
Southwest Wisconsin Workforce Development Board

Workforce Investment Act
Local Plan – Program Year 2009-10



April 2009



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I. GROW Region Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

A. GROW Region Workforce Needs

1. Describe the workforce investment needs of the GROW Region as they relate to:

a. Employers/Businesses

The Southwest/South Central GROW Region, in collaboration with our public partners, supports an Industry Partnership structure that enables the workforce development system to be nimble and responsive to the ever-changing needs of the regions employers. Collectively, the employer needs in our region are as diverse as the geography, however, employers identify the following common challenges:

- **Services and training that support their need to hire qualified workers**

Employers describe the need for additional training to support “soft skills”. This type of training program helps students to understand effective communication techniques, the importance of working in teams, time management skills, as well as problem solving skills. Further training needs are:

1. Basic skills courses in the areas of math, writing and computers
2. Technical skill courses focused on job-specific knowledge relevant for the industry sector such as electromechanical technicians in the food processing industry and renewable energy sectors.
3. Training that can be easily accessed by employers; that is convenient and flexible enough to work around work schedule requirements.

- **Insufficient skill levels of workers as a result of working age population’s lack of advanced education and increasing technology**

The vast majority (66%) of workers within the region do not have post-secondary degrees. Despite the fact that within the SWSC GROW Region, there are four (4) technical colleges, and numerous universities and private colleges, providing a wide-array of sector-based educational opportunities. Ensuring that the workforce is as educated as possible, while building skills of the significant segment of the workforce without post-secondary degrees, is a challenge facing employers and economic development organizations throughout the SWSC GROW Region.

The content and skills requirements of jobs are constantly changing, requiring employers to establish avenues for employees to continually upgrade their education and skills. In order for firms to remain competitive in a global economy, they must find ways to develop new, more productive, higher value-added systems of production that employ highly skilled workers.

b. *Job Seekers*

The current economic downturn and the significant number of job losses within the transportation manufacturing sector in the SWSC GROW region are creating a historic number of unemployed individuals within the region. This situation is creating an unusual new job seeker in the region – one that has a significant number of years of work experience, but not within the regional driver sectors. Typically, dislocated workers can identify transferable skills and find employment in related fields, but with nearly 8,000 workers in the Rock county area alone, combined with the current recession, it is necessary to develop the skills of workers in other in-demand sectors within the region, like healthcare, distribution and logistics, food processing and information technology with the understanding that as the economy improves these will be the sectors first to resume hiring.

The current situation aside, on average workers in the region have higher educational attainment than that of other Wisconsin residents and the nation. The SWSC region has higher post-secondary education attainments for associate and bachelor degrees, and has fewer individuals who have not completed their high school diploma or equivalent. However, the region has a higher number of individuals than both the state and national average that have had no post-secondary education. This large group (roughly 32%) of workers over 25; present an opportunity for increased skill and educational gains through career pathways models that offer multiple multi-layered pathways within driver industries for working adults.

An increasing number of new jobs, as well as many current jobs, require higher levels of education and skills, which only enforce the need for career pathways for workers to continually develop new skills and further their education as they progress through their working years in order to stay employable and grow their incomes.

Job quality challenges exist with the growing number of low-wage/low-benefit jobs and lack of advancement/career pathway within smaller organizations particularly in the rural areas.

It is important that systems be built that help workers connect with the education and training they need to obtain, retain, and advance within “driver industries” (industries of significance) within our region.

c. *Incumbent Workers (Incumbent workers include permanent workers who have been employed in the same firm for a number of years; low skill/low wage workers in entry level jobs; and contingent workers who are employed part-time, on a temporary basis or are self-employed.)*

Readily defined career pathways to upward mobility are more difficult to find in today’s labor market for some of those in rapidly growing employment sectors. This is the result of a number of factors including the increase in the service sector (which is traditionally divided between lower-level entry positions and professional jobs at the higher end); the decline in firm size (it is harder to plan for advancement in a smaller firms); and the explosion in technological advancements which make career advancement tenuous. It is important to identify career pathways to assist workers to access training to fill skill gaps

that prohibit incumbent workers from moving upward within an industry to higher paying jobs.

Incumbent workers often face additional barriers to improving their educational level due to the struggle of balancing work and family life with school. It is important to try and address the needs of this population of individuals who are often “underemployed”, and if given the opportunity could improve their skills and their incomes. Another issue for this group is often the inability to receive financial aid to continue their education, because their work schedules do not allow for them to take full-time class loads. SWWDB does address this population, by offering adult training dollars to individuals who earn less than the median income and are in training that will help them follow a career pathway to higher earnings.

- An increasing number of current jobs require higher levels of education and skills. Upgrading incumbent worker skills will be critical for business and industry to compete in a global economy. Balancing this with work schedules creates a challenge for both employers and workers.
- The content and skills requirements of jobs are constantly changing, requiring workers to continually upgrade their education and skills, however programs for this group need to be “chunked”, articulated and flexible allowing easy entrance and exit from training as training for those already employed can be challenging.

Greater funding needs to be available for incumbent worker training to support the skill upgrade initiatives needed for businesses to remain competitive, and to prevent incumbent workers from stagnating. Incumbent workers often have additional challenges when considering training, including family responsibilities, transportation time to classes, and creating a work/life balance. These issues, along with addressing the desire of the employers to not have workers in unproductive time can create a struggle between the desire for additional skills, and the necessity to create positive work outcomes.

d. Youth

Youth constitute our future workforce and require early intervention and social supports to train and prepare for the workforce. Lacking advanced education providing a marketable skill creates one pathway in today’s market - that of low wage employment. This creates the need for the following youth initiatives:

- More and better information needs to be shared with parents and students to make them aware of skilled worker shortages and what jobs would make for rewarding and fulfilling careers. They also need to be told what occupational training at an associate degree or shorter-term level can and should be used as career pathway tools.
- Guidance counselors and teachers should become more aware of what kinds of workers are needed in their communities and encourage students to prepare for those jobs rather than just push students into a four-year college.
- Businesses need to play a more visible and crucial role by working with high schools

through apprenticeship, internship and work experience programs that will give students the opportunity to experience "real jobs" within the industries of significance within our region.

- A more productive connection to the workplace is needed, in which youth are prepared with the skills necessary to continue along their chosen educational and/or career path, which ultimately leads to employment. This can be done by beginning career path planning within the K-12 system.

Increasing deficiencies in basic work ethic and employability skills are needed by youth. Preparing young people for the workforce requires a collaborative and comprehensive approach by business, workforce professionals, education, labor and communities.

2. *Describe any workforce investment need in your WDA not reported in 1.a to d.*

Rock County has the highest unemployment rate in Wisconsin. Beloit at 16.9% and Janesville at 14.6% had the first and third highest unemployment rates respectively in Wisconsin in February 2009. Using plant closure information (those companies that are required to issue WARN notices) Southwest Wisconsin has lost more than 8,000 from January 1, 2008 through February 28, 2009. Many of these losses have occurred in the high paying auto and durable goods manufacturing sector.

When SWWDB formed a SCSW GROW region with the Workforce Development Board of South Central Wisconsin, the two WDBs commissioned a "Seeds of Workforce Change Report." That report, issued in 2006, identified "auto and truck manufacturing" and "plastic manufacturing" as two driver industries in the region, particularly in Rock County. General Motors and the related auto-supplier industries have all closed leaving no "auto and truck manufacturing" jobs in Rock County. The sale and subsequent closure of Freedom Plastics significantly reduced jobs in the "plastic pipe manufacturing" sector.

In 2007, SWWDB working in partnership with General Motors formed a manufacturing industry sector work group involving 12 companies. The intent was to define skills needed manufacturing and to begin to develop flexible, modular training programs to address those needs. Now, just two short years later, none of those twelve companies remain in business in the area – All have closed their local facilities.

The www.jobcenterofwisconsin.com website reported only 268 unduplicated jobs in the six-county Southwest Wisconsin WDA from January 1, 2009 through February 28, 2008. About 25% of those jobs were in health care and another 25% were jobs with staffing agencies. At least one-third of the job paid less than \$15.00 per hour. By contrast, 76% of the dislocated workers attending Rapid Response sessions last fall reported earning more than \$20.00 per hour. Simply put there are not enough good, family sustaining jobs, in the area to replace the thousands of jobs that have been lost. And, any effort to use historical employment data to try to project future job growth is pointless given current conditions.

3. *Describe how these needs were identified. (§118(b)(1)(A).)*

The needs reported in item I.A.2 were identified simply by looking at the unemployment data

and plant closure statistics for the area, along with a review and analysis of the jobs posted on www.jobcenterofwisconsin.org.

B. Labor Market Information

The Center on Wisconsin Strategy's "Seeds of Workforce Change" report from July 2006 identifies 6 industries of industrial distinctiveness within our region due to a concentrated group of successful companies in the same or closely related industry. These clusters of employers are viewed as a driving force for regional growth because these companies require a large and diverse pool of skilled workers, attract suppliers who typically congregate in their vicinity for access to markets and for increased efficiency, and foster competition and a culture of innovation among similar firms – all which stimulate growth. These 6 "driver" industries are: Food Processing, Plastics manufacturing, Industrial Machinery, Non-store Retail Trade, Finance and Insurance, and Health Care. Additional emerging and notable industries to be included as a regional driver industries are Bioindustry and green industries, information technology and transportation and logistics. A further industry of significance identified in this Seeds of Workforce Change report was skilled trades – most notably construction. For purposes of this plan and for Career pathway implementation, the employment and training services within the SWSC Region will be tailored to enhance the growth of the high wage driver and emerging industries.

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

The industries listed below are considered to be the driver industries of the GROW region:

- Healthcare continues to be a strong regional driver, however, new employment opportunities within the sector are now beginning to be within specialty areas. While rural healthcare facilities still have some need for nurses the demand has slowed as the exodus of existing nurses has slowed due to the economic downturn.
- Manufacturing has suffered under the economic downturn, however skilled technical workers are always in demand with skills such as CNC programming, welding, and electromechanical skills being the most in demand.
- Non-store retail trade includes companies like Lands' End, Lab Safety and Swiss Colony who have employee needs in various areas like logistics, production, design, information technology, customer services, accounting and general management.
- The "Green" movement will dramatically impact both the skilled trades as they deal with the weatherization needs and new building technologies driven by green products, and the Bio-industry arena which deals with development and production of green energy.
- Information technology positions continue to be in demand across all industries, and especially with the addition of an IBM facility in Dubuque, IA which will employ 1300 IT professionals.



- Finance and Insurance is particularly strong in the region in the Madison area, with numerous insurance and large financial institutions with headquarters located in the Madison MSA. The highway infrastructure and commuting patterns make these jobs accessible to residents in rural areas.
- 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.*

Information for the region seems to mirror (at a slightly slower pace) the growth projections listed on WorkNet for the High-growth occupations listed for 2006-2016. The demand will be within healthcare, particularly in specialty areas such as Physical Therapy Assistants, Surgical Technologists and Physician Assistants. The other high growth areas that match the State of Wisconsin are in information technology and finance.

An area where the region is currently and will continue to see accelerated job loss is within the Manufacturing sector and particularly within the machinery manufacturing and transportation equipment manufacturing sectors. This is due to the loss of the General Motors production facility in Janesville and the subsequent loss of numerous parts suppliers in the region. This has been further exacerbated due to the struggle of the entire auto industry and the recession, which has decreased demand for durable equipment and machinery. While some of this can be expected to slow over the decade as the economy improves, this will not occur within the transportation equipment manufacturing which is expected to shed nearly all of the 2006 projected 6870 individuals employed for a nearly 100% change in employment over the 10 year period.

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

As indicated before the growth is expected to continue to be within healthcare and information technology occupations, with emphasis on specialty areas of healthcare including dentistry. Other opportunities in healthcare exist for Medical Assistants and Registered Nurses. Truck drivers and operators and those with construction skills will also in demand.

- d. *Skill needs for the available, and projected high demand jobs.*

Occupations within the driver industries indicated above vary, however, entry into virtually all these industries requires training beyond the high school level, most require at least some technical college training, if not a two-year associate degree diploma. The exception to this is truck drivers who can typically be finished with training in 6-8 weeks.

Samples of the types of wages that can be earned with these skills:

- **Registered Nurses** are expected to be in high demand with compensation @ \$60,000 in urban areas and \$50,000 in the rural areas. Demand for **Medical Assistants**, who earn @ \$34,000 annually is also expected to be high.
- **Heavy or tractor-trailer truckers** who have a total compensation typically in the \$30 to

\$40, 0000 will be in high demand.

- **System Analysts** will be needed throughout the region, with compensation @ \$57,000 in rural areas and more in urban areas.
- **Sales representatives in wholesale and manufacturing will be strong throughout the region.** These workers are well compensated, in the \$60s and \$70s.
- **Food Processing** with average wages of \$47,565 includes production workers in the making of food, as well as lab technicians and skilled craftsman associated with the production of cheese.

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

The labor pool for the region according to the Southwest/South Central GROW metrics supplied by the Wisconsin Department of Workforce Development shows a labor force growing faster than the State of Wisconsin and on par with national growth, 1.05 million citizens in 2004. The median age of the region is 36.6, which is slightly higher than the national average. There are slightly fewer individuals in the region between the ages of 0-24 and slightly more than the national average population who are 55+. This disparity shows that the workforce in the area is aging at a faster rate than the national average and it could present problems for the labor pool into the future.

The population is mainly white with over 90% representation. However the Hispanic population in the region is growing rapidly with a nearly 31% growth between 2000-2004; and the Asian population has also grown substantially with a nearly 28% increase between 2000-2004. Nearly 65% of the adults in the region are over the age 25 and have no degree past high school. 20.4% of area residents have some college but no degree. This represents a large opportunity to retrain or upgrade the skills of these workers to increase their earning potential grow the skills of area workers for businesses.

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

The SCSW GROW metrics report indicates that 76.5 % of the labor force has a travel time of less than 30 minutes to work, and that only 4.3% of the population had commuting times longer than 60 minutes to work. This statistic shows that the majority of workers within the region work in the region; with a large majority of the workers in the “collar counties” commuting to Madison and Dane County. There was also a net in-migration to the region of 58.9% further demonstrating that this region is a strong employer of individuals of neighboring labor pools. The region is employing the majority of the local labor force as well as drawing labor from neighboring regions.

g. Current and projected regional area skill groups.

Skills groups exist around the drive sectors of healthcare, insurance and finance, information technology, construction, utilities and bioindustry.



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

Table 1, prepared by Dan Barroilhet, Labor Economist for DWD, shows how the Southwest Wisconsin workforce compares to the state as a whole. Additional labor market and population information, prepared by Mr. Barroilhet is enclosed as Attachment B.

Table 1 - Industry Employment & Wages

(Southwest WDA: Grant, Green, Iowa, Lafayette, Richland, and Rock counties)

Area	Industry	2007 (Qtrs 1-3) Avg Empl.	2008 (Qtrs 1-3) Avg Empl.	2007 Annual Average Wage	2007 - 2008 (Qtrs 1-3) Empl Chg
Southwest	Total all industry	119,700	118,188	\$33,646	-1.3%
Southwest	Natural resources & mining	1,551	1,636	\$27,142	5.5%
Southwest	Construction	5,337	4,931	\$42,440	-7.6%
Southwest	Manufacturing	22,438	21,768	\$47,268	-3.0%
Southwest	Trade, transportation & utilities	30,765	30,209	\$30,819	-1.8%
Southwest	Information	2,468	2,377	\$28,239	-3.7%
Southwest	Financial activities	3,709	3,635	\$36,596	-2.0%
Southwest	Professional & business services	7,814	7,661	\$31,845	-2.0%
Southwest	Education & health services	25,026	25,578	\$36,444	2.2%
Southwest	Leisure & hospitality	10,794	10,602	\$10,408	-1.8%
Southwest	Other services	3,138	3,040	\$18,166	-3.1%
Southwest	Public administration	6,647	6,737	\$33,308	1.4%
Southwest	Unclassified	-	-	-	-
Wisconsin	Total all industry	2,767,711	2,768,061	\$38,070	0.0%
Wisconsin	Natural resources & mining	22,386	23,245	\$29,235	3.8%
Wisconsin	Construction	127,586	120,846	\$47,489	-5.3%
Wisconsin	Manufacturing	502,299	496,186	\$47,106	-1.2%
Wisconsin	Trade, transportation & utilities	557,754	553,416	\$32,762	-0.8%
Wisconsin	Information	51,630	51,971	\$48,483	0.7%
Wisconsin	Financial activities	160,157	160,172	\$50,749	0.0%
Wisconsin	Professional & business services	278,791	283,050	\$44,328	1.5%
Wisconsin	Education & health services	562,519	574,267	\$39,606	2.1%
Wisconsin	Leisure & hospitality	274,055	271,992	\$13,589	-0.8%
Wisconsin	Other services	86,157	86,433	\$22,073	0.3%
Wisconsin	Public administration	140,481	141,852	\$39,879	1.0%
Wisconsin	Unclassified	3,897	4,631	\$45,573	18.8%

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

The SCSW GROW region is working in a collaborative effort with our technical college partners, SWSC one-stop partners and regional economic development partners to further develop and implement a career pathway training platform. This system development is aligned with the Department of Workforce Development’s RISE initiative which is targeted to sector development strategies that allow workers of all levels to climb the economic ladder and grow their skills through pathways training.

1. *Provide a description and assessment of the type and availability of all employment and training activities and supportive services available to adults and dislocated workers/displaced homemakers in the GROW region. Include a description of how these were assessed or determined.*

The Workforce Investment Act funded activities for adults and all types of dislocated workers available in WDA 11 include: core, intensive, and training services through the Comprehensive Job Center in Rock County, the Job Center located at Southwest Wisconsin Technical College and by scheduled appointment at access points of service in Richland Center, Monroe, and Dodgeville. Trade Adjustment Act (TAA) activities are coordinated with local WIA dislocated worker activities to provide rapid response support services that help dislocated workers identify new opportunities in the labor market, transition into new industries, and cross-train for demand-driven occupations.

Further partnering with Job Service, AFL-CIO LETC, W-2 personnel, Community Action agencies, and the technical college system enables a variety of core workshop services to be available including job seeking/keeping skills, resume development, interviewing skills, and soft skills pre-employment skills training. These services are offered on a regular schedule at the Comprehensive Job Center in Janesville.

Special populations including veterans and individuals with disabilities are provided service through veterans specialists and Department of Vocational Rehabilitation (DVR) counselors partnered in the Job Centers with services coordinated with local program operators as needed.

Services within the Job Centers are provided utilizing a Career Pathway Model. A career pathway is a series of learning opportunities that contain connected or “chunked” education courses offered in a modified format that help unemployed or working adults upgrade their skills, complete a credential, or gain an associate’s degree. Career pathways provide “stepping stones”, short-term coursework and training programs to help workers gain the skills needed to obtain and advance in an occupation or industry. In addition to coursework, career pathways feature the following tools and services to help ensure customer success.

- Orientation and access to career and financial planning resources
- Aptitude and interest assessment to determine potential placement and training fit
- Assessment of academic skills.
- “Roadmaps” that graphically outline the “ladder” for an occupation or career that identify multiple entry and exit points tied to jobs and continued education.
- Integration of case management services within and among workforce development partners.

Implementation of this model will provide greater “up front” core services to all job seekers regardless of their programmatic “fit” in WIA. Once a client is determined eligible for WIA services; intensive services include:

- Individual counseling services
- Case management services
- Access to adult basic education services
- Access to special classes and workshops, such as basic computer classes

- Assessment of current skills as they match with the local job market, assistance with job search can be provided to assist in accessing employment
- Development of their individual employment plan
- Approval of a high-growth, high-wage training program

Once at least one of the previous services is provided, and if the client cannot find suitable employment with their current skill set, they are eligible for training assistance, which can be one of the following:

- Individual training accounts in high-growth, high-wage areas
- Customized training
- Supportive services
- On-the-job training

At the conclusion of training services, follow-up services including placement assistance are offered to ensure re-placement in the job market. Case managers can also work with clients to address any re-employment needs such as special or safety equipment purchases needed to secure employment.

2. Provide a description and assessment of the type and availability of all workforce investment activities available to youth in the GROW region.

Youth, between ages 14 and 21, have access to various workforce investment activities provided by SWWDB. For younger youth, services begin with CESA #2 and CESA #3 who provide services to a majority of area school districts. This is an excellent partnership and allows youth to learn basic work readiness skills and either gain a work experience or begin to develop skills needed for their career pathway while improving their basic skills if deficient. Additionally referrals to other supportive agencies can be made to help ensure that the youth can be successful and move not only to graduation, but also to post-secondary training options.

The WIA younger youth services are coordinated with the School-to-Work programs such as apprenticeship and co-op programs providing youth with additional work world exposure. Upon leaving the secondary school system, youth have access to the full array of services available through the local Job Centers for older youth. Job Service case managers take referrals from the Job Center resource room, partner agencies, and through the younger youth program operators. Older youth can be, but are not required to be served through the same type of career pathway model and assessment system as used with adults and dislocated workers. This approach helps youth who sometimes struggle to make career decisions. Older youth are also eligible for intensive and training services, including case management, placement, and follow-up services.

3. Provide a description and assessment of the type and availability of services available to employers in the GROW region.

The SWWDB Business Services Team (BST) seeks to deliver demand-driven services focused on the workforce and business development needs of small to medium size companies in southwestern Wisconsin. The services extend the current Job Center system to business and industry and link the needs of employers to job seekers. By working to strengthen the business

community and focusing on the labor force skills needed by area businesses, the BST plans to improve employment opportunities and job retention in the local area.

The BST coordinates with WIA service levels through the Southwest Wisconsin Job Centers in a unified delivery model. The SWWDB BST places emphasis on high-wage, high-growth employers within the region, and targets industries defined in the SWWDB WIA Local Plan. These industries are health care, manufacturing, logistics, bio-industries, utilities and construction.

The BST markets and promotes both the free “core services” of the Job Center system as well as “targeted business services” that will be offered through a contract as a “fee for service.” The free “core services” provided by Job Service through Wagner-Peyser at either the Job Center locations, or electronically through the jobcenter.org website include:

- Job Center of Wisconsin, Job Order placement and posting assistance if needed
- Access to current labor market statistics and trends
- Economic indicators & business census data
- Population and demographic data
- Information on available tax credits, training funds, and incentives
- Information on permits and licensing
- Access to labor law resources
- Information on workers compensation regulations and benefits
- Information on health and safety regulations
- Information on taxation regulations
- Free space to recruit and interview at the Job Center locations
- Job application collection and batching
- Information on employee support services (i.e. childcare and transportation)
- Layoff aversion assistance
- On-site rapid response/dislocated worker assistance
- Dislocated worker services including benefits continuation counseling

In addition to the “core services” which are provided in the Southwest WDA through Wagner-Peyser federal funding and WIA, there are more intensive services that are marketed by the BST.

Intensive services offered through the Job Center in the past have included Job Fairs and some hiring assistance in the form of pre-screening of job applications. SWWDB has also provided wage and fringe benefit administration for counties and non-profit organizations, but has not marketed this service to the general business community. Other intensive services have not been pursued because the system did not have the staff available to be able to deliver the services to employers. The addition of the Business and Employer Services Manager allows SWWDB to pursue the development of contracts with employers to provide new and expand existing intensive services to employers.

These more “intensive services” which require dedicated staff time and energy include the following:

- Customized human resource recruiting services



- Recruitment and pre-employment testing and screening services
- Interview and hiring assistance
- Reference and background checks
- Industry focused Job Fairs
- Employee skills/gap analysis
- Personnel policy and employee handbook development
- Employee performance appraisal assistance
- Business plan development assistance
- Grant research and writing activities
- Internet services and access
- Marketing and website development
- Meeting rooms, office space and presentation equipment rental
- Detailed economic modeling and projections
- ADA accessibility/accommodations assessments
- Wage and fringe benefit administration

The Business Services Team is made up of partner agencies within the Job Center and partners are responsible for referring businesses interested in intensive and training services to the Business and Employer Services Manager. The Business and Employer Services Manager will meet with the business to discuss service options and develop a customized service plan and “fee for service” contract, and will share any resulting information back with the partners.

II. *Regional Vision and Workforce Development Area Goals*

- A. *Describe your region’s strategic economic and workforce development vision for the next year, including how industry sector partnerships will guide the identification of workforce and training needs.*

The Southwest Wisconsin Workforce Development Board is a dynamic collaboration of private and public leaders who are committed to defining and creating a workforce development system that continuously anticipates and meets the needs of area employers and workers.

The Southwest Wisconsin Workforce system has broadened its focus to embrace the overarching concept that through continually understanding and meeting the employment needs of business and industry, we can prepare workers for today’s jobs and those of the future. The Southwest Wisconsin Job Center system has expanded relationships among the business community while simultaneously reaching out to assist job seekers from all levels of the employability spectrum. SWWDB will continue to provide quality customer driven services that will make the Southwest Wisconsin Job Centers the first contact for employment and training needs.

The *Vision* for the Southwest Wisconsin Workforce Development Board is...

Innovative leadership to develop and sustain a quality workforce for today and the future.

The *Mission* of the Southwest Wisconsin Workforce Development Board is...

Build a workforce development system through partnerships that is responsive to local



business needs and promotes regional economic development.

The SWWDB promotes partnerships that continually support community growth, worker success, and business prosperity that are aligned with the vision and mission of the organization.

B. Identify the WDB’s strategic goals developed to achieve that vision.

SWWDB is responsible for developing workforce services in the region and implementing a plan for the delivery of quality employment and training programs addressing the needs of both business and job seekers. Essential to accomplishing this mission are the following strategic goals:

- Goal #1 – Build a strong workforce.
- Goal #2 – Direct and manage “one-stop” job centers.
- Goal #3 – Promote and build regionalism.
- Goal #4 – Engage and respond to the business community.
- Goal #5 – Integrate workforce development into economic development.
- Goal # 6 – Market the workforce development system.
- Goal # 7 – Revitalize the focus of youth activities.

C. Describe the measures the WDB will use to track progress toward these goals.

Goal # 1 – Build a strong workforce.

<i>Strategy</i>	<i>Measure</i>
1a. Identify Driver industries for the region both currently and for the future	Identify and train workers for the driver industries, for which placements should occur quickly.
1b. Train workers to meet the skill needs of these driver industries	Identify skill sets for each driver industry for entry level employment, mid-level, and advanced employment
1c. Continually communicate with employers to ensure that their needs are still being met, and change as accordingly.	Continue to work through regional WIRED initiative groups developed for driver industries. Continue to gain employer feedback on skill needs.

Goal # 2 – Direct and manage “one-stop” job centers.

<i>Strategy</i>	<i>Measure</i>
2a. Continue realignment of service delivery to incorporate components of the career pathway model.	Require all workers seeking training opportunities to participate in the Future Trac (pre-assessment) workshop
2b. Strengthen the relationship among Job Center partners.	Monitor both the graduation and placement rates for individuals who participated in the FutureTrac workshop and compare their success to that of workers who had not participated in the past.
2c. Develop services that better integrate partner capabilities in new and innovative ways.	Hold more frequent Job Center partner meetings to direct activities in the Job Center.
	Review MOU’s within Job Center is to better define roles of each partner, increase

cooperation, reduce duplication, and streamline services to clients.

Goal #3 – Promote and build regionalism.

<i>Strategy</i>	<i>Measure</i>
3a. Continue to work with South Central Workforce Board on the WIRED initiative and through Sector Strategies initiative	Proceed with WIRED projects in healthcare and manufacturing that promote regional perspectives and needs.
3b. Participate in Regional economic development groups like THRIVE and RiverLands.	Have SWWDB representation at all meetings of these groups to continue collaborative efforts
3.c Continue to work closely with economic development partners at the local and county levels.	Have a SWWDB representative attend each county’s economic development corporation meetings at least once annually agency

Goal #4 – Engage and respond to the business community.

<i>Strategy</i>	<i>Measure</i>
4a. Increase employer participation in the continued improvement of the workforce development system.	Increase membership and participation in Economic Development Groups, Human Resource Organizations, business organizations, and Chambers of Commerce within the WDA.
4b. Develop services that better integrate partner capabilities in new and innovative ways.	Review MOU’s within Job Centers to better define roles of each partner, increase cooperation, reduce duplication, and streamline service to clients.
4c. Implement sector strategies in two key industry sectors important to the region.	Facilitate industry partnership meetings to ensure that employers and educational organizations connect to develop training programs needed by the industry.
4d. Develop “weatherization” training programs appropriate to the region	Coordinate the technical colleges, Community Action agencies and other interested parties in offering a “weatherization” skill training program.

Goal #5 – Integrate workforce development into economic development.

<i>Strategy</i>	<i>Measure</i>
5a. Create a workforce development system regionally that responds quickly to changing economic conditions.	Develop a strategy to determine how and when incumbent worker training dollars should be used to support regional opportunities.
5b. Partner with local economic development agencies and planning commissions on their recruitment and retention efforts.	Effectively utilize O JT and incumbent worker strategies to meet the needs of employers where appropriate

Goal #6 – Market the workforce development system.

<i>Strategy</i>	<i>Measure</i>
6a. Create resource materials and a public relations campaign to inform the public about the services available from the Job Center for both individual and business	Re-initiate the quarterly employment and training newsletter, and create at least monthly press releases on Job Center activities.

customers

- | | |
|---|--|
| 6b. Develop system for obtaining feedback from customers on satisfaction with services. | Target market specific surveys will be developed to obtain relevant feedback on customer satisfaction and alter delivery accordingly |
| 6c. Complete Marketing Plan for entire region with consistent message. | Develop clear strategies to encourage participation of populations not currently utilizing Job Center services and prepare a marketing plan by 9/30/10 |

Goal # 7 – Revitalize the focus of youth activities.

Strategy

Measure

- | | |
|--|---|
| 7a. Aggressively pursue Federal, State, and Foundation grant opportunities to increase resources within system. | A minimum of 2 grants will be written for programs not currently used by the SWWDB for youth initiatives by 6/30/10. |
| 7b. Develop a “STEMposium” for instructors of Math and Science in the region. | Host an annual event that aligns employer skill set needs in science and math with the curriculum development at the k-12 level |
| 7c. Develop Linkages between career clusters and career pathways that identify paths to career opportunities in regional driver industries. | Sponsor local “Career Tech” programming that aligns the K-12 system to post-secondary opportunities |
| 7d. Develop a public relations campaign to reinforce career ladders particularly in fields which have been undervalued in our area (i.e.) manufacturing. | Partner with technical college’s and local high schools to promote MSSC and other advanced manufacturing training by conducting one (1) job fair during the year. |
| 7e. Work with local community action agencies to develop strategies for "green" industry. | Work to develop articulated training programs that will meet the needs of the "green" energy industry. |

D. Describe the process used to develop your region’s vision and goals, including participants in the process, especially focusing on how industry sector partnerships will be utilized.

To ensure that the vision, mission, and goals mirror a larger systems view, feedback was sought from a broad cross-section of stakeholders. Collaboration and cooperation between the SWWDB board members including private sector participants in driver industries, Board staff, partnering agencies, Local Elected Officials, and key workforce development stakeholders was critical to the formation of the vision and goals and provides the foundation for the entire workforce development plan.

SWWDB participates in numerous regional groups and continually has meetings with key stakeholders having both direct and indirect involvement with the workforce development system. Their direction and guidance was taken into account in the creation of the vision, mission, goals and overall direction of the WIA plan. Meetings have further been held on a regional basis through the WIRED initiative which have incorporated the input and ideas through regional sector partnerships particularly within the healthcare, advanced manufacturing, bio-industries, skilled trades, and utilities sectors. These WIRED sector teams are composed of private sector industry employers, education, economic development, partner public agencies, and workforce development partners. The guidance from the WIRED sector teams is foundational in the efforts of SWWDB

The SWWDB Board of Directors created an ad hoc committee responsible for the coordinated development of this WIA Plan at the March 2009 meeting. The ad hoc committee held several meetings totaling more than five (5) hours work to provide guidance and direction on the mission, vision and goals of the program as well as on the plan document as a whole. The two working meetings were held on March 26th and April 3rd. Full Board approval of the vision, mission, goals and entire plan was confirmed on April 27th.

E. Describe any WDA goals that are not consistent with the region's vision.

The goals of the SWWDB are consistent with the goals of the region as identified in the WIRED plan and the GROW plan documents for the SWSC region. Several telephone and face-to-face meetings with WDBSCW administration confirmed consistency and compatibility with their goals and plans.

F. In order to achieve the goals identified above, implementation strategies need to be developed. Describe the strategies the WDB will use to achieve the WDA's vision and goals for the GROW region.

The strategies and measures for achieving the goals and objectives are outlined in tables in section II.C above.

III. Governance and Structure

A. Plan Input and Review Process

- 1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA on the development of the Regional Plan. Key members of the public that must be given the opportunity to comment include local elected officials, representative of business, labor, and economic development, One Stop partners and other partners and stakeholders. The comment period shall be at least 30 calendar days.*

An ad-hoc committee of SWWDB board members provided leadership in initial review of the Plan. The committee's membership consists of WDB partner/members, private sector members, and other interested members. Review and input from all board members was solicited, with full board approval required to finalize any portion of the plan. The 30-day planning review will be open to the public and an announcement as such in order to provide a platform for broad-based input in the finalization of the plan. In addition, the plan will be made available to the public, during the 30-day plan review and comment period, via the internet at www.jobcenter.org and www.swwdb.org.

- 2. Submit any comments that express disagreement with the Local Plan, the WDB's response to those comments and a copy of the published notice. (§112(b)(9) and 118(c)(1).)*

All comments expressed during the 30-day review period will be conveyed to DWD in a modification once the review and comment period has concluded. The comments will also be shared with the Board to determine if any changes in policy, process or procedure are necessary to address the comments.

B. Local Elected Official(s) (LEO)

- 1. Describe the role of the LEOs in the governance and implementation of WIA in the local area.*



In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in the WDB-LEO Consortium agreement, please state that it is included in that agreement and provide the section where it can be found.

The information is in Section 8 of the Southwest Counties Consortium Agreement. See **Enclosure 1**.

- 2. Section 667.705 states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the chief elected officials. Provide the section of the LEO Consortium Agreement where this can be found.*

The information is in Section 10 of the Southwest Counties Consortium Agreement

- 3. Submit the LEO Consortium Agreement.*

A copy of the Southwest Counties Consortium Agreement is attached as **Enclosure 1**.

C. WDB Functions

- 1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official (CLEO) that may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB-LEO agreement. Attach the current agreement.*

The Board and Local Elected Officials have determined that the Southwest Wisconsin Workforce Development Board will be designated as the One-Stop Operator for the WDA. As such, the Board will employ staff to perform the One-Stop Operator functions which do not include the direct provision of WIA services. The Southwest Counties Consortium and SWWDB have a long-standing and historic agreement, dating back to the inception of the Workforce Investment Act. **Enclosure 2** is the original Memorandum of Agreement between the Southwest Counties Consortium and SWWDB outlining the role of SWWDB. The Southwest Counties Consortium has continually requested that SWWDB be designated as the OSO and will again request such designation by submitting the necessary documents required by DWD WIA Policy 02-01. Additional information relating to the Board's role as One-Stop Operator can be found in Section IV of this document.

- 2. Identify the fiscal agent or entity responsible for the disbursement of grant funds.*

The Southwest Wisconsin Workforce Development Board has been named as the fiscal agent for WIA funds and has been given the responsibility for the disbursement of grant funds by the Southwest Counties Consortium.

D. WDB Composition

WDBs were recertified by the Governor in 2008 in accordance with WIA law. Workforce Board certification is scheduled to be done again in 2010. For those WDBs that are not certified, WIA plans will not be approved.

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.

1. *Describe the nomination and selection process used to appoint local business representatives to the WDB.*

When vacancies occur, nominations are sought to maintain the proper ratio of female to male, the correct percentage of business representation, the correct percentage of minority representation as well as proper representation from the various communities and counties within the WDA. The LEOs review and vote on nominees at each meeting as necessary. Letters are then written for acceptance as a board member.

2. *Describe how the Board will provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system.*

The Board approves policy decisions and is responsible for the oversight of the implementation of those policies. This is done through active participation in the quarterly Southwest Wisconsin Workforce Development Board of Directors meetings and subsequent input garnered from the committee structure of the Board.

3. *Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member, in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. (§117(g)(1)(2).)*

Enclosure 3, the SWWDB Conflict of Interest policy, is attached.

4. *Provide a complete updated WDB membership list by completing the WDB Membership Form (Form A).*

Form A showing the current members of SWWDB is attached.

5. *Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees.*

The SWWDB has established a committee structure to guide its operations. All committees meet at a minimum quarterly as part of the regular Board of Directors meeting. There are four standing committees, Workforce Services, Program Operations, Finance, and the Executive. The Youth Council is an advisory body making recommendation on youth initiatives and programs to the Board of Directors. **Enclosure 4** contains a diagram of the committee structure as well as their roles and responsibilities. The Board and committee meeting schedule for 2009-10 is attached as **Enclosure 5**.

6. *Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities.) (§117(e).)*

Notice of all public meetings is posted in local newspapers, as well as on the SWWDB web site. Copies of the meeting notice are also sent to county clerks for posting in the respective courthouses. Meetings are open to the public, and notice of the need for accommodations is properly posted with those notices.

7. *Describe the process the WDB will use to notify the CLEO of any vacancies and to fill those vacancies with appropriate representatives.*

When a vacancy occurs, the Chief LEO is notified of the vacancy by the Executive Director. At the next quarterly scheduled LEO meeting, the WDB vacancy is included as an agenda topic, and discussion about the vacancy occurs citing the reason for the vacancy and suggestions from the LEOs for filling the vacancy. The public sector representatives will be properly identified as to eligibility for membership.

8. *Submit the By-Laws for the WDB.*

A copy of the SWWDB By-Laws is attached as **Enclosure 6**.

E. Youth Council

1. *Describe the role and responsibilities of the Youth Council.*

Currently, the Youth Council is an advisory body to the Southwest Wisconsin Workforce Development Board for youth program issues. Youth Council responsibilities include providing guidance on youth related policy development, program design, programmatic funding initiatives, and expressing support and encouragement for area youth initiatives which relate to employment and training activities.

2. *Describe how the Youth Council is involved in developing youth policy.*

All proposed changes to youth policy must come before the Youth Council for their review and approval. As Youth Council members represent organizations involved with youth in the region they have a unique understanding of how to help the youth of the region. Upon their approval a recommendation from the Council is put forth to the next full Board of Directors meeting of SWWDB for final approval and implementation.

3. *Attach the most recent description and assessment of the type and availability of youth activities in your local workforce development area, if different than your GROW region. This description should include an identification of successful providers of such activities. §661.350(a)(7)*

We do not believe there are any differences of services within the GROW region.

4. *Identify circumstances that constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest issues related to Youth Council members will be addressed. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the conflict of interest policy.*

- Member(s) casting a vote on the provision of services by that member (or the entity

represented by that member) which would provide direct financial benefit to that member or the entity represented by that member;

- Member negotiates or bids or enters into a contract in which she/he has a private pecuniary interest, direct or indirect;
- Member uses position/membership as private gain for themselves, family, business or other ties;
- Appearance of conflict of interest.

Members of the Board's Youth Council Subcommittee are subject to the Conflict of Interest policies governing all SWWDB members. Conflict of Interest Policy is attached for review.

5. *Complete the Youth Council Membership Chart (Form B). This chart requests a list of members of the Youth Council, their titles and the organizations they represent, as well as a description of the solicitation and selection processes used to garner nominees from required membership categories.*

SWWDB Youth Council membership is illustrated on Form B which is attached to this document.

6. *Describe the Youth Council's recent activities, frequency of meetings, and level of involvement in WDB activities. Include a schedule of meetings. If the Youth Council has not been active, include your plans for reactivating.*

The Youth Council meets on a quarterly basis within the WDA, two weeks after the Board of Directors of SWWDB meets for 2009 the Council will meet in March, June, September and December. Most recently at the March 2009 meeting the Council provided guidance on the implementation of the American Recovery and Reinvestment Act funding which will be re-initiating the Summer Youth Employment program. The Council provided on guidance on how the program will be delivered in the WDA. The Council also provided clarification on the locally defined sixth eligibility criterion for enrollment into the WIA youth programs.

7. *Describe how the Youth Council conducts oversight with respect to the eligible providers of youth services in the local area and their role in provider selection.*

The Council has in the past provided recommendations on the current providers of services, CESA 2, CESA 3 and Job Service, the Council also is made aware of the annual monitoring report for Youth program operators. However, the amount of available funding to youth programs, combined with the lack of available local service providers in the region, and the Council's pleasure at the success of current operators has let to a continuation of the existing contracts with current providers.

F. WDB Support and Administration

1. *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.*

SWWDB support and administrative policy and procedures are Enclosure D to this plan. The SWWDB employs staff to perform administrative support and system-wide oversight. The current staffing includes:

1. Executive Director: 1 FTE; lead and develop overall organization; support Board; enhance governmental, community, political and economic relations; program management control; systems integration, planning, and hire and fire staff.
2. Director of Operations: 1 FTE; responsible for oversight and implementation of all programs and grants; develop and oversight of competitive procurement system; implementation of performance tracking systems with program operators and build community relations; coordinate Job Center partners; oversight of Job Center implementation of Strategic and Operation Plans;
3. Director of Finance: 1 FTE; responsible for maintaining financial records; develop and enforce financial policies and procedures; prepare financial reports and budgets; act as Equal Opportunity Officer for WDB; and manage property and inventory.
4. Workforce Operations Manager: 1 FTE; responsible for coordination and oversight of Job Center services for a 6 county area and establishing partnerships with all agencies residing in the Job Centers.
5. Business and Employer Services Manager: 1 FTE; responsible for the planning and management of a variety of services directly to businesses and employers.
6. Technology Manager, 1FTE; responsible for the management and maintenance all computer and network systems used by SWWDB and job center partners including supports for organizational information technology infrastructure including website management.
7. Information System Specialist 1 FTE; responsible for the management and maintenance of WIA and other data information systems used by SWWDB, program operators and job center partners.
8. Executive Assistant, 1 FTE; responsible for administrative support to Board, Director, and administrative staff.
9. Program Assistant, 1 FTE; responsible for payment of vouchers through the PAS system, responsible for some oversight of the ASSET system to ensure performance.
10. Work Services Coordinator, 1 FTE; responsible for duties associated with the Disability Navigator program, as well as coordinating Ticket to Work program activities and providing ADA compliance for the Job Center system of Southwest Wisconsin.
11. Employment Programs Coordinator, 1 FTE; responsible for duties associated with the Wisconsin Senior Employment (WISE) program, as well as providing services for older and retired workers for the Job Center system of Southwest Wisconsin including development of grant proposals.



12. Community Services Specialist, .8 FTE; responsible for the oversight of temporary and grant funded initiatives which the Board is participating in.
 13. Account Clerk, .6 FTE; responsible for the payroll and check distribution for the Board.
2. *Include an organizational chart of WDB staff, administration and support.*

An organizational chart for SWWDB is attached as **Enclosure 7**.

3. *Describe organizational changes that occurred during PY 07-08 and indicate additional changes that you anticipate for PY 09. Explain the reasons for the anticipated changes.*

Two additional positions were added to the Board staff to help administer additional grant dollars through the NEG flood grant, the NEG Auto related grant and the anticipated additional funding through the ARRA. The positions were the Community Relations Coordinator and the Program Assistant. Due to the NEG alone the number of voucher requests in the administrative office has tripled. It may be necessary to add additional staff to lend support to contracted program operator staff operating in the Rock County Job Center as PY 09 progresses.

4. *Describe any programmatic, infrastructure or organizational changes that may result in a more cost-effective and efficient service delivery system.*

SWWDB has implemented basic computer skills training as an intensive service provided within the Job Centers. This change will allow us to help ensure client success as they begin training programs within the technical college system, which all require at least a basic understanding of computer processing programs and the internet. We believe this change will help stave off clients from dropping out of training due an inability to use computers. Over 100 clients have already participated in this training, and report that it has greatly enhanced their understanding and ability to use basic computer programs.

5. *Complete and attach a quarterly budget information summary if WDA allocations have been issued; otherwise, submit within 30 calendar days of receiving WDA allocations. Use Form E.*

SWWDB has not received its WIA allocation at this time and will submit Form E within 30 days of receiving its award.

6. *Attach a copy of the WDB's current Cost Allocation Plan.*

The most recent Cost Allocation Plan for SWWDB is attached as **Enclosure 8**.

IV. One-Stop Delivery System

A. One-Stop Operator (OSO)

1. *Describe the OSO designation process. Indicate whether a competitive or non-competitive process was or will be used to select the OSO(s). NOTE: 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.*

Over fifteen years ago, the SWWDB became one of the first employment and training organizations to integrate with partners to deliver services through one stop shops known as “job centers.” The SWWDB has since its inception, met and exceeded required performance standards and has been regarded as a benchmark by the state. SWWDB, as the OSO, is responsible for ensuring that system-wide organizational goals and objectives are clearly articulated to staff and partner agencies, that benchmarks and performance criteria relative to our programs is incorporated into team goals, and that our planning processes are conducted in a manner that is conducive to or inclusive of partner agency and stakeholders.

The success experienced by the Southwest Wisconsin Workforce Development area is a direct result of effective partnering and leadership. It is for this reason that the Southwest Wisconsin Workforce Development Board, with support from the LEO Consortium and Partner agencies, intends to continue as the One-Stop Operator in the Southwest Workforce Development Area. **Enclosure 9** contains the Criteria for Agreement: SWWDB designation as One-Stop Operator as outlined in WIA Policy 02-01 along with letters of support from partner agencies in continuation of the WDB as the OSO. To date, the continuation of SWWDB as the OSO has been a non-competitive process.

2. *Roles and Responsibilities*

- 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 operation of the Comprehensive Job Center and the Job Center located at the Southwest Wisconsin Technical College campus in Fennimore, as well as itinerant access sites in Darlington, Dodgeville, Monroe and Richland Center. As the One-Stop Operator, SWWDB will:

- Implement the goals and activities identified in the local WIA plan,
- Implement the Job Center Standards,
- Develop and implement the business services plan,
- Complete the cost contribution and staffing plan with Comprehensive Job Center in Janesville and the Southwest Wisconsin Technical College location in Fennimore
- Implement the Memorandum Of Understanding between the Board and itinerant service sites and its partners.
- Implement the goals and activities identified in the local WIA plan,

Perform monitoring of WIA program operators to ensure attainment of stated performance criteria.

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

SWWDB has performed as the OSO for the Southwest area for almost 20 years.

- c. *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.*



SWWDB is the sole OSO for the WDA.

B. One-Stop Service Delivery

1. *Describe the One-Stop delivery system in your local area. [§118(b)(2)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. Use Form F.*

Presently, The Rock County Job Center is the sole Comprehensive Job Center for Southwest Wisconsin. This comprehensive site houses all required partners and offers a multitude of services within one structure. The CJC is considered the “corporate headquarters” with the Southwest Wisconsin Technical College Job Center in Fennimore and the access points of service in Darlington, Dodgeville, Monroe and Richland Center sites functioning to support and enhance services throughout the area. Form F is attached identifying the Rock County Job Center and the Southwest Wisconsin Technical Job Center as the two officially designated job center in Southwest Wisconsin.

Through the Virtual Job Center technology (www.jobcenter.org) within the resource room, we are able to connect all customers within all Job Centers to the same menu of services ensuring a consistent, uniform message of services. In addition, this computerized system allows greater accessibility to partnering agencies not housed within the Job Centers including CAP services, Wisconsin Literacy Council, the technical colleges, University of Wisconsin system, Homeless Task Force, Council on Aging, Partner in Prevention, economic development agencies, and the Workforce Development services available through the State of Wisconsin.

2. *Describe actions taken by the WDB to promote maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers. Attach any local policies or procedures in support of this.*

SWWDB makes every effort to provide integration of services, and offers integration of partners through the GIF (General Information Form) for referral of individual customers to partner agencies. As for business customers, the Business Services Manager and Job Center Manager work in tandem to refer business customers to the resources and partners that will best meet their needs.

3. *Describe how the WDB will ensure the quality of service delivery and continuous improvement throughout the One-Stop centers.*

To ensure that the SWWDB is meeting the needs of participants and customers, many methods are used to collect feedback from customers. A quarterly State survey is conducted of Job Seeker customer usage along with local post-service customer satisfaction surveys. Information is obtained from employers through a State report on types of job listings placed & filled in addition to post-service customer satisfaction reports. The employer services team provides constant feedback from employer visits and focus groups and surveys are completed as needed to stay abreast of employer needs. Through the use of the Virtual Job Center, satisfaction levels from both job seekers and employers will be captured on-line for easy accessibility. This information will be another tool to obtain data for review. Quarterly, customer feedback information will be compiled into a single report and reviewed by SWWDB staff and shared at Job Center Management, Program Operator and Team Leader meetings. Any significant trends

or unmet needs will be identified and changes to service delivery recommended as needed.

4. *Is each of the required WIA partners included in your One-Stop delivery system? Describe how they contribute to your planning and implementation efforts? If any required partner is not involved, explain the reason.*

Yes, each of the partners is included in the system. Partners participate both at the Job Center Management team level, as well as at the Board of Directors level. Partners help shape and deliver policy at all levels of the One-Stop system.

5. *Provide a copy of the local Memorandum(s) of Understanding (MOU) between the WDB and each of the One-Stop partners concerning the operation of the local One-Stop delivery system. 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.*

A Memorandum of Understanding for the Comprehensive Job Center in Rock County is attached as **Enclosure 10**.

Describe the local system for delivering the services of the required Job Center partners in a seamless and integrated manner to job seekers, incumbent workers, youth and employers.

Currently, the Southwest Wisconsin Workforce Development structure is comprised of 2 Job Centers, and 5 Access Points of Service within the 6 county area. Wherever feasible, partnering agencies are housed under one structure in an integrated fashion to enable Job Center customers (both job seeker and employer) easy access to the services and staff within the center. The exception to this is our younger youth services which are coordinated through the CESA districts and the local secondary schools within our area. Extensive collaboration exists among agencies not co-located to ensure customer access to desired services.

In each of the Job Centers, the resource room is directly accessible upon entrance and, in most cases; partners cooperate to ensure adequate staffing of this area. Each partnering agency is a Job Center representative thus presenting a unified image and seamless structure to the customer. Job Seekers often complete a General Information Form (GIF) upon entrance to the resource area if seeking assistance beyond the usage of Job Center of Wisconsin. It is with this information that additional services are recommended and appropriate referrals made to meet the job seeker customer needs. Partnering agencies provide coordinated workshops and services to avoid duplication and prudent usage of resources.

The same integrated and seamless structure exists when providing services to the business community. The business community interaction with the Job Center is most often via Job Center of Wisconsin postings, telephone, fax, and personal employer visits by Job Center staff. Business assistance to those posting is provided through the state-wide call center system.

Services for youth under the age of 18 is coordinated through the CESA districts in

Fennimore and Milton and offered throughout various High Schools in the WDA. Youth are oriented to Job Center services during tours to the centers as well as Job Center staff visits to provide information on Job Center of Wisconsin, WorkNet, WISCareers, Job Fit and a host of other information. Referrals to other WIA programs that a youth may qualify for is made prior to any youth exit.

Address how access to the local system will be achieved so that any individual or employer will have access to the Job Center system and to core employment-related services.

Job Centers facilitate access because they provide, within a single facility, information about the full range of employment and training programs available to customers and access to personnel who can assist them in making use of those services. This system has operated effectively since its inception in 1986. Since this time, DOL budget declines of nearly 43% in employment and training funds has negatively impacted the array of services available within our WDA – particularly in our rural counties. All partner agencies have experienced budget declines further exacerbating the ability to maintain services. Four of the 8 Job Center facility costs are paid solely by partnering agencies. Two of the rural Job Centers maintain operations with 1 full time equivalent staff. It is increasingly clear that maintaining 8 fully staffed Job Centers within Southwest Wisconsin is no longer economically feasible.

In an effort to maintain service to customers a redesigned Job Center system was implemented comprised of electronically connected services that operate together as though they were located under a single roof. This “Virtual Job Center” has expanded service delivery beyond the typical “bricks and mortar” structure. Through technology, any job seeker interested in advancing his or her career, regardless of income level, can do so. Customers have access to services anywhere computer access exists, 24 hours a day. These same computerized services are accessed by customers within the resource areas of the physical Job Centers thereby ensuring that all customers, whether accessing the system technologically or physically, will have uniform access to information and services. The flow chart on page 10a provides a visual representation of service access for our job seeker and employer customers.

The Virtual Job Center provides access to a comprehensive array of services for job seekers, employers, training providers, benefit applicants, students, and other customers in one location, via the internet. Services are integrated together at a user friendly web site that provides information on available programs and services, training programs and providers, career and occupational data, financial assistance, job listings, and social services information. Employers have access to resumes of qualified candidates, along with the ability to post job orders online. They also have access to the latest economic and labor market information, employer workshop offerings, and fee for service information. This new fee for service component should greatly enhance the services offered to local businesses, particularly in the rural areas of our WDA where few fee for service options are available. The Fee for Service schedule will be based on what the employers have told us through survey instruments that they do not have access to currently, and would be willing to pay for.

The virtual Job Center structure expands our service delivery capabilities beyond the limitations imposed by the use of physical Job Centers only and improves access to clients in remote areas who might find it inconvenient to use a physical Job Center site due to lack of transportation. Furthermore, the Virtual Job Center is accessible by our increasing Spanish-speaking customers.

Describe the local system for delivering the services of the required Job Center partners in a seamless and integrated manner to job seekers, incumbent workers, youth and employers.

Currently, the Southwest Wisconsin Workforce Development structure is comprised of 2 Job Centers, and 5 Access Points of Service within the 6 county area. Wherever feasible, partnering agencies are housed under one structure in an integrated fashion to enable Job Center customers (both job seeker and employer) easy access to the services and staff within the center. The exception to this is our younger youth services which are coordinated through the CESA districts and the local secondary schools within our area. Extensive collaboration exists among agencies not co-located to ensure customer access to desired services.

In each of the Job Centers, the resource room is directly accessible upon entrance and, in most cases; partners cooperate to ensure adequate staffing of this area. Each partnering agency is a Job Center representative thus presenting a unified image and seamless structure to the customer. Job Seekers often complete a General Information Form (GIF) upon entrance to the resource area if seeking assistance beyond the usage of Job Center of Wisconsin. It is with this information that additional services are recommended and appropriate referrals made to meet the job seeker customer needs. Partnering agencies provide coordinated workshops and services to avoid duplication and prudent usage of resources.

The same integrated and seamless structure exists when providing services to the business community. The business community interaction with the Job Center is most often via Job Center of Wisconsin postings, telephone, fax, and personal employer visits by Job Center staff. Business assistance to those posting is provided through the state-wide call center system.

Services for youth under the age of 18 is coordinated through the CESA districts in Fennimore and Milton and offered throughout various High Schools in the WDA. Youth are oriented to Job Center services during tours to the centers as well as Job Center staff visits to provide information on Job Center of Wisconsin, WorkNet, WISCareers, Job Fit and a host of other information. Referrals to other WIA programs that a youth may qualify for is made prior to any youth exit.

V. *Demand-Driven Workforce Investment System*

Public and private leaders across the state are engaging in new initiatives to bridge the gap between leading industries and their future workforce. Recognizing the importance of this work, and seeking to strategically extend it as a state strategy, Wisconsin's Sector Strategy initiative is a critical step in the right direction. Utilizing the existing Grow Regions, this new direction and initiative brings together leaders from industry, labor, education, workforce development, and economic development to build an

education and training system responsive to and driven by the needs of workers and employers. Wisconsin's system must be responsive to industry demands, not program-driven; it must address the needs of both employers and the workforce inter-dependently; and it must target the needs of each industry collectively, not individual firms. To this end, discuss your local board's efforts to engage in the development of a regional sector or cluster based strategy. Include in this discussion:

1. *Describe the progress towards aligning the services of the local workforce system, economic development and education systems to support a regional based sector strategy and obtaining cross-agency cooperative agreements for collaboration and shared resources. Include a description of the WDB's roles and relationships with the following:*

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

Establish goals for the WDB's planned expansion of this activity.

SWWDB will continue in the existing partnership relationships already established with the partners listed above. Through sponsoring and partnering on initiatives such as the STEMposium 2009, Tech Trek, the Southwest Wisconsin Business & Education Summit, and the planned Project Lead the Way STEM Workshop for K-16 educators, the region is positioned to develop strong and lasting relationships that will meet the needs of employers.

2. *Describe how the WDB will identify and work with key industry partnerships where they exist within the region, and coordinate and invest in partnership infrastructure where they are not yet developed. Establish goals for the WDB's efforts with industry partnerships.*

SWWDB will continue to participate in the industry partnership groups which have formed as part of the WIRED collaboration. We will invest vigorously in the ideas and training needs that are identified by employers through these partnerships. It is the goal of the Board to develop one deliverable training product for each industry partnership in which we participate.

3. *Identify how the WDB plans to better align its resources to support to meet the training and employment needs of key industry sectors in the region. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations. Establish goals for the WDB's alignment activities.*

The SWWDB intends to set a goal that at least 65% of the approved ITA's in the region will correlate to training required for the demand occupations within the region. As always the Board will continue to partner with employers, the post-secondary system and the secondary system to ensure that programs are aligned with the needs of employers and that training provides a pipeline of skilled workers. The Board will also actively seek out employers in key industry sectors to determine how we may participate in meeting their workforce development needs for both existing and future workers.

4. *Describe the methods to be used within the GROW region to measure the progress toward the goals established in 1-3 above.*

Through continued participation in WIRED and other regional activities, SWWDB will be involved directly in conversation with employers. Also the SWWDB Business and Employer Services

Manager will coordinate close relationships with key industry sector employers, local economic development agencies and educational partners to continue strengthen open communication between workforce development and industry.

VI. *WIA Title I Program Services*

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

1. *Priority of Service Due to Limited Funding (if you have written policy that addresses a-c below, attach it and explain where in that policy each of these points are addressed.)*

a. *Provide a description of the criteria to be used by the WDB to determine if funds allocated to the local area for adult employment and training activities are limited. [§134(d)(4)(E) and 118(b)(4)]*

To date, SWWDB has been able to provide services at levels requested by customers and has not had to turn away anyone. The implementation of the Career Pathway Model will enable greater levels of “front end” services prior to expending training dollars. Furthermore, it is our intent, through Career Pathways, to engage quality employers in a partnership to assist in paying a portion of potential and incumbent worker training costs thereby expanding the “pot” of training dollars available within our WDA.

WIA program operators have been advised of and follow local procedures to collect, verify and document income levels of potential program participants at the Core Services Level. Program participants for the WIA Adult program prior to providing Intensive and Training Services shall have income at or below 200% of the Federal Poverty Level or currently be earning wages at or below the local median wage and have received at least one documented Core Service. Youth and Dislocated Workers must meet eligibility requirements at the Core Service level. This approach has proven to be successful for WIA program performance as well as the WIA program participants.

SWWDB will determine that priority of service for adults needs to occur when 80% of the funds available within the WDA for the program year have been allocated for training and support. At that point priority of service will take precedent for all training and support requests received.

b. *Describe how the WDB members will be involved in this process.*

Board members, through regular board and committee meetings, are informed about utilization of WIA allocations. They monitor expenditures to ensure that adequate resources are available to provide needed services.

c. *Describe the process that the WDB will use to direct 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 Veteran’s Service Policy always takes precedent in providing services, and local procedures dictate that those in financial need are the next priority group.

2. *For those WDBs that are using income as a basis for serving adults, submit the local policy as an attachment.*

As noted in Section VI.A.1.a above, SWWDB required participants for the WIA Adult program prior to providing Intensive and Training Services shall have income at or below 200% of the Federal Poverty Level or currently be earning wages at or below the local median wage and have received at least one documented Core Service.

WIA program operators are advised of this local procedure through the SWWDB WIA Procedural Manual which is reviewed and update annually. The 2008-09 WIA Program Operator Procedural Manual is attached as **Enclosure 11**.

3. *Describe any plans for transferring up to 100% of the funds between the adult and dislocated worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.*

At this time, SWWDB has no plans to transfer funds between programs. However, SWWDB reserves the right to request the transfer of funds once the allocations are received and/or once actual expenditures occur.

4. *Describe any plans for using up to 10% of local area formula funds to provide statewide employment and training activities, including incumbent worker training. In the description, include the expected impact on local performance standards.*

At this time, SWWDB has no plans for statewide employment and training activities. However, there is consideration of reinstating the "Future Fields". SWWDB has been involved in discussions with the Department of Agriculture and DWD about the program, but there are not firm plans or timelines established as of now.

The SWWDB has expressed a keen interest in incumbent worker training for many years. They firmly believe that funding incumbent worker training is a layoff aversion strategy that should be used to retain businesses struggling to address technology change while attempting to remain productive and competitive. During the upcoming year, the Board will consider how to implement an incumbent worker training component. For now, planning is in the gestational stages.

5. *Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for core, intensive, and training allocations for the Adult and Dislocated Worker programs. Use Form E*

SWWDB has not received its annual allocation for PY 2009-10. Per the guidelines Form E is not included with this submittal and will be provided within 30 days once the allocations have been received.

6. *Target Populations [§112(b)(17) and 118(b)(4)]*
 - a. *Describe how the WDB will serve each of these significant segments of the population:*
 - *low-income individuals (including recipients of public assistance)*
 - *individuals training for nontraditional employment*

- *individuals with multiple barriers (including older workers and individuals with disabilities).*

SWWDB will serve populations through referrals from Job Center partner agencies who already have responsibility to serve these population sectors (i.e. the Department of Vocational Rehabilitation, County Human Services agencies, and the counselors specifically designated at each educational institution to work with non-traditional students).

SWWDB has a long-standing history of partnering relationship with these agencies throughout the region. Until last year, there was at least Job Center located in each county with several WIA partner agencies co-located at these sites. SWWDB also uses the www.jobcenter.org website to provide information about available WIA services and resources. Interested parties can obtain information and even enroll through the itinerant service structure.

Many of the agencies, because of their past relationship with an on-site Job Center are very familiar with WIA services. SWWDB is considering ways to reach out to partner agency personnel to determine ways to keep them informed about WIA regulation changes and service delivery processes improvements.

- b. *Describe service strategies the WDB has in place or will develop that will improve meeting needs for customers with disabilities.*

SWWDB has on staff a Disability Navigator who is charged with aiding clients with disabilities through the One-Stop system, as well as to make suggestions for improvements to the accessibility of our sites and services. The Navigator position regular attends in-service programs, staff meetings and other briefings held for DVR staff. SWWDB is also an Employer Network under the Ticket to Work program and will work with DVR and other partners to enhance the opportunities of individuals with disabilities to find and maintain employment. The www.jobcenter.org website provides information on programs for people with disabilities.

- c. *Describe how services to displaced homemakers will be integrated into the dislocated worker program*

SWWDB has always provided services to displaced homemakers and will continue to serve them as we would any other dislocated worker. The resource rooms at the job centers serve as the point of entry to WIA services for displaced homemakers.

- d. *Provide a copy of the WDB's local policy that addresses how priority of service to veterans and other covered persons will be applied. In addition, describe the local procedures developed to implement the requirements under the Jobs for Veterans Act (P.L.107-288)(38 USC 4215).*

A copy of the SWWDB Veteran's Priority of Service policy is attached at **Enclosure 12**.

- 7. *Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs:*
 - a. *Offender reentry*

Services to reentering offenders are provided through a variety of programs. The Blackhawk Technical College ABE programs at the Rock County Jail and at the Rock County Job Center provide a mechanism for reentering offenders to access WIA and other services at the Job Center. SWWDB is also working with the Rock County Court system and Community Action, Inc. to provide WIA funded workforce services/training participants enrolled in a “Fatherhood” program operated by CAP. These services include the FutureTrac workshop and JobFit assessment tool to target interest and aptitudes. SWWDB also provides these services to clients of a YouthBuild project operated in the City of Beloit by Community Action. Referrals are also made by Job Center partner representatives in the resource room and Human Services. SWWDB staff has also gone to the Oakdale State Prison to provide an orientation on Job Center services to offenders scheduled to be released by into area communities. Information on WIA resources and services are also available at www.jobcenter.org.

b. TANF and Food Share Employment and Training

SWWDB has a long-standing history of partnering with Human Services agencies throughout the region to provide services to this group. Until last year, there was a Job Center located in each county directly tied to the Human Services departments. SWWDB also uses the www.jobcenter.org website to provide information about available WIA services and resources. Many of the Human Service agencies, because of their past relationship with an on-site Job Center are very familiar with WIA services. For the future, SWWDB is considering ways to reach out to Human Services departments to provide staff in-service in changes in WIA service delivery processes.

c. Adult Basic Education

Adult Basic Education services are present in both of the Job Centers within Southwest Wisconsin and classes are coordinated through the two technical colleges. Blackhawk Technical College provides ABE services at the Rock County Job Center. BTC operates two classroom at RCJC equipped with computers and other instructional technologies. The facility is staff by two full-time instructors during the school year. A Job Center is actually housed on the Southwest Wisconsin Technical College campus in Fennimore. A full range of services, including ABE instruction, is available at that location. ABE instruction is developed as part of a career pathway for individuals seeking training as appropriate.

d. Adult apprenticeship

SWWDB and the Job Centers provide information on apprenticeship and contact numbers are available in the resource rooms for any interested party. The www.jobcenter.org website contains a link to the apprenticeship section of the DWD website. Whenever possible SWWDB uses its partnerships with employers, Unions and technical colleges are encouraged to promote adult apprenticeship.

8. *Describe how you will incorporate RISE career pathways principles into training programs for the WDA’s training customers and provide a timetable for implementation. The elements of the career pathway model can be found at <http://risepartnership.org/guidelines.htm>*

SWWDB has received a RISE grant to develop chunked bridge programs within the healthcare industry to create opportunities for entry-level employees to receive articulated trainings. These trainings will be in short bursts that will lead to advancement in the industry, increased wages, and opportunities to continue their educational path. This program should begin to be delivered in the WDA by Spring of 2010.

Also Southwest Wisconsin Technical College has developed on-line bridge programming in the healthcare sector which will be used to help develop and assess the skills and needs of youth, and underemployed individuals seeking a career path in healthcare. This program is already available and being used by youth enrolled in the WIA program. These types of programs will be the basis for other RISE career pathway initiatives in the WDA for driver industry sectors.

9. *Describe WDB policies and procedures to support Unemployment Insurance (UI) Profiling and reemployment services activities.*

Job Service coordinates and delivers the UI Profiling services throughout the six county WDA. Currently Job Service is also the Program Operator for the Adult and Older Youth Programs in all six counties and the Dislocated Worker Program Operator in the 5 rural counties of the WDA. This increases the coordination of the UI Profiling services with WIA services. Additionally, both programs fund many of the Job Service staff.

10. *Describe the methods the WDB developed to respond expeditiously to plant closings and layoffs. These methods must address coordination with statewide rapid response activities, as well as when statewide rapid response staff are not involved. [§118(b)(5)]*

The Board utilizes a well designed process when notified of dislocations. Partner agency roles and responsibilities are well defined and have been held up as an exemplary model by the Department of Workforce Development. That process is as follows:

Utilizing the Job Centers as the system of delivery, once a closing or lay-off is announced, the Southwest Wisconsin Rapid Response Team will be mobilized. The Rapid Response Team consists of the SWWDB's Rapid Response Coordinator, contracted dislocated worker staff, designated Job Service staff, technical college staff/or other institutional educational staff, unemployment insurance state staff, labor union if appropriate, social/human service representatives, local economic development staff, community service agencies, and if appropriate, banker/financial institution representatives. Company and State Rapid Response representatives are also included in this team effort as appropriate. If the dislocation covers another state(s), the appropriate staff (in positions akin to those noted above) will be notified and included in the planning process.

The team's major objective is to discuss ways to provide help and assistance to the dislocated workers in a manner that will accommodate company officials' and workers' availability and time frame for dislocation. This committee is in place for every county within the WDA and team members are already aware of and skilled in carrying out their respective charges and responsibilities. If the size of the dislocation is such that local WIA funds are not sufficient, SWWDB will request additional funds from the State's Special Response Grant and/or DOL's Dislocated Discretionary Fund.

11. *Describe the methods and procedures the WDB developed or will develop to expand*

coordination of service delivery with the Trade Adjustment Assistance program.

In a demonstration of the partnerships in the Southwest WDA; SWWDB, Job Service and our contracted NEG/SRR program operator (AFL-CIO LETC) are providing a seamless service delivery system to TAA participants. AFL-CIO LETC provides all core and intensive services to eligible TAA participants and then gets approval of TAA contracts from the Job Service TAA case manager, when confirmation of their eligibility for TAA is confirmed by Job Service staff. The client only deals with one case manager and receives services in a timely manner that reduces client confusion and disillusion with what can be a complex system for the lay person to navigate. This up-front co-enrollment also eliminates problems down the road if the client does not maintain full-time training status, or is unable to enroll in a full course load, as Dislocated Worker training funds can step in to meet the needs of the client which are outside of the parameters of TAA.

This process has worked very well, with limited problems or delays, mainly due to the ability of TAA to provide training services through providers not on the Statewide ETP list.

B. Title I Core Services

- 1. Describe core services that will be provided in addition to those specified in Sec. 134(d)(2) of the Act.*

In congruency with the career pathway model, the initial assessment will be coordinated with career exploration, financial literacy, and driver industry information.

- 2. Describe the WDB's design for Title I core services. Include how Title I activities compliment Wagner-Peyser Labor Exchange Services. (WIA Regulations ask for a description that shows these two sources of funds are not duplicative.)*

It is the Board's position that the foundation of universal or basic core services to Job Seekers and Employers within the Job Centers relies heavily on the self-help and staff-assisted services and systems available through the state's Labor Exchange as legislated in the Wagner-Peyser Act. In order to avoid duplication of these services as required by the Act, applicable core services funded under WIA will be those services that enhance, support or are in addition to existing Labor Exchange services. In implementing the Career pathway model greater emphasis will be placed on "front end" services including basic assessment & career information.

- 3. Provide a copy of the WDB supportive services policy as an attachment.*

A copy of the SWWDB Training and Support Service policy is attached at **Enclosure 13**.

C. Intensive Services

- 1. Describe any intensive services that will be provided in addition to those identified in Section 134(d)(3) of the Act.*

At this time there are no services outside of what the Act details.

- 2. Describe how intensive services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, W-2 and Adult Education. Coordination*

of these areas is important to improving services to customers as well as reducing redundancy and increasing efficiencies.

This is coordinated through the MOU and through Job Center Management Team meetings.

3. *Provide the WDB's definition of "self-sufficiency."*

Self sufficiency is defined as

- Have household income at or above the WDA median wage rate
- Have access to affordable and quality health services for self and family
- Are sufficiently aware and capable of accessing the wide range of helping services available to the public
- Are not dependent on others in order to sustain a good quality of life for self and family.

D. Training Services

1. *Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for ITA, On-the-Job Training (OJT), and customized training.*

Thirty (30) percent of the Adult and Dislocated Worker allocation is designated for high wage/high growth training in compliance with Department of Workforce Development requirements. On-the-job training and customized training dollars will be accessed from the overall 30% training allotment. Department of Labor certificate requirements have severely impacted the feasibility of offering OJT and customized training to local employers as these trainings will not result in a positive outcome for required performance.

2. *Indicate what percent of Adult, Dislocated Worker and Special Response funds the WDB will set aside to train for middle skilled jobs. Further, describe how job seekers will be made aware of training for occupations in demand, especially for occupations in the priority sectors identified for your region.*

The 30% will apply to middle skills as well. Clients are informed of in-demand occupations during the FutureTrac (Pre-Assessment workshop) which they are required to take if they are interested in training funds.

3. *Describe the WDB's policy for its ITA system including limits on duration and amount. Submit the WDB's ITA policy.*

The SWWDB objective of the ITA/Eligible Provider system is to encourage a market-like environment for adult worker re-training. ITAs will enable customers to choose within approved driver industry training programs. The type of training available during the 2009-10 program year will be limited to those training providers with program offerings consistent with the employment needs of driver industries within our region. These driver industries include: Health care, manufacturing, information technology, food processing, logistics, finance and insurance, skilled trades, and bio-ag/bio-industry.

To ensure successful performance, monitoring and approval of training and the actual payment of training vouchers will be done by the SWWDB in its One-Stop Operator/Program Management and WIA administrative roles.

There are two components to this system: 1) the eligible provider list implemented by the State, and 2) the Payment Authorization System (PAS) implemented by SWWDB. The following describes the interaction between the 2 systems.

Individual Training Accounts (ITAs) Allocation

- The Board has allocated 30% of the Adult and Dislocated Worker Program funds for training.

Use of ITAs

- ITAs will be issued to specific eligible training providers for a specific program for the costs of tuition, books and supplies. Training costs shall be limited to \$8,000 per participant.
- Training services will be provided only after an individual has been unsuccessful in securing employment after participating in Core Services and Intensive Services; the individual's IEP indicates that training is appropriate, and the individual has been determined eligible for training. All information must be documented by the Title I service provide.
- ITAs will be used to fund training in occupations that will produce the potential of high wage training within the designated WDA driver industries

Length and Cost of ITAs

- ITAs will be available in two categories; short and long-term training, with an emphasis on short term training to meet immediate labor market needs.
- Short-term training would including training costs up to \$3,500 and/or shorter than 18 weeks in duration. Training courses must provide a marketable skill needed to obtain employment and lead to a diploma or certificate.
- Long-term training would include costs more than \$500 and/or is longer than six weeks in duration. Training must provide a diploma or certificate upon completion.
- SWWDB plans on a maximum cost of \$8000 per training level participant.
- The length of training will vary based on the training program selected, individual circumstances, and funding availability.

Approval Process

- Approval of ITAs will be a negotiation process between the individual (with the individual fully aware of the training institutions available for training) and the program operator/case manager utilizing the PAS or by approval by the SWWDB WIA Program Manager.
- If an ITA is sought that is for an occupation that the SWWDB has determined to be a demand occupation and the training provider is on the state and local list of eligible training providers, a decision can be made by the Title I program operator to develop an ITA (obligate funds for training) in the PAS.

- The PAS will allow case managers to develop an ITA to obligate funds for training and issue vouchers if all above requirements have been met.
- If an ITA is sought for an occupation that is not on the SWWDB determined list of demand occupations, a request for approval must be submitted to the SWWDB WIA Program Manager and a determination will be made based on available labor market information and documentation provided by the Title I program operator and the individual seeking training. Detailed justification must be provided as to why training should be approved if not for a demand occupation.

ITA Establishment

- The PAS is the tool utilized to develop an ITA and issue vouchers for payment. Once a voucher is issued the appropriate signatures must be obtained before any voucher will be honored.
4. *Describe and attach the WDB's policy and procedures for adding, monitoring and removing training providers from the ITA list.*
- Per the policy and implementation process developed by the state, the SWWDB will solicit applications from interested training providers, have an ad hoc committee review and make recommendations to the full Board, who will approve or deny applications. Programs approved by SWWDB will be forwarded to DWD for inclusion on the state list.
 - SWWDB abides by the State's policy and process for receiving, approving and forwarding new training applications to the State for inclusion on the State's Eligible Training Provider (ETP) list.
 - When SWWDB become aware of a program name change or deletion, those changes are also forwarded the State so that the State's Eligible Training Provider (ETP) list may be updated.

A copy of the SWWDB Eligible Training Provider policy is attached at Enclosure

5. *Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable:*
- a. *Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount. Submit the WDB's OJT policy and customized training policy.*

On the Job Training and customized training, will be available for training individuals entering employment in a high wage position within the designated regional driver industries. An OJT contract is limited to the period of time required for a participant to become a productive employee. In determining appropriate length, consideration is given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's employability plan (EP). OJT contracts are generally limited to a maximum of 16 weeks in length. Customized training is reviewed and approved on a case-by-case basis, with the employer contributing up to half of the training costs.

A copy of the SWWDB On-the-Job Training policy is attached at **Enclosure 14**. SWWDB does not normally approve customized training, therefore, it does not have a separate policy but would follow federal WIA regulations if and when customized training would be appropriate.

- b. 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.*

SWWDB has determined that there is a sufficient number of eligible training providers in the Southwest Wisconsin WDA. However, the need to develop additional providers may arise due to the number of unprecedented dislocated workers in the region.

- c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.*

The Board does not intend to target special populations as a criterion for service receipt and will utilize eligibility criteria and individual employment plans as the basis to determine individual need for service. Special populations are already served through this WDB.

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

- a. WDBs are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for training."*

The Board identifies an individual as being in need of training when the following criteria apply:

- Is registered and determined eligible as a registrant/participant;
- Is unable to obtain or retain suitable employment through Core and/or Intensive Services;
- Is determined by WIA service provider, after completion of assessment, to be in need of training and to have the skills and qualifications to successfully participate;
- Selects a program of Training directly linked to a regional driver industry.
- Is unable to obtain other or sufficient grant assistance, including Pell

- b. Needs Related Payments*

Needs related payments are currently not used by SWWDB.

- 7. Describe the WDB's current or planned coordination and collaboration efforts with the following programs:*

- a. Manufacturing Skills Standard Certification (MSSC)*

SWWDB has made MSSC a key part of its strategy to address manufacturing in the

Southwest Wisconsin, SWWDB has implemented MSSC training in the Rock County Job Center in Janesville in collaboration with the AFL/CIO, and as part of in-school youth programs for students with an interest in energy or advanced manufacturing. It is also being used locally as part of Project Lead the Way programming, which is seeking industry based credentials for students as a requirement under Carl Perkins legislation.

The Rock County Job Center is a designated MSSC testing site. SWWDB works with the AFL/CIO LETC who has a certified tester on staff. The SWWDB executive director also sits on the Wisconsin MSSC State Implementation Team and regularly attends quarterly meetings.

b. Customized Labor Training (Department of Commerce)

There are no specifically targeted or planned efforts for the use of these funds. SWWDB has been active with all of the area's county economic development corporations (EDCs), the Southwest Wisconsin Regional Planning Commission, city economic development agencies, the Rock County Economic Development Department, Thrive and representatives from the Department of Commerce. We have participated with these agencies on recruitment and retention processes, sharing of data regarding workforce needs and ways to collaborate on training that would attract/retain businesses in the area. These efforts will continue to build a cohesive regional strategy. Representatives from several of these agencies serve on the SWWDB Board of Directors.

c. Wisconsin Advancement Training Grants (WTCS)

Many of the locally planned WAT grants in the region support the sector initiative strategies of aligning existing technical college programming with the needs of employers in demand industries. SWWDB staff have been active with representatives of both technical colleges in developing curriculum that is responsive to local/regional needs.

d. Regional Industry Skills Education (RISE)

SWWDB is currently an active partner in a RISE Health Care grant to develop entry-level chunking of health related instruction to move individuals from non-health entry level occupations in healthcare facilities into more active patient care roles and develop pathways toward additional learning and increased wages.

8. Describe how the WDB will encourage bridge programming, contextual remediation training and chunked curriculum for occupational training as describe in the Wisconsin RISE initiative.

As indicated above SWWDB is currently a partner on a RISE initiative grant to create chunked curriculum and develop bridge programs to encourage the growth of entry-level workers within the healthcare arena. It is the goal of SWWDB to take on similar projects with our partners in other demand sectors of the regional economy. Currently Southwest Technical College has created on-line programming that provides both bridge programming for healthcare occupations, as well as contextual remediation. This program is currently in use to help youth explore health career pathways and see if health care is truly the pathway that they want to explore.



E. Youth Program

The U.S. Employment and Training Association, in collaboration with the U.S. Departments of Education, Health and Human Services, and Justice has developed a new strategic vision to more effectively serve out-of-school youth and those at risk of dropping out. These youth are an important part of the new workforce supply needed by businesses to fill vacancies in a knowledge-based economy. WIA programs and services should serve as a catalyst to connect these youth, as well as other high risk youth (youth in or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth), with quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities. WIA expects a comprehensive strategy of services to youth that includes multiple partners and strong connections to and integration into the Job Center System.

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

1. Describe how the WIA youth program supports and/or partners with the following programs:

a. Youth apprenticeship

SWWDB supports youth apprenticeship and School-to-Work programs throughout the region. Youth enrolled in the WIA program are referred to youth apprenticeship programs if eligible. SWWDB and the Job Centers have a good referral system with the CESA and School to Work coordinators in the area. School to Work coordinators serve on the SWWEB Youth Council and a business person representing an employer involved with a youth apprenticeship training program serves on the SWWDB Board.

b. Job Corps

Job Corps is currently operating in the WDA through the CAP agency in Rock County, with whom SWWDB partners frequently.

c. Project Lead the Way

Project Lead the Way is represented throughout the region, and SWWDB is a strong advocate of and supporter for this initiative. SWWDB is currently an active partner sponsoring the "STEMposium" which is taking place in April 2009. SWWDB also used MSSC grant funds to train a secondary school Project Lead the Way instructor in MSSC so that it may be taught in the high schools as part of the advanced manufacturing curriculum.

d. Department of Public Instruction Career Clusters

SWWDB is supporting local efforts to align the Career Clusters in the schools with the Career Pathways of the SCSW WIRED region to create a seamless transition for students as they continue their education.

e. Career and technical education

SWWDB is part of the Southwest Technical College's School-to-Work consortium which includes career and technical education coordinators for the local school districts, and has supported initiatives to better align career and technical education instruction with the needs of employers. SWWDB also works with School-to-Work programs in Rock County including the efforts of the Stateline Career Technical Education Academy. Members of the School-to-Work consortium/groups sit on the SWWDB Youth Council as do representatives of the area technical colleges.

f. Wisconsin Covenant

SWWDB supports the Governor's Wisconsin Covenant initiative. However, except for providing information about the program to youth and through the Job Centers, SWWDB has not taken an active role in the program at this time.

g. Homeless and Runaway youth services

SWWDB incorporates this population into the WIA program and program coordinators are in direct contact with schools who make referrals for this population.

h. Financial literacy

Financial literacy programs are available in the Job Centers. The curriculum is used as part of the Futuretrac workshop delivered in the Job Centers and is available to all youth participants.

i. Americorps

Americorp is not active in the Southwest Wisconsin WDA.

j. STEM Initiatives

As mentioned before, SWWDB is partnering with the CESAs and the Project Lead the Way consortium to sponsor the "STEMposium" and to develop additional initiatives to help align secondary school curriculum in STEM with the skill needs of local industry.

2. Describe any regional efforts your local area is involved with or is planning with regard to youth initiatives.

SWWDB has partnered with the Workforce Development Board of South Central Wisconsin (WDBSCW) to form one of the GROW regions in Wisconsin. The SWSC GROW region was subsequently designated a WIRED by the US Department of Labor

The WIRED grant contains numerous youth initiatives with nearly \$900,000 being available for development of proximity energy back regional youth career pathways strategies. The primary strategies that will be moving to an RFP process for possible funding through WIRED dollars and implemented in PY 09-10 are:

- Coordinate opportunities with industry, students, and educational programs;
- Increase overall entry level skills to produce a more technically skilled workforce;
- Attract and increase students interest in WIRED sector industries;
- Develop stronger articulation and dual credit opportunities for out-of-school and high school students;
- Develop clearer understanding and support of career clusters/pathways;
- Increase parent connections, information and involvement;
- Design and offer stronger alternative and innovative teaching methods and identify and correct policy barriers using industry input;
- Place special emphasis on non-traditional populations; and
- Improve technical education capacity or partnership opportunities at high schools.

These projects, in addition to the availability of summer youth employment dollars through the ARRA should provide renewed interest and excitement to youth initiatives. Further, SWWDB is looking at ways to develop the closer partnership with the Community Action agencies in the area to provide support for Youth Build and home remodeling/weatherization projects targeted to the youth. SWWDB is also exploring options for using WIA dollars to support a Fatherhood initiative involving the Community Action agency in the Rock County and the Rock County Court system.

3. *Describe the connection between your WIA Youth Program and the Job Center service delivery system.*

Out-of-school youth services are provided through the Job Center directly. Wisconsin Job Service is the contracted program operator and they are housed in the Southwest Wisconsin Job Centers. Youth have access to all of the workshops and resources available to adult and dislocated worker participants, and are referred to partner agencies for additional services wherever appropriate. In-school youth participants use the resources of the Job Center as well, and students enrolled are brought to the Job Center to familiarize themselves with the services that are available through the Job Center partners. SWWDB is currently working with the Beloit Chamber of Commerce and Beloit Economic Development Corporation to determine the feasibility of bringing every freshman to the Job Center for an overview of services.

4. *Describe how services are provided or referrals made for youth who are not eligible for WIA youth services.*

This is not very easy to accomplish in rural areas because of the limited number of agencies that can provide services to youth. That is why, at least in part, that SWWDB contracts with the CESA organizations. The CESAs and the relationship with every school in every community in the area and oversee programs such as apprenticeship, school to work, and other like programs. They typically refer ineligible WIA participants to one of these other programs. However, in working with the local school systems, they know the best service providers for youth who are not eligible for WIA assistance.

5. *Describe how the WDA will provide the ten required program elements for the WIA youth program design.*

The following are the youth program elements for the SWWDB youth program:

- Tutoring, study skills training, and instruction leading to completion of secondary school – For WIA Youth a goal is the preparation of youth for post-secondary educational opportunities. For the in-school youth progress towards graduation through the WIA programming will occur by enhancing the participant’s level of basic skills. Increasing those basic skills will positively influence to other academic areas and the students overall grades leading toward graduation. In-school youth also have the benefit of school-to-work coordinators, guidance counselors, and WIA coordinators all located in the schools. This provides a comprehensive source of assistance for the students benefit from a variety of sources. For the out-of-school youth a primary goal is achievement of a GED/HSED if necessary. Resources are available to disseminate information regarding the Labor Market, projected earnings and eligibility requirements for education.
- Alternative secondary school services – It is anticipated that the WIA youth programs will collaborate with local alternative schools throughout the WDA. Alternative schools will be a source of referrals for WIA programs. The primary focus for alternative school participants will be similar to the in-school programming. The emphasis will be placed on graduation and preparation for post-secondary education opportunities.
- Summer Employment opportunities – The summer employment portion of the WIA youth program will directly link academics and employment. Youth will participate in a paid work experience in a public or private non-profit worksite. Worksites will be assigned based upon, youth’s interests, abilities and past work experiences. Worksite supervisors will be assigned based upon their ability to act as a role model, provide guidance and demonstrate leadership abilities to provide an image consistent with the WIA youth program’s goals and objectives. Youth will participate in a day of group activities and programming at the local Job Center. Through the in-school program the connection is made through work experiences and academic lessons on the work site. Many of the work sites are outside the school setting and in the communities, which increases the youth’s exposure to various career opportunities and gains community attention. The WIA programming allows participants the opportunity to develop skills prior to employment through competency testing.
- Paid and un-paid work experiences, including internships and job shadowing – WIA youth will have the opportunity to participate in paid and un-paid work experiences, as appropriate. Opportunities may include job shadowing and/or internships. Experiences will be similar to those of the summer portion of the WIA youth programming. Private sector businesses may be used for job shadowing sites.
- Occupational skills training – Occupational skills training will be available through the local technical colleges or other approved training vendors, as appropriate. Out-of-school youth will be the primary population to utilize the occupation skills training component. Training to be provided will be in demand growth occupations.
- Leadership development opportunities – Leadership development opportunities will be available through WIA youth programming, as appropriate. Youth participating in the program will have opportunities to take active leadership roles in-group activities and on worksites. Collaboration with existing community youth programs will be encouraged

through-out the WDA to provide youth an opportunity to use, strengthen and develop leadership skills.

- Supportive services – Supportive services will be provided to WIA youth participants either through direct assistance, in-kind or by arrangement with another human services agency. Supportive services will be arranged only when necessary to enable participants to successfully complete participation in the WIA program. Supportive services may include child-care, transportation assistance, counseling or financial/legal counseling etc.
- Adult mentoring – Youth participating in WIA programming will continually be involved with adults acting in a mentoring capacity. Worksite supervisors are selected based upon their ability to provide participants with a positive adult image. Additionally, school-to-work coordinators, guidance counselors and WIA coordinators all will be active mentors to participating youth. This will provide a continual mentoring environment while provide a variety of positive influences.
- Follow-up services for not less than 12 months – WIA follow-up services will be available for no less than 12 months after program completion and will be provided as appropriate. Program operator case managers will be responsible for providing follow-up services.
- Comprehensive guidance and counseling – The WIA in-school program will be working with school guidance counselors; school-to-work coordinators and teachers to assist participating youth explore possible career paths. This connection may be the most crucial element of the WIA youth program. Assisting youth to learn and utilize existing resources to identify training elements necessary for employment and identifying a career goal. The WIA out-of-school youth will have access to various counseling resources available at the local Job Center. A technical college career counselor will also be available to participants of the WIA program. Within the Job Centers there are a variety of agencies, computer programs and staff willing and able to assist in counseling or providing a referral to the appropriate organization to address the issue.

6. *Increasing Out-of-School Youth Participation.*

Serving out-of-school youth is one of the most crucial issues facing Wisconsin. Out-of-school youth have problems connecting to the labor market. The major challenge in serving this population is not in identifying them, but recruiting, retaining and keeping them engaged in the program.

- a. *Describe the current and planned recruitment strategies to expand and market services to out-of-school youth.*

SWWDB will continue to work with Job Center partner agencies to recruit out-of-school youth. The expanded definition of youth (increasing the age limit from 21 to 24) under WIA will make collaboration with organizations such as the technical colleges, community action programs, social service agencies, and other community agencies and faith-based groups more vital in recruiting out-of-school youth.

- b. *Describe the current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth.*

Out of school youth are case-managed through the Job Center, so the facilities are offered year round to participants. The summer youth employment program funded through ARRA will be another opportunity to provide year-round services to youth.

- c. *Describe the current and planned retention strategies to retain out-of-school youth in employment or post-secondary education.*

It is the responsibility of the case manager to work with the participant to develop an IEP that includes specifically designed steps to ensure that the participant moves to either employment or post-secondary education. Case managers work with clients to eliminate as many barriers to successful completion as possible.

- d. *What assessment tool does your WDA use for assessing all out-of-school youth to determine if they are basic skills deficient in reading and math?*

SWWDB uses the TABE Test of Adult Basic Education to assess all out-of-school youth to determine basic skills deficiency.

- e. *Describe service strategies (current and planned) for assuring that out-of-school youth deficient in basic reading/writing and math, become proficient.*

All youth have some component of education developed as part of their IEP. It is the intent that those in need of additional assistance to improve skills will be referred to partner agencies that have the professional skills needed to increase the skill levels of participants.

7. *Youth Definitions*

- a. *Provide your local definition of the sixth youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure and hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the five federally specified barriers/criteria (basic literacy skills deficient; school dropout; homeless, runaway or foster child; pregnant or parenting; offender).*

SWWDB believes that employability skills are essential for youth to be successful in the workforce. Employers must establish the criteria for employability skills to be valued. The Wisconsin Department of Public Instruction (DPI) has developed an Employability Skills Certificate Program, which is an assessment tool that evaluates a youth's mastery of employability skills. The employability skills in this program have been identified through the U.S. Department of Labor's Secretary's Commission on Achieving Necessary Skills (SCANS) in partnership with educators, business, industry, and labor representatives. Local school-supervised work-based learning programs are using this program because it does provide employer focused employability skills.

SWWDB establishes that the sixth eligibility criteria used to determine youth eligibility for WIA funded services shall be that the student is either: the child of a dislocated worker, the child of a long-term unemployed or under employed parent (defined as earning wages less than 90% of the median wage of \$14.10 per hour), scores below 43 on the Department of Public Instruction's Employability Skills Certificate, or the youth has not ever held gainful

employment.

- b. If a youth does not meet the low income eligibility requirement, the youth must be within one or more categories, one of which is “basic skills deficient”, as defined by the local WDB. Provide your local definition of deficient in basic literacy skills.*

SWWDB has defined a youth participant as being “basic skills deficient” when he/she is deficient in or below 9-grade level in either reading or math. This definition was developed with the active involvement of SWWDB’s Youth Council and with their unanimous consent.

- c. If a youth does not meet the low income eligibility requirement, another category of eligibility is “faces serious barriers to employment” as identified by the local WDB. The local definition for “faces serious barriers” and “needs additional assistance” may be the same, regardless of the youth’s eligibility status. If the WDB’s definition of “faces serious barriers” is different from the “needs additional assistance” definition, provide the WDB’s definition of “faces serious barriers”. [§664.220]*

The local definition of “faces serious barriers to employment” used by SWWDB defines a student as: 1) the child of a dislocated worker (documented by parents UI eligibility at time of intake), 2) the child of parents who are low-wage workers (to be documented by income lower than the median wage for the area), or 3) scores below a 43 on the Department of Public Instruction’s Employability Checklist. This definition was developed with the active involvement of SWWDB’s Youth Council and with their unanimous consent.

- 8. Describe how the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.*

The area In-School service providers are involved in a variety of youth instruction related positions. The Youth Council is a great networking source for referrals as well as identifying community agencies who may serve these targeted populations. The Youth Council representation range from a local Sheriff to Independent Living Program Coordinators to classroom instructors. Many of these individuals are involved in other various projects such as School-To-Work (STW) and apprenticeship programming. In addition to the outreach conducted by the Out-of-School Youth and various Job Center staff and encompasses a significant portion of the various programs, agencies, groups and individuals working with youth in need of services.

- 9. Describe the criteria and process to be used in awarding grants for youth activities, including criteria to identify effective and ineffective youth activities and providers.*

The SWWDB utilizes an objective and competitive Request for Proposal (RFP) process to award funds for program operations. Submitted proposals are reviewed by an independent team, scored using an objective rating sheet, and reviewed for demonstrated effectiveness. Included in the rating score is the proposed cost, program design feasibility, and completeness of application.

- 10. WDBs in rural areas of the State may request approval for additional flexibility in the procurement of qualified youth providers. Describe any plans for requesting a waiver of the competitive procurement process for youth providers and what performance improvements*

are expected.

While SWWDB has considered requesting a waiver due to the low number of organizations capable and willing to provide youth services in Southwest Wisconsin, it will not do so at this time; but reserves the right to submit a waiver at a later time. SWWD does not expect there will be any significant change in performance due to any waiver request.

F. New Service Delivery Strategies for WDAs Failing Performance Measures

As required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB has engaged in or is planning to implement to maximize resources, increase service levels, improve service quality, achieve better integration, improve performance levels, or meet other goals. Include in your description the initiative's general design, anticipated outcomes, partners involved, and funds leveraged.

The SWWDB has never failed a performance measure for more than one year.

G. Strategies for Faith-based and Community Organizations

- 1. Describe those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.*

SWWDB staff and WIA service providers participate in various community groups to foster collaboration with faith based and community based organizations. During the last RFP process, faith based organizations received the announcement of grant opportunities and were encouraged to apply.

In addition, SWWDB was instrumental in forming Community Organizations Responding to Dislocations (CORD) a group intended to address service needs for dislocated workers in Rock County. A wide range of community-based and faith-based organizations serve on the CORD group and have learned about how WIA funding can address workforce issues in the region. These organizations will be given information regarding future funding opportunities.

- 2. Describe those activities to be undertaken to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the WDA.*

SWWDB staff is involved in a variety of community based organizations, committees and groups. The intent of the staffs' involvement in these groups increases community awareness of the workforce development system and Job Center services, and increases economic development partnerships. Community outreach activities are also a role of the WIA service providers. Both of these efforts have proven successful to identify and educate potentially WIA eligible individuals and other community service providers of available services at the Job Centers, so that these agencies may act as an advocate and referral partner for the Job Centers.

VII. Service Providers and Oversight

A. Selection of Service Providers



1. *Describe the process the WDB will use to select service providers for the following types of services:*

a. *Core services*

In April of 2007, SWWDB let a competitive request for proposals (RFP). Proposals were received for core and intensive levels of service based around the career pathway model. A Committee of the Board reviewed, rated and scored the proposals submitted. The group then convened to discuss and determine funding recommendations to the Program Operations Committee for recommendations to the Board. The recommendations from the Committee were approved by the Board on June 13, 2007.

Due to the success of current program operators in meeting performance measures and the impending reauthorization of WIA with its subsequent changes in activities and processes, the current plan is being extended for one year. SWWDB intends to extend and negotiate contracts with existing providers for one additional year with the intent of issuing a RFP for services for PY 10-11 or whenever the regulations for the reauthorized WIA legislation are finalized.

b. *Intensive services*

Same procedures and process described in Section VII.A.1.a above.

c. *Youth services*

Same procedures and process described in Section VII.A.1.a above.

2. *Describe how and where the services will be provided and who will provide them for the following types of services:*

a. *Core services*

All core service will provided by WIA funded staff in the Southwest Wisconsin Job Centers. Core services will start upon entry into the Job Center were partner and WIA staff provide services through “self-help” information or through individual and/or group presentations. All core services identified will be available to all Job Center customers particularly job posting information, labor market information, and job seeking & keeping skills workshops. Individuals participating in these workshops and expressing an interest in receiving additional services will participate in a Personal Assessment Workshop (PAW) to review assessment results, local driver industries, financial and work history, and at workshop conclusion, identify a career of interest.

- All Title I core services will be provided through the Southwest Job Center system and must be provided in a manner that supports and enhances the integration and coordination of Job Center services;
- All staff funded under Title I core services will be physically housed at a Southwest Job Center;
- Title I core services will not duplicate the Labor Exchange services as legislated in



the Wagner-Peyser Act.

b. Intensive services

All intensive services will be provided by WIA funded staff in the Southwest Wisconsin Job Centers. When a person is determined to need assistance beyond core services, the person will be referred to a case manager who will develop an individual employability plan and construct a program of intensive services to help the person obtain employment. When a participant successfully completes the PAW and the individual needs additional assistance he/she will then be referred to a WIA case manager for intensive services. A career road map (i.e. employment plan) will be developed clearly defining the career pathway steps the customer agrees to participate in. At this time, individuals interested in employment within the driver industries will participate in a introductory course specific to the driver industry of interest.

c. Youth services

Youth service providers are described in Sections VII.A.1. The Older Youth/Out-of-School Youth services are provided by Job Service in all six counties through the Job Centers. The Younger Youth/In-School Youth services are provided by CESA #2 (Rock and Green Counties) and CESA #3 (Grant, Iowa, Lafayette and Richland Counties). Both of the CESA organizations coordinate with school districts in their respective areas to coordinate staff do deliver services in each of the applicable schools.

B. Oversight and Training of Service Providers

1. Describe the monitoring and oversight procedures the WDB uses.

SWWDB takes a multifaceted approach to monitoring and evaluation that includes but is not limited to desk reviews, on-site visits, self-assessment by program operators, appropriate follow-up, and a corrective action plan if warranted.

- Desk Reviews – Management staff will review the ASSET (Automated System Support for Employment, and Training) System, Client Assistance for Reemployment and Economic Support (CARES), and fiscal information through the PAS (Payment Authorization System) for all SWWDB operated programs and contracted activities. All program operators receive a copy of the monthly performance report for their respective program(s). Desk reviews compare year-to-date performance on a number of key variables including but not limited
 - DOL/DWD Performance Standards
 - Plan versus actual enrollments, exits, credentials, skill attainments and placements
 - Progress toward achievement of goals and objectives
 - Plan versus actual expenditures
- On-site reviews – Reviews beginning at the mid-point of the program year, with a targeted completion by the end of the third quarter. Any findings that require attention will be

reported to the program operators at the time of the on-site monitoring visit.

- Self-Assessments – Program operators are required to submit monthly progress reports to SWWDB staff. These reports are to provide a summary of monthly performance activities as well as provide an opportunity for program operators to communicate any successful practices, special initiatives or problem areas.

A formal monitoring report will be sent to grantees ideally within thirty (30) days of the actual review. Program operators are then required to respond to monitoring issues identified within thirty (30) days. Once program operator's response reports are reviewed for completion the monitoring reports are reviewed by the Program Operations Committee. The Program Operations Committee then has an opportunity to request further clarification on any issues deemed necessary. If no further action is required reports are then accepted by the Committee and presented to the full Workforce Development Board.

2. *Describe how staff providing services are trained in use of the ASSET system and the WIA program.*

At the beginning of each program year, SWWDB personnel meets with each program operator to review program delivery procedures including ASSET reporting issues. Additionally, quarterly program operator meetings are held to update staff on any WIA changes – including changes to ASSET. Board staff also participates on the ASSET Users Group and communicates changes/enhancements to program operators during the quarterly meetings or sooner if necessary. It is the expectation that new staff hired by program operators will be trained on the proper use of the ASSET system by the program operator for whom they work.

3. *Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system.*

SWWDB requires program operators to submit quarterly performance reports on programmatic activity. SWWDB staff spot check ASSET participant reporting for compliance with identified reporting requirements and utilizes WEBI reporting to identify possible areas of difficulty.

4. *Describe any local data systems in use to record and track participants.*

The SWWDB Program Assistant monitors the ASSET system to ensure that all participants are being entered into the system and appropriately tracked. The program assistant also notifies case managers when a client is approaching exit, so that the case manager can confirm that the individual has received all of the services that they desire and can be properly exited from the system at the appropriate time.

VIII. Performance and Accountability

- A. *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.*

SWWDB has not established any additional performance standards.

- B. Describe the local area continuous improvement activities and how performance data will contribute to this process.*

SWWDB has continued to focus initiatives to increase programmatic performance each year. In Program Year 2003, the SWWDB was the first workforce board to achieve an unprecedented ranking of “Exceeds” on 17 WIA performance measures. This accomplishment has not been earned by another WDB since that time. Performance remains as high priority for SWWDB as it achieved the highest performance rating in among the 11 WDBs in PY-07 (the latest results available). Data has been and will continue to be collected and reviewed by staff, one-stop partners and committees of the Board and used for programmatic decision making intended to improve accessibility, efficiency, outcomes, and partnerships. Data is collected from all one-stop partners, by location, on funding history, participants served, and staffing levels. Job Center traffic, programmatic performance and employer usage is also being collected.

- C. Describe how your local area’s program design will be updated as a result of the State’s replacement of the statutory performance measures with the common performance measures. Propose initial standards for the measures (listed below) to be used in negotiation of final standards with DWD.*

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

If the outcomes achieved were combined for both adults and dislocated workers, SWWDB achieved 85% in these categories for PY 08. However, the poor economy, the shortage of new jobs attracted to the area and the high surplus workers will make job placements for the foreseeable future. SWWDB proposes an enter employment rate of 70 percent for PY 09-10.

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

Again, if adults and dislocated workers were combined in this category for PY 08, SWWDB would have achieved a 90% employment retention rate. If SWWDB is successful in placing new workers on the job, economic conditions were determine success in this area. It is conceivable that as workers are placed in employment, if any further layoffs occur, the new hires will be most vulnerable to be laid off. Therefore, SWWDB proposes an employment retention rate of 80% for PY 09-10.

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

The combined negotiated outcome achieved for this measure in 2008 was \$10,850. Given that a vast majority of manufacturing jobs in this area paid well over \$20.00 per hour, attaining a

high average earnings rate was achievable. However, the manufacturing sector has been the hardest hit by economic conditions. Most of the high paying auto-related manufacturing jobs have been lost and are being replaced by jobs that pay less than \$20.00 per hour. Achieving a high earning average will be difficult to achieve. Given economic conditions which are creating a large pool of unemployed individuals and driving down wages, SWWDB proposes a average earning rate of \$10,000 for PY 09-10.

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

In the past these figures were calculated separately for in-school and out-of-school youth, and were combined into placement and retention. The average for PY 2008 was 76%. SWWDB believes that this outcome can still be achieved.

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

Again in past performance years these figures were calculated separately for in-school and out-of-school youth. The combined average for PY 2008 was 78%. SWWDB believes that this figure is a little high, given that older youth tend to bring this figure down. The increase age for older youth increases the eligible population. The potential urgency for older students to job out of a program to earn an income before attaining a degree/certificate (technical college graduation rates range around 35-40%). SWWDB proposes a degree/certificate attainment rate of 70%.

6. *Youth Literacy and Numeracy Gains: The number of out-of-school, basic skills deficient youth who increase one or more educational functioning levels in each year of program participation. The measure seeks to raise youth participants' reading and math proficiency levels to the 9th grade level. Educational functioning level determinations depend on the test that is used to measure the youth's progress. Only tests prescribed or approved by the U.S. DOL may be used.*

SWWDB believes that is measure could develop into an issue. Workforce boards are not direct educational providers and, therefore, unable to implement instructional process that will influence literacy and numeracy gains for all participants of at least one grade equivalent per year. SWWDB is a strong advocate for literacy and numeracy outcomes and will do everything possible to work with the school to achieve an increase in the functional educational level of students. SWWDB has no documentable proposal for this measure, but would like to suggest 60% for PY 09-10 or until reliable and valid data can be captured to measure true performance in this category.

- D. *Describe the steps you will take to sustain or maintain Adult and DW performance during PY 09-10.*

SWWDB intends to continue regular monitoring activities and regularly scheduled program operator meetings, as we have in the past. When performance issues are noted, SWWDB will address them immediately as we have done previously. Dislocated Worker performance will be a major issue, due to economy conditions, the shortage of new jobs and the sheer number of dislocated workers in our region. During the first two months of 2009, there were only 268 unduplicated jobs posted on the www.jobcenterofwisconsin.com website for the six counties in Southwest Wisconsin. Job creation will be critical to SWWDB's ability to successfully place workers in new jobs, but SWWDB and our program operators will make every effort to assist workers find new job and comply with performance standards.

- E. Describe the steps you intend to take to address the Youth Common Measures transition, while ensuring performance on older and younger youth measures does not start to decline.*

SWWDB meets with our Youth Program Operators at the beginning of the year to address the programs and processes intended to meet performance. SWWDB monitors their progress toward performance goals through client logs, ASSET/WEBI data systems, SWWDB monitoring activities, and quarterly DWD performance tracking reports. When performance falls below plan, program operators are required to implement corrective strategies to bring performance into compliance.

IX. Waivers

If the WDB wishes to pursue other waiver issues to advance responsive and innovative service delivery, refer to WIA Policy Update 08-02 on the waiver process and request requirements. Note that the policy allows the WDB to request waivers at any time during the program year. However, for planning purposes it would be ideal to include in the local plan.

At this time, SWWDB is not submitting any waiver requests; however, it reserves the right to do so at a later time.

X. Assurances and Signatures

- 1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.*
- 2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.*
- 3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.*
- 4. The WDB assures that veterans will be provided priority access to employment and training activities authorized in section 134 of WIA.*
- 5. The WDB assures that all WIA participants will be exposed to a full range of career choices including orienting and exposing them to training and jobs with family-supporting wages.*
- 6. The WDB assures that financial literacy training/information is made available for all participants.*

7. *The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.*
8. *The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.*
9. *The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.*
10. *The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, Division of Employment and Training (DET) Guidance and all other applicable federal and state laws.*
11. *The WDB assures that all WDB meeting agendas and minutes will be shared with DET staff (Local Program Liaison).*
12. *The WDB assures that comprehensive job centers will implement and abide by the PY 2009 One-Stop Job Center Requirements and Standards of Service (Attachment A) and that it will insure the other service locations in the One Stop Service Delivery System follow the standards, as applicable.*
13. *The WDB assures that no WIA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.*
14. *The Wisconsin WDB Administrative Entity assures the development of a Continuity of Operations Plan (COOP) which outlines the methods by which the Board will function and services will be provided during a critical incident or pandemic, including:*
 - *Provisions for continuation of employment and training services under the WIA and other programs or services funded by the DWD as possible during a critical incident or pandemic as well as the restoration of full services when services have had to be limited or interrupted for a period of time.*
 - *Oversight of the status and activity of the WDA's Job Center sites during a critical incident or pandemic, including regular status reports to DET Services COOP Branch Director or designee as required.*
 - *Full cooperation with the DWD, DET Services in the preparation or implementation of a COOP as specified, including submittal of the Board's updated COOP Plan in April of each year upon request, and participation in COOP drills such as call trees, tabletop exercises and other plan reviews as scheduled.*

The Southwest Wisconsin Workforce Development Board assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.

NOTE: Signatures are also required on the Certifications in the Forms C and D.

This plan has been developed for the Southwest Wisconsin Workforce Development Board in accordance with the terms of the WIA.

Approved for the Workforce Development Board

Workforce Development Board Chair



Name (type or print): Scott Stocker

Signature:

Date: 4/30/09

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): Art Carter

Title: Chairperson, Green County Board of Supervisors & Chief Local Elected Official

Signature:

Date: 4/30/09

Local Elected Officials (Optional):

Name (type or print): _____

Title: _____

Signature: _____ Date: _____