign to attract young people to manufacturing. The Dream It! Do It! campaign was developed by the National Association of Manufacturers (NAM) and its education affiliate, The Manufacturing Institute, to address concerns that public perceptions are out of step with manufacturing's broad range of interesting and financially rewarding careers. The campaign includes partnership building among manufacturers, educators, government and community leaders, workforce development, and economic development. There are also materials targeted toward parents to provide information on the career opportunities in manufacturing. Joining the Dream It! Do It! campaign brings access to already developed materials such as videos, career toolkits, and media materials (radio spots, posters, billboard designs). http://www.dreamitdoit.com/content/campaign/about_nam.html

- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;

SE WI WDA regularly partners with economic development and education providers to jointly target resources and pursue joint initiatives that enhance opportunities and services to individuals and employers. Innovative approaches that require federal waivers are explored and as needed, managers seek support of federal legislators to encourage approval of proposed waivers.

- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;

SE WI WDA meets regularly with the Milwaukee Area Workforce Investment Board and the Waukesha-Ozaukee-Washington (W-O-W) Workforce Development Board in a 7-county Regional Workforce Alliance (RWA). The RWA operates industry partnerships in manufacturing, healthcare, and energy. These Industry Partnerships were created in response to employer's need for specific skills training. The Milwaukee7 Manufacturing, Power Controls, Water, and Health Care Industry Partnerships are a venue for small to mid-sized employers with common training needs to align funds to provide training for incumbent and new workers. These Industry Partnerships provide a venue for employers with similar training needs to send a handful of employees to training so that production levels as close to "normal" as possible, while having full-class-sized groups for training, making training more cost effective for all employees. The Industry Partnerships have been in convening since 2010 and will continue.

- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board representative;

SE WI WDA managers participate on local Economic Development boards and Economic Development partners are represented on the SE WI Workforce Development Board. Additionally, several members of the SE WI Workforce Development Board "cross-over" and serve also on local economic development boards. As such, these "cross-over" members ensure a consistent focus and mission and reliable communication between workforce and economic development managers.

- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,

SE WI WDA managers provide regular fiscal reports to the Workforce Development Board for review and discussion. The Workforce Development Board provides oversight of WDA spending.

SE WI WDA complies with all audits and monitoring visits conducted by the state DWD or federal Department of Labor. Contracts for WIA funded programming are awarded competitively according to RFP processes for program and services per local policies. SE WI WDA managers monitor purchase-of-service providers to ensure that outcomes being met and that funded activities meet program requirements and standards. Regular fiscal and outcomes monitoring allows managers to more accurately target funds to real-time needs, for example, from an underutilized program to a program with great demand.

Area staff participate in ASSET training, users' groups meetings, calls, and webinars to stay abreast of updates or changes that affect performance reporting. As needed, staff development activities are scheduled to address issues that arise.

- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

SE WI managers participate in regional and statewide planning and coordination through the M7's Regional Workforce Alliance and the statewide Wisconsin Workforce Development Association.

Within these groups, information is regularly shared about initiatives and programs in other states or regions that might be successful in SE WI. Managers and staff attend workshops and conferences to keep abreast of innovations and current research in workforce development practices. Often, SE WI WDA will host workshops or events to further share promising practices with community stakeholders, particularly employers.

For example, in 2009, SE WI WDA conducted research to select a career readiness certification for the region. The National Career Readiness Certificate (NCRC) was researched and piloted in Racine County and more than 200 job seekers have obtained the NCRC certification. The goal is to certify 1,000 workers in 2011 in partnership with DWD. NCRC is a portable, evidence-based credential which measures essential workplace skills and has been found to be a reliable predictor of workplace success. Next steps involve developing an outreach plan to businesses, using experience with local employers for guidance. Ultimately, businesses in SE WI WDA would post job openings with a "NCRC Preferred" message to encourage job seekers to pursue the certification

The Wisconsin Workforce Development Association received Department of Commerce funds in 2010 to install 22 Badgernet Video conferencing sites across the state. Local Workforce Boards partially matched those funds and installed additional equipment in some locations to bring the total to 26. The new video conferencing equipment complimented the existing seven sites that the Workforce Development Board of South Central Wisconsin was already operating for a grand total of 33 Job Center video conferencing sites statewide. The equipment allows for more effective and efficient training, allowing a trainer in one city to simultaneously assist dozens of job seekers in multiple locations throughout the state.

2. Identify if the WDB will take a leadership role, or, in what manner the WDB will be engaged;

SE WI WDA takes leadership locally, in sustained partnerships with secondary education, post-secondary education, business councils, chambers, and economic development entities. In other initiatives or partnerships, SE WI WDA acts as partner to a different agency lead.

3. Identify how the WDB will measure the progress of the above activities to attain these goals, and any evaluation methodologies;

Local and regional strategic plans have established metrics. Progress toward goals is measured regularly and adjustments are made as needed. At the regional level, the 7-county Talent Dividend, an Initiative of the Greater Milwaukee Committee, is developing regional metrics and common measures around educational attainment, employment readiness, and linkages to employment.

4. If the WDB had WIA-related state set-aside and/or incentive funds, what top three activities would the WDB pursue?; and,

- *Increase capacity in high demand training modules to more quickly (and more affordably) meet the needs of industry.*

- *Innovate with youth programming – build upon successful summer youth employment programming to implement year-round educational and work-focused programming that connects youth to real-world jobs, provides high school credit, and results in direct employment.*
- *Increase capacity in sector-based training programs with high-touch coaching/case management component that has been successful in SE WI WDA with healthcare sector programs.*

5. List any other recommendations that would assist the State in meeting these goals.

Partner with local workforce system to develop state workforce goals & initiatives. Consider the downside of restrictive eligibility or program requirements and requirements to co-enroll participants in grant-funded projects.

Improve data sharing across state, regional, and local workforce partners; consider statewide EMSI licensing, sharing of UI data to better coordinate planning, service delivery, and reporting of program outcomes. Use local data from One-Stop system, the “boots on the ground,” to plan and prioritize state initiatives. Make long-term commitments to programs that require local workforce development boards to engage and partner with employers and other stakeholders in order to retain credibility with those local partners.

B. Workforce Investment Description

1. Briefly "identify the workforce investment needs of businesses, jobseekers, and workers in the local area," and how these needs were identified. [118(b)(1)(A); 20 CFR §661.350(1)]

Detailed analysis of the regional economy, the local labor pool, and labor market is prepared as requested by the DWD/LMI Labor Economist . Customized analysis regularly includes the following:

- *Characteristics of the economic base by industry.*
- *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.*
- *Local industries and occupations that have a high demand for skilled workers, both today and projected over the next decade.*
- *Skill needs for the available and projected high demand jobs.*
- *Current and projected demographics of the available labor pool, including the incumbent workforce.*
- *Any “in migration” or “out migration” of workers that affect the regional labor pool.*
- *Current and projected regional area skill groups.*

Local business services teams are an effective resource for “sensing” employers’ real-time needs. Business Services staff members reach out and develop relationships with area employers, and through these relationships, help establish local demand for trained workers and assist in matching customers with local job openings.

Workforce managers and staff regularly attend meetings and events of local chambers, business councils, and economic development organizations. Occasionally, these meetings are employer visits related to business expansions or relocations to SE WI. Partnerships are well-established and there is a high level of collaboration and communication regarding the labor market and the needs of local employers. A “No Wrong Door” policy is emerging across the region as employers or other stakeholders will experience the same quality

information, links, and referrals when they contact a local workforce manager or local economic development professional.

Other regular partners include technical college staff and community-based organizations.

- Briefly describe the WDB's employer linkages per the WIA provisions.
 ["Employer Linkages. The local board shall coordinate the workforce investment activities authorized under this subtitle and carried out in the local area with economic development strategies and develop other employer linkages with such activities." [Sec. 117 (d)(3)(B)(7)] "The local board shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs." [Sec.117 (d)(3)(B)(8); §661.305(a)(8)]

Employers in SE WI WDA 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 SE WI WDA are assigned to account representatives. Services that employers receive include: 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.

SE WI WDA promotes Customized Labor Training to employers through the respective Business Services Teams and in coordination with the WEDC.

The local technical college collaborates with the One-Stops to reach out to their employer contacts for Wisconsin Advancement Training (WAT) Grants. SE WI WDA 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.

- Provide highlights of your Business Services Team (as required in the Comprehensive Job Center Standards) and list the membership with their organization representation:

The One Stop Operators (OSO) and Comprehensive One-Stops in SE WI WDA are responsible for business service activities in their respective counties in the WDA and do not overlap.

Employers, for whom enhanced business services are provided, are assigned a single point of contact through the establishment of client assignments for each of the Business Consultants.

County-based Business Services Team Members and their employing organizations are:

Name	Title	Employing Organization	Status
Barbara Welch	Supervisor	Professional Services Group	0.5 FTE
Eric Guptail	Service Representative	Professional Services Group	1.0 FTE
Jeff Kehl	Service Representative	Professional Services Group	1.0 FTE
Vacant	Service Representative	Professional Services Group	1.0 FTE
Dennis Pierce	Service Representative	Kenosha County Human Services	1.0 FTE

<i>John Collins</i>	<i>Placement Support</i>	<i>Professional Services Group</i>	<i>0.5 FTE</i>
<i>Carl Bogar</i>	<i>Wisconsin Job Service Lead Worker</i>	<i>Wisconsin Job Service</i>	<i>0.2 FTE</i>
<i>Gerald Costello</i>	<i>LVER</i>	<i>WI Veterans Employment & Training</i>	<i>0.2 FTE</i>
<i>Rebecca Freund</i>	<i>Administrative Assistant</i>	<i>Goodwill Industries</i>	<i>1.0 FTE</i>
<i>Kristin Schroeder</i>	<i>Team Leader</i>	<i>Racine Co Economic Development Corporation</i>	<i>1.0 FTE</i>
<i>Len Maki</i>	<i>Business Consultant</i>	<i>Racine Area Manufacturers & Commerce</i>	<i>1.0 FTE</i>
<i>Tim Thompson</i>	<i>Business Consultant</i>	<i>Racine Co Economic Development Corporation</i>	<i>1.0 FTE</i>
<i>Vacant</i>	<i>Business Consultant</i>	<i>Racine Co Economic Development Corporation</i>	<i>1.0 FTE</i>
<i>Rene Hanson</i>	<i>Business Consultant</i>	<i>Racine Co Economic Development Corporation</i>	<i>0.75 FTE</i>
<i>Joel Espinoza</i>	<i>Job Developer/W2</i>	<i>Racine Co Economic Development Corporation</i>	<i>1.0 FTE</i>
<i>Vacant</i>	<i>Administrative Assistant</i>	<i>Racine Co Economic Development Corporation</i>	<i>0.50 FTE</i>
<i>Wandy Miezio</i>	<i>S.E. Labor Economist</i>	<i>State DWD</i>	<i>0.50 FTE</i>
<i>Jenean Shreves</i>	<i>Business Services Representative</i>	<i>Kaiser Group</i>	<i>0.10 FTE</i>
<i>Rick Heine</i>	<i>Business Services Representative</i>	<i>Kaiser Group</i>	<i>0.80 FTE</i>
<i>Marci Hayden</i>	<i>Business Services Representative/W2</i>	<i>Kaiser Group</i>	<i>0.20 FTE</i>
<i>Marilyn Putz</i>	<i>Walworth County Job Center Manager</i>	<i>Kaiser Group</i>	<i>0.20 FTE</i>
<i>Mike Van Den Bosch</i>	<i>Executive Director</i>	<i>Walworth County Economic Development Alliance</i>	<i>In-kind Partner</i>
<i>David Schwenk</i>	<i>DVOP</i>	<i>DWD Veterans Service</i>	<i>In-kind Partner</i>
<i>Patricia Johnson</i>	<i>WDA Director</i>	<i>Division of Vocational Rehabilitation</i>	<i>In-kind Partner</i>

- a. In general, how are you working with businesses?: Identify key activities and the WIA partners who actively, collaboratively participate in these activities

In SE WI WDA, Business Services are provided at the County level and coordinated regionally as needed.

KENOSHA COUNTY:

In Kenosha County, the Business Services team targets activities toward:

- *Employers that would get good results from JCW mining/spidering.*
- *All employers in NAICS 31, 31, 33, 41, 48, 49, 54, 55 and 82 in Kenosha County.*
- *25 largest employers in Kenosha County.*
- *Selected employers in NAICS 31, 32 and 33 in Lake County.*
- *Employers between the State line and North Chicago in Lake County targeting employers within a shorter commuting distance.*
- *Employers west of I-94 in Kenosha County.*

Business Services Team members assist employers with writing job descriptions that accurately describe the position and promote the direct entry of job orders by employers by providing them with orientation to the ease of using the system and encouraging them to try.

The Kenosha County Business Services Team assists employers in recruiting qualified job applicants by:

- *Assuring that Job Orders are followed-up for the duration of the posting.*
- *Providing for opportunity for on-site recruitment at the Job Center.*
- *Announcement of positions at the Re-Employment Services sessions.*
- *Networking with all units at the Job Center to include DVR, Veterans, Dislocated Workers, etc.*
- *Use of the Resume Matrix by employers*
- *Recruitment assistance from area post-secondary schools*

Employer events held by the Business Services Team are:

- *Four Job Fairs per year*
- *Annual Labor Law Clinic*
- *Quarterly meetings of the Workforce Development Board's Employer Advisory Committee*
- *On demand On-Site recruitment*

The Kenosha County Business Services Team ensures that employers labor market information and analysis by:

- *Providing the service upon demand.*
- *Orienting the employer to the WorkNet web site for self-service.*
- *Providing local labor market column in the Business Services newsletter.*

The Kenosha County Business Services Team assists employers with planning for workforce expansion or downsizing by:

- *Providing information regarding qualified Tax Credit programs and other financial incentive programs*
- *Assisting in outplacement of workers (employer site meetings) and coordinating with the Dislocated Worker Services Team*
- *On-Site (Job Center) Recruitment for expansions*
- *Matching employers with hiring needs with employers who are downsizing*
- *Being in good contact with the Kenosha Area Business Alliance and Kenosha Area Chamber of Commerce for exchanging information*
- *Being in good contact with other business service teams in the region for exchanging information and through the Regional Business Services Teams monthly meetings.*

The Kenosha County Business Services Team provides information to employers on workplace and customized training by featuring programs in the bi-monthly newsletter and through partnering with Gateway Technical College (GTC), UW-Parkside, Carthage College, Lakeview Advanced Technology Center (LATC), GTC Horizon Center and Center for Advanced Technology and Innovation (CATI). Business services offered for a fee are:

- *Job Fairs*
- *Labor Law Clinic*
- *Staff Leasing*
- *Assessment (pre-employment and incumbent worker)*
- *Advanced Resume Screening Service*

RACINE COUNTY:

Recruitment

In Racine County, the Business Services Team assists employers in recruiting qualified job applicants by:

- *Providing information on posting jobs and searching for candidates on Job Center of Wisconsin.*
- *Providing the opportunity for on-site recruitment at the Workforce Development Center*
- *Announcement of positions during the WDC Orientation and during job search networking groups.*
- *Networking with all units at the Job Center to include Vocational Rehabilitation, Veterans, Dislocated Workers, Professional Services Consultants, etc.*
- *Working with Technical College, Universities, trade organizations, placement agencies, etc.*
- *Sponsoring a minimum of three job fairs each year and workshops.*

WIA partners who actively collaboratively participate in these activities include: Job Service, DVR, SER, Gateway Technical College, and WIA.

Expansion or Downsizing

In Racine County, the Business Services Team assists employers with planning for workforce expansion or downsizing by:

- *Providing information regarding Tax Credit programs and other financial incentive programs.*
- *Assisting with outplacement of workers (employer site meetings) and coordinating with the Dislocated Worker Services Team.*
- *On-Site (Workforce Development Center) Recruitment for expansions.*

WIA partners who collaborate on the above activities include DWD, WIA consultants.

Labor Market Data

In Racine County, the Business Services Team ensures area employers have access to labor market information and analysis by:

- *Providing the service upon demand.*
- *Orienting the employer to the WorkNet web site for self-service.*
- *Authoring a local labor market column in the bi-monthly newsletter located at <http://archive.constantcontact.com/fs015/1102390778581/archive/1105558383943.html#LETTER.BLOCK12> submitted by the SE Labor Economist.*
- *Sponsoring semi-annual workshop on labor market information facilitated by the SE Labor Economist.*

WALWORTH COUNTY:

Walworth County's Business Services Team coordinates business services by utilization of an assigned client list and commitment at the Job Center to the philosophy of a single point of contact for each employer/business. Job development contacts by program staff will be coordinated through the Business Service Representative. The Business Services Team prioritizes outreach efforts to targeted employers by these qualifiers:

(the higher wage employers, healthcare industry employers, manufacturing industry employers and other sector identified industries)

The Walworth County Business Services Team shares information about targeted employers with case managers, counselors and Resource Room staff via:

- *A weekly email where Hot Jobs, On-Site Recruitment and all other relevant information is provided to staff.*
- *Use of a public Job Board, which is strategically located in the main corridor of the Job Center that highlights special recruitment needs.*
- *On a rotating basis a Business Services team member will be available to job seekers on Monday mornings through the Hot Leads Workshop for review of the new job listings, current information about the local economy and other responses to questions that job seeker may have.*

The Walworth County Business Services Team ensures that employers have access to labor market information and analysis by:

- *Providing the service upon demand.*
- *Orienting the employer to the WorkNet web site for self-service.*
- *Providing access to the local WDA Economist as needed.*

Employer events held by the Business Services Team in Walworth County are:

- *Annual Job Fair in March or April, co-sponsored with Gateway Technical College*
- *Job Center sponsored Job Fairs to meet immediate need: i.e. recent graduates, fall hospitality industry staff replacement, manufacturing job fair, etc,*
- *Labor Law Clinic will be developed as needs of employers are identified*
- *Annual Tri-County Job Fair in cooperation with Kenosha and Racine Centers*
- *Leadership Series of Supervisory/Team Lead Workshops – series is offered continually*
- *On demand On-Site recruitment*
- *Coordination with Walworth County Economic Development Alliance Business Briefs as they are developed and delivered.*

The Walworth County Business Services Team assists employers with planning for workforce expansion or downsizing by:

- *Providing information regarding qualified Tax Credit programs and other financial incentive programs*
- *Providing information of the Federal Bonding Program.*
- *Assisting in outplacement of workers (employer site meetings) and coordinating with the Dislocated Worker Services*
- *On-Site (Job Center) Recruitment for expansions.*
- *Providing information on retention and post-employment support services for employees and specialty workshops as needed.*
- *Working cooperatively with the Walworth County Economic Development Alliance*

Information on retention and post-employment support services for employees is provided during regular visits to employers. It may also come in during discussion sessions in the Supervisory Training Workshops and it is provided when an employer contacts us regarding a possible dislocation of their workforce. The information is provided verbally and in printed format through brochures and follow-up letters.

The Business Services Team in Walworth County provides information to employers on workplace and customized training through partnering with education institutions like Gateway Technical College (including CATI and BioCATT), UW-Whitewater, Aurora George Williams College, other local technical colleges and private vendors and providing information and access to funding sources at the local, state and federal level. Business services offered for a fee are:

- *Job Fairs*
 - *Labor Law Clinic*
 - *Applicant Assessment & Testing*
 - *Employer on-site Leadership Workshops for Supervisors and Team Leads*
 - *After hours Job Center facility use for recruitments*
- b. **Attachment A** Attach a copy of the WDB's regional Business Services Plan, and identify who, including workforce partners, participated in the development of that Plan.

The Regional Business Services Plan was developed by the Southeast Wisconsin Regional Business Services Team. See Attachment A.

- c. Describe how the Business Services Team coordinates with business services activities of partners, especially Job Service and Vocational Rehabilitation.

In SE WI WDA, the Business Services Teams in partnership with Job Service have sponsored employer breakfasts and "lunch & learns" on the benefits of preferring the National Career Readiness Certification as a condition of employment. Both parties were involved in the development and delivery of the initiative.

The Racine County Workforce Development Center developed a marketing campaign to educate area employers regarding WDC services and On-the-Job Training Grants. A DVR representative was one of the guest speakers to showcase DVR services.

The Workforce Development Center facilitates six HR Roundtables each year in western Racine County. Duties include locating the venue to hold the event, distributing invitations, planning the agenda and securing guest speakers. During the month of June 2011, a DVR representative provided an overview of DVR services and how employers can access job ready candidates and available incentives.

In Walworth County, the Business Service Team regularly networks with all units co-located at the Job Center, including Vocational Rehabilitation, Veterans, Dislocated Workers, & TANFW2 to assist employers in recruiting qualified job applicants. Joint community projects with such partners are developed throughout the year to develop a pipeline of skill workers that meet the needs of the area employers.

4. Career Pathways: Identify what sectors, programs/courses, and where they are being provided. Describe how the WDB intends to expand career pathways and other similar models. If career pathways training is not available for youth and adults within the WDA at this time, list top action steps in concert with WTCS to develop career pathways, and an anticipated timeline as to when career pathways will be incorporated into the WDB's service delivery. Identify other strategies the WDB is using for participants to be competitive in the job market to train-up for the next level of prospective employment.

Career Pathways are incorporated into training programs through coordination and collaboration with the local Technical College. Through collaborative planning meetings the workforce training needs of our joint customers are explored and curriculum and/or training programs have been developed to meet those specific needs. SE WI WDA will encourage Career Pathway related initiatives by participating in workgroups for career ladders with Gateway Technical College and secondary school districts.

At the secondary education level, One-Stop staff collaborate with area high schools, Tech Prep coordinators, and statewide initiatives such as the WI Career Pathways website

(<http://www.wicareerpathways.org/default.aspx>) which links students-parents-K12 schools with careers and career preparation programs in post-secondary settings, HS-specific course recommendations, and occupations/occupational information (thru DWD's Worknet) to ensure that high school graduates are aware of the pathways and opportunities in a large number of in-demand career clusters in Wisconsin.

SE WI Workforce Board will:

- *Leverage existing funding to support cross-agency partnerships to develop and promote career pathways.*
- *Support low-income working adults seeking postsecondary credentials.*
- *Support successful bridge and pre-apprenticeship programs that prepare low-skill adults for advanced training, apprenticeships, and better jobs.*

C. Sector Strategy Activities

1. Identify the WDB's current targeted high-demand industry sectors, how they have been determined, and the evidence used to identify the labor demand.

Industry sectors targeted for growth in SE WI WDA include:

- *Advanced Manufacturing, including sub-targets such as food processing, medical equipment, and fresh-water related manufacturing*
- *Healthcare*
- *Retail, Hospitality and Tourism*
- *Agriculture/Food & Consumer Products*

Targeted high-demand industry sectors have been identified using LMI projections provided by our DWD labor market economist as well as ongoing surveys of local employers and anecdotal information that comes from focus groups and regular meetings with employer groups, chambers, business alliances, and economic development partners.

Area economic development groups collaborate on multiple regional initiatives and share common data through Synchronist Business Information platform.

2. Demand-sectors change based on the changing economy. Describe the methodology used to determine if the existing sector should change, or if new sector strategies should be developed. Identify any new sectors the WDB may intend to pursue.

- *Transportation, Distribution, Warehousing and Logistics**

LMI projections do not necessarily identify Transportation/Logistics as a sector with growing employment opportunities in the region, however economic development partners and local business alliances see real opportunities to leverage SE WI WDA's naturally advantageous location in the middle of the Milwaukee-Chicago I-94 corridor and drive growth in this sector.

3. What does the WDB do to ensure that the workforce skills needed by these high-demand industry sectors and other private employers are targeted for WIA-participant training?

SE WI WDA managers and Business Services Teams work closely with local and regional economic development groups to source and analyze the latest employer and employment-related data to ensure that local programs are targeted toward areas with the most industry demand. Regional use of the Synchronist information platform allows employer survey data to be shared and analyzed by multiple workforce and economic

development stakeholders, allowing for decision-making based upon real-time information and the early identification of labor market trends or emerging sectors poised for job growth in the area.

SE WI WDA staff provide labor market information to WIA participants, including wage information and projections for growth. Managers work with local training providers, including Gateway Technical College to link participants to existing programs in demand and to develop new programs to meet real-time industry demand. The intensive “Boot Camp” training model has been successful in providing short-term training in both soft skills and industry-specific technical skills and placing trainees directly into employment with employer partners.

4. How does the WDB mesh the workforce strategies/activities with the area's economic development strategies/activities?

In each county in the region, workforce issues have been an increasing focus of local economic development organizations, chambers, and business alliances. Longstanding partnerships are leveraged to ensure that economic and workforce development initiatives are aligned, collaborative, and reflect a dual-customer perspective (job-seekers and local employers).

Private sector employers are represented on the SE WI Workforce Board and participate in local and regional planning to match training resources with job skills in demand. One Stop managers work closely with local and regional economic development organizations, chambers, and business alliances combining strategic planning efforts to identify skill sets in demand, local skills gaps or shortages, and the best ways to prepare workers for jobs, now and in the future. Workforce and economic development professionals jointly participate in employer retention and expansion visits/activities as well as prospecting for potential new business. In Walworth County's One-Stop, workforce and economic development are co-located, sharing facilities, equipment, and support staff, all of which fosters the ability to “speak with a common voice” to the local business community.

The Racine County Workforce Development Strategic Plan Higher Expectations is incorporated into the Racine County Economic Development Plan 4.0 (see below).

CHALLENGE ONE:

TO CULTIVATE AN ENTREPRENEURIAL CULTURE IN RACINE COUNTY

CHALLENGE TWO:

**TO FOCUS ON THE IMPORTANCE OF TECHNOLOGY AND INNOVATION
RELATIVE TO THE GROWTH OF EXISTING BUSINESSES AND THE ATTRACTION
OF NEW BUSINESSES TO THE COMMUNITY**

CHALLENGE THREE:

**TO UTILIZE THE EXISTING NATURAL AND CULTURAL RESOURCES,
RECREATIONAL OPPORTUNITIES AND BUSINESS LOCATION ADVANTAGES TO
PROMOTE A POSITIVE IMAGE OF RACINE COUNTY TO EXISTING RESIDENTS
AND THOSE OUTSIDE THE COUNTY**

CHALLENGE FOUR:

**TO TAKE ADVANTAGE OF THE DEVELOPMENT OPPORTUNITIES THAT EXIST AS
A RESULT OF THE CHICAGO-MILWAUKEE CORRIDOR AND TO PROPERLY LINK
LAND USE WITH FUTURE BUSINESS DEVELOPMENT COUNTY-WIDE**

**CHALLENGE FIVE:
TO LINK EDUCATION AND TRAINING IN A MANNER THAT PROVIDES A
COMPETITIVE WORKFORCE TO MEET THE PRESENT AND FUTURE NEEDS OF
LOCAL EMPLOYERS AND TO CREATE OPPORTUNITIES FOR LOW-INCOME,
DISADVANTAGED AND MINORITY INDIVIDUALS TO PREPARE FOR AND OBTAIN
EMPLOYMENT**

Strategies:

A. Implement "Higher Expectations: A Workforce Strategy for Racine County" that addresses:

1) Continued to meet the workforce challenges of our existing employers as they grow and to changing marketing and economic conditions.

2) Collaborate to prepare employment-ready workers for the emerging industries (as defined by the Racine County Economic Development Corporation) that will drive our County's future economy; and

3) Work with a coalition of education, private, public and faith-based organizations to address the root cause of chronic underemployment in the County particularly in sections of the inner city of the city of Racine.

B. Advocate for programs that will impact the high unemployment rates of low income and minority communities.

C. Focus on the retention and recruitment of knowledge workers necessary to meet the labor force needs of companies in Racine County.

In Kenosha County, the Kenosha Area Business Alliance is spearheading an initiative called Kenosha First: an economic development strategy for Kenosha County's "next phase." Workforce development managers are involved in the development and eventual implementation of Kenosha First strategies which include targeting industry clusters for growth in the region: professional services, clean technology, transportation and logistics, advanced manufacturing, biomedical and life sciences, and food processing.

5. Describe any "regional planning and coordination."

[Governor's workforce goals: Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers; and, "Improving sector alignment of mutual purposes" with economic development activity within the WDAs.]

SE WI WDA is part of the Milwaukee7, or "M7" region. The Regional Workforce Alliance, created in 2005, is a collaboration of business and workforce boards in the M7 region. Through the alliance, the Milwaukee Area Workforce Investment Board, the Southeast Wisconsin Workforce Development Board, and the Waukesha-Ozaukee-Washington Workforce Development Board, work with regional businesses on strategies that recognize and support:

- The leadership of the Workforce Boards in the region and their central role in building the skilled workforce needed to compete in a global economy.*
- The importance of a collaborative regional approach to strengthen the region's economy.*
- The importance of Southeastern Wisconsin in driving the economy of the state of Wisconsin.*

COLLABORATIVE AGENDA FOR THE REGIONAL WORKFORCE

I) POLICY LEADERSHIP

- A. Strengthen the RWA through continued collaboration of the WIBs
- B. Launch a RWA Advisory Council to educate and obtain input from key regional leaders
- C. Partner with the Milwaukee 7 as the leading convener on workforce issues for the region
- D. Develop mutually beneficial partnerships with other regional organizations
- E. Engage with local, state, and federal officials to leverage public policy support for the region

II) BUSINESS ENGAGEMENT

- A. Increase services to businesses through the regional business services team and online tools
- B. Provide employer-worker matching services
- C. Coordinate sector-focused initiatives to meet targeted economic growth needs
- D. Facilitate pooled training service options to meet industry needs

III) JOB-SEEKER AND FUTURE WORKER SERVICES

- A. Provide high quality career assessment services
- B. Provide certification of career readiness
- C. Target training and support to help offenders obtain and maintain employment
- D. Enhance dual language and skills training for workers where English is their second language
- E. Increase intensive training curriculum options to provide needed skills in shorter timeframe

IV) SYSTEM EFFICIENCIES

- A. Explore joint funding for data tools and research
- B. Develop regional labor market products
- C. Identify staff development priorities and implement ongoing training opportunities
- D. Enhance board knowledge and commitment by convening occasional joint meetings

The RWA leads industry partnerships in manufacturing, healthcare, and energy. Regional industry partnerships were created in response to employer's need for specific skills training. The M-7 Manufacturing, Power/Controls, and Health Care Industry Partnerships are venues for small to mid-sized employers with common training needs to align funds to provide training for incumbent and new workers. Employers with similar training needs can send a handful of employees to training, keeping production levels as close to "normal" as possible, while having full-class-sized groups for training. Training becomes more cost effective for all employees. Regional Industry Partnerships have been in convening since 2010 and will continue to be supported by the RWA in Southeast Wisconsin.

Sector-based industry partnerships will continue to be a springboard for regional grants and resource development. RWA leadership has designated leads for several sectors with a focus in the 7-county region. Those sectors and the corresponding lead organization are as follows:

1. *Advanced agriculture/Food & consumer products – SE WI*
2. *Advanced manufacturing - WOW*
3. *Building and construction - MAWIB/WOW*

4. Energy- RWA
5. Green technologies - RWA
6. Healthcare and Medical Industries - MAWIB
7. Hospitality/Retail/Tourism - MAWIB/SE WI
8. Water Technologies - MAWIB
9. Logistics – SE WI

SE WI WDA (and RWA) leaders also participate in the activities of the region's Talent Dividend Initiative http://www.ceosforcities.org/td_milwaukee. The mission, goals, and strategies of this large, cross-sector collaborative initiative will impact regional workforce and economic development in the next several years:

Talent Dividend Vision: Regional per-capita income will rise and the availability of educated and skilled labor will increase to satisfy demand as a result of achieving the Talent Dividend goals.

Talent Dividend Mission: Through targeted strategies and effective collaborations, the number of degreed, certified and trained candidates available in the regional talent pool will grow to meet the current and projected workforce demands for existing and emerging businesses.

Talent Dividend Principles:

- (1) Promote regional collaboration through a common talent development vision/purpose*
- (2) Leverage and connect existing resources and networks from higher and secondary education, businesses, economic development and community based organizations to define talent requirements and develop candidates with required skills and certifications*
- (3) Develop a regional brand and process to enable students and parents to easily connect with resources, information, programs and forecasts*

Talent Dividend Goals:

- (1) Grow number of adults 25 or older with a Bachelor's Degree or higher to 29.7% by 2013*
- (2) Define strategies to minimize the talent skills gap that exists for known occupations*
- (3) Distribute talent/employment forecasts by skill and occupation to provide line of site to students and returning adults for future regional employment*
- (4) Expand and enhance purposeful internship opportunities to provide both students and employers with a meaningful employment experience*
- (5) Expand and enhance mentoring opportunities for students to investigate career pathways and life options and develop appropriate educational attainment plans*
- (6) Match prospective secondary and post-secondary talent to appropriate innovation and talent development initiatives*

Talent Dividend Strategies:

- (1) College Access – define/implement college preparedness and employment readiness tactics*

College Preparation and Employment Readiness Strategy Goals

- a) *Create an action network of business, secondary, postsecondary, workforce development, and community leaders to act as a distribution network of information/tools, i.e. Let's Go Network*

- b) *Distribute talent development and employment forecasts by skill and occupation to the entire network so that the information can be disseminated among students, parents and programs*
- c) *Identify and catalog existing college preparation and employment readiness providers/programs*
- d) *Identify gaps in existing college/career readiness tactics so that cross-sector collaborations can be implemented to identify gaps and implement solutions*
- e) *Determine common measures to track progress and generate dashboard reports for leadership*
- f) *Create a culture among youth that supports and encourages postsecondary education*
- g) *Promote strategies for career pathway learning, dual enrollment/technical certifications, internship and mentoring programs and planning for college/career readiness*

(2) Returning Adults – enable employees to return to post-secondary and certification programs

(3) Credit Transfer – through articulation agreements, increase transfer rate of college students between 2 and 4-year institutions and grow dual enrollment options for high school students

(4) College Retention – increase degree completion rates and remove barriers for future students

(5) Talent Academy – establish standards for talent recruitment and development programming

(6) Talent Research – identify programs/service providers and recommend best practices

(7) Talent Development – identify potential talent for innovation and talent development initiative.

POLICY COMPLIANCE: PART II

A. Labor Market Information

WDB's are required to contact and work with their Local Labor Market Analyst on this section of the plan. Identify the staff and their involvement in the development of this section.

The acting Labor Economist for SE WI WDA (and from the NE WI WDA), Jim Sachse, provided LMI data and analysis for use in developing the Local Plan. Other staff involved in planning and analysis included SE WI WDA Coordinator, Susan Koehn, and the three One-Stop Managers representing the three Counties in the WDA, Alice Oliver, John Milisuskas, and Marilyn Putz.

1. Provide a detailed analysis of the regional economy, the labor pool, and labor market. This analysis must include the following:
 - a. The composition of the economic base by industry.

SE WI WIA Economic Base - Employers and Employees 2011 1st Quarter					
Industry	# Employers	% Employers by Industry	# Employees	% Employees by Industry	Ratio of Employees per Employer
Construction	1,018	10.4%	4,035	2.5%	4.0
Education & Health Services	1,148	11.8%	39,472	24.9%	34.4
Financial Activities	775	7.9%	5,126	3.2%	6.6
Information	96	1.0%	989	0.6%	10.3
Leisure & Hospitality	1,151	11.8%	17,657	11.1%	15.3
Manufacturing	761	7.8%	31,463	19.8%	41.3
Natural Resources & Mining	82	0.8%	611	0.4%	7.5
Other Services	952	9.7%	4,803	3.0%	5.0
Professional & Business Services	1,303	13.3%	14,905	9.4%	11.4
Public Administration	145	1.5%	8,662	5.5%	59.7
Trade, Transportation & Utilities	2,334	23.9%	31,110	19.6%	13.3
TOTAL	9,765		158,833		16.3

In SE WI WDA, employed workers are most likely to be employed in the following industries: Education & Health Care Services (24.9%), Manufacturing (19.8%), and Trade, Transportation & Utilities (19.6%). Together, these three industries account for 64.3% of the total employment in the WDA. The top three/four industry groups for the number of employers are Trade, Transportation & Utilities (23.9%), Professional & Business Services (13.3%) and Education & Health Services tied with Leisure & Hospitality at 11.8% each. The top three industry groups with above-average numbers of employees are Public Administration, Manufacturing and Education & Health Services.

- 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 [*"the current and projected employment opportunities in the local area" Sec.118(b)(1)(B)*]

Southeast Wisconsin Workforce Development Area Industry Employment Projections, 2008-2018 (Racine, Kenosha, and Walworth counties)				
Industry Title	Employment		Change	% Change
	2008 Estimate	2018 Projection		
Total, All Nonfarm Industries	171,560	177,120	5,570	3.2%
Construction/Mining/Natural Resources	6,730	7,100	360	5.4%
Manufacturing	35,810	32,390	- 3,410	- 9.5%
Machinery Manufacturing	5,660	5,430	- 230	- 4.0%
Fabricated Metal Product Manufacturing	5,590	5,030	- 560	- 10.0%
Chemical Manufacturing	3,700	3,710	10	0.2%
Trade	27,010	26,930	- 80	- 0.3%
General Merchandise Stores	4,140	4,330	180	4.4%
Transportation and Utilities (Including US Postal)	5,890	6,140	250	4.2%
Financial Activities	5,750	5,850	90	1.6%
Education and Health Services (Including State and Local Government)	35,620	40,480	4,860	13.6%
Educational Services (Including State and Local Government)	14,560	14,750	200	1.3%
Hospitals (Including State and Local Government)	6,930	7,810	880	12.6%
Leisure and Hospitality	19,880	21,040	1,170	5.9%
Information/Prof. Services/Other Services	24,520	26,540	2,020	8.2%
Government (Excluding US Postal, State and Local Education and Hospitals)	10,350	10,650	310	2.9%

The industries projected to grow are Education & Health Services (and a subgroup Hospitals), Leisure & Hospitality, and Information/Professional and Other Services. While Manufacturing and Trade are projected to decline, both remain a focus for economic development, industry partnerships, and workforce development initiatives.

2008-2018 Industry Employment Projections (% Growth)		
Industry Group	Wisconsin	Southeast WDA
Total, All Nonfarm Industries	2.7%	3.2%
Construction/Mining/Natural Resources	5.1%	5.4%
Manufacturing	-10.3%	-9.5%
Trade	-0.3%	-0.3%
Transportation and Utilities (Including US Postal)	3.1%	4.2%
Financial Activities	2.2%	1.6%
Educational Services (Including State and Local Government)	1.3%	1.3%
Hospitals (Including State and Local Government)	12.6%	12.6%
Leisure and Hospitality	6.0%	5.9%
Information/Prof. Services/Other Services	6.9%	8.2%
Government (Excl. U.S. Postal, State and Local Education and Hospitals)	3.0%	2.9%

Industries projected to increase more than the state average are Transportation & Utilities and Information/Professional & Other Services. Manufacturing is projected to decrease but at less than the state average.

2008-2018 Occupational Employment Projections (% Growth)		
Occupational Group	Wisconsin	Southeast WDA
Total, All Occupations	2.7%	3.2%
Management	0.4%	-1.6%
Business and Financial Operations	8.5%	8.3%
Computer and Mathematical	9.8%	8.2%
Architecture and Engineering	0.5%	-1.3%
Life, Physical, and Social Science	7.1%	7.4%
Community and Social Services	11.2%	16.4%
Legal	1.1%	4.9%
Education, Training, and Library	2.9%	4.9%
Arts, Design, Entertainment, Sports, and Media	2.0%	5.1%
Healthcare Practitioners and Technical	15.1%	16.3%
Healthcare Support	19.3%	22.2%
Protective Service	5.6%	8.3%
Food Preparation and Serving Related	6.5%	6.5%
Building and Grounds Cleaning and Maintenance	0.8%	0.2%
Personal Care and Service	12.6%	23.3%
Sales and Related	-0.3%	-0.1%
Office and Administrative Support	0.6%	0.3%
Farming, Fishing, and Forestry	2.8%	0.0%
Construction and Extraction	1.2%	1.9%
Installation, Maintenance, and Repair	0.8%	1.7%
Production	-7.0%	-7.4%
Transportation and Material Moving	-2.0%	-2.0%

Occupational groups expected to decrease more than the state average are Management and Architecture & Engineering. Occupational groups projected to increase are Community & Social Services; Legal, Education, Training, & Library Arts; Design, Entertainment, Sports, & Media; Healthcare Practitioners & Technical; Healthcare Support; Protective Service and Personal Care & Service.

- c. Local industries and occupations that have a high demand for skilled workers, both today and projected over the next decade.

Combining the projections for industries and occupations to 2018, the Education & Health Care Services industry is a key industry that has a high demand for skilled workers.

- d. Skill needs for the available, and projected high demand jobs ["the job skills necessary to obtain such employment opportunities" Sec. 118(b)(1)(C)]

See LMI Attachments.

- e. Current and projected demographics of the available labor pool, including the incumbent workforce.

Highest Educational Attainment (Ages 25+)	U.S.	Wisconsin	Southeast WDA
Less than High School Graduate	15.4%	11.0%	12.7%
High School Graduate/GED	29.3%	34.3%	34.2%
Some College, no degree	20.3%	20.5%	21.6%
Associate Degree	7.4%	8.8%	8.6%
Bachelor's Degree	17.4%	17.0%	15.3%
Graduate/Professional Degree	10.1%	8.4%	7.5%
Total	100.0%	100.0%	100.0%

SE WI WDA has an educational deficit compared to the State of Wisconsin. The Less than High School Graduate is higher and the Bachelor's Degree and Graduate /Professional Degree is less. The Some College, No Degree group is more than the state average and could be a target for increasing the Associate and Bachelor's Degree groups and upgrading skill levels.

Age Distribution	U.S.	Wisconsin	Southeast WDA
0-4	6.9%	6.4%	6.6%
5-17	17.7%	17.2%	18.4%
18-24	9.9%	10.5%	10.2%
25-34	13.4%	12.3%	12.0%
35-44	14.2%	14.0%	14.7%
45-54	14.5%	15.4%	15.5%
55-64	10.8%	11.1%	10.6%
65-74	6.5%	6.6%	6.0%
75+	6.1%	6.6%	6.0%
Total	100.0%	100.0%	100.0%

The age demographics for the SE WI WDA compared to the State of Wisconsin show that the age 18-64 group is 63% of the WDA population compared to 63.3% for the State.

2000-2010 Labor Force Growth	U.S.	Wisconsin	Southeast WDA
Labor Force	7.9%	2.2%	1.2%
# Employed	1.6%	-3.0%	-5.4%
# Unemployed	160.5%	152.3%	174.4%

The SE WI WDA experienced a greater decrease in the number of employed and a greater increase in the number of unemployed from 2000 – 2010 as compared to the state.

	U.S.	Wisconsin	Southeast WDA
Labor Force Participation Rate (Ages 16-64), 2005-2009 Average	74.7%	79.9%	78.2%

The labor force participation rate of the SE WI WDA is 1.7% less than the state's rate.

Location Quotient Relative to Wisconsin by Occupational Group			
Occupational Group	U.S.	Wisconsin	Southeast WDA
Total, All Occupations	1.00	1.00	1.00
Management	1.17	1.00	0.88
Business and financial operations	1.11	1.00	0.71
Computer and mathematical science	1.26	1.00	0.52
Architecture and engineering	1.09	1.00	0.80
Life, physical, and social science	1.11	1.00	0.80
Community and social services	1.21	1.00	1.03
Legal	1.53	1.00	0.66
Education, training, and library	1.12	1.00	1.23
Arts, design, entertainment, sports, and media	1.03	1.00	0.83
Healthcare practitioner and technical	0.97	1.00	0.84
Healthcare support	0.87	1.00	1.02
Protective service	1.21	1.00	1.60
Food preparation and serving related	0.98	1.00	1.15
Building and grounds cleaning and maintenance	1.02	1.00	1.22
Personal care and service	0.95	1.00	0.93
Sales and related	1.04	1.00	1.03
Office and administrative support	1.09	1.00	0.94
Farming, fishing, and forestry	1.60	1.00	0.30
Construction and extraction	1.19	1.00	0.94
Installation, maintenance, and repair	1.03	1.00	0.90
Production	0.60	1.00	1.13
Transportation and material moving	0.89	1.00	0.98

The SE WI WDA has a 20% higher Location Quotient by Occupational group than the state for Education, Training & Library and Protective Services but a 20% or less Location Quotient for Business & Financial Operations, Computer & Mathematical Science, Legal and Farming, Fishing & Forestry. This is consistent with findings above that show Education & Health Care Services as a primary industry group and show SE WI WDA at less than the state average for Bachelor's Degree attainment.

f. Any "in migration" or "out migration" of workers that affect the regional labor pool.

In-Area Labor Force Efficiency (Primary Jobs)		
	2009	
	Count	Share
Living in the Selection Area	196,403	100.0%
Living and Employed in the Selection Area	104,375	53.1%
Living in the Selection Area but Employed Outside	92,028	46.9%

In-Area Employment Efficiency (Primary Jobs)		
	2009	
	Count	Share
Employed in the Selection Area	146,315	100.0%
Employed and Living in the Selection Area	104,375	71.3%
Employed in the Selection Area but Living Outside	41,940	28.7%

Just under one half of SE WI WDA's labor force does not work the in the WDA. Over one fourth of the jobs in SE WI WDA are filled with employees not living in the WDA. The net result is that there are not enough jobs in the WDA for its labor force with about 40,000 are needed in the WDA to even out the commute out and commute in.

Median Hourly Wage by Occupational Group, 2009	U.S.	Wisconsin	Southeast WDA
Management	\$42.95	\$39.68	\$39.24
Business and financial operations	\$28.32	\$25.38	\$25.21
Computer and mathematical science	\$35.05	\$30.28	\$29.27
Architecture and engineering	\$33.07	\$28.96	\$28.71
Life, physical, and social science	\$28.03	\$25.63	\$24.62
Community and social services	\$18.74	\$19.47	\$21.36
Legal	\$35.59	\$27.16	\$26.47
Education, training, and library	\$21.74	\$20.94	\$20.89
Arts, design, entertainment, sports, and media	\$20.41	\$17.56	\$16.78
Healthcare practitioner and technical	\$27.74	\$27.66	\$27.34
Healthcare support	\$11.89	\$12.36	\$12.53
Protective service	\$17.39	\$17.62	\$19.72
Food preparation and serving related	\$8.89	\$8.53	\$8.44
Building and grounds cleaning and maintenance	\$10.75	\$10.91	\$10.97
Personal care and service	\$9.99	\$9.86	\$9.20
Sales and related	\$11.51	\$10.85	\$9.60
Office and administrative support	\$14.62	\$14.40	\$14.31
Farming, fishing, and forestry	\$9.43	\$12.11	\$13.26
Construction and extraction	\$18.64	\$21.62	\$22.33
Installation, maintenance, and repair	\$19.04	\$19.31	\$19.39
Production	\$14.41	\$15.48	\$14.77
Transportation and material moving	\$13.46	\$13.99	\$12.93
Total, All Occupations	\$15.95	\$15.56	\$14.77

The Total, All Occupations wages for the SE WI DA are about 5% less than the state average. The Sales & Related occupational group is less than 10% of the state average. The Community & Social Services, Protective Services and Farming, Fishing & Forestry occupational groups have wages of about 10% or more in wages than the state average.

g. Current and projected regional area skill gaps.

(In Milwaukee7 Region) "Factors that are putting a stress on the talent pipeline include a retiring workforce, a talent pool with low interest in manufacturing, and a lack of basic employability skills. There are currently 5,816 open production positions in the Milwaukee Region with an unemployment rate of 8.2%. Comparatively Milwaukee County is at 9.2%, the State is at 7.3% and national unemployment is at 9.1%. The gap plays out with Manufacturers reporting they are receiving hundreds of applicants for a single position with few too many candidates emerging with the potential requisite qualifications and skills.

Manufacturers are consistent in their skills gap assessment of the current candidate pool. This list of needs identified by participants at the January 2011 Wingspread Conference organized by the Racine County Workforce Development Center is being echoed across the country:

*Lack of Basic Skills – showing up for work (on-time, everyday), etc.
Lack of Essential Skills – critical thinking, problem solving, teamwork, etc.
Lack of Basic Technical Skills – blueprint reading, measurements, computer, etc.
Lack of Advanced Technical Skills – such as advanced computer and machining skills
Lack of Experience – no prior or relevant work experience
Changing Expectations – on behalf of manufacturers, parents and the students and workforce."*

From conference report: "Fundamental Skills Required for Employment or Pursuit of a Manufacturing Career: Help Wanted: Skilled Welders and Machinists" October 26, 2011. MMAC/Milwaukee7

h. Known threats and opportunities to the local industries, employment or composition of the labor force.

Threats:

- Low educational attainment rates as compared to state. High school graduation rates comparatively low, especially in stressed urban areas.*
- The lack of transportation options in WDA restricts employment possibilities. Residents could access job opportunities outside the WDA (out-migration) if transportation options were available.*
- There have been a number of high-profile plant closings in the last 3 years, resulting in a loss (without replacement) of hundreds of high-wage, family-supporting jobs.*
- The education, skills, and work experience of job-seekers and the general population reportedly do not match employer needs/requirements, leading to a structural "skills gap."*

Opportunities:

- SE WI WDA has the opportunity to leverage an advantageous location in the middle of the Milwaukee-Chicago I-94 corridor, and the proximity to these major markets.*
- Major corporations are headquartered in the WDA and there have been several recent new business location announcements.*
- SE WI WDA can boast superior access to freshwater resources critical for business growth.*
- SE WI WDA has a concentration of post-secondary education resources, including a responsive technical college and four-year institutions such as UW-Parkside, UW-Whitewater, Aurora (George Williams), and Carthage College.*

- i. Commute patterns as they relate to critical industries to the local area.

Inflow Job Characteristics (Primary Jobs)		
	2009	
	Count	Share
Internal Jobs Filled by Outside Workers	41,940	100.0%
Workers Aged 29 or younger	12,002	28.6%
Workers Aged 30 to 54	22,669	54.1%
Workers Aged 55 or older	7,269	17.3%
Workers Earning \$1,250 per month or less	11,578	27.6%
Workers Earning \$1,251 to \$3,333 per month	14,852	35.4%
Workers Earning More than \$3,333 per month	15,510	37.0%
Workers in the "Goods Producing" Industry Class	10,009	23.9%
Workers in the "Trade, Transportation, and Utilities" Industry Class	12,139	28.9%
Workers in the "All Other Services" Industry Class	19,792	47.2%

Outflow Job Characteristics (Primary Jobs)		
	2009	
	Count	Share
External Jobs Filled by Residents	92,028	100.0%
Workers Aged 29 or younger	22,141	24.1%
Workers Aged 30 to 54	55,089	59.9%
Workers Aged 55 or older	14,798	16.1%
Workers Earning \$1,250 per month or less	18,554	20.2%
Workers Earning \$1,251 to \$3,333 per month	31,938	34.7%
Workers Earning More than \$3,333 per month	41,536	45.1%
Workers in the "Goods Producing" Industry Class	21,586	23.5%
Workers in the "Trade, Transportation, and Utilities" Industry Class	23,801	25.9%
Workers in the "All Other Services" Industry Class	46,641	50.7%

Commuting patterns show that residents who commute outside of SE WI WDA earn more in wages. 37% of residents working in the SE WI WDA earn more than \$3,333 per month, but 45% of the residents working outside of the WDA earn more than \$3,333 per month.

- j. Training programs that relate to high-demand jobs.

SE WI WDA has partnered with Gateway Technical College and local employers to develop demand-driven, short-term intensive training to meet employers' short-term and future workforce needs. Employer input has driven curriculum development for the following "Boot Camps" in SE WI WDA:

- CNC/Machine Operator
- Welding
- Industrial Machine Repair
- Logistics Technician
- Medical Receptionist
- Telecommunications Installation
- Office Assistant

A "Boot Camp" is an intensive short-term condensed training program that incorporates soft skills and technical skills in a hybrid educational format. To complement classroom and industry-specific technical training, workforce development professional staff provide participants with case management, referrals and linkages to address issues that may interfere with program completion (mentoring/coaching, child care, transportation, community supports).

Employer input is integrated throughout the program, from recruitment, selection, curriculum development, through hiring of graduates. These "Boot Camp" programs have successfully resulted in 90-95% entered employment rate with high retention and low turnover. Employer feedback is also gathered after placement to inform continuous improvement in curriculum and process.

Based on demand from Synchronist surveys and labor market data, a Boot Camp in Welding Fabrication is being developed, with implementation expected in early 2012.

2. Describe any WDA specific labor market characteristics not reported in 1.a. to j.

The SE WI is composed of two large urban Counties, Kenosha and Racine, and one largely rural County, Walworth.

The SE WI WDA is in the middle of a corridor between the two large metropolitan areas of Chicago and Milwaukee giving our labor market a strategic advantage for business development.

3. Include an analysis that was provided to the Board and any additional analysis done by staff that was the basis for the above information.

The LMI packet provided by DWD's Office of Economic Advisors is attached.

[Governor's workforce goal of having "sufficient evidence of labor demand" for priority spending on "regional sector strategy priorities"; WIA high-demand occupations for training requirement]

B. Governance

Note that WDB recertification and other governance compliance issues are in Administrative Services Compliance: Part III.

1. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public including persons with disabilities. [Sec. 117 (e)]

SE WI WDA uses the already established county processes for publishing all public notices of meetings. All public notices indicate that meeting rooms are accessible and provide information about ADA accommodations. SE WI WDA holds meetings in public buildings that are continually monitored for compliance with ADA requirements.

2. If the WDB/WIB employs staff, identify the number of staff (time percentage), general role and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provide direct WIA services. ["Staff. The local board may employ staff" Sec. 117 (d)(3)(B)(ii)]

SE WI WDA does not employ any staff at this time.

C. One-Stop System and Service Delivery

A description of the one-stop delivery system, including:

1. "A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants." [Sec. 118 (b)(2)(A); §661.350(a)(3)(i)]

SE WI WDA ensures the continuous improvement of eligible providers of service through monitoring the results of subcontractor reviews, reports and service from the three Counties in the WDA who do all of the contracts for services.

2. **Attachment B** Memorandum of Understanding (MOU) Template between the WDB and each of the one-stop partners must be used. The only alteration(s) may be specific WDB additions that tailor the document to local circumstances. The document(s) require signatures that must be current within the past three (3) months. If the WDB has all partners sign one MOU, or, if the WDB uses a standard MOU for sign-off by each partner, attach one MOU. If each partner has a different MOU, attach a copy of each MOU. [Sec.118(b)(2)(B); §662.300-662.310]

See Attachment B.

3. **Attachment C** Comprehensive and affiliated one-stop service delivery system locations and other information. Template must be used. [§662.100(c)]

See Attachment C.

4. **Attachment D** Provide a summary, and include copies, or, list hypertext links of any area's technical assistance and training materials being used to train WIA staff, other WIA partner's staff and WIA training providers. [Governor's workforce goal is to infuse "research and best practices" for improvements "to support an effective, well-coordinated programming system." DWD is requesting this information to begin assessing what is currently available as a stepping-off point to meet this goal.]

See Attachment D.

5. **Attachment E** Universal access activities, assessment and other information. Address the bullet points in Attachment E. [See reference document]

See Attachment E.

6. Briefly describe coordination of service delivery strategies with:
 - Manufacturing Skills Standards Certification;

SE WI WDA coordinates MSSC with Gateway Technical College who is the provider of MSSC training and certification. MSSC is integrated into Gateway's "Boot Camp" model for technical skills training.

- Registered Apprenticeship;

The SE WI WDA coordinates registered apprenticeship training with the States Apprenticeship staff assigned to our WDA.

- Youth Apprenticeship;

The SE WI WDA coordinates Youth Apprenticeship in partnership with the YA consortiums in local secondary school districts.

- Offender Pipeline Initiative; and,

The SE WI WDA coordinates with the Offender Pipeline Initiative with the State Department of Corrections and a contract for services.

- Continuing implementation of the National Career Readiness Certificate.

The SE WI WDA promotes the NCRC through their One-Stops that include Resource Rooms and Business Service Teams. NCRC Orientation and testing sessions are available at all the One-Stops. WDA staff partner with complementary programs like W2, FSET, Children First to encourage the completion of NCRC during their participation in those programs. One-Stops partner with K-12 institutions to provide education on the NCRC product and integrate NCRC into curriculum for school-to-work and alternative programs.

7. Briefly describe how the WDB provides or, plans to provide, any specific service strategies to best meet the needs of WIA targeted populations:

- Low-income/economically disadvantaged individuals;

All Income Maintenance programs are offered at SE WI WDA One-Stops. W-2, FSET and Children's First programs are co-located at area One-Stops to best integrate services between those programs and WIA programs.

- Individuals with multiple barriers including older workers and persons with disabilities;

The SE WI WDA has Aging and Disability Services co-located at One-Stops as well as the State Division of Vocational Rehabilitation and Title V Older Worker program, coordinating services with WIA to meet the needs of those populations.

- Youth

The SE WI WDA One-Stops coordinate with Boys and Girls Clubs and other programs through school-based and community-based youth serving organizations to provide WIA services to at-risk youth.

- Individuals training for non-traditional employment.

Information on nontraditional employment and training is provided in all the Resource Rooms and staff encourage further investigation of such opportunities during vocational assessments and counseling sessions.

8. **Attachment F** WDB policy(s) and procedures to support and coordinate with Unemployment Insurance re-employment services activities. If the WDB does not have a written policy, describe the coordination processes.

SE WI WDA does not have a written policy to describe coordination processes about coordinates RES and WIA services through the explanation of WIA services in the RES

workshops and participation of Business Services Team staff in presentations about the local economy.

9. Describe the WDB's design for WIA Title I core services. Include
 - a. How Title I core activities complement Wagner-Peyser Labor Exchange Services WIA Title II.

Title I Core Services are provided at the One-Stops in the WDA in collaboration with Wagner-Peyser Labor Exchange Services. SE WI WDA complements Wagner Peyser by having resource rooms staffed by a combination of trained One-Stop and Job Service staff, offering labor exchange and core services within the same facility.

- b. Provide a description that ensures these two sources of funds are not duplicative. If a duplication does exist, identify that activity(s) and the plan to coordinate, not supplant, funds. For example, if a WDB is offering a particular service for a fee that the public labor exchange is offering at no cost to employers.

SE WI WDA Resource Rooms use Wagner Peyser labor exchange services as a primary vehicle for job search activities and there are no plans to develop local alternative systems.

- c. Describe core services provided in addition to those specified in Sec. 134 (d)(2).

[Governor's workforce goal: "Coordinating federal and state economic and workforce development funds to target resources more effectively."]

Additional core services are not provided in SE WI WDA.

10. Describe activities to promote Job Center of Wisconsin (JCW), and address
 - a. Any participant needs for computer literacy as part of a system improvement;

SE WI WDA offers computer literacy classes for customers that are not computer literate so they can use the Internet for JCW access.

- b. How the WDB is coordinating with workforce partners, including Veteran's Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings.

The philosophy of SE WI WDA One-Stop management is to use JCW as the premier recruitment tool for talent in the region. The Business Services Teams at the One-Stops in the WDA promote the utilization of JCW to all partners, including economic development, chambers, K-16 education, and state DWD, DVR, and Veterans Services as a method used by employers for recruitment. JCW is also promoted to job-seekers in the Resource Rooms or Employment Central through the availability of computers, free Internet access, and computer literacy opportunities for those without the skills to utilize JCW effectively. Veterans' Employment and Training staff are part of Business Services Teams involved in these activities.

11. Describe the activities and referrals utilized with faith-based and community-based organizations as active partners in the one-stop delivery system for improved service delivery.

Faith-based and community organizations are partners or providers of services in SE WI WDA One-Stops, particularly in Economic Support programs located at One-Stops in the

WDA. The One-Stop system coordinates services with the faith-based community to avoid duplication and streamline services to meet the needs of area job seekers. One-Stops provide outreach services to local faith-based organizations including: workshops covering topics such as resume production, how to get and keep a job, and mock interviews. Orientation sessions are also offered on the value of the National Career Readiness Certification and how to obtain the certification. These services are offered at the faith-based organizations site during the evening and on weekends.

In Racine County, the Workforce Development Center partnered with a local faith-based organization to provide transportation services to job seekers who obtained temporary employment at Buy Seasons in the fall of 2011. The faith-based organization provided roundtrip transportation services for 10 to 15 job seekers for a period of 30 days.

In Walworth County, One-Stop staff participate actively in collaborative networks that include faith-based and other community based organizations to help meet area families' basic needs.

12. Information Technology (IT) in the One-Stop System:

- a. What systems are in place to assess and place job seekers (include all IT services owned or subscribed to)?

*OPAC - Office Proficiency Assessments and Certifications
CAPS Career Ability Survey
CDMS Career Decision Making System
ONET – Career and Ability Profiler
ACT – Applied Math, Locating Information and Reading Information
AcuVision Workforce Readiness System – soft skills assessment
Mavis Beacon Keyboarding
State Typing Test*

- b. What systems are used for employer management (include all IT services owned or subscribed to)?

Constant Contact

The Regional Business Services Team is in the process of planning and implementing a new employer management system called SageCRM.

- c. What systems are used to track participant services (include all IT services owned or subscribed to)?

*ASSET
CARES
MS Excel to track participant services.*

- d. How are local IT systems coordinated with JCW, ASSET and other federally or state provided systems?

Coordination of local IT systems with JCW, ASSET and other federally or state provided systems occurs in data merging for management evaluation and monitoring purposes. The local and state systems are exclusive of each other.

- e. What other system(s) is the WDB utilizing and for what purpose(s)?

The WDA and One-Stops make use of social media such as Facebook and LinkedIn to promote information about services. The locally developed Resume Matrix provides a vehicle for sourcing talent that is especially useful for small businesses in their recruitment efforts.

- f. What is the assessment process to determine the IT needs?

The assessment process in SE WI WDA involves evaluating:

- a. The need for timely and accurate information*
- b. Use of systems by staff, employers and job seekers*
- c. Ability to get information to employers and job seekers*
- d. Cost*

One-Stop managers:

- Identify needs*
- Research products to address the unmet need*
- Determine if products are compatible with existing programs.*
- Determine current and future expenses.*
- Select product to address the unmet need.*

D. Adult Service Delivery

1. Identify the anticipated percentage of the total Adult and Dislocated Worker formula funds for the three-tier service levels:
 - **Core 35%**
 - **Intensive 30%**
 - **Training 35%**
 -
2. How will special response funds be used to provide core, intensive and training services?

Special response funds will be used to supplement the existing core and intensive services offered in the centers by supporting additional staff, expanding service offerings and/or hours of operation to accommodate the additional need. The funds will also be used to offer new core or intensive services that might be required for a specific industry that the special response funds are responding to. On premise services like resume and interview workshops may also be offered when possible at the employer site with these funds.

3. Within the total formula funds for training only, identify the anticipated percentage of training formula funds earmarked for Individual Training Account (ITA), On-the-Job Training (OJT), Customized Training and other training contracts for specialized training [§663.430]

Within the formula funds for training it is anticipated that 95% will be used for ITA's and 5% will be used for OJT's. At this time 0% of the funds are earmarked for customized training or training contracts for specialized training, the WDA practice is to seek out additional funding sources for such training, but if the need arise funds would be diverted from the ITA funds for these purposes.

4. List the U.S. Department of Labor-approved State waiver(s) that the WDB anticipates using, and the method of evaluating the effectiveness of the waiver(s).
[Governor's workforce goal: "to explore options such as federal waivers that support innovative solutions."]

The following waivers may be used:

- *Reducing the 50% employer match with a sliding scale for customized training is included in discussions with employers.*
- *The WDA reserves the right to request the transfer of up to 50% funds between and Adult and Dislocated Worker funding streams.*
- *The use of up to 10% Adult and Dislocated Worker funds for incumbent worker training as a part of lay-off aversion strategy may be considered if the need arises.*

5. Provide "a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area" [Sec. 118 (b)(2)(B)(4)] and "including a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITA's, if any, are justified under WIA section 134(d)(4)(G)(ii)." [§ 661.350(a)(5)] [Further detail to address in 15.h.]

All One-Stops within SE WI WDA offer core, intensive and training 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 and self-directed computer based tutoring. All centers offer job information, resume resources and assistance, job search tools, training and education information and guidance, access to phones and computers, fax machines and personal specialized staff assistance. Services extend to computer training on various software programs, bi-lingual staff and specialized services for specific populations. Intensive services are also provided through all one stop centers within the region. These services include specialized assessment, employment

planning, counseling, career planning, case management, career vocational services, and retention and follow-up. All of these service offerings are evaluated regularly for effectiveness and quality and whether they meet the current needs of the job seeker and the employer community. New services are designed and added as needs are identified.

Requests for ITAs begin with the case manager who is working directly with the WIA customer. At the point that a state-approved training has been identified, the customer seeking WIA funding must apply for all other appropriate financial assistance and, if awarded, apply grants, scholarships, and other non-loan awards to be used in coordination with WIA funds. Financial awards of this type shall be applied toward the total cost of the training before WIA funds are applied. All related training costs that are needed to complete a training program successfully including tuition, required books and supplies are covered. An ITA will fund one semester or component at a time for training. Customers enrolled in training programs that extend beyond one semester will be given priority access to continued training and future funding as WIA funds are available. Proof of passing grades, per funding period are required, as a condition for future funding. One-Stop managers approve all ITA's. The WDA does not use any approved exceptions for the use of ITA's, except for the use of training funds for certifications or education courses that are less than 1 or 2 semesters to complete and are not a part of a degree program.

6. Methods for ensuring that WIA coordinates enrollments with the Trade Adjustment Assistance Program (TAA):
 - a. Describe the methods and procedures used to coordinate service delivery with the TAA Program. Address the following points:
 1. Identification and referral of participants between the programs;
 2. Customer flow and the role of each program in providing assessment, employability plan development, case management, placement services, training and follow-up;
 3. Transition of participants between the programs and program funding; and,
 4. How duplication of services and inappropriate charging of costs is avoided.

Coordination with TAA is accomplished through the case managers of each of the programs. When appropriate customers are enrolled in WIA services while a TAA petition is pending. WIA case managers are informed of approved and pending TAA applications and referrals between the programs are made directly by those staff members. Each program completes the appropriate assessment and EP development and share case management, training, placement and follow up as appropriate. Transition between programs can be seamless to the customer as the case managers for each program are in the one stops and can meet jointly with the customer as needed. Duplication of services and inappropriate charging of costs is avoided due to the close communication of the case managers.

- b. **Attachment G** Any local guidance or policy that has been issued relating to TAA.

There is no written local guidance or policy relating to TAA, all of the on-stops are mature organizations with long standing experience in the coordination of WIA and TAA.

6. **Attachment H** for the WDB's written policies and procedures for Rapid Response. If the WDB does not have a policy or the criteria outlined below are not addressed in the local policy, address the following here:

There are no written policies or procedures for Rapid Response.

- a. Describe the process involved in carrying out *local* rapid response services, addressing the following:

1. Whether the WDB directly provides rapid response services or utilizes a third party provider and whether one individual is the designated rapid response coordinator or if multiple individuals share that responsibility. List the name(s) of the local Rapid Response Coordinator(s) and their contact information;

Local Rapid Response is provided directly by each of the One Stop Operators, they coordinate responses across the WDA. The designated coordinators are:

*Kenosha County Job Center: John A. Milisauskas
John.Milisauskas@kenoshacounty.org 262-697-4586*

*Racine Workforce Development Center: Mark Mundl
Mark.Mundl@goRacine.org 262-638-6621*

*Walworth County Job Center: Marilyn Putz
mputz@dwfs.us 262-741-5274*

2. The criteria that generally must be satisfied for local rapid response to occur (e.g., minimum number affected, new dislocation event v. recurring layoffs at same employer, etc.);

Some response is given for each event that comes to the attention of the One Stops. A phone or in-person meeting is always held with the employer and a minimum of at least a distribution of one-stop materials is arranged, but whenever possible and feasible an on-site orientation is arranged.

3. The efforts made to ensure rapid response services are provided prior to layoff date, onsite at the company, and on paid time, whenever possible;

The workforce system works closely with local economic development staff and organized labor and other community organizations to stay current with lay off situations. A contact with a company with a potential or known lay off is attempted within 24 hours of notice of a lay-off, and requests to provide the response onsite, prior to layoff and on paid time is always the request that is made. The orientations are offered on the company shifts, within their works schedule to accommodate this.

4. The services that are provided as part of local rapid response and the factors that are considered when deciding the level of services to provide;

A small lay off of less than 10 and/or a long protracted timeframe for a small number of layoffs may involve a distribution of a folder of materials highlighting one stops services and local community support services that they may want to take advantage of, the completion of the Rapid Response Survey is also encouraged. For anything larger than 10, onsite orientations conducted by one stop partners going through the materials and the completion of the Rapid Response Survey is encouraged. Workshops on resume writing, job search and interviewing may also be arranged on site in these instances.

5. The local partners that are involved as part of local rapid response; and

The local partners that may be involved are:

- *DW Case Managers*
- *AFL-CIO*
- *One Stop Managers*
- *United Way*
- *Gateway Technical College*
- *Financial Services Representative*
- *Job Service*
- *One Stop Workshop Staff*
- *Bi-lingual and sign language interpreter services*
- *State of Wisconsin Unemployment Insurance*
- *Veterans Staff*
- *CUSO*

6. How local rapid response coordinates services with TAA in instances where there is a current TAA certification.

If there is an instance where there is a current TAA certification, TAA case managers would be involved in the rapid response planning and a joint decision would be made on what level of rapid response services to offer.

- b. Describe how the WDB coordinates with the State for dislocations involving state rapid response.

The WDA coordinator and/or the One-Stop Rapid Response Coordinators respond to the State when the notice generates from the state to coordinate the local Rapid Response. If the information of a larger lay off or closing generates from the local area, local staff will inform the state. If an employer meeting is set up, local and state staff attend the meetings. The local staff coordinate with the state and the employer to set up the orientation sessions for the affected employees and jointly conduct the sessions or do them independently if staff are not available.

- c. Describe how the WDB ensures a seamless transition between rapid response (state and local) and One-Stop activities for the affected workers.

Since there is a variety of information that is presented to the affected employees and local staff take great care to describe where or how they access the services that are being shared. Time is always set aside for questions and since a team of local one stop staff always participate in the orientations there is the opportunity for individual questions as well. Using this team approach of state and local staff alleviates any transition problems.

- d. Describe the manner in which the WDB tracks dislocation events and its activities.
["A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate" Sec. 118 (b)(2)(B)(5)]

Each One-Stop tracks the dislocation events and activities, information flows between the coordinators as they cooperatively run some events and as customers from various events are served at all the WDA One-Stops.

8. Provide "a description of the criteria to be used by the Governor and the Local Board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited,

and the process by which any priority will be applied by the One-Stop operator" [§661.350 (a)(11)] Include how the WDB is involved in this process of determining limited funds, and the process that the WDB directs its OSO(s) to give priority to veterans and veterans' spouses, low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.

The One-Stop system within SE WI WDA 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. Determination of limited funds for WIA is done in consultation with the board and the One-Stop Operator(s) or OSOs, using projections of training funding obligations. Priority for training services are determined by the SE WI WDA and carried out through SE WI WDA adopted policy by the OSO. When aggregate customer needs of all funded programs in the one stop appear to exceed the capacity of the existing One-Stop system, the overall design and staffing of the center is adjusted. As a result, service provision decisions are not generally made only based upon the customer's target group status, specific to Title I of the Workforce Investment Act.

- a. **Attachment I** for the WDB policy on the "priority of service" due to limited funding as approved by the WDB [§663.600] If this is not in the "priority of service" policy, also attach the WDB policy if income is used as a basis for serving adults, or, indicate that the WDB does not use this criteria.

See Attachment I.

- b. **Attachment J** for WDB's policy on serving eligible veterans and spouses first to meet the Jobs for Veterans Act. [Administrator's Memo 10-2]

See Attachment J

- c. **Attachment K** for any additional policies for determining eligibility for other services beyond core services.

See Attachment K – only one of the WDA's One-Stops has a policy for eligibility beyond core services.

9. Provide the WDB's definition of "unlikely to return to previous industry or occupation" when required for eligibility for dislocated worker services. [Sec. 101(9)]

SE WI WDA does not require unlikely to return to previous industry or occupation as an eligibility determiner.

10. Describe the process and system used for collecting and maintaining equal opportunity information on "every individual who is interested in being considered for WIA title I financially assisted aid..." [§663.105(c)]

Equal opportunity information on all individuals is collected on the WIA application, if enrolled the information is entered in the ASSET system. All applications are maintained and accessible if needed for future use.

11. Describe the processes the WDB will use to maximize competition in the selection of service providers for core and intensive services.

Service providers for core and intensive services are selected separately at each One-Stop within the region to maximize competition at the local level. To maximize services and participant opportunities, all of the One-Stop centers are integrated centers with multiple funding streams. Core and intensive services are designed across these programs and funding streams. Some service components are competitively procured and others are determined through partner arrangement. On a limited basis, core and/or intensive services are arranged on a sole source basis.

12. Describe any changes in service delivery from the previous Local Plan in response to "the financing available" and the "need to revise strategies to meet performance goals." [§661.355]

In response to the financing available, some services in the 2 urban counties have been consolidated to their large centers and SE WI WDA has activated the statewide Workforce video conferencing system for increased access to participant workshops.

To increase the opportunity to meet the Literacy and Numeracy Gain Performance Standard for youth, additional youth providers with expertise in servicing out of school youth were sought out and all youth providers were given training in strategies for program design and case management to enhance the opportunities for youth to successfully meet that standard.

13. Attach the following policies listed below. If the policy does not include the issues identified below, address those issues in narrative form in the attachment for each policy:

- a. **Attachment L** WDB policy on the definition of Self-Sufficiency that (1) may include criteria such as family size, definition of "dependent" or lack of health care insurance; (2) describe how it is applied to dislocated workers ["Self-sufficiency for a dislocated worker may be defined in relation to a percentage of the layoff wage."]; and, (3) how the "special needs of individuals with disabilities or other barriers to employment should be taken into account when setting criteria to determine self-sufficiency." [§ 663.230]

See Attachment L.

- b. **Attachment M** WDB policy on Supportive Services that includes what supportive services may be provided; when they may be provided; and, limits on the amount and duration. [§ 663.800 - 663.810]

See Attachment M.

- c. **Attachment N** WDB policy on Follow-up Services [§ 662.240(b)(11)]

See Attachment N.

- d. **Attachment O** WDB policy on Needs Related Payments policy, or, indicate that the WDB does not use this WIA provision [§ 663.815 - 663.840]

See Attachment O.

- d. **Attachment P** WDB policy related to: "Any local area may enter into an agreement with another local area (including a local area that is a city or county within the same labor market) to pay or share the cost of educating, training, or placing individuals participating in programs assisted under this title, including the provision of supportive services. Such agreement shall be approved by each local board providing guidance to the local area and shall be described in the local plan under section 118." [Sec. 195(3)(A-B)]

See Attachment P.

Intensive Services

14. Address the following: "Identification of eligible providers of intensive services. If the one-stop operator does not provide intensive services in a local area, the local board shall identify eligible providers of intensive services described in section 134(d)(3) in the local area by awarding contracts" [Sec. 117 (d)(2)(D)]

Service providers for eligible intensive services are selected separately at each One-Stop within the region. To maximize services and participant opportunities, all of the One-Stop centers are integrated centers with multiple funding streams. Intensive services are designed across these programs and funding streams. Some service components are competitively procured, others are determined through partner arrangement and in one of the One-Stops, the One-Stop operator provides some of the intensive services.

Training Services

15. In relation to adult training services:
- a. Indicate how participants are made aware of training for "occupations in demand in the workforce area" and identify the sources for that information.

Participants are given relevant labor market information in several settings. Paper handouts are shared during their meetings with case managers. Participants are given instruction on how to access state and DOL LMI in the vocational assessment workshop that they attend. They are encouraged to review the follow-up placement study completed for a training program they are considering and may also be encouraged to do informational interviews in the occupation they are considering.

In demand or growth occupations were determine by taking the available State occupational projections for the three County SE WI WDAs and eliminating the occupations whose occupational projections are:

- *less than 7% growth (the average is 7.8%)*
- *doctoral or professional degree such as doctor or lawyer*
- *projected less than 5 job vacancies per year*
- *paid less than \$7.75/hr (the projections started in 2006)*
- *typically result in self-employment or less than full-time employment*

- b. Provide a "description of the competitive process to be used to award the grants and contracts in the local area for activities carried out under this subtitle." If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services including the process to be used to procure training services that are made as exceptions to the Individual Training Account process [Sec. 118 (b)(2)(B)(9), § 661.350 (a)(10)]

SE WI WDA does not use a competitive process to procure training, only ITAs are used.

- c. **Attachment Q** WDB policy(s) for determining eligibility for training services.

See Attachment Q.

- d. Provide a list of training services that the WDB intends to offer, including services that are not specifically listed in WIA. [*Identification of eligible providers of training services. Consistent with section 122, the local board shall identify eligible providers of training services described in section 134(d)(4)". Sec.117 (d)(2)(C)*]

SE WI WDA only uses training services from providers on the Statewide Training Provider List.

- e. **Attachment R** WDBs ITA policy, and other policies that indicates any limits on duration and amounts of ITAs, and policies/documents required of participants to demonstrate a "need for training."

See Attachment R.

- f. **Attachment S** WDB policy(s) and procedures for adding, removing, and monitoring training providers on the ITA List.

SE WI WDA does not have a policy for adding, removing and monitoring providers on the ITA list. The board reviews each application and independently determines whether to approve it for the list.

- g. **Attachment T** WDB's OJT and Customized Training policy(s).

See Attachment T.

- h. Describe the WDB's intent to use exceptions instead of, or in conjunction with, the ITA system (e.g. OJT, Customized Training, Apprenticeships, or for "hard-to-serve" individuals). If the WDB intends to serve special participant populations that face multiple barriers to employment that is allowable outside of the ITA system, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other organizations that serve these populations. [*§663.430(3)*]

At this time the WDB does not intend to use exceptions to the ITA system.

- i. Describe the (1) specific process and/or method used by which WIA training funds are coordinated with other sources of funding for training and, (2) process by which WIA funds are utilized if other sources of funding are pending approval, and how those WIA funds are accounted for when other sources of funding are approved/disapproved. [*§663.320*]

Case managers within each one stop coordinate services, including the use of funding for training and support services, by coordinating case management. This is accomplished through intensive initial intake to identify other program participation or eligibility, by referring customers to other programs that can assist them in their goals, intensive case management throughout their program participation and establishing a relationship with case managers or counselors in those other programs they are involved with.

If other sources of funds are pending approval, initial authorization may be given by WIA with the written understanding that if the other funds become available that they will be used before the WIA program is charged. We have very good working relationships with most of the area training providers that allows this process to work, so that we only get invoiced for what WIA is actually responsible for.

- j. Provide a description of any WDB program-specific performance information that is used to determine the successful delivery of services by training providers and the validation of eligible training providers.

For some of the WDB area specific programs like the Boot Camps (CNC and others) customers are tracked after training completion into employment. The success of the training is measured by the number entering employment and the time taken to enter employment. For most of the other training programs, entry into employment and success in staying employed are the main measures used to gauge a successful program.

E. Youth Program

1. Describe the WDB strategies to promote collaboration between the local workforce development systems, education, juvenile justice, and others, to focus services on youth including youth in foster care, aging out of foster care, youth offenders, youth with disabilities, children of incarcerated parents, and migrant and seasonal farm worker youth.

Youth services are designed based upon local needs as determined by local workforce board and youth council. Services within one local area are very closely linked to Foster Care services and adjudicated youth services. Within another area of the region, a special program has been designed to serve homeless youth. Finally, the rural area of the region provides services through close coordination with alternative education services within each of the local school districts. The target population is disabled youth. A hallmark of each counties summer employment and training program is a strong partnership between private businesses, community based organizations and non-profits. These programs help young adults find pathways to employment or post secondary education.

2. Provide "a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities" [Sec. 118 (b)(6); §661.350(a)(7)]

The following activities are available within the region to ensure area students are career and/or work ready: mentoring, job search assistance, youth apprenticeship, workshops, job fairs, college tours, supported NCRC study groups, career exploration assessments and activities and safety certificates. The WDA offers summer employment opportunities for area youth. During the summer employment program youth obtain a safety certification, national career readiness certification and a work reference. In one region youth earned .5 high school credits for successful participation in the summer employment and training program.

The successful providers in the region include: Kaiser Group, Racine County Workforce Development Center and the Boys and Girls Club of Kenosha County. Each vendor's services are assessed on an annual basis to ensure program outcomes are reached and adjustments are made to address program deficiencies and program successes are shared throughout the region to allow counties to duplicate successful programming.

3. Describe the connection between the WDB WIA program and the Job Center service delivery system and JCW for serving youth, and include the types of referrals made for youth not eligible for WIA services.

Youth services within the region are delivered at locations either affiliated or directly within the area's one stop centers. Offsite provider's link youth to the centers through workshops, tours, orientations, and youth oriented activities. One center within the region houses a career discovery center which provides services to youth onsite as well as within middle and high schools throughout the district. Youth are introduced to JCW as a tool to: 1) Search for a job; 2) Access career planning tools; 3) Develop a resume; and 4) obtain labor market data, including employer information.

Through on-site visits, print media, literature and access to the center's websites, youth who are not eligible for WIA services are able to access information on workshops, jobs, training opportunities, and other services offered at the centers. Referrals are also made to community based organizations and other youth providers to meet the youth's needs.

4. Out-of- school youth:

- a. Describe the WDB's recruitment strategies to expand and promote services;

Efforts to recruit out-of-school youth include outreach to youth offenders through juvenile and probation and parole staff, local community based organizations, local training institutions, and outreach to DVR counselors. Referral processes are in place with local human services departments for youth in foster care and secondary schools refer dropouts to the program.

- b. Describe the WDB's retention strategies for youth in training/education programs and employment;

Retention discussions are part of both informal discussions and formal presentations in workshop settings. Once placed in a job or advanced training case managers continue to monitor and work with youth to solve problems that may arise. Regular follow-up communication and access to services is conducted with the youth for up to one year.

- c. List workforce partners and other entities that are actively engaged with the WDB's to retain and assist youth in training/education programs and employment. Describe their role.

Kenosha Boys and Girls Club – This provider provides area youth with a comprehensive menu of services to meet their workforce and training needs including but not limited to: recruitment, case management, mentoring, tutoring, career exploration, college tours, assessments, work experience, etc.

Alternative High School – This partner provides enrolled youth with an alternative means of obtaining their high school diploma.

DVR – This partner provides tutors to eligible youth, job coaches for co-enrolled youth and training resources.

Kaiser – This provider provides area with a comprehensive menu of services to meet their workforce and training needs, including, but not limited to, recruitment, case management, mentoring, tutoring, career exploration, college tours, assessments, work experience, etc.

Kenosha Human Development Services – This provider provides services to homeless youth to stabilize their mental health prior to referring the participant to the Boys and Girls Club.

Professional Services Group – This agency provides area youth with a comprehensive menu of services to meet their workforce and training needs including but not limited to: recruitment, case management, mentoring, tutoring, career exploration, college tours, assessments, and work experience, etc.

Lakeside Curative Services, Inc. – This agency's mission is to provide integrated and supported employment services for citizens with a disability. The agency provides WIA youth with a comprehensive menu of services to meet their employment needs including: vocational assessments, work adjustment training and case management services.

Racine County Workforce Development Center – This provider offers career exploration services and assessments including the National Career Readiness Certification to area youth. Services are offered within the school system and at the WDC. This agency is also the lead partner in developing and launching the summer youth employment and training program in partnership with K-16 partners, United Way of Racine County, UW Extension and public and private host sites.

5. **Attachment U** Attach the policy or describe how the WDB will make available each of the ten program elements to youth participants. [Sec. 129(c)(2)(A-J); §664.410(a)(1-10)]

See Attachment U.

- a. *Tutoring, study skills training, and instruction leading to secondary school completion: Workshops and technical college offerings are provided at the Centers or the partner locations.*
- b. *Alternative Secondary school offerings: When youth are in alternative secondary schools, case managers work closely with the school personnel to coordinate services.*
- c. *Summer employment opportunities: Paid work experience offers youth the opportunity to develop all work-related youth competencies. Youth are placed in a non-profit, government or for profit worksite throughout the region. Wages are paid with WIA resources or with resources from the worksite and the youth are monitored by the host site, school personnel and a WIA case manager throughout their work experience which generally occurs during the summer months. Innovative programming for calendar year 2012 includes actively recruiting for profit organizations to sponsor youth and serve as worksites. Selected worksites are required to provide supervision and support to the youth in acquiring workplace skills and competencies. Workplace competencies include: communication, adaptability, personal management, team building, and responsibility. The Summer Employment and Training Programs throughout the region are a partnership with one or more of the following organizations: United Way, Boys and Girls Club, Opportunities Industrialization Center, Technical College, local School Districts and others.*
- d. *Paid and unpaid work experiences: The work experience program can be a paid or unpaid opportunity. Youth learn the following skills when placed in an occupational work experience: workplace behaviors, socialization skills, and they develop leadership skills.*
- e. *Occupational skill training: Scholarships are available to eligible WIA youth participants for long and short term training which provide specific occupational skills required to pursue in-demand occupations.*
- f. *Leadership development opportunities: Leadership development opportunities occur during work experience, internships, and adult mentoring.*
- g. *Supportive services: supportive services are provided to participants to enable them to engage in program activities which support the other 9 program elements or common measure outcomes. This is usually provided as childcare assistance or transportation assistance.*
- h. *Adult Mentoring: During work experiences or limited internships, development workplace skills is often accomplished by pairing of a youth with a skilled or experienced adult who has strong work ethics and integrity.*
- i. *Follow-up services: Examples of follow-up services include: adult mentoring, assistance in securing better paying jobs, career development and further education, contact with the participant's employer, or other placement activities, leadership development opportunities, tracking progress in employment after training, work-related peer support groups and referral to supportive services.*

j. *Comprehensive guidance and counseling: WIA youth participants receive one-on-one career counseling and guidance. As counseling needs are identified beyond issues related to careers, referrals are made to appropriate counselors for mental health, behavioral health, or addiction issues.*

6. As part of the youth eligibility definition (in addition to being the age 14 through 21, and is a low income individual as defined by WIA), WIA provides one or more categories that must be met. Of the six categories, the sixth criterion is left to the WDB to define. Provide the WDB's definition for the youth eligibility category: "Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or secure and hold employment." [Sec. 101(13)(C)(vi); §664.200(c)(6)]

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

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

7. Up to 5% of youth participants served by youth programs may be individuals who do not meet the income criterion for eligible youth. WIA provides eight categories of which one or more must be met. One of those eight categories is: "Face serious barriers to employment." Provide the WDB's definition of "face serious barriers to employment" in this 5% youth context. [129(c)(5)(H); §664.220(h)]

SE WI WDA's definition is the same as the federal definition.

8. **Attachment V** List of youth providers for required State list.

- *Kaiser Group*
- *Kenosha Boys and Girls Club*
- *Professional Services Group*
- *Lakeside Curative*
- *Racine County Workforce Development Center*
- *UW Parkside*
- *Kenosha Human Development Services*
- *Goodwill Industries*

a. Describe the WDB's request-for-proposal process to be used in awarding contracts for youth services including the frequency of issuance, review criteria, and who reviews the proposals. "the local board shall identify eligible providers of youth activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council." [Sec.117(d)(2)(B)]

Youth providers are selected through a procurement process that ranks proposals on a point system based upon demonstrated effectiveness and past performance. Contracts are released for competitive bid every three years or in compliance with local procurement policies and local program review and rating policies. Proposals are reviewed by center management, and a minimum of two other reviewers – one stop staff, youth council member, contract compliance officer, and/or WDB board member.

After all proposals are reviewed and ranked the information is shared with the youth council.

- b. How does the WDB measure the success of youth service providers?

Providers are monitored against mandated performance standards and contracts are modified or terminated when services are not effective.

9. **Attachment W** List of Youth Council members, their titles, and the organizations they represent.

See Attachment W.

Provide a description of the solicitation and selection processes used to garner nominees from the required membership categories. [Sec. 117(h)(2)(A)(i-vi); §661.335(b)(1-6)]

Potential nominees for Youth Council membership are garnered through recommendations from the local workforce development boards, Youth Council members and One-Stop management. A nominee is selected for membership with the agreement of the Workforce Development Board and Youth Council Chairs and affirmed by the LEO.

- a. Describe the actual process for the Youth Council's oversight with respect to eligible providers of youth services and their role in provider selection and oversight. [Sec. 117(h)(4)(B)(i-ii); §661.340(c-d)]

The Youth Council reviews the recommendations of the reviewers who rate and rank all proposals received in response to Request for Proposals (RFPs) issued for Youth Services.

- b. Describe how the Youth Council coordinates youth activities. [Sec. 117(h)(4)(C); 661.340(a)]

The Youth Council in partnership with youth providers coordinates services to avoid duplication and streamline services. The youth council in partnership with one-stop staff and youth providers throughout the region assist in the design, development and implementation of summer youth employment programming. In calendar year 2010, this coordinated effort resulted in school age participants earning .5 high school credits for successfully completing one of the summer employment programs in the region.

All youth providers offer college tours throughout the year. The Youth Council has been charged with coordinating college tours with local and regional youth partners to leverage resources and reduce expenses.

- c. Provide a list of the Youth Council's top three priorities/goals for improved services to youth.

1) Implement a meaningful Summer Youth Employment and Training Program

2) The Youth Council will partner with local school districts to encourage area youth to complete the NCRC.

3) Prepare program participants for post secondary education or employment.

- d. Describe the process the WDB used to meet the duties of the Youth Council in “developing the portions of the local plan related to eligible youth, as determined by the chairperson of the local board.” [§661.340(b)]

The Youth Council was presented the plan goals and will be specifically sought out for comment on the draft plan.

F. Performance and Accountability

In addition to demonstration of ability to meet to the Federal requirements, local plans must include any locally developed performance standards and assessment methods.

1. List the WDB's negotiated levels of performance for each common measure:
 - Adult and Dislocated Worker (DW) Entered Employment
Adult at 78% and Dislocated Worker at 90%
 - Adult and DW Employment Retention
Adult at 86% and Dislocated Worker at 93%
 - Adult and DW Average Earnings
Adult at \$9,800 and Dislocated Worker at \$14,985
 - Youth Placement in Employment or Education
Youth at 72%
 - Youth Attainment of a Degree or Certificate
Youth at 73%
 - Youth Literacy and Numeracy Gains
Youth at 30%
2. **Attachment X** Complete the Performance Improvement Plan Self-Assessment Survey if the WDB has failed for the first year in any performance measure goal(s) for PY 10. Template must be used. [§666.420(a)]

See Attachment X.

- a. What actions has the WDB taken with its youth service providers to identify service delivery weaknesses?
- b. What changes has the WDB made to policy, service delivery, providers, engagement of partners, etc. to ensure improved program performance?

3. **Attachment Y** Complete the Corrective Action Plan if the WDB has failed two consecutive program years for any performance measure goal(s) for PY 09 and 10. Template must be used. [§666.420(b)]

See Attachment Y.

4. Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures.

Performance data is monitored monthly by local managers, to identify emerging trends that could indicate failure to meet performance standards. WDA One-Stop Managers meet monthly to review best practices and continuous improvement. Where issues arise, the need for staff training is assessed and training is directed toward developing appropriate training plans and support mechanisms to ensure that WIA participants meet their training

and employment goals. Issues that are identified as ASSET input issues are responded to with ASSET training and increased monitoring until such issues are resolved.

5. Provide a detailed description of how the quarterly WIASRD and DRVS performance reports are processed locally to include: how failures are investigated, corrective action steps, follow-up monitoring and correction validation.

When the quarterly reports are received, the data extract is exported into an access data base that shows the breakdown of participants in the numerator and denominator. This is displayed by office and case manager. For any failures, the report is sent to each case manager for possible corrections. If the error was a result of incorrect data entry in ASSET, a staff request is submitted to the local ASSET User Group Representative. Corrections that can be done locally are completed, if DET action is required, the approved staff request is sent to DET for determination. Error reports from DET are reviewed and the ASSET User Group Representative works with the case managers to make any possible corrections or ASSET input before the quarterly report is rerun.

6. If the WDB has developed performance standards in addition to those required by WIA, what criteria were used to develop these local area performance standards? Describe how these standards will be evaluated, and corrective actions that will be taken if the performance falls short of expectations.

SE WI WDA has not developed performance standards in addition to those required by WIA.

Plan Review, Public Comment and Documentation

Attachment Z

The final Plan must be submitted to DWD with:

- (a) all comments on the Plan;
 - (b) any changes to the Plan based on all public input;
 - (c) a copy of the published notice for the 30-day review; and,
 - (d) a description used by the local board for public comment and key workforce partners including local elected officials, representative of business, labor and economic development, One-Stop partners and other stakeholders.
- [§661.345]

ABSTRACT
One-Page Highlight for the Council on Workforce Investment

What are the WDB's three top strategies for meeting the overarching workforce priorities (irrespective of set-aside funding)?

1. *SE WI WDA will focus on introducing youth to different careers as early as middle school, including technical careers requiring a certificate, apprenticeships, technical degree, and beyond. The WDA will build upon successful, innovative summer youth employment initiatives to implement year-round educational and work-focused programming that connects youth to real-world jobs, provides high school credit, and results in attainment of high school diploma and direct employment.*
2. *The WDA will address identified skills gaps and training issues, especially in manufacturing and health care clinical experiences, to meet the needs of the area's largest employment sectors (now and projected for continued growth).*
3. *The WDA will gain access to timely and relevant labor market data to aid in planning, prioritizing training dollars, and aligning training programs with real-time employer needs.*

Describe any unique activities, partnerships, etcetera that will advance the Governor's priorities?

1. *"Boot Camp" training model, designed in partnership with Gateway Technical College.*
2. *Local Summer Youth Employment Programs focused on high-risk and/or disabled youth, that include high school credit.*
3. *Existing partnerships and longstanding collaboration between WIA staff, high schools, post-secondary institutions. NCRC, Tech Prep, expanding youth apprenticeships.*

List the targeted evidence-based high-demand industry sectors in the workforce development area (and regional sectors, if applicable), and how you plan to identify and respond to new industry sectors.

- *Advanced Manufacturing, including sub-targets such as food processing, medical equipment, and fresh-water related manufacturing*
- *Healthcare*
- *Retail, Hospitality and Tourism*
- *Agriculture/Food & Consumer Products*

Targeted high-demand industry sectors have been identified using LMI projections provided by our DWD labor market economist as well as ongoing surveys of local employers and anecdotal information that comes from focus groups and regular meetings with employer groups, chambers, business alliances, and economic development partners. LMI projections do not necessarily identify Transportation/Logistics as a sector with growing employment opportunities in the region, however economic development partners and local business alliances see real opportunities to leverage the WDA's naturally advantageous location in the Milwaukee-Chicago I-94 corridor and drive growth in this sector.

SE WI WDA managers and Business Services Teams work closely with local and regional economic development groups to source and analyze the latest employer and employment-related data to ensure that local programs are targeted toward areas with the most industry demand. Regional use of the Synchronist information platform allows employer survey data to be shared and analyzed by multiple workforce and economic development stakeholders, allowing for decision-making based upon real-time information and the early identification of labor market trends or emerging sectors poised for job growth in the area.

ADMINISTRATIVE SERVICES COMPLIANCE: PART III

A. Templates in the Reference Document must be used. The only alteration(s) may be specific additions that tailor the document to local circumstances.

Documents that require signatures must have current signatories within the past three (3) months.

1. **Attachment AA** Assurance Letter and Signatures

See Attachment AA.

2. **Attachment BB** Chief Local Elected Official Agreement /LEO Consortium Agreement and Signatures *"In general, the chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability" [Sec. 117 (d)(3)]*

See Attachment BB.

3. Identify the Fiscal Agent and Entity for Disbursal of Grant Funds
"An identification of the entity responsible for the disbursal of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor." [Sec. 118 (b)(2)(B)(8)] "An identification of the fiscal agent, or entity responsible for the disbursal of grant funds." [§ 661.350 (a)(9)]

At this time, the fiscal agent for SE WI WDA is the Kenosha County Department of Human Services.

4. Describe the OSO designation process. Indicate whether a competitive or non-competitive process was or will be used to select the OSO(s). If there are multiple operators and/or consortia, be specific as to what each agency's role is and which Job Centers are involved with each.

The OSO designation process was non-competitive and designated in the LEO Consortium Agreement.

- a. Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center and for service locations in the One-Stop delivery system;

The One-Stop Operator is responsible for the planning, collaboration, oversight and operation of the One-Stops in the SE WI WDA.

- b. Describe the relationship of the OSO to the WDB;

The One-Stop Operators provide fiscal, status and program reports to the respective County based WDBs and Tri-County WDB.

- c. The duration of OSO agreement(s); and,

The LEO Consortium Agreement that identifies the OSOs does not have an ending date.

- d. If the WDB intends to seek the Governor and CLEO's agreement to allow the WDB to be the OSO, follow the requirements outlined in WIA Policy 02-01. ["Selection of one-stop operators. Consistent with section 121(d), the local board, with the agreement of the chief elected official" "Shall designate or certify one-stop operators as described in section 121(d)(2)(A)" [Sec.117(d)(2)(A); §662.400-662.420]

Does not apply at this time.

- 5. **Attachment CC** WDB membership form must be used along with the resource information to identify the WDB membership and relevant information to ensure compliance with the required WDB representation [117 (c)(2)(A)]. The WDB recertification has been approved through calendar year 2011. "The Governor shall, once every 2 years, certify 1 local board for each local area in the State." For the following questions, if the response is provided in the LEO Consortium Agreement, the WDB-LEO Agreement, or in the WDB By-laws, indicate which agreement the description can be found in and the section where it is stated. If not included in any of these documents, provide the response here:

- a. Describe the nomination and selection process used to appoint local business representatives to the WDB;

The elected officials in SE WI WDA work with business organizations and the respective County based WDBs to nominate WDB members

- b. Attach, as part of Attachment CC, a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB subcommittees;

See Attachment CC.

- c. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public including persons with disabilities [Sec117(e)];

Workforce Development Board meetings are only scheduled at public locations that meet federal accessibility standards.

- d. Describe the process the WDB will use to notify the CLEO of any vacancies and to fill those vacancies with appropriate representatives;

The SE WI WDA Management Team informs the CLEO of any vacancy filling needs. The CLEO, in turn, communicates with the Executive Committee that includes the other Elected Officials in SE WI WDA.

- e. Attach, as part of Attachment CC, a copy of the WDB's By-Laws; and,

- f. Attach, as part of Attachment CC, a signed Conflict of Interest Statement for each member. *"A member of a local board may not (1) vote on a matter under consideration by the local board (A) regarding the provision of services by such member (or by an entity that such member represents); or (B) that would provide direct financial benefit to such member or the immediate family of such member; or (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan" [Sec. 117 (g); State Plan reference: III.B.7.]*

6. **Attachment DD** Debarment, Suspension, Ineligibility and Voluntary Exclusion Certification and Signatures

See Attachment DD.

7. **Attachment EE** Lobbying Certification and Signatures

See Attachment EE.

8. **Attachment FF** A current organizational chart of the WDA operations, including WDB Board staff, OSO(s), and other administrative and/or support staff:
 - a. Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner and related organizations.

The SE WI WDB does not fund any staff directly. The WDA operations are managed by a management team that includes the WDA Coordinator and three respective County One-Stop Managers.

 - b. Describe any programmatic, infrastructure or organizational changes for this program plan period.

There are no changes at this time.

9. **Attachment GG** Most recently approved Cost Allocation Plan.

See Attachment GG.

10. List the Fee for Service(s) activities, and how they are accounted for.

*Employer Assessments
Job Fairs
Work Permit Fees
Labor Law Clinics
One-Stop room rentals
Loaned Staff programs*

Kenosha County (WDA fiscal agent) policy on Program Income:

- *Monthly the Program Income receipts and the disbursements are subtracted from the Income for costs associated with producing the Income.*
- *The total remaining Program Income is then allocated between all programs that are affected by the production of the Income (i.e. W2, WIA, and FSET).*
- *The allocation is based on case counts between the three programs.*
- *Then the Program Income is used to offset the costs of the three programs.*

11. Describe any plans for transferring funds between the adult and dislocated worker programs.

There are no current plans to transfer funds between the Adult and Dislocated Worker programs.

12. *Attachment HH* WDB policy on gifts and awards to staff, providers, and WIA Adult and Youth participants. [OMB Circular 122; DWD Policy 225; Sec.129(a)(5)]

See Attachment HH.

13. Describe the local monitoring procedures and schedule (fiscal and programmatic)

The SE WI WDA fiscal agent monitors subcontracts monthly through desk reviews, audits and on-site visits.

14. Describe the Procurement procedures (not selection of service providers).

The fiscal agent for SE WI WDA is responsible for any procurement of equipment, supplies, materials. Since SE WI WDA employs no staff, procurement is minimal.

15. Describe the cash management procedures.

Cash Receipts Processing - Revised 5/20/11
Clients that bring in Payment or Cash Daily:

- 1. Write Daily Receipts for client with client name, amount, program they are paying for and SSN.*
- 2. White copy of receipt goes to client, Yellow copy of receipt with cash or check and pink copy will stay in Receipt book.*
- 3. Put the Yellow copy of receipt and payment in safe in Blue Bag.*

Checks received in Mail:

- 1. Envelopes are given to Debbie T. to open and post checks to Daily Receipts Log Sheet.*
- 2. It can take 15 entries on log sheet for checks and when completely filled the sheet is then totaled and put in the safe in Blue Bag.*
- 3. Use an excel file for log sheets and make a deposit if total is over \$25,000 no matter how many lines are on the log sheet.*

Deposit and Reconciliation:

1. *Debbie S. will take from safe the Blue Bag when a completed log sheet is added with the yellow cash receipt and do the deposit for that day.*
2. *The receipts are entered into our Accounts Receivable system (AS400MOM) and a balance is given by each category that the client paid, ie (Placements, Foodshare, W2, General Relief).*
3. *Then the deposit sheet is filled out, cash and checks are totaled for balancing.*
4. *Then the checks, cash and deposit sheet are put in vault for deposit to the Treasurer.*
5. *The entries are made in the State CARES system for Foodshare, W2 and Medicaid.*

Deposit brought over to Treasurer:

6. *The deposit is brought over to Treasurer before 3:00 pm.*

MONTHLY RECONCILIATION

1. *Reconcile monthly with the AS400 and the deposit sheets and receipts.*
2. *Account for all receipt numbers and log sheet numbers.*
3. *Any discrepancies will be given immediately to the Fiscal manager for review.*

16. Describe the personnel policies and procedures.

SE WI WDA does not directly employ staff and so does not have personnel policies and procedures.

17. Describe the complaint process and procedures.

Each of the One-Stops in the SE WI WDA has an assigned One-Stop Complaint Coordinator who is the initial contact for any complaint. If the individual submitting the complaint is not satisfied with the response, then the next step in the complaint process is with the One-Stop manager or Department head, followed by the State DWD.

18. Describe the procedures to meet WIA audit requirements.

- *Audit required for vendors receiving more than \$25,000 per State audit guidelines.*
- *Audits must be received from contracted vendors will be received 6 months after end of fiscal year.*
- *Audit reports for Kenosha County send to Federal clearinghouse.*

19. **Attachment II** Quarterly Budget Information Summary.

See Attachment II.

20. Describe the document retention and destruction policy. 2 CFR Part 230, Att A, para. 2(g) requires that costs must be adequately documented. Required documentation may include, but is not limited to:

- Invoices/purchase orders;

- Original receipts;
- Credit card statements and verification of approval of credit card charges;
- Payroll and benefits information, including hiring approval and documentation of accrued sick and vacation leave;
- Grant and sub-grant approval; and
- Signed copies of each MOU.

Documents created and maintained by SE WI WDA's fiscal agent are retained physically and electronically for seven (7) years, unless individual county policies indicate that documents should be retained for a longer period.