



# WIOA Local Plan, 2016-2020

West Central Wisconsin Workforce Development Board

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Revision Date

West Central Wisconsin Workforce Development Board

# Table of Contents

I.	<a href="#">Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets</a>	2
A.	<a href="#">Local Workforce Needs</a>	2
B.	<a href="#">Labor Market Information</a>	3
C.	<a href="#">Assessment of Current Workforce Investment Activities in Local Area</a>	8
II.	<a href="#">Vision and Workforce Development Area Goals</a>	11
III.	<a href="#">Governance and Structure</a>	17
A.	<a href="#">Plan Input and Review Process</a>	17
B.	<a href="#">Chief Elected Official(s) (CEO)</a>	17
C.	<a href="#">WDB Functions</a>	17
D.	<a href="#">WDB Composition</a>	18
E.	<a href="#">Youth Standing Committee</a>	20
F.	<a href="#">WDB Support and Administration</a>	22
IV.	<a href="#">One-Stop System and Service Delivery</a>	23
A.	<a href="#">One-Stop Service Delivery</a>	23
B.	<a href="#">Memorandum(s) of Understanding (MOUs)</a>	30
C.	<a href="#">One-Stop Operators (OSO)</a>	30
D.	<a href="#">Certification and Continuous Improvement</a>	31
V.	<a href="#">Results-Driven Talent Development System</a>	32
VI.	<a href="#">Program Services</a>	38
A.	<a href="#">Priority of Service</a>	38
B.	<a href="#">Funding</a>	38
C.	<a href="#">Service Strategies</a>	39
D.	<a href="#">Dislocated Workers</a>	44
E.	<a href="#">Title I Basic Career Services</a>	47
F.	<a href="#">Individualized Career Services</a>	47
G.	<a href="#">Training Services</a>	49
H.	<a href="#">Youth Program</a>	51
I.	<a href="#">New Service Strategies for WDAs Failing Performance Measures</a>	59
J.	<a href="#">Strategies for Faith-based and Community Organizations</a>	59
VII.	<a href="#">Service Providers and Oversight</a>	60
A.	<a href="#">Selection of Service Providers</a>	60
B.	<a href="#">Oversight and Training of Service Providers</a>	61
VIII.	<a href="#">Performance and Accountability</a>	62
	<b>Tables</b>	Separate Document
	<b>Attachments and Forms</b>	Separate Document

# I. Workforce Needs, Labor Market Analyses, and Assessment of Workforce Investment Activities and Assets

## A. Local Workforce Needs

### 1. Describe the workforce investment needs of the local area as they relate to:

#### a. Employers/Businesses:

The West Central Wisconsin Workforce Development Area planning process has identified three core areas of need according to the employers in our network:

- i. **Skilled Worker Availability** – The West Central Wisconsin Business Service staff are reporting increasing levels of employer concern related to inability to find workers with the necessary skills to perform available work. While the area still continues to struggle with continued high levels of unemployment and therefore, a surplus of available workers, the reports of skills shortages persist. These perceptions are reinforced by Workforce Board employer members and recent media reports that have recently emerged as job growth has begun to re-emerge across the region.
- ii. **Worker Preparation** – The current overall surplus of workers does not seem to mitigate the employer perception that most individuals available for employment lack the skills necessary for available jobs. As the economy improves and opportunities re-emerge, many workers may well find their skills lag behind those desired in the current and future labor force. Industries that have emerged from the recession have adopted more technologically advanced work processes in order to maintain competitiveness. Workers who have failed to continuously improve their skills are finding the labor market requirements have moved beyond their apparent skills base.
- iii. **Work Readiness** – Employers frequently voice concerns that the workers available for entry level positions often lack basic work-maturity skills such as dependability, ability to work with others, initiative and productivity. Limitations in work-related academic skills are also areas of concern. Area manufacturers report considerable need for individuals to develop better basic and applied mathematics skills as well as improved abilities to comprehend written materials and instructions such as basic technical reading and writing.

#### b. Job Seekers:

As noted above, employers have been voicing concern with regard to the low skill levels that entry-level workers often present. The need exists to increase the job seeker's awareness of the general requirements and expectations of employers. Strong sentiments were expressed regarding the lack of awareness of the realities of what employment in the region requires as well as the opportunities that are available (summarized below). This leads to concern that individuals are unaware of the skill requirements for available jobs which hinders the process of selecting appropriate training and education preparedness for said opportunities.

Through needs surveys and interviews, job seekers' needs and concerns have been identified as follow:

- i. Lack of awareness of area opportunities, employer expectations, job requirements, pay/benefits and working conditions at area firms.
- ii. Pay and benefit rates for area jobs are often perceived to be lower than worker expectations, particularly for entry level positions.
- iii. Perception that there are not jobs available and high levels of discouragement with the lack of success in job search.
- iv. Perceptions of being screened out due to being unemployed, too old, too young, over-qualified or under-qualified without the opportunity to demonstrate their true capabilities.
- v. Many job seekers possess employment barriers that, even in a tight labor market, may limit their access to available employment opportunities including:
  - a. Poor or sporadic work histories
  - b. Work behavior deficiencies
  - c. Basic skills deficiencies
  - d. Job skill training deficiencies
  - e. Lack of awareness of job opportunities, skill requirements and work demands
  - f. Child/dependent care cost and access
  - g. Transportation
  - h. Health and disability concerns
  - i. Inability to effectively present themselves effectively to employers
  - j. Affordable housing and other personal financial issues
  - k. Family and interpersonal relationship issues that impact work
- vi. The rapid pace of change makes it difficult for workers to keep pace with workplace demands and know which education and training direction to take to prepare for their employment future.
- vii. Restricted training access for higher-demand, higher-wage opportunities.
- viii. Need for shorter-term, sequential training options that are more attractive to job seekers and employers and place less stress on financial support needs.

**c. Incumbent Workers:**

Concerns identified by incumbent workers fell into the following categories:

- i. The need for workers to keep pace with a continually changing work environment with greater demands for technological and interpersonal skills. Workers react differently to the need for continual training and upgrading of skills. Some workers readily adapt to change and recognize the need to continually upgrade skills and productivity through life-long learning and development, while others are threatened by this challenge.
- ii. Lack of job security, advancement potential and available alternatives should they become unemployed.
- iii. Need for shorter-term, sequential training options that are more conducive to the needs of employed workers allowing skills upgrading while retaining employment.
- iv. Work-related challenges to job retention and upgrading of skills including:

- a. Need for additional job retention skills to assure maintaining employment
- b. Access to training that will upgrade skills necessary to retain and advance in employment including cost, location, schedule, duration
- c. Need to remediate basic skills deficiencies
- d. Non-work challenges that impact work and productivity including:
  - 1) Child and dependent care issues
  - 2) Family and inter-personal matters
  - 3) Housing and other personal finance matters
  - 4) Health issues
  - 5) Transportation

**d. Youth:**

Youth unemployment is of increasing concern. Census data indicates that youth rank among the highest of the unemployed. Youth are being displaced from ‘traditional youth jobs’ by adults accepting lower skilled jobs in the absence of opportunities more aligned with their experience. Research indicates that the absence of early entry-level employment for young people is indicative of longer-term under-employment and unemployment. Even graduates of higher education are increasingly experiencing difficulty in obtaining employment commensurate with their education and training and are accepting positions well below their levels of qualifications or not finding employment at all. Research indicates that young people who start their career paths below their level of potential are prone to staying at lower level employment throughout their work life. In both cases, the job seeker and society at large are harmed by the loss of these opportunity and unrealized potential. Youth cite the following as needs and concerns regarding their employment futures:

- i. The lack of opportunities compatible with education, training, needs and interests
- ii. Lack of awareness of the opportunities that do exist
- iii. Having to settle for opportunities well below levels of education and training
- iv. For students, non-work pressures and competition for time including social, peer, educational and extra-curricular activities that effect availability and interest in work

Employers contacted about providing youth employment opportunities often cited the following as perceptions of youth workers:

- i. Lack of appropriate preparation in basic literacy and other academic skills
- ii. Lack of understanding of the requirements of work
- iii. Poor work ethic and lack of motivation
- iv. Lack of awareness of available opportunities
- v. Lack of specific job skills
- vi. Unrealistic expectations

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

Through local community town hall meetings conducted by the WDB, the Board identified regional infrastructure needs of affordable healthcare, housing, and childcare are lacking and

continue to be a challenge for portions of the workforce. In addition, given the large rural geographic area and diverse communities, transportation continues to be a challenge for the workforce given the limited availability of public transportation options.

3. **Describe how these needs were identified:** As noted above, these needs were identified through the planning process of the West Central Wisconsin WDB. This process included creating a Regional Scan Committee comprised of the DWD Regional Economist, service provider Workforce Resource CEO, a Regional Planning Director, University of Wisconsin economists, Economic Development Corporation representatives and area educators that assisted in providing the economic and labor market information supports to this effort.

## B. Labor Market Information

### 1. Provide an analysis of the regional economic conditions including:

- a. **Existing and emerging in-demand industry sectors and occupations (data will be compiled from the Quarterly Census of Employment and Wages, Occupational Employment Survey, and long-term Industry and Occupational Projections with formatted tables provided in Fall 2015):** The West Central Wisconsin WDB is a “demand driven” organization striving to assure that regional service structures reflect that emphasis. To that end the WDB has formed a Regional Scan Committee to gather, develop, analyze and interpret regional labor market information. In order to determine the “in-demand” and “emerging” industry sectors for the West Central Region, this committee has been studying the key industry sectors from a variety of perspectives including the following:
  - i. Current levels of employment
  - ii. Projected levels of employment
  - iii. Employment growth by number of employees
  - iv. Employment growth by percentage
  - v. Earnings within the industry

Based on the above perspectives and data provided by the Quarterly Census of Employment and Wages (QCEW), the Occupational Employment Survey (OES) and other long-term industry and occupational projections made by both regional and state economists, the emerging, in-demand occupational sectors include:

- Professional and Business Services
- Construction
- Education and Health Services
- Leisure and Hospitality
- Other Services (except Government)
- Trade, Transportation and Utilities

Within those sectors, the following are the most in-demand occupations based on area long-term projections spanning from 2012-2022:

- Medical Secretaries
- Medical Assistants
- Registered Nurses
- Carpenters

- Sales Representatives, Wholesale and Manufacturing (except Technical and Scientific Products)
- Support Workers
- Accountants and Auditors
- Heavy and Tractor-Trailer Truck Drivers

For more details, see *Table 1: Industry Projections*.

See also, *Table 2: In-Demand Occupations*.

- b. **The employment needs of employers in those industry sectors and occupations (data will be compiled from DWD labor exchange sources such as the Job Center of Wisconsin and Help Wanted Online in formatted tables and may be supplemented by the market intelligence of WDB Business Services staff):** According to statistical projections for the period of 2012-2022, the customer service sectors, including leisure and hospitality, will see the largest number of job openings in the next few years with 1,095 openings being projected within the occupations of Retail Salespersons, Cashiers, Combined Food Preparation Workers, Waiters and Waitresses, Customer Service Representatives and Bartenders. These projected openings continue the trend of the last few years as the region continues to see an increase in customer service-related employers moving or expanding within the area.

In the sector of healthcare, projections call for 193 openings for Personal Care Aides, 173 openings for Registered Nurses and 85 openings for Nursing Assistants. Again, this trend continues with a population that is aging and requiring the need for more healthcare workers.

Regional projections also call for a high number of entry-level manufacturing-related positions as Laborers (114), Packagers (72), Machine Operators (70) and Team Assemblers (59).

For more statistical data, please see *Table 3: Projected Job Openings*.

2. **Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations (data will be compiled from (a) and (b) and will include common skills and educational requirements as defined in O\*Net.):** The occupations within the customer service sector provide a great deal of entry-level positions that require a low skill level. In turn, wages correlate accordingly. Many of these positions can be by applicants possessing less than a high school diploma.

Within the field of manufacturing, while many of the projected openings are entry-level, most employers within the region require at least a high school diploma. Desired skills are increasing in the level of difficulty compared to years past with more employers wanting applicants with experience in industrial mathematics, blueprint reading and quality control.

Aside from the lower-level administrative positions and the personal care aide opportunities, most openings in the realm of healthcare require some form of post-secondary training. For nursing assistants, they must be certified through a state-approved training program, normally offered up by local healthcare facilities or technical colleges. Moving up within the field also requires more education as registered nurses require at least an associate degree with a few area employers stating they will be moving to require nurses to have bachelor degrees within the coming years.

For a detailed list of the area's in-demand jobs, along with their educational and experiential requirements, see *Table 4: Required Skills*.

- 3. Provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. (Regional economists will provide a series of formatted tables and graphs describing these trends at the WDA and state levels. This data will be compiled from the Local Area Unemployment Statistics program and will be supplemented with data from the U.S. Census Bureau and other sources.):** The current estimated population of residents in the West Central Wisconsin WDA that are 18-years-old or older measures 355,552 people. Of those residents, 302,807 are age 25 or older.

With the youth population, ages 18-24, the West Central Wisconsin WDA performs slightly better than state averages with regard to two of categorical educational levels. Of the 52,745 residents in that age group, 10.2 percent have less than a high school diploma, compared to 12.7 percent state wide. Meanwhile, 54.4 percent of this WDA's older youth have attended some college or attained an associate's degree compared to the state average of 46.7 percent.

However, the region is slightly lower than the state average with regard to those attaining a high school diploma or equivalent (28.7 percent to the state average of 31.3 percent) and those earning a bachelor's degree or higher (6.7 percent to the state average of 9.3 percent).

Unemployment continues to trend downward in this region, as it does across the state. In September of 2015, it was at 3.4 percent. That is the lowest unemployment rate in recent memory, and is almost a whole percentage point lower than September of 2014 when it was 4.2 percent.

However, while the unemployment rate continues to drop, the Labor Force Participation Rate also continues to decrease. In 2014, it measured 69.2 percent in this WDA, which continues the steady downward trend since its most recent peak of 76.4 percent in 1997.

For a detailed breakdown of educational attainment by age category, refer to *Table 5: Educational Attainment of WDA #8*.

- 4. Describe any WDA specific labor market characteristics not reported in 1.a and b:** The region's proximity to the Twin Cities metropolitan area cannot be overstated. Located on the edge of this nearly 3.5 million person metro region presents enormous opportunities for the

region and the state. Being on the main commerce corridor between this and the Chicago/Milwaukee/Madison metro areas, also presents numerous opportunities. The presence of nearly 35,000 students in higher education in the region's three baccalaureate institutions, two technical colleges and one University Center Campus also presents unique, yet not fully realized, potential.

Currently, the region is among the highest manufacturing growth areas. However, this growth is often based on branch facilities of out-of-area corporations and, therefore, often does not provide the professional level positions associated with indigenous corporations. This limits the professional opportunities available to the highly talented college students who are talent potential for the region, but difficult to retain with the current economic structure. This provides both the challenge and the opportunity for higher level entrepreneurial development that might emanate from the close proximity to the agri-business, medical and bio-tech, finance, media, technology information and other new-economy sectors that reside in mass just across the river.

### C. Assessment of Current Workforce Investment Activities in Local Area

1. **Provide an analysis of the type and availability of workforce development activities for adults and dislocated workers, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. Describe plans to address any weaknesses identified. [§108(b)(1)(D)]:**

- a. **Adult and Dislocated Worker Workforce Development Activities:** Among the many diverse services to adults and dislocated workers are the following:
  - i. **Outreach, Recruitment and Participant Selection:** The WDB maintains an intake center in each of the eight West Central Wisconsin counties. Staff members in these offices are charged with the responsibility of conducting outreach, recruitment and participant selection based on program eligibility, service delivery prioritization and enrollment goals. The WDB's service provider requires staff members to maintain referral relationships with a variety of organizations in their local service area and utilize the outreach capabilities of the Job Center to attract individuals seeking employment and training assistance. Such outreach applies to adults and dislocated workers. Dislocated worker outreach often entails direct outreach to employers who are reducing their workforce. Contact will be made with area community and economic development groups to inform them of the availability of dislocated worker services and obtain cooperation in identifying potential sources of dislocated workers. Every attempt is made to intervene as early as possible when displacement is projected to occur. Whenever possible, intervention through Rapid Response strategies is attempted to reach out to workers prior to their actual lay-off. When early intervention is not feasible, WRI in partnership with partner agencies is prepared to utilize media and other means to inform workers of available assistance. WRI worked with its State Legislative delegation to inform them of a need to assure information is provided to dislocated workers.

This resulted in legislation requiring employers to provide dislocated worker service information to laid-off workers and to notify the area's workforce development board of pending layoffs, in order to improve worker access to services.

- ii. Assessment of Educational Skill Levels: Each participant seeking WIOA services through the Workforce Development Board is assessed for reading and math proficiency. Other educational areas are assessed as needed.
- iii. Vocational Assessment: WRI operates programs on a case management basis. WRI staff members maintain a recruitment network designed to identify appropriate programs. Consultants perform a diagnostic interview designed to identify relevant background information. Applicants are asked to participate in Career Services Workshops which identify vocational values, interests and aptitudes. Assessment services are supplemented as needed from area technical college career planning centers or the UW-Stout Vocational Development Center. This assessment process leads to the development of a Comprehensive Assessment and individualized Employment Plan which addresses all assessed employment and training needs.
- iv. Job Search/Job Club: All participants not immediately placed in training components are provided with job search assistance that consists of job seeking skills training, job search assistance and ongoing job club support. WRI operates ongoing individualized and group training necessary to develop a job search plan and the skills to implement said plan. Assistance in this regard is provided through the consultant to whom the participant is assigned. Training focuses on the identification of job sources, resume and interviewing skills development. Approximately 32 hours of such training provided is supplemented as needed through referral to WTCS or other service providers. A job search plan is developed and monitored on a weekly basis participation in job club sessions.
- v. Job Development/Placement Services and Counseling: Job development and placement assistance is provided by WRI Consultants and Business Services Managers to whom the participant is assigned. That individual is responsible for coordinating job development with individual job search and referral to other employment sources such as Job Service. All participants will be required to maintain ongoing contact with the Job Center as a part of their enrollment.
- vi. Follow-Up: Follow-up activities are also the responsibility of the consultant. Ongoing contact with the participant is required during any program enrollment period. Post-termination follow-up is required at 30 days to maximize job retention and satisfaction.
- vii. Classroom Skill Training: Occupational training is purchased largely through the state WTCS system with the potential to refer individuals to any program available in this system. The West Central WDB currently sponsors students in programs throughout the state. The majority of such training, however, takes place locally at Chippewa Valley Technical College (CVTC) and Wisconsin Indianhead Technical College (WITC). Training is provided in the range of available training programs including individual classes, short-term training and one- and two-year diploma programs. For adults and dislocated workers, skill training is identified utilizing the Individual Training Account system.

- viii. On-Site Skill Training: Employers who agree to hire and train participants on the job are reimbursed for the costs of such training. Training agreements are negotiated and monitored by WRI consultants. Training duration and reimbursement schedules are dependent on the skill levels and needs of the individual and the requirements of the job.
- ix. Basic Skills and Remedial Education: Individuals assessed as deficient in academic skills are provided access to training necessary to remediate those deficiencies. Training is generally provided by area technical colleges, supplemented by community-based literacy organizations and other service providers as may be appropriate and available.
- x. Support services: Services necessary to assist individuals in achieving employment goals are available for those who are lacking the financial or other means to provide them including child/dependent care, transportation assistance, emergency assistance and other services. The WDB has established mechanisms to assess needs and determine appropriate contributions to acquire such assistance as may be needed.

2. **Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. This description must include an identification of successful models of such activities being used and/or planned. [§108(b)(9)]:** The WDB has developed Youth Career Pathway Academies that combine the elements of community service, education, training, career exploration and longer-term career development within high demand career sectors to help meet the future workforce demands in West Central Wisconsin.

The academies were first developed in the summer of 2007 and focused on manufacturing careers. Healthcare careers were added in 2008. Academies continue to focus on healthcare and manufacturing with an emphasis on renewable energy, bio-technology and “green” jobs, while also introducing youth to careers in sustainable agriculture. Future academy development ideas include the careers of: finance, hospitality, tourism, customer service, and automotive technology.

An ad hoc committee has been formed to coordinate the development of Youth Apprenticeship, TANF and other work-based learning strategies for the region. Representatives of CESA 10 & 11, CVTC, WITC and WRI and DVR comprise this committee which is charged with developing integrated responses to funding initiatives.

The intent is to utilize all such resources to develop the comprehensive youth services strategy referenced above. Whenever feasible, such applications for assistance will be jointly developed and submitted. The Youth Standing Committee will be instrumental in such discussions and integration strategies.

In addition to these partnerships the Department of Vocational Rehabilitation (DVR) plays a significant role with the combined service delivery of our youth programming. We continue to work in tandem with programs offered through DVR and are currently operating a number of joint efforts.

3. **Describe the strategy to identify business requirements within the local area and provide support in meeting their needs. [§682.320]:** The West Central WDB “Regional Business Service Team” works closely with the regional Business Service staff to coordinate business outreach, and to identify employment opportunities and the workforce needs of area businesses. Business members provide a business-to-business liaison that enhances the Business Service efforts of the staff. In addition, business members participate in regional sector alliances and in Job Center Advisory Teams to assist in these efforts to reach out to area businesses.

This region maintains an active, robust and collaborative business service team that provides business outreach in order to identify needs for our regional businesses while delivering business solutions that align workforce development services with said industry needs. This element is more fully discussed in the attached Business Services Plan.

4. **Provide a description and assessment of the type and availability of services available to employers in the local area:** See *Attachment A: Business Services Plan*.

## **II. Vision and Workforce Development Area Goals**

- A. **Provide a description of the Board’s strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency [§108(b)(1)(E)]:** Below is the WDB’s strategic vision, along with our goals for the region, and the steps the West Central WDB has taken to accomplish said goals:

1. **Strategic Vision:** West Central Wisconsin is a region where:
  - a. Our diverse workforce meets the needs of area businesses and is productively employed in satisfying and rewarding jobs, and...
  - b. Our businesses are profitable, sustainable community partners that provide satisfying, rewarding career opportunities for all workers, and...
  - c. Our communities provide the environment to attract and retain the diverse talent and stable businesses necessary to provide a strong and enduring economic base, and...Our workforce development system effectively and efficiently matches the needs of workers to the requirements of area businesses.
2. **Regional Goals:**
  - a. **Goal One** – Assure that the Workforce Development Area policy development and governance structure is representative, empowered, engaged, and responsive to the region’s needs and legislative direction.
  - b. **Goal Two** – Analyze the region’s continually changing workforce development needs and assess the region’s capacity to address those needs through collaborative and sustainable strategies.
  - c. **Goal Three** – Align and mobilize resources to meet the region’s workforce development needs to foster a sustainable economy.
  - d. **Goal Four** – Increase community awareness, utilization, and collaboration of, and support for, the region’s workforce development services.

- e. **Goal Five** – Maximize the participation and retention of all area job seekers and workers in satisfying and rewarding regional career opportunities.
- f. **Goal Six** – Continuously evaluate and improve regional workforce development services and collaboration.

**B. Describe strategies to work with the entities that carry out the core programs that align resources available to the local area to achieve the strategic vision and goals described in II.A. [§108(b)(1)(F):**

**1. Strategies for Goal One:**

- a. In response to the passage of the Workforce Innovation and Opportunity Act (WIOA), West Central Wisconsin began to restructure to create greater separation between its governance and program operation functions. The WDB created greater staffing independence by establishing its WDB Executive Director position as fully separate from its service provider WRI. The WDB also removed itself from the role of appointing Board members of the service provider WRI. The WRI appointing role was shifted in total to the County Boards Consortium and no longer includes the WDB. While not completed until July 1, 2015, a transition and separation process began as a new WRI CEO began January 1, 2015 and transitioning operational functions was conducted over that six-month period as the WDB prepared for WIOA implementation.
- b. The governance structure continued to meet on a bi-monthly basis throughout the program year. The combined oversight provided regular reviews of the finances and performance of the Workforce Development Area (WDA), supplementing their efforts through internal and independent external audits. The independent audit again yielded no findings or questioned costs and resulted in an unqualified positive report of the organization.

**2. Strategies for Goal Two:**

- a. The WDB, in partnership with its service provider, WRI, maintains a Regional Scan Committee comprised of the DWD Regional Economist, WRI's CEO, a Regional Planning Director, University of Wisconsin economists, Economic Development Corporation representatives and area educators to coordinate its economic and labor market information efforts. This committee is responsible for the comprehensive analysis to regional employment data to identify and understand regional trends and develop recommendations for strategies to address the evolving needs.
- b. Additionally, WRI utilizes EMSI, O\*Net, and Work Net in guiding the efforts of WRI management, business services personnel and job seekers themselves to assist in identifying high-demand industries and job opportunities.

**3. Strategies for Goal Three:**

- a. WRI directly assisted five employers awarded Wisconsin Fast Forward Grants in administering more than \$330,000 of those resources to train new and incumbent workers. To provide customized, manufacturing-based training, WRI also applied for and eventually secured its own Wisconsin Fast Forward Grant in the amount of \$219,146 to continue its innovative Manufacturing Training Academy which provides both classroom and hands-on training created based on the needs of area employers. An additional \$4.72 million in resources were acquired to provide Wisconsin Works services,

Somali refugee services, expanded Dislocated Worker and other job-seeker assistance, as well as enhanced youth services.

- b. Blueprint for Prosperity Grants in the amount of \$167,442 were also received through the Wisconsin Fast Forward Grant program to assist in training high school students throughout the region wishing to enter the high-demand fields of welding and healthcare.
  - c. The West Central Wisconsin WDB was the convening entity for the Regional Development Coalition collaborative initiative. This effort was followed by the formation of the Momentum West Regional Economic Development Organization. The first chair of that organization was also the chair of the WDB at the time it was formed. The board structure has included a workforce development representative as a permanent appointee and the executive director has been an active member of that board since its inception. A representative of county government is also included on the Momentum Board and that member is appointed by the West Central Wisconsin County Boards Consortium, the regional local elected official organization charged with WIOA responsibilities.
- 4. Strategies for Goal Four:**
- a. In an effort to streamline the provision of workshop services while also maximizing the agency's ability to use its highly charismatic and knowledgeable staff trainer, WRI started using Interactive Television, or ITV, to broadcast work-readiness workshops from its central offices to all other Job Centers in the region. A number of the workshops have also been recorded and posted online so that job seekers can access them from their home or at hours when the Job Centers are closed. This innovative use of technology has allowed WRI to increase staff efficiency, as well, as individual office staff members no longer have to conduct the workshops on site.
  - b. The agency's call center continues to facilitate region-wide access to services. Customers seeking assistance need only call the toll-free number (855-792-5439) to speak to a Resource Specialist. Staff members at the call center are able to conduct initial needs assessments, initiate service applications and link callers to the closest direct service provider location.
  - c. The WCWDB also continues to nurture its excellent relationships with regional and local partners, including local technical colleges and universities, public assistance providers, area government centers, community-based literacy organizations, and other Job Center companion agencies such as Job Service, the Division of Vocational Rehabilitation and Veterans Services. These associations allow all organizations involved to make appropriate referrals in order to best serve the customers.
  - d. WDB Board Member also have leadership connections into other organizations. These roles range from leadership roles within EDO partners to education partners. This connection provides further community awareness and inclusivity of services within the region.
- 5. Strategies for Goal Five:**
- a. Area Job Centers received nearly 52,000 visits in program year 2014. More than 88% of Adults and Dislocated Workers who exited programs during the performance year entered employment. Of those Adult participants, 91% retained employment, while the

- job retention rate for Dislocated Workers was above 96%. Adults saw earnings increase by more than \$9,500, while Dislocated Workers their earnings increase by nearly \$15,000.
- b. More than 88% of Adults and Dislocated Workers who exited programs during the performance year entered employment. Of those Adults entering employment over 87% retained those employment beyond the federal standard and while 94% of Dislocated Workers retained employment. Adults saw incomes increase by over \$11,000 while Dislocated Workers saw gains of over \$15,000.
  - c. Service provider personnel, who staff all non-comprehensive Job Centers in the region while also serving in the comprehensive Job Centers, shall host job fairs on a weekly basis. Some of those job fairs are for a single company, while others, like the Eau Claire Career Expo accommodated 84 employers and 401 individual job seekers.

**6. Strategies for Goal Six:**

- a. Workforce Resource, Inc. expanded its ability to deliver regional services this past program year by being awarded the FoodShare Employment and Training (FSET) contract for the region. Through this program, the agency can provide centralized assistance to FoodShare recipients as they look to move away from public assistance.
- b. The organization persisted in taking strides toward addressing the needs of area employers by developing a sector strategy that covers the major areas of industry in our region. Plans have been created and continue to be developed in order to effectively assist in preparing job seekers for the fields of manufacturing, healthcare, customer service, hospitality, information technology, agriculture, the trades and transportation and logistics.
- c. Creative, short-term training academies like the IT Academy or the Manufacturing Training Academy provide exposure and knowledge necessary for interested participants to succeed in the respective fields. During the course of the program year, and in partnership with area technical colleges, community-based literacy organization, employers and healthcare facilities, assisted in putting on 11 separate academies, covering the sectors of healthcare, information technology and manufacturing.

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

1. Required State and Federal performance measures – The WIOA has performance measures that this WDB has consistently met and exceeded in the past, and we will continue to use these as an indicator of our success and progress.
2. Board identified measures – In addition to the above-mentioned State and Federal guidelines, this WDB will put forth its own local measures of success.
3. Customer satisfaction surveys – Currently, Job Center customers complete customer satisfaction surveys to indicate the quality of service they received upon working with staff members.
4. Return on investment – While local staff members often celebrate their customers securing full-time, meaningful employment for the sake of the customer and the work put forth by the case managers, those obtained jobs also signify very practical returns on the investment of dollars and time into those individual customers through their ability to now earn for themselves and

their family while also adding to the tax revenue for local, state and federal government structures.

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

The WDB convened listening sessions throughout the region. These listening sessions were conducted within each county in the WDA. Attendance at these listening sessions included almost 150 businesses and employers, job seekers, EDO agencies, chamber members, education leaders, and workforce development partner agencies.

These listening sessions were conducted by a consultant for the WDB. The sessions were designed to derive community and partner input around a wide variety of workforce development topics including:

1. What assets and resources exist in the region and their effectiveness?
2. What issues exist in the area that impact the workforce?
3. What is the availability, attraction, readiness, and retention state of the workforce?
4. What threats now or in the future exist within the region that impact the workforce?
5. Discussion on the key industry sectors and dialogue around the challenges facing that sector.
6. Discussion on the specific occupations and the challenges in meeting the demands of these occupations and how they are changing.
7. Discussion on current workforce strategies that are in place and working in the region.
8. Dialogue on strategies and tactics that could be executed.

This information was then taken back by the WDB to identify key priorities and incorporate that detail into the WIOA plan. This information will also be leveraged to identify the additional partners the WDB needs to ensure it serves as a regional collaborator and supporter of all workforce development activities in the region doing so in concert with economic and education partners.

**E. 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 local area:**

1. The West Central region maintains aggressive approaches to identify the needs of employers and job seekers. Employer needs are gauged through the following:
  - a. Engagement of employer representatives appointed to the Workforce Development Board who function as delegates for their industry sectors
  - b. Active business outreach as described in the Business Service Plan included within this document
  - c. Industry sector engagement through existing industry collaborations and on-going efforts to create sector initiatives with emerging industry sectors
  - d. Analysis of industry demand and skills requirements through:
    - i. Maintenance of the aforementioned Regional Scan Committee involving this WDB, UI, Regional Planning, the DWD Labor Market Analyst, the Regional Educational Consortium and UW System economists to coordinate gathering, analysis and validation of labor market information, including:
      - a. On-going analysis of existing labor market information

- b. Gathering and analysis of area job openings and resultant skill requirements
    - c. Gathering and analysis of outputs of the region's education and training institutions
    - e. Needs and asset analysis of Adult, Dislocated Worker and Youth participants
    - f. Business Service and Job Center team gathering of regional job opening information
2. This WDB initiated the strategic planning initiative originally entitled the "West Central Wisconsin Regional Development Coalition" to bring about resource alignment of the workforce development, economic development and education sectors with regard to the needs of area employers and job seekers. This effort was followed by the information of the Momentum West regional economic development entity. The WDB continues to participate in this and other joint efforts with economic development and education partners to improve the economic climate of the region and to enhance resource coordination and regional collaboration.
3. The board maintains a "Collaboration Committee" which brings together representatives from partner agencies at its bi-monthly meetings to discuss regional coordination and collaboration issues and present any issues requiring board action to the WDB. This meeting serves additional purpose of being the One-Stop Operator Consortium Coordinating Committee for the region. The Regional Education Consortium is incorporated into the WDB as its Education and Training Committee which currently is focusing on identification of regional training and education program outputs to enhance alignment of education and training system supply with employer demand as part of the regional scan effort.
4. Locally, WDB programs work in close coordination with local education, economic development and community-based programs in all of the nine counties in the region. Partner meetings are held in each county of the region at least quarterly. EDC directors are participants in each of these local Job Center planning team efforts. WDB and LEO members are invited to these meetings and frequently participate to experience inter-agency coordination first-hand. These Job Center teams provide support to the WDB at each bi-monthly meeting on a rotating basis to increase WDB awareness and participation in collaboration issues.
5. This WDB has designated the above-mentioned Regional Scan Committee to coordinate the gathering and analysis of labor market information to provide the base of evidence for the designation of regional high-demand and emerging employment sectors. These analyses have formed the basis for program strategy, including:
  - a. Development and implementation of sector-based academies focused on increasing awareness and skills aligned with key regional employment sectors
  - b. Participation in regional sector initiatives, including Manufacturing Works, Bridges To Healthcare, and ACT for Healthcare
  - c. Career fairs, for both adults and youth, which highlight and align with high-demand and emerging regional sectors and are built around associated "Career Clusters"

### III. Governance and Structure

#### A. Plan Input and Review Process

1. **Describe the process used, in accordance to the five essential criteria, to provide an opportunity for public comment and input into the development of the local plan:**

Please see *Attachment B: Plan Review, Public Comment and Documentation*.

2. **Describe how local workforce partners were involved in the development of the WDB's local plan. Also describe how local partners will be involved in the ongoing implementation of the local plan:**

The WDB convened listening sessions throughout the region. These listening sessions were conducted within each county in the WDA. Attendance at these listening sessions included roughly 150 businesses and employers, job seekers, EDO agencies, chamber members, education leaders, and workforce development partner agencies.

This information was then taken back by the WDB to identify key priorities and incorporate that detail into the WIOA plan. This information will also be leveraged to identify the existing, along with additional, partners the WDB needs to ensure it serves as a regional collaborator and supporter of all workforce development activities in the region doing so in concert with economic and education partners. Partners leveraged in implementation of the local plan are identified throughout this document.

#### B. Chief Elected Official(s) (CEO)

1. **Describe the role of the CEOs in the governance and implementation of WIOA 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 a WDB/CEO Agreement, please state that it is included in that agreement and provide the section where it can be found:** This information is contained in the WDB/CEO Agreement. See *Attachment C: WDB/CEO Agreement*.

2. **Section 683.710(b)(2) 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 CEOs. Please provide this document or specify its location, if it is within another document:** See *Attachment D: Intercounty Agreement*.

3. **Please submit a WDB/CEO Agreement and/or the CEO Consortium Agreement.** See *Attachment C: WDB/LEO Agreement*.

#### C. WDB Functions

1. **Describe any roles and responsibilities, as agreed to with the CEO, which may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB/CEO Agreement:** At this time, there are no roles or responsibilities which differ or are in addition to those specified in the Act and regulations.
2. **Identify the fiscal agent or entity responsible for the disbursement of grant funds. If a fiscal agent is used, attach the current contract and identify who has signatory authority. Submit**

**the WDB/Fiscal Agent Agreement:** Workforce Resource, Inc. is the current fiscal agent responsible for the disbursement of grant funds in WDA #8.

See Attachment C: WDB/LEO Agreement.

#### D. WDB Composition

The Governor shall, once every two years, certify one local board for each local area in the State. Such certification shall be based on criteria established under section 107(b), and for a second or subsequent certification, the extent to which the local board has ensured that the workforce investment activities carried out in the local area have enabled the local area to meet the corresponding performance accountability measures and achieve sustained fiscal integrity. For PY15, DWD issued Administrator's Memo 15-05 which details the requirements that must be met for certification of a local board. A WIOA compliant board must be in place by December 31, 2015.

For the following questions, if the response is provided in the CEO Consortium Agreement, the WDB/CEO 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 below:

1. **Describe the nomination and selection process used to appoint local business representatives to the WDB:** Nomination solicitation forms and Board information packets were sent to each eligible business organization in the WDA. News releases were placed in area newspapers to inform the public of the vacancies that existed and the qualifications necessary to be considered for a seat on the Workforce Development Board. When inquiries were received, information packets were sent to potential appointees and they were referred to the appropriate nominating organization. Local Elected Officials also were provided with information packets and distributed them to potential candidates.

Nomination information received was reviewed by the County Boards Consortium in comparison with state/federal membership requirements and the plan of representation desired by the Consortium to assure geographic representation. Following review of information, the Consortium acted on appointments based on votes of the Consortium members at publicly noticed meetings and forwarded nominees to the Workforce Development Board to be seated.

A solicitation/nomination and appointment process for non-business members, similar to the business member process identified above was followed with the exception of press released specific for this purpose because non business seats were limited to specific organizations. Solicitations were sent to eligible nominating organizations, nominations were received by the Consortium, reviewed and appointments made based on votes of the Consortium members at publicly posted meetings.

2. **Describe how the Board will provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system:** The West Central WDB supports and participates in the following activities through its Board structures:
  - a. WDB Regional Scan Committee coordination of gathering and analysis of labor market information

- b. WDB Business Leadership Council which gathers business needs and business input
  - c. WDB business membership participation in regional industry sector initiatives and committees
  - d. Organizational support and facilitation for industry sector initiatives
  - e. Oversight of job seeker and employer needs assessment systems and databases
  - f. Alignment of workforce strategies with job seeker and employer needs assessments.
  - g. Convening entity for Regional Development Coalition
  - h. Appointing and convening entity for Regional Collaboration Committee and One-Stop Operator Consortium
  - i. Facilitating and participating in county Job Center team collaboration meetings and hosting reporting sessions at bi-monthly Board meetings
  - j. Integration of Regional Scan analysis with Economic Development and Education and Training analysis efforts
  - k. Integration of Sector priorities into program delivery strategies, including sector initiatives, sector academies, career fairs, career exploration and occupational skills training
  - l. Board support of speakers and other development opportunities
  - m. Board engagement in needs analysis
  - n. Board member participation in conferences and training
  - o. Board encouragement of service provider staff participation in staff development, conferences, national and regional organizational participation and other means to gain exposure to best practices
  - p. Board support for incorporating best practices into all aspects of the service provider's organization
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. [§107(h)(1 &2)]:** This question – the circumstances that constitute conflict of interest – is addressed in the first paragraph of the West Central Wisconsin WDB's "Disclosure of Interest" signature forms.

*See Attachment E: Disclosure of Interest.*

4. **Provide a complete and current WDB membership list:** *See Attachment F: WDB Membership List.*
5. **Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees:** *See Attachment G: Org. Chart Committee Structure Description.*
6. **Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities. [§107(e)]:** The Board of Directors of the organization currently meets on a bi-monthly basis in accessible locations. Individuals needing accommodation to participate in any meeting or function of the Board need only inform the Office Manager and EOC Coordinator of such need and accommodations will be arranged.

All information including agendas, minutes, and related documents may be found at [www.wdbwcw.org](http://www.wdbwcw.org)

7. **Describe the process the WDB will use to notify the CEO of any vacancies and to fill those vacancies with appropriate representatives:**
  - a. Per the by-laws of the WDB:
    - i. Article IV, Section 5: RESIGNATION: A member of the Board of Directors may resign at any time by filing his/her resignation with the Chair of the Board of Directors and the designated Chief Elected Official of the Service Delivery Area, thirty (30) days prior to any meeting of the organization. Furthermore, as the WDB is notified the Executive Director in conjunction with the CEO will, upon receiving said information begin recruitment for appropriate replacement(s) and also notify WDB Board Chair immediately to seek nominations from the joint boards. The West Central WDB also maintains records of other business and industry representatives that would be strong recommendations for the board(s) consideration. Once nominated we will insure that the board's agenda reflect the opening and that recommended nominees will be provided for the board's consideration as appropriate and seek needed action to appoint.
  - b. Per the Consortium Agreement:
    - i. Article IV, Selection of the Workforce Development Board: The Workforce Development Board (WDB) shall consist of such members as necessary to meet the requirements of the Act and shall be appointed by the Consortium in accord with the Plan of Representation of the article. WDB membership shall be distributed throughout the member counties with particular consideration given to demographic representation of business interests as required by the Act and state and federal regulations.
      - a. Private sector business representatives shall form a majority of the membership of the WDB with a minimum of one private sector member from each area county.
      - b. The remaining members WDB shall be appointed at large from organizations in the WDB that meet the membership requirements of the Act.
      - c. Private sector representatives on the council shall be selected from among individuals nominated by general purpose business organizations or trade associations.
    - ii. The Consortium shall solicit nominations by mail or other means from every known organization in the WDA that meet the representation requirements stated in the Act.
8. **Attach the Workforce Development Board By-Laws including date adopted/amended. The by-laws must comply with the parameters listed in Admin Memo 15-05: See Attachment H: WDB Bylaws.**

E. Youth Standing Committee

WIOA eliminates the requirement for Local Boards to establish a youth council; however, the Local Board may choose to establish a standing committee to provide information and to assist with planning, operations and other services to youth, which must include community-based organizations (CBOs) with a demonstrated record of success in serving eligible youth. Additionally, an existing youth council may be designated as the youth standing committee if they are fulfilling the requirements of a standing committee which means that they have members of the Local Board who have the appropriate experience and expertise in youth educational workforce development.

The youth standing committee must include a member of the Local Board as the chair, members of CBOs with a demonstrated record of success in serving eligible youth and other individuals with appropriate expertise and experience who are not members of the Local Board. The committee may also include parents, participants and youth.

If local boards choose not to delegate this function to a standing youth committee, they are responsible for conducting oversight of youth workforce investment activities under WIOA section 129(c). Boards that choose not to have a standing youth committee must respond to question 5. For those questions that do not apply to your WDB, please answer “Not Applicable.”

1. **Describe the role and responsibilities of the Standing Youth Committee:** This WDB’s current Youth Council has transitioned into the role of a standing committee. Given this qualification, the Standing Youth Committee will meet bi-monthly to address youth service issues including coordination amongst regional youth service providers. The two regional education agencies, CESA 10 and 11 are part of the Standing Youth Committee and provide the most comprehensive youth services in the region outside of WIOA. The CESA’s provide an array of school-to-work activities in conjunction with the two area technical colleges and WIOA. They promote a variety of applied learning staff development opportunities including the Cray Academy. Area technical colleges and university campuses provide opportunities for youth through the “Youth Options” program and other advanced placement classes. Tech Prep funds (now Career Prep funds) have been integrated with WIOA funds to provide the region’s Career Academies, Career Ventures Career Exploration and Career 101 activities. There is a strong linkage between WIOA, Youth Apprenticeship and other school-to-work activities.

A variety of community-based organizations provide local and regional youth activities related to workforce development including area community action agencies, Junior Achievement, Big Brothers/Big Sisters, Boy/Girl Scout programs and County Youth Extension Agents. Each of these organizations has activities that relate to career and vocational development of youth as a portion of their service strategy. Representatives of these organizations have agreed to serve on the area’s Youth Council to assist in the coordination of WIOA and other youth services in the region. Additionally, there are a variety of civic and faith-based organizations that provide related youth services and chamber of commerce committees that focus on education and school-to-work issues that are assets to the effort.

2. **Describe how the Standing Youth Committee is involved in developing policy:** The Standing Youth Committee functions as a subcommittee to the Board and meets bi-monthly in conjunction with the Workforce Board to address youth issues and make recommendations to the Board. As such, the youth committee has been active in making recommendations that are incorporated into

this plan and the Standing Youth Committee has approved the Youth Service sections of this plan.

Additional roles of the Standing Youth Committee include: providing advice to the WDB on strategic planning issues that pertain to youth; developing recommendations for the selection of youth service providers for WIOA programs; providing oversight for WIOA and other area youth programs; promoting development and participation in school-to-career activities that will assist in connecting all youth to the world of work.

The West Central Wisconsin WDB Standing Youth Committee actively participated in the strategic planning efforts referred to above and will continue to be active in WDB regular Board meetings. The Standing Youth Committee worked with the WDB in the authorization and approval of the WDA Youth Procurement Process that was approved by DWD.

3. **Identify circumstances that constitute a conflict of interest for Standing Youth Committee members and describe how codes of conduct and conflict of interest issues related to Standing Youth Committee 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:** This question – the circumstances that constitute conflict of interest – is addressed in the first paragraph of the West Central Wisconsin WDB’s “Disclosure of Interest” signature forms. See *Attachment E: Disclosure of Interest*.
4. **Describe how the Standing Youth Committee conducts oversight with respect to eligible providers of youth services in the local area and their role in provider selection:** The vendor registration, procurement and selection processes were all developed with the input of what is now the Standing Youth Committee. Selection criteria were developed by the Standing Youth Committee. The system has a built-in tracking report capacity to allow monitoring of the vendor registrations to ensure the following of procurement standards. The Standing Youth Committee meets on a bi-monthly basis to review program performance and address youth service issues including service provider performance.

#### F. WDB Support and Administration

1. **If the WDB employs staff, identify the number of staff (time percentage), general role, and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provides direct WIOA services. Submit the WDB Staff Agreement and/or job description for WDB Director:** The WDB employs a full-time WDB Executive Director, See *Attachment I: WDB Executive Director Job Description*. The WDB also receives staff support from its service provider. The service provider is the administrative entity for the Workforce Development Board as a separate organization. Segregation of responsibilities is required to avoid conflict of interest issues, staff assigned to the Board are totally under the direction of the Executive Director of Board for those purposes and those responsibilities segregated from the service provider. The amount of staff resource provided directly to the Workforce Development Board for its direct administrative purposes amounts to 1 full-time equivalent position with such other support as necessary for administrative and fiscal support. Additionally, it is anticipated that other partner agencies will provide staffing assistance to the Board when addressing issues that are specific to those entities. Staff members that will provide this support are anticipated to be those that are

currently active in the One Stop Operator Consortium. Such support is estimated to involve providing annual summaries of program activities, participation in quarterly collaborative planning efforts and providing updates to the Board on issues of interest to the Board for which that agency has particular expertise.

2. **Include an organizational chart with an “effective as of date” of WDB staff, administration and support:** See *Attachment J: WDB Organizational Chart*.
3. **Provide a copy of the Administrative Entity/Fiscal Agent’s organizational chart with an “effective as of date”:** See *Attachment K: Workforce Resource, Inc. Organizational Chart*.
4. **Attach a copy of the WDB’s most recent approved Cost Allocation Plan:** See *Attachment L: Cost Allocation Plan*.
5. **Describe and submit the WDB’s cash management policy and procedures.** See *Attachment M: Cash Management Procedures*.
6. **Is an Indirect Cost Rate or de minimis rate of 10% used?** This WDB’s fiscal agent uses the de minimis rate of 10%.
7. **Describe Fee for Service(s) activities, and how the funds are accounted for. Submit the WDB’s local policy regarding fee for services:** A variety of fee activities occur with private (assessment, testing, etc.) and public sector (interpreter, business plan development, career planning, job seeker workshops, work experience site development and job coaching, individual plan development, assessment, placement services, etc.) employers. Staff members work for various entities charging their work time directly to fee activities on timesheets. Allocated time (holiday, vacation, sick) and expenses are distributed equitably to fee funds based on direct labor time records. Fee revenue and expenses are tracked and accounted for separately utilizing fee-related fund accounts separate from restricted fund accounts.
8. **Employee health and welfare costs incurred in accordance with local board policies are allowed for the improvement of working conditions, employer-employee relations, employee health, and employee performance are allowable (2 CFR 200.437). Submit the WDB's policy for the provision of these costs for WDB staff:** See *Attachment N: HealthPartners Health and Dental Insurance 2016*.
9. **Incentive compensation to employees based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., is allowable (2 CFR 200.430). Provide the WDB's policy for incentive compensation to employees and/or service provider staff:** This WDB has no such policy at this time.
10. **Submit WDB’s personnel policies and procedures:** See *Attachment O: Personnel Policies and Procedures*.

#### **IV. One-Stop System and Service Delivery**

A. One-Stop Service Delivery

1. **Describe the One-Stop delivery system in your local area, including the roles and resource contributions of one-stop partners. [§121(a)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. Use Form D:** The Regional One Stop Operator is the coordinator of inter-agency services within the network of area Job Centers and the primary provider of WIOA Title 1 services within those same Job Centers and throughout the West Central Workforce Development Area.

The Workforce Development Board in partnership with the County Boards Consortium designated the One Stop Operator Consortium and identified Workforce Resource, Inc. as the lead OSO agency, fiscal agent and primary WIOA Title 1 service provider. For more information, see *Attachment C: WDB/LEO/WRI Agreement*.

The Consortium includes representatives of the WIOA, Job Service and DVR systems as core representatives to the OSO. Input is provided by delegates from the Technical College, Wisconsin Works, Older Americans Act programs and other organizations that may operate in partnership with the core Job Center Team. The service provider will be designated and fiscal agent of the Consortium by the Workforce Development Board and County Boards Consortium, due to its being the only partner organization with presence in each Comprehensive and APS Job Center site. This designation is in keeping with the WDB and LEO role of OSO designation.

The two comprehensive One-Stop centers in our region are located in the Barron and Eau Claire County Job Centers in Rice Lake and Eau Claire, respectively. Other service locations include:

- a. Chippewa County Job Center (Chippewa Falls)
- b. Clark County Job Center (Neillsville)
- c. Dunn County Job Center (Menomonie)
- d. Pepin County Job Center (Durand)
- e. Polk County Job Center (Balsam Lake)
- f. St. Croix Valley Job Center (River Falls)

For more information on each center, see *Form D (One-Stop Service Delivery System: Locations)*.

2. **Is each of the required WIOA 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. [§121(b)]:** All required WIOA partners are part of the one-stop delivery system. However, since the realignment of DWD staff, Job Service and the Department of Vocational Rehabilitation are now only housing staff at the two Comprehensive Job Center Sites in the WDA, Eau Claire and Rice Lake. Therefore, only these two sites meet the Comprehensive Job Center definition, as is the case throughout the state. A wide variety of mandatory partners have vacated Job Center locations leaving Workforce Resource as the only entity present in all area Job Centers.

Additional partners present in the Job Center or located off-site may include: Citizens Employment and Training (formerly Senior Citizens Employment and Training); Literacy Chippewa Valley or other community-based literacy organizations; Adult Education Services;

Experience Works; HUD Housing and Youth Build, operated through community-based organizations.

See *Form D (One-Stop Service Delivery System: Locations)*.

3. **Identify non-required partners included in the local One-Stop delivery system:** Currently, there are no non-required partners located within the offices of the One-Stop delivery system.
4. **Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with Section 188 of the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the WDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of the ADA:** WCWDB serves a high level of individuals with disabilities and coordinates those services with those of the Division of Vocational Rehabilitation. WRI is also a contractor to DVR and is a registered Employment Network under the Ticket to Work program and as such actively recruits individuals with disabilities. The agency's Disability Resource Consultant conducts frequent organization-wide assessments of facilities, technologies and materials to ensure accessibility and compliance with the ADA. Youth Services are frequently integrated with Special Needs programs at area high schools and there is considerable interaction with regional sheltered employment and rehabilitation facilities for persons with disabilities in accordance with DVR 511 requirements. The service delivery model utilized in this region is a Vocational Rehabilitation based service model and WRI employs many Vocational Rehabilitation trained staff.
5. **Helping veterans obtain training and employment is the responsibility of all Job Center staff. The local Job Center must provide priority of service to all veterans and eligible spouses to ensure that the full range of employment and training services are provided in a comprehensive, customer-driven, and seamless manner. Describe processes in place at the point of entry to the system to identify veterans and eligible spouses who are entitled to priority of service (including signage and/or designated areas and staff training). Submit any implementing policies or procedures describing how priority of service is implemented uniformly and appropriately across the local workforce system:** *See Attachment P: Veterans Priority of Service Policy.*
6. **Please list which career services are provided by which partners to job seekers and employed workers:**
  - a. Workforce Resource, Inc.: WIOA Title 1 Adult, Dislocated Worker and Youth Services
  - b. Job Service: WIOA Title 3 services
  - c. TAA: Occupational Classroom Training; OJT; RTAA; TRA stipend
  - d. Division of Vocational Rehabilitation: Case management; OJT; Supportive services; Vocational training
  - e. Wisconsin Technical Colleges: Occupational training; Adult Education Services
  - f. University of Wisconsin System: Occupational training

- g. Veterans Employment and Training Services: Case management; Assisted job search and placement; Occupational training
  - h. Bureau of Apprenticeship Standards: Work-based training
  - i. Literacy Chippewa Valley: Adult basic education; English Language Learners assistance
7. **Describe the strategy to identify business requirements within the local area [§ 682.320]. In addition, describe the business services available to area employers through the One-Stop system, and who provides these services. Provide details about any fee-for-service business services:** The Workforce Development Board “Business Leadership Council” works closely with the regional Business Service staff to coordinate business outreach, and to identify employment opportunities and the workforce needs of area businesses. Business members provide business-to-business liaison that enhances the Business Service efforts of the staff. In addition, Business members participate in regional sector alliances and in Job Center Advisory Teams to assist in these efforts to reach out to area businesses.

The region also maintains an active, collaborative Business Service Team that provides business outreach to identify business needs, promote business services and align workforce development services with those identified needs. This element is more fully discussed in the attached Business Services Plan.

See also, *Attachment A: Business Services Plan*.

8. **Describe how "center-based" business services are provided. This description should include how all programs that conduct business services are included in the system and the coordination practices; and how input and feedback from all partners is received and implemented equitably:** See *Attachment A: Business Services Plan*.
9. **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:** See *Attachment A: Business Services Plan*.
10. **Describe how the WDB will ensure the quality of service delivery and continuous improvement throughout the One-Stop centers:** The Board provides oversight of program operations through a variety of means intended to assure continuous improvement of service. The Oversight Committee conducts monthly reviews of program performance and financial transactions. Board members and Local Elected Officials participate in Job Center Team meetings on a quarterly basis and report their observations to the WDB at its bi-monthly meetings. Job Center Teams provide thorough reports to the Board at each bi-monthly meeting on a rotating basis.

This WDB’s service provider, shall developed a fully-integrated performance management system that captures state generated performance data as it is made available and translates this performance to organizational, team and individual performance measures directly tied to the required federal performance measures. The organization then knows each individual’s contribution to performance attainment.

Each staff person and staff team has the capacity to access this performance management system and track their own progress in attaining objectives. The same holds true for the automated case management review system which can be accessed by the individual, their supervisors and agency independent performance management staff.

Performance is also captured on the individual participant level through tracking of individual attainment of goals and objectives through an automated Employability Plan/Service Strategy tracking system that compares planned outcomes with actual outcomes.

Continuous monitoring of staff performance occurs at multiple levels. Direct service supervisory and management staff regularly review performance through numerical as well as qualitative methods. This is facilitated by the automated data reporting systems maintained by the organization. The independent Performance Management Unit conducts parallel reviews and sampling of all performance data, file review information and other related indicators of program effectiveness and quality and prepares summary reports of effectiveness.

Each staff person integrates this performance data into individual evaluations which are conducted with supervisory staff with input from the Performance Management Unit and agency administration. Deficiencies are required to be addressed through corrective action plans or plans of improvement.

11. **Describe how the WDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. [§ 108(b)(6)(B)]:** In an effort to streamline the provision of workshop services while also maximizing the agency's ability to use its highly charismatic and knowledgeable staff trainer, this WDB began utilizing Interactive Television, or ITV, to broadcast work-readiness workshops from its central offices to all other Job Centers in the region. A number of the workshops have also been recorded and posted online so that job seekers can access them from their home or at hours when the Job Centers are closed. This innovative use of technology has allowed WCWWDB to increase staff efficiency, as well, as individual office staff members no longer have to conduct the workshops on site.

The job center management teams designate three representatives to serve on the WDB's Oversight Committee to ensure that the job centers' services and goals are aligned with the goals of the board. These committee meetings provide an opportunity to share ideas, discuss issues, identify trends, anticipate challenges, and ensure the local areas have regular contact with the board. Each job center contract is monitored annually for service delivery and continuous improvement techniques. A component of the monitoring is a discussion on service provision with individuals using the center that day.

Within the comprehensive Job Centers, staff members of the partnering agencies come together once a month for a Job Center Team meeting. It is during these sessions that customer service delivery is discussed, including successes and areas needing improvement. Those areas needing improvement are discussed further and action items are assigned to all relevant staff members to carry out in order to improve service delivery.

During the succeeding Job Center Team meeting, the results of those action items are again discussed and evaluated for effectiveness

The agency's call center continues to facilitate region-wide access to services. Customers seeking assistance need only call the toll-free number (855-792-5439) to speak to a Resource Specialist. Staff members at the call center are able to conduct initial needs assessments, initiate service applications and link callers to the closest direct service provider location.

12. **Describe the connection between the local board WIOA Youth Program and the Job Center service delivery system:** Youth Services Specialists are based in each Job Center and are responsible for implementing youth services in each county. The Job Centers are the primary delivery vehicle for youth services, which concentrate on bridging the gap between education and employment in keeping with the Youth Service Goals. The Job Centers are the focal point of identifying employment and work-based learning opportunities for young persons, assessing vocational needs, developing service plans, matching eligible youth with opportunities, monitoring progress in attaining goals and providing follow-up.

Youth who do not meet WIOA eligibility criteria will be encouraged to access general public Job Center services including use of the Job Information Centers, participation in Job and Career Fairs, accessing work-based learning opportunities that are available to the general public. It is desired that area young people gain familiarity with Job Center services while in school in order to assist them with career and employment needs throughout life. It is intended that Job Centers become a critical element in informing area young people of the opportunities that exist in their home and surrounding communities. This is essential to helping them make better career and education choices while assisting in retention of youth for the region's workforce.

Each Job Center maintains an extensive listing of non-Job Center Services through its resource directories and Menus of Service. Youth will be referred to agencies appropriate to their needs such as County Human/Social Services, Technical Colleges, school-based services, Job Corp, Youth Conservation Corps, and the variety of community-based youth services that exist throughout the region.

13. **Describe the WDB's activities/actions with local partners to ensure the development and implementation of common intake for all Resource Rooms per State (to be issued). Also include a description of how activities will be coordinated with other points of intake such as the Division of Vocational Rehabilitation:** Currently this WDB is waiting on policy guidelines from the DWD to either revise our current policy or make it more concrete. However, for the two comprehensive Job Centers in WDA #8, located in Rice Lake and Eau Claire, the common intake and referral process follows these steps:
  - a. Customer enters Job Center and asks Resource Specialist for assistance.
    - i. If returning customer is already enrolled in partner program, Resource Specialist will page appropriate partner agency case manager to assist customer.
    - ii. If customer is new to Job Center, Resource Specialist will continue in this sequential process.

- b. Resource Specialist determines what type of assistance customer needs.
- c. Upon said determination, Resource Specialist directs customer to appropriate Job Center partner.

In the non-comprehensive Job Centers in the region, the process would be very similar, aside from the fact that if the needed or requested service partner is not the current One-Stop Operator the Resource Specialist will inform the customer that a representative from the agency will either schedule an appointment to meet with the customer at the non-comprehensive Job Center, or the customer can instead travel to the comprehensive Job Center to meet with the staff member of the partner agency.

14. **Describe how the end result of the activities described in the previous question show reduced duplication of services for program participants; ease of program accessibility; and identification of gaps the partnership has to address:** In focusing on seamless service delivery and reducing the duplication of services amongst partner agencies, this WDB has worked extensively in bringing in all existing and potential partners to discuss challenge areas and best practices in order to ensure the highest quality and most efficient model of service delivery. By having the One-Stop Operator’s Resource Specialist essentially act as a “gatekeeper,” it allows the participant to be directed to the appropriate service partner to meet their needs.
  
15. **Describe activities to promote Job Center of Wisconsin (JCW), and address the following:**
  - a. **Any participant needs for computer literacy as part of a system improvement:** This WDB’s service provider, Workforce Resource, Inc., will coordinate the delivery of computer literacy training with Literacy Chippewa Valley, CVTC, WITC, Wisconsin Indianhead Library System and other appropriate training providers at any Job Center the provider is willing to provide training.
  
  - b. **How the WDB is coordinating with workforce partners, including Veterans' Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings:** Regional MOU’s and our local Business Services Plan specify the use of the appropriate DWD-sanctioned job order posting system as a requirement which we diligently apply in our work with job seekers and employers. Additionally our Regional Business Service Team which is a group of business solutions partners (including Veteran’s Service Staff), works together to insure that job seekers have access to the job openings and that employers are receiving qualified applications from said job seekers. Our employer networks also subscribe to utilizing JCW wherever possible.
  
16. **Describe how Salesforce will be used to support and enhance JCW rather than supplant JCW:** Salesforce is used to support and enhance JCW by allowing consultants, Resource Room employees and other partner agency staff the access to local and regional business contacts. This will allow in the assistance of pursuing job leads on the behalf of customers. Partner agencies within the One-Stop system can record what businesses they have recently contacted, the availability of jobs within those businesses, and whether said employers are open to customized training services that would act as incentives for participants.

SalesForce could not supplant JCW in the fact that a normal job seeker cannot access the material without an account, and that material does not specifically relate to finding job leads in the way that JCW provides job leads.

17. **Briefly describe Information Technology (IT) systems in the local area, including:**
- a. **Systems in place to assess and place job seekers (include all IT services owned or subscribed to):**
    - a. CareerScope – program that assesses aptitude and interests, and generates employment recommendations
    - b. Employability Plan Service Strategy (EPSS)– locally developed web-based tool that pre-assesses participants, and tracks services and outcomes
    - c. Job Center of Wisconsin
    - d. Emailjobseekers.com – locally developed web-based program that emails job leads and job-related information to participants based on occupational interests and abilities. All emails are tracked and accessible to staff by criteria-based reports.
    - e. My Skills, My Future
    - f. O\*Net
    - g. EMSI (Economic Modeling Specialists Inc.) – Web-based program which provides detailed local labor market information
    - h. WisCareers
    - i. Key Train – NCRC
    - j. Your Future Chippewa Valley
  - b. **Systems used for employer management (include all IT services owned or subscribed to):** WRI/WDB Employer Database - locally developed web-based database that tracks employers, job openings and employment referrals. Currently we have migrated most of our employer and industry tracking data base over to the Salesforce Cloud – Skill Wisconsin.
    - i. TAP – track business/employer services (DVR)
  - c. **Systems used to track participant services (include all IT services owned or subscribed to):**
    - i. ASSET
    - ii. Emailjobseekers.com
    - iii. TESSA – locally-developed web-based program that merges services in ASSET with local fiscal expenditures. It also tracks services for individuals who are not otherwise required to be in ASSET.
    - iv. EPSS
    - v. IRIS System (DVR)
  - d. **Coordination of local IT systems with Job Center of Wisconsin, ASSET, and other federally or state provided systems:**
    - i. TESSA uses participant services in ASSET as a control point for fiscal data entry
    - ii. TESSA uses participant services in ASSET as a control point for fiscal data entry
    - iii. EPSS significantly augments participant data being captured by ASSET. It provides specific outcomes to the services being provided

- iv. Performance data from the state is used in the Performance Database
- e. **Other systems the WDB is utilizing and the purpose of these systems:**
  - i. Application Program – web-based program that allows WIOA applicants to apply for services on-line. It also provides staff a means to track applicants’ movement from the application phase to registration and enrollment
  - ii. Performance Database – locally-developed Access database that imports quarterly performance data from the State, and generates performance outcomes by office and case manager
  - iii. File Review Database – locally-developed Access database that allows for evaluations of WIOA files and compliance of State WIOA policies
  - iv. Vendor Procurement Database – locally-developed web-based database that insures that Youth Vendors are individually and comparatively evaluated before being chosen to provide services
- f. **The assessment process utilized to determine IT needs:** Processes are continually scrutinized by the Chief Information Officer to determine the IT needs for the organization.

B. Memorandum(s) of Understanding (MOUs)

**The local board, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners which would be effective July 1, 2016. Due to the changes with enactment of WIOA, DET will be providing additional guidance to the WDB's to assist in the development of local MOUs. Thus, copies do not need to be submitted at this time. The local MOUs must be reviewed and approved by DET by June 30, 2016. The Local Plans for WDBs without an approved MOU will only be conditionally approved:** This WDB is waiting on the additional guidance, which will be provided by the DET, before securing and submitting our MOUs.

C. One-Stop Operators (OSO)

1. **Identify the current One-Stop Operator in the local area:** The current One-Stop Operator for the West Central Wisconsin WDA is Workforce Resource, Inc.
2. **Describe how the WDB is preparing for the competitive process for OSO selection. Describe how market research, requests for information, and conducting a cost and price analysis were conducted as part of that preparation. [§ 121(d)]:**

The WDB is soliciting proposals from qualified organizations to provide Adult and Dislocated Worker Services within Region 8 area, in accordance with the Workforce Innovation and Opportunity Act (WIOA), Public Law No: 113-128, and any related U.S. DOL, and Wisconsin State Department of Workforce Development rules and regulations, policies, directives and the Local Plan.

The U.S. Department of Labor has not issued final regulations for WIOA at the time of release of this RFP. Temporary guidance in the form of both Training and Employment Guidance Letters (TEGL's) and multiple Notices of Proposed Rulemaking (NPRMS) have been released with the anticipation of the final formal regulations.

Programs funded under the Request for Proposals (RFP) will be prepared to make some adjustments in programming to comply with future regulations. This RFP provides a uniform method for the procurement of the WIOA Adult and Dislocated Worker Services in the WDA providing for full and open competition. It contains the necessary background, requirements, information, instructions, and forms for responding to this RFP.

Obligations under the RFP are conditional upon the availability of funds. Performance and obligations under the RFP are contingent upon an annual appropriation by the United States Congress that is permitted with the United States Department of Labor and the Wisconsin Department of Workforce Development to contract for services. The WDB reserves the right to terminate or adjust this RFP to conform to available funds.

The WDB seeks innovative service delivery proposals that meet the purpose and expectation of this RFP and are characterized by collaboration, integration, accountability, continuous improvement and results. Through these services, the WDB expects to achieve a measurable and positive impact on the success of employers and workers in the WDA.

The West Central Wisconsin Workforce Development Board held a competitive process for OSO for PY 2016. The process followed the Board's Procurement Process approved by DWD. Contracts are in place.

### 3. Roles and Responsibilities

a. **Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center(s) and for service locations in the One-Stop delivery system:** The Regional One Stop Operator is the coordinator of inter-agency services within the network of area Job Centers and the primary provider of WIOA Title 1 services within those same Job Centers and throughout the West Central Workforce Development Area.

b. **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:** Not applicable.

### D. Certification and Continuous Improvement [§ 121(g)]

**The state's certification policy has not yet been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service coordination than required in order to respond to labor market, economic, and demographic conditions and trends in the local area:** As the state's certification policy has not been issued as of this writing, this WDB will need to wait to describe its process.

## V. Results-Driven Talent Development System

One of WIOA's principal areas of reform is to require States and local areas to plan across core programs. This reform promotes a shared understanding of the workforce needs within each State and local area and fosters development of more comprehensive and integrated approaches such as career pathways and sector

strategies, for addressing the needs of businesses and workers. The expansion of sector strategies must continue in order to enhance and strengthen Wisconsin's economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional labor market. Wisconsin's system must use labor market information as the basis to map and assess current sector activities; and regional sector partnerships are not defined by artificial boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders. Sector partnerships must be closely aligned with the education system to develop flexible and response career pathways.

1. **Describe the local area's workforce development system, including identifying the programs included in the system, and how the WDB will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including the following:**

- a. **PK-16 Council:** Job Center Youth Specialists participate in county-based youth services teams that are comprised of area secondary and post-secondary educators and other local youth service providers to coordinate services and collaborate on service design and implementation issues. This team approach is designed to assure the maximum effectiveness of the variety of youth service resources in the area while minimizing overlap and duplication as indicated below.

Job Center Youth Service Specialists are expected to maintain on-going contact with the entire array of youth service organizations in their respective service areas. This includes school-to-work, youth apprenticeship, school counselors, special education instructors and other educators engaged in vocationally related school programs. Additionally, services are integrated with those of Human/Social Service agencies, Child Support entities, Juvenile Court officials and community based organizations that provide youth services.

Coordination also involves County Youth Extension Agents, Junior Achievement, Wisconsin Conservation Corps, Big Brother/Sister Programs and Boy/Girl Scouts. Such individuals will be asked to participate in Job Center based Youth advisory committees, or if current youth committees exist, Job Center staff will attempt to participate on those committees to foster cooperation and youth service strategy development aligning with our sector strategies.

This comprehensive strategy will seek to assure that disadvantaged youth will be connected to the resulting system, including youth in transitional settings such as foster care and adjudicated youth. This will include youth transitioning to adulthood as well as younger youth needing longer-term youth service support.

- b. **Local technical colleges:** This WDB prides itself on its connection and relationships with the local Wisconsin Technical Colleges in the region. When participants state they would like to complete some sort of training program to upgrade their employment skills, our service provider's consultants often refer to the local technical colleges as the first option because of the affordability, the duration of training, and the amount of time the service

provider is supposed to provide occupational classroom support under WIOA guidelines.

The relationship with the local technical colleges is also well-nurtured because of the technical college system's philosophy in providing academic programming: If local industry calls for a type of training, the technical college will provide said training in the form of a certificate, one-year or two-year associate program. Therefore, as the service provider assists local industry in meeting their demand for skilled employees while at the same time assisting clients in securing the high-wage, high-demand occupations in the region, it often makes the most sense for all involved parties to enroll participants in the local technical colleges when those participants are interested in training.

At the same time, the WDB works closely with the technical colleges in helping to design and implement short-term training academies that expose potential students to those same high-wage, high-demand jobs in order to turn them on to the respective academic programs the academies are promoting. In some circumstances, the academies can lead directly to employment as is the example with the recently created Manufacturing Training Academy. And in other cases, the academies serve as a pipeline into the related academic programs at the region's technical colleges.

- c. **Local University of Wisconsin campuses:** Much of the partnering with local University of Wisconsin campuses, primarily UW-Eau Claire, UW-Stout and UW-River Falls, mirrors the partnering with the local Wisconsin Technical Colleges. Act participants who are within two years of obtaining a bachelor's degree or seeking a certificate program that is ITA approved can be assisted by Occupational Classroom training dollars. This occurrence is not as frequent as participants entering training within the technical college system, but it is available, nonetheless.

In addition, this WDB's service provider often partners with the local universities in designing and implementing customized training, the most recent example including an agreement from both UW-Eau Claire and UW-Stout to participate in the Manufacturing Training Academy, which is being partially funded by a Wisconsin Fast Forward Grant.

- d. **Regional economic development entities:** The West Central WDB convened the Regional Development Coalition process to integrate workforce development, economic development, education and training. It originated the Regional Scan Committee which unifies the gathering and analysis of regional economic and labor market information across all of these institutional sectors to benefit strategic initiatives of all such entities and to initiate a wide range of shared strategic planning efforts.

The WDB is strongly represented in the Momentum West Regional Economic Development structure which arose from the Regional Development Coalition efforts of the Board. The Regional Scan effort has been implemented as a collaborative effort of the two organizations. Additionally, County Economic Development Organizations are integral partners in each county Job Center Team and Job Center Business Service activities are closely linked with area economic development efforts.

Locally, WDB programs work in close coordination with economic development in all of the nine counties in the region. Partner meetings are held in each county of the region at least quarterly. EDC directors are participants in each of these local Job Center planning team efforts. WDB and LEO members are invited to these meetings and frequently participate to experience inter-agency coordination first-hand. These Job Center Teams provide reports to the WDB at each bi-monthly meeting on a rotating basis to increase WDB awareness and participation in collaboration issues.

2. **Provide a description of how the WDB, working with entities to carry out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [Section 108(b)(3)]:**

The West Central WDB has adopted the Career Pathways concept and RISE principles as cornerstones of its strategic direction and has incorporated Career Pathways initiatives into its strategic plan framework to incorporate those concepts. The Workforce Development Board members have committed to participate through adoption of a Board Member Statement of Purpose in which each member agrees to reach out to their business and organizational colleagues to identify needs, engage associates and build the partnerships necessary to assure successful implementation of the RISE initiatives in this region. Members will participate, and where appropriate, provide leadership within the sector alliances and support networks that will form the foundation of this career pathway initiative. The WDB will: oversee and promote business participation in the revolving Gap analysis process; facilitate partnership development and collaborative efforts; foster business engagement in sector and pathway efforts; identify, mobilize and coordinate available resources; advocate for additional resources necessary to address identified service gaps; evaluate effectiveness of Career Pathway efforts; implement strategies to assure Continuous Improvement; and expand Pathway efforts to additional populations and employment sectors as opportunities and resources present themselves.

West Central has developed two Career Pathway Models through the RISE process including Advanced Manufacturing and Healthcare. Those models are to be found in the “Gearing Up” publication available on the regional workforce web-page. The region has structured youth academies in both of these areas as well as in the area of Green Industries including Bio-Fuels and Solar Technologies. The region is committed to this model of career development and is looking forward to mapping additional Career Pathways in other high demand Industry Sectors.

3. **Describe how the WDB will ensure that individuals are informed of non-traditional employment and training opportunities:** Individuals seeking non-traditional employment are identified during pre-enrollment interviews and orientation workshops and provided with information attuned to their interest. However, all individuals are provided with information based on labor market information analysis of demand occupations, individual interest and aptitude. Such information is comprehensive and provides both traditional and non-traditional opportunities to all program participants.
4. **Describe the WDB's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways**

**initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the local area to meet the needs of businesses. [Section 108(b)(4)(B)]:**

- a. Incumbent worker training programs: This WDB's current service provider, Workforce Resource, Inc., is currently participating in three Wisconsin Fast Forward Grants, all of which include an incumbent worker track. It has also closed out one other Wisconsin Fast Forward Grant, which also included incumbent worker training. As the service provider is currently waiting on further guidelines on how to address incumbent worker training, it will continue to pursue Wisconsin Fast Forward Grant funding to assist regional companies in providing said training.
  - b. On-the-job training programs: See *Attachment Q: OJT and Customized Training Policy*
  - c. Customized training programs: See *Attachment Q: OJT and Customized Training Policy*
  - d. Industry and sector strategies: See *Attachment R: Sector Impact Update*.
  - e. Career pathways initiatives: This WDB and its service provider has partnered with a number of regional employers and training institutions to provide career academies that have been the fruit of our initiatives relating to career pathways. Included in those initiatives are academies in the fields of healthcare, information technology, construction, manufacturing and welding. These academies expose participants to the jobs available in the related fields and can also provide technical college credit for specific training programs, as well as industry-recognized credentials.
  - f. Utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the local area to meet the needs of businesses [Section 108(b)(4)(B)]: See *Attachment A: Business Services Plan*
5. **Describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, support programs and co-enrollment, where appropriate, in core programs. [134(a)(3)(A)(i)]:** This WDB will build on a successful youth academy that was held in the St. Croix Valley this past summer as it adds programming and other mechanisms to provide additional microenterprise and entrepreneurial training.

The academy that took place in the St. Croix Valley this past summer was a two-week opportunity for high school students from St. Croix, Polk, Barron and Pierce Counties in which the participants learned about product design, production, packaging and shipping, and marketing. The opportunity was made possible by a partnership with Wisconsin Indianhead Technical College Career Prep. It allowed participants to gain exposure to the skills, knowledge and operational technique of running their own business. It also provided a great deal of confidence to the students as the ideas for implementation, creation and distribution were all self-made.

In addition to expanding on this model throughout our region, this WDB is also planning on incorporating the following:

- a. Creating a series of workshops designed for those interested in self-employment, including:

- i. Introduction to Self-Employment
  - ii. Resources to Start Your Own Business
  - iii. Introduction to Creating a Business Plan
  - iv. Personal Branding
  - v. Customer Service 101 (Series)
- b. Continuing to connect adult participants interested in self-employment with each county's Economic Development Corporation to pitch and receive advice on business plans.
  - c. Utilize members of business community, especially those serving on this WDB, to act as business advisors to participants interested in microenterprise.
  - d. Partner with UW-Extension's Division of Business and Entrepreneurship to help provide tools and resources for microenterprise, including no-cost consulting, entrepreneurship training, and feasibility analysis, along with finance expertise and investment resources.

The service provider's case managers would determine, on an individual case basis, whether or not participants were appropriate for enrollment into WIOA services. Occupational Classroom training could be provided if the training program was ITA approved by the State of Wisconsin. There are a number of programs already approved related to microenterprise and entrepreneurship within the Chippewa Valley, and a great deal more throughout the state with online options.

In some cases, where Occupational Classroom training is not appropriate, or necessary, WIOA programming could provide support services. Participants could also co-enroll in FSET and/or Wisconsin Works if those enrollments seemed appropriate and necessary to provide assistance.

6. **Describe how the WDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's job centers:** This WDB's service provider has regular training on integration of Apprenticeship with WIOA programming, including but not limited to the SAGE program. Currently, the service provider is in the process of applying to be a Pre-Apprenticeship Readiness Program facilitator as a way to prepare potential apprentices for the soft skills needed to obtain the backing of a local contractor in order to begin an apprenticeship.

In connecting with the local Apprenticeship Training Center, and the staff members facilitating local training, staff members of the service provider are also looking to nurture the relationship to highlight supportive services and take part in planned job fairs for the trades in the future.

Apprenticeships are promoted to clients if said customers are deemed appropriate and interested in the respective professions. Recently the Bureau of Apprenticeship a dedicated a staff person in Eau Claire, WI and will be working much more closely to insure Apprenticeship gets greater attention in the West Central Region.

7. **Describe how the WDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed:** Sector strategies are regional, industry-focused initiatives, building skilled workforces that result in job opportunities for all workers across a range of industries. Such partnerships will bring industry, government, education, training, economic development, labor, and community

organizations together to focus on the workforce needs of an industry within a regional labor market, and create and implement said (agreed upon) workforce solutions and initiatives.

- a. **Sector Strategy Proposal – Industry Partnership Model:** As part of our data-driven approach, we looked at a set of wide-ranging variables: historical and projected job growth, industry concentration, business need and workforce compatibility, before selecting the 7 proposed sectors:

- i. Manufacturing
- ii. Transportation/Logistics
- iii. Healthcare
- iv. Financial Services/Customer Service
- v. Information Technology
- vi. Hospitality
- vii. Trades (Initially Construction)
- viii. Agriculture

In order to form and implement a long term sustainability model as it relates to serving our employer networks, and to insure the targeted delivery of a skilled workforce continues to meet the needs of our region, we propose to activate the following demand-driven sector strategy approach for the above proposed sectors; these include but are not limited to:

- i. **Commitment:** An advisory team of no less than 10 individuals (ratio of employers must be an 80% minimum of the overall team) to commit to working together to achieve the goals of the charter.
- ii. **Mobilization:** An action based strategic plan is created and made implementation ready to mobilize and deploy the service delivery framework.
- iii. **Recruitment and Implementation of Training:** The main objectives here is to recruit the population/labor force required to positively impact the employment needs of the region as directed by the sector advisory team.
- iv. **Regional Economic Impact to be Achieved:** Goals will be agreed upon and accomplished by the respective sector partnership team and will include a requirement for detailed reporting of outcomes.
- v. **Quantifiable/Measureable Outcomes and Reporting:** Will be provided on a quarterly basis from the sector leads to the sector team and to the WDB/WRI boards.

8. **Identify how the WDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations:** This WDB plans to continue its work within the high-demand sector areas of our region. Our current service provider has done a thorough job at developing and implementing a sector strategy and that strategy continues to evolve with regard to providing training initiatives for participants to enter the high-demand occupations in the area. This WDB will continue to seek out opportunities as detailed in *Attachment S: Sector Impact Update*.

## VI. Program Services

### A. Priority of Service

1. **DET will provide a process for establishing priority of service for the Adult program for public assistance recipients, other low-income individuals, and those who are basic skills deficient. Describe any additional priority groups for the adult program other than those required by the Act: See Attachment S: Priority of Service Due to Limited Funding Policy.**
  2. **For participants who receive priority of service, WIOA Section 680.600 requires local areas to establish criteria by which the one-stop operator will apply such priority. Criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors. Provide the WDB's local criteria and/or policy. [134(c)(3)(E)]: See Attachment S: Priority of Service Due to Limited Funding Policy.**
  3. **Provide a copy of the WDB's local policy that addresses how priority of service to veterans and eligible spouses 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): See Attachment P: Veterans Priority of Service Policy.**
- A6. Additionally, within the comprehensive Job Centers, as well as the affiliate One-Stop Centers, the Resource Specialists are trained to identify immediately whether a customer is a veteran. The customer indicates their veteran status on the Job Center sign-in form. Occasionally, they will self-identify as a veteran seeking help from Veterans Services. However, if the customer simply states they are looking for assistance but are unsure of who to talk to, the Resource Specialist will inquire further as to their situation. Most often, it is during this conversation where the veteran status is revealed.

Upon identification, a determination is made as to whether the customer would benefit most from visiting with Veterans Services or any of the other Job Center partnering agencies. Should the customer want or need to speak to Veterans Services, the Resource Specialist will page a representative from the agency if in a comprehensive Job Center or schedule an appointment with a representative from Veterans Services if in an affiliated One-Stop Center. Within this region, representatives from the Office of Veterans Services (OVS) to hold office hours in the affiliate One-Stop Centers during the course of the week. In a majority of cases, a customer identifying themselves as a veteran will benefit the most from meeting with OVS staff prior to meeting with representatives from partner agencies. Therefore, every effort is made to arrange that meeting in a timely matter.

Job Service staff within the comprehensive Job Centers located in Rice Lake and Eau Claire are well-trained in assisting veterans within the Resource Rooms. Once a veteran is identified, the Job Service staff member working in the Resource Room will have that customer complete the Significant Barrier to Employment (SBE) Form prior to meeting with a representative from Veterans Services.

If the customer should not fill out the SBE in the comprehensive Job Center Resource Room, they will do so during the initial meeting with the OVS representative. This form is a necessity for any customer who is a veteran as it allows the OVS representative, as well as other partner agency staff members, to assist the customer in the most productive manner possible.

Within the comprehensive Job Centers, specifically, veterans have access to a priority job search zone within the Resource Rooms. These zones are designated by informational signage, notifying veterans of the ability to use those specific work stations.

Resource Room staff members also inform veterans of the priority given to veterans on the Job Center of Wisconsin website. Veterans receive priority viewing of job postings, seeing them prior to the civilian public.

## B. Funding

1. **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:** There are no plans to transfer funds at this time. However, the WDA reserves the right to initiate such transfers that may be allowed by WIOA legislation and associated waivers.
2. **If applicable, describe the WDB's plans to utilize up to 10% of local dislocated worker, adult, and youth formula funds toward the pay-for-performance contract strategy:** There are no plans to do this at this time.
3. **Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for career services and training allocations for the Adult and Dislocated Worker programs:** The WDB, in collaboration with other local policy groups (such as the County Boards Consortium), establish the mix of services with Adult and Dislocated Worker Title I Funding as part of their yearly planning and budgeting process. Historically, the first priority will be to assure that the required WIOA core services are available at each Job Center site. The degree to which use of WIOA resources for those services can be offset by contributions from partner agencies will assist in determining the availability of resources for intensive and training services. Allocations to tiers of service are estimated to be:
  - a. Core Services – 20%
  - b. Intensive Services – 45%
  - c. Training Services – 35%

## C. Service Strategies

1. **Describe service strategies the WDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38:**
  - a. **Low-Income Individuals:** WIOA targets services to low income individuals including those receiving public assistance. Youth Services are specifically limited to low-income youth and adult services are limited to individuals under 200% of poverty. Higher need individuals are given priority of services utilizing a pre-enrollment needs assessment. However, enrollment is also based on individual evidence of commitment to participate and comply with program expectations. Recruitment is focused on organizations with linkages to low-income communities including County Human Services, Community

Based Organizations, United Way and other Charitable Entities and Faith-Based Organizations.

- b. **Job Seekers with Disabilities:** We serve a high level of individuals with disabilities and coordinates those services with those of the Division of Vocational Rehabilitation. WRI is also a contractor to DVR and is a registered Employment Network under the Ticket to Work program and as such actively recruits individuals with disabilities. Youth Services are frequently integrated with Special Needs programs at area high schools and there is considerable interaction with DVR's guidance of the new 511 requirements and their corresponding placement sites. The service delivery model utilized in this region is a Vocational Rehabilitation based service model and WRI employs many Vocational Rehabilitation trained staff.
- c. **Displaced Homemakers:** West Central operates a needs-driven program design. Its services are prioritized based on the assessed needs of those seeking services with considerable judgment and flexibility vested in staff consultants who determine eligibility and need for services based on priorities established by the Board. Displaced Homemaker Services are integrated into the Job Center system in tandem with services for dislocated workers.
- d. **Youth:** The West Central Workforce Development Area youth services strategy incorporates strong collaboration between WIOA Job Center-based services, school-based services provided through educational institutions and those of other community-based youth services. The area Youth Council includes representatives of all of these organizations and provides advice to these respective organizations on the development of a comprehensive youth career/vocational services strategy for the region. Cross-representation is maintained with the two School-to-Work/Career Tech Prep Councils that serve the area. The WDB provides business input to the Youth Council as well as these two other regional bodies. WIOA services are viewed as an integral part of this overall youth strategy and joint, collaborative planning is encouraged and supported by the area Youth Council and the WIOA Youth Service Program.
- e. **Individuals Seeking Non-Traditional Employment:** Customers are identified during pre-enrollment interviews and orientation workshops and provided with information attuned to their interest. However, all individuals are provided with information based on labor market information analysis of demand occupations, individual interest and aptitude. Such information is comprehensive and provides both traditional and non-traditional opportunities to all program participants.
- f. **Individuals with English Language Deficiencies:** They are assisted by bilingual staff members who are stationed in key Job Center locations and who are available to travel to other Centers as needed. Such staff members include Spanish, Hmong and Somali speaking individuals who are available to assist limited English speaking applicants and enrollees to receive necessary program assistance. Area Job Centers also have access to translation and interpretation services through resource directories and telecommunications methods.

- g. **Older Workers:** Services are available in each area Job Center through WIOA services and linkages with resident or itinerant Senior Community Service Employment Programs. We also employ an Older Worker Services Coordinator responsible for assuring organization services accommodate and are tailored to the needs of Older Workers.

For the service provider's Equal Employment Opportunity/Affirmative Action policy, see Personnel Policy 202 in *Attachment O: Personnel Policies and Procedures*. (attached at end of this document)

This WDB's service provider employs an Equal Opportunity Officer whose job duties include ensuring adherence to Section 188 of WIOA, as well as CFR 29 Part §38. She conducts regular evaluations of accessibility, signage, program staff members' conduct with regard to customers and all other functions related to equal opportunity. The Equal Opportunity Officer also serves as the Human Resources Manager, and thus she regularly schedules trainings and sends out updates related to anti-discrimination and/or equal opportunity policy.

Some of the specific actions taken to ensure meeting the needs of customers with disabilities, as well as other protected population groups include:

- a. Implemented Universal Guidelines for Procuring and Utilizing Interpreting Services. The guidelines are for communications with persons with sensory impairments or Limited English Proficiency (LEP) through the use of an interpreter. "I Speak" posters are posted in each Job Center. This WDB's service provider has contracted interpretation services with Certified Languages International so needs of customers can be met on demand. Bilingual staff and local interpreters are also used to meet the needs of customers. LEP Customers are tracked via the LEP Customer Contact Log and in the service provider's TESSA database.
- b. Implemented Provision of Reasonable Accommodations, Reasonable Modification, and Auxiliary Aids and Services to Persons with Disabilities policy in Job Centers. The purpose is to ensure customers with disabilities are afforded the same opportunities, streamlined services and universally accessible services. Training is provided to staff annually. When an accommodation is requested, staff log requests on the Accommodation Request Log and submit to the EO Officer.
- c. Annually an Accessibility Study is conducted at each of the Job Centers to ensure service delivery accessibility.
- d. Diversity Training is conducted annually to increase cultural awareness, knowledge and communication.
- e. Disability Navigator position, originally funded through the Disability Employment Initiative grant, has been maintained to facilitate improved services in the Job Centers and provide full inclusion into the community for people with disabilities.
- f. Maintain services for Somalians at the Opportunity Center to assist the transition of Somalians into the region.
- g. Maintain partnership with Literacy Chippewa Valley, Center for Independent Living, WestCap, and other local partners as resources and potential service providers to customers and staff as needed.

- h. Utilize Stout Vocational Rehabilitation Institute located at UW-Stout to aid staff in finding solutions for customers with disabilities.
2. **Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs:**
- a. **TANF:** Workforce Resource is the service provider for the Wisconsin Works program, which falls within Temporary Assistance for Needy Families (TANF), for both the West Central and Northwest Wisconsin WDAs. A more concerted effort has been made in the past few years to co-enroll appropriate individuals from Wisconsin Works into WIOA to assist in helping the customers reach their goals.
  - b. **FoodShare Employment and Training:** This WDB's current service provider is also the facilitator of the FoodShare Employment and Training (FSET) program for the region, as well as for the Northwest Wisconsin WDA. It has been an agency initiative since being awarded the contract starting April 1, 2015 to co-enroll as many eligible and appropriate individuals as possible into both WIOA and FSET services. There are multiple reasons for this push, including being able to maximize the availability of services for clients while also allowing Workforce Resource to stretch its funding in both programs.

As FSET and WIOA case managers share facilities in the region, it has made collaboration and coordination between the two programs easy and efficient.

- c. **Adult Basic Education and English Language Learning Programs Authorized by Title II of WIOA:** We work closely with Literacy Chippewa Valley in assisting clients reach their employment and training goals.

The staff members are often able to readily access Adult Basic Education services as some offices are located inside, or within walking distance, of a local Wisconsin Technical College that houses Adult Basic Education.

Living in a region that is ever-growing with diversity, specifically with residents of Hispanic, Hmong or Somalian descent, staff members will often refer those customers who need ELL or ESL courses to Literacy Chippewa Valley to assist in their transition.

- d. **Registered Apprenticeship:** In past years, we have worked through the SAGE program to offer supportive services to individuals participating in Registered Apprenticeships. Currently, the organization is in the process of applying to become a Pre-Apprenticeship Readiness Program provider as a way of connecting qualified workers to the high-demand, high-wage apprenticeship trades while also preparing them with the necessary soft skills and preparatory hands-on training deemed necessary by local apprenticeship trainers for success within the programs.
- e. **Jobs for Veterans State Grants Program [38 U.S.C. §4102A(c)]:** This WDB has worked in close partnership with the Veteran's Employment and Training Service (VETS) in both the comprehensive One-Stop centers and the non-comprehensive centers

throughout the region. Staff members will continue to refer customers to VETS when appropriate and necessary for assistance.

- f. **National Farmworker Jobs Grant Program:** This WDB will work closely with the regional grant facilitator in connecting seasonal farm laborers to the resources and services available through the One-Stop Delivery System. The service provider will also pursue grant funding in the future that will allow for further partnership and development of program-specific initiatives.
  - g. **Senior Community Service Employment Program (SCSEP):** Formerly known as Senior Citizens Employment and Training, and now currently known as Citizens Employment and Training, this region's SCSEP is a regular partner agency within this WDA. Service provider case managers will refer appropriate customers to the agency when services seem to fit the customer's profile. Staff members from Citizens Employment and Training are also regular attendees to our quarterly partner meetings held at every one-stop center in the region.
3. **Describe how the local workforce development board will work with local and statewide offender reentry initiatives supported by the Department of Corrections, as required by 2015 Wisconsin Act 55, 106.36(2)(b). The description should include the following: how labor market information and assessment tools will be utilized, how the board will collaborate with local work release facilities, plans for coordination of case management services, and coordination with programs authorized under WIOA Section 225(a):** This WDB's service provider is actively implementing the Wisconsin Department of Corrections Pipeline and Windows to Work program at two prisons in the West Central Wisconsin WDA in Stanley Correctional Institution and Chippewa Valley Correctional and Treatment Facility.

This program targets incarcerated individuals within the two mentioned facilities who, through assessment, have been deemed "medium-" to "high-risk" with regard to the likelihood of re-offending. Individuals volunteer for the program while still incarcerated with 6-9 months remaining on their sentence. An agency case manager who manages the program within the region conducts cognitive-behavioral-based workshops to aid the inmates in implementing an action plan to break down any potential barriers to employment and reintegration upon release. That program manager also has participants complete an aptitude and interest assessment in the form of the CareerScope while they are still incarcerated to provide job options based on past experiences and the results of the assessment. These options are presented alongside current labor market information to provide participants with a working knowledge of the demand that exists for workers in the region.

Upon release, the participants are assigned to a case manager within their county of residence. That case manager proceeds to assist the customer with their employment and/or training needs, as well as any qualifying support services that will keep them stable within the community and aid in preventing reoffending. These intensive services are offered for at least a year upon reentry into society.

When appropriate, Windows to Work customers may be enrolled in WIOA services to further assist in them reaching their employment and/or training goals. Many of them also enroll in FoodShare Employment and Training (FSET), whether it is due to requirement or to further seeking assistance.

Outside of the Windows to Work program, this WDB also works closely with Community Corrections and Employment along with area probation and parole offices when working with customers who have recently been released from correctional institutions or general incarceration.

Case managers working with these individuals use labor market information in the same way they use it for all customers, demonstrating to the customer the in-demand industries and employers within the region. Case managers also look at the customer's past work experience and try to connect them to the appropriate industry.

With Windows to Work customers, two types of assessments are used. The first is called the Compass Exam, and that assesses the customer's criminogenic needs while they are still incarcerated. This assessment indicates the risk level of them re-offending once they release. The level of risk often depends on the support network they have in place upon release and the transferrable skills available for work.

The second assessment, which is also conducted on any other Job Center customer who wishes to have a better understanding of their own aptitudes and abilities, is the CareerScope. This instrument tests and measures the customer's occupational interests and areas of aptitude, matching them with potential career fields in the process.

A third assessment takes place during the intake process for all non-Windows to Work customers. During the first interview with the case manager, the customer will complete the Employment Plan and Service Strategy (EPSS), which details the customer's work readiness, potential barriers and any other areas of concern related to employment.

Currently, outside of the Windows to Work program, our service provider's staff members work with incarcerated individuals in one county in the WDA. The Polk County office has designated one of the case managers to hold office hours in the Polk County Jail at least once a week. Discussions are being held to determine the best way to do this in other offices.

In many of the Job Centers, Resource Room staff members also often assist individuals who are allowed job search time while out on Huber. Case manager also meet with these customers should their needs necessitate such conversation.

This WDB will continue to seek out new ways to assist this population of individuals.

- 4. Describe how the WDB will assure collaboration with Adult Basic Education and English Language Learning programs so that adults who need to improve their reading, writing, math and/or language skills have access to integrated instruction and accelerated entry into**

**post-secondary education to earn an industry-recognized credential:** As stated above, service providers for Adult Basic Education are often either located in the same building as the One-Stop Operators or are ready to assist at any time. Partnering with both Adult Education and the service provider is Literacy Chippewa Valley, which provides English Language Learning programs for adults who need or require such services. The current One-Stop Operator, Workforce Resource, Inc., has a long, on-going relationship with both Adult Education Services and Literacy Chippewa Valley in both making and receiving referrals for services to help participants meet their employment and training goals.

During a participant's intake process, an individual employment plan is created which details any barriers to completing the plan. Those barriers are prioritized, and the service provider's case managers immediately start work on providing the proper services and/or referrals to assist the participant in overcoming the barriers.

As stated above, service providers for Adult Basic Education are often either located in the same building as the One-Stop Operators or are ready to assist at any time. Partnering with Adult Basic Education at Wisconsin Indianhead Technical College (WITC), Adult Education Services at CVTC and the service provider is Literacy Chippewa Valley, which provides English Language Learning programs for adults who need or require such services. The current One-Stop Operator, Workforce Resource, Inc., has a long, on-going relationship with Adult Basic Education, Adult Education Services and Literacy Chippewa Valley in both making and receiving referrals for services to help participants meet their employment and training goals.

During a participant's intake process, an individual employment plan is created which details any barriers to completing the plan. Those barriers are prioritized, and the service provider's case managers immediately start work on providing the proper services and/or referrals to assist the participant in overcoming the barriers.

Services provided by CVTC's Adult Education Services include:

- a. Basic education: Customers can refresh basic skills in reading, writing, spelling, vocabulary, grammar, problem solving and math.
- b. Computer literacy: Customers can work to improve their computer skills by working independently at their own pace. Instruction is offered in several areas of computer literacy.
- c. English Language Learning (ELL): The ELL classes help adults, whose native language is not English, learn English. They learn how to read, write and communicate in English. Instruction includes an array of curriculum utilizing audio, computer, workbook and conversational materials, as well as off-campus field trips.
- d. Admission preparation: CVTC staff members assist customers in studying and preparing for assessments such as the COMPASS or ACT in order to gain admission to CVTC.

Services provided at WITC's Adult Basic Education include:

- a. Basic education: Customers can refresh basic skills in reading, writing, spelling, vocabulary, grammar, problem solving and math.

- b. Computer literacy: Customers can work to improve their computer skills by working independently at their own pace. Instruction is offered in several areas of computer literacy.
- c. English Language Learning (ELL): The ELL classes help adults, whose native language is not English, learn English. They learn how to read, write and communicate in English. Instruction includes an array of curriculum utilizing audio, computer, workbook and conversational materials, as well as off-campus field trips.
- d. Admission preparation: CVTC staff members assist customers in studying and preparing for assessments such as the COMPASS or ACT in order to gain admission to CVTC.

Services and programs provided by Literacy Chippewa Valley include:

- e. Citizenship: Students receive assistance from an instructor and/or trained tutors in preparation for the citizenship application process. Preparation may include assistance in completing materials, preparing for the written exam and oral interview at the Bureau of Citizenship and Immigration Services.
  - f. Corrections Education: Literacy Chippewa Valley offers a variety of educational classes at Chippewa, Dunn and Eau Claire County Jails. Some of the classes include Vocational Literacy, job readiness, financial literacy, book club and GED preparation. Literacy Chippewa Valley also works with Huber program participants in Eau Claire and Chippewa Counties.
  - g. English Language Learners: Services mirror those offered by CVTC's Adult Education Services.
  - h. Family Literacy: This program assists parents who have children in school, but the parents lack the skills to receive and give communication regarding their child's progress in school.
  - i. GED: Assistance mirrors that from CVTC's Adult Education Services and is geared toward Wisconsin's new GED test format, which began in 2014.
  - j. Open Learning: Students can drop in to learn, share experiences, develop a group support system and share ideas. They are assessed and matched with curriculum to focus on their immediate and long-term needs.
  - k. Workplace Literacy: Literacy Chippewa Valley works with employers to modify training materials and provide tutoring support for their employees should said employees struggle with the English language. Opportunities are also provided for adults to gain skills in order to obtain a job, keep a job or get a better job. These include:
    - i. ServSafe Food Handler's Certification
    - ii. CPR/AED Certification
    - iii. Business Speech
    - iv. Forklift Certification
    - v. Career Exploration Academies in partnership with CVTC and WRI
5. **Provide a description of plans, strategies and assurances to maximize coordination of services provided under the Wagner-Peyser Act and WIOA (for example, WIOA Title 1 staff document workshop services provided by WIOA Title 1 staff in ASSET). The description**

**should include how improved service delivery and avoidance of duplication of services will be achieved. [§108(b)(12)]:** The WDB concentrates resources on the following core services in the locations where there are no available Job Service resources:

- a. Reception, outreach, intake, referral, initial eligibility determination
- b. Resource room staffing, information on job openings and job demand
- c. Initial assessment of skill levels, aptitudes, abilities and support service needs
- d. Job search and placement assistance and where appropriate career counseling
- e. Providing employment statistics, job vacancy listings, job skills information and information on occupations in demand
- f. Providing consumer information on the scope and effectiveness of available education, training and workforce development services
- g. Making referrals to appropriate services including support services
- h. Providing assistance with applying for jobs, developing resumes, job search training and job development services
- i. Conducting employer relations and outreach to secure job orders, assist employers with recruitment, preparation, job retention and job advancement needs

All services provided by WIOA staff members are documented via case notes in ASSET. At the same time, Wagner-Peyser Act workers also accurately case note services provided, workshops attended, assessments conducted, etc. In the two comprehensive Job Centers in the region, WIOA and Wagner-Peyser staff members work closely together, both in collaboration and in proximity, to ensure quality service delivery without the duplication of services. The best strategies to combat duplication still include communication between staff members, and consistent Job Center team meetings.

6. **Describe the process used for reviewing and updating Individual Employment Plans (IEP). Include if the process is used for every participant or if there are exceptions, how frequently it is done, and how it is documented in the participant file and ASSET:** Individual. Employment Plans, or Employment Plans as our service provider calls them, are initially created upon registration into WIOA services. While there is currently no set schedule as to how often a plan is reviewed or revised, case managers use their own discretion, along with input from the participants to change, revise or update plans as needed during the customer's enrollment.

The most common occurrence requiring a change or modification is when a participant decides to change training programs or to withdraw from training to pursue employment. In these circumstances, the participant's case manager will revise the Employment Plan to reflect the changes, printing off a copy to place in the physical file and case noting the change and the updated plan in ASSET. If services need to be closed or opened as a result of the change, the case manager will take those actions, as well.

7. **Attach the WDB's policy on Needs Related Payments, or, indicate that the WDB does not use this WIOA provision:** See *Attachment T: Needs Related Payments Policy*.

8. **Attach the WDB's supportive services policy:** See *Attachment U: Supportive Services Policy*.
9. **Describe the process for contacting active participants (adults/dislocated workers and youth). Include if the process is required for every participant or if there are exceptions, how frequently contact attempt is required, how it is documented, and what the procedures are for successful contact attempts:** Based on current WIOA guidelines, as well as locally-established policy, case managers and customers are required to have contact at least once every 30 days in order for the customer to be compliant with the program's services. Often, though, case managers working with job seekers who are Youth, Adults or Dislocated Workers, will ask that their clients contact them more frequently.

We track these contacts, and how often they are made within our locally-developed TESSA system with a "Last Contact Report" which details the number of days since the last contact, as well as any attempted contacts by the case manager. Accurate case notes explaining the contacts and reasons for contact are entered into ASSET by the case managers.

10. **Describe the criteria used by the WDB to determine the appropriateness of exiting a participant (adults/dislocated workers and youth). For example, no contact with case manager, employment plan goals have been met, participant becomes employed at the locally-defined self-sufficiency wage or certain percentage of federal poverty limit, has been employed for minimum number of days, etc.:** Based on WIOA guidelines, the service provider Workforce Resource will be utilizing the self-sufficiency calculator in compliance with the self-sufficiency policy as agreed to in partnership with DWD. WRI has also established a local policy to determine the appropriateness of exiting a participant that will be observed as "best practice" through the transition.

For a more detailed information on exit criteria, including but not limited to employment, incarceration, hourly wages, or annual household income, please see *Attachment V: Program Exit*.

11. **Provide a copy of the WDB's follow-up services policy. This policy should include follow-up requirements (follow-up on all participants or exceptions), frequency of contact, and required documentation:** See *Attachment W: Follow-up Services Policy*.

#### D. Dislocated Workers

1. **Provide the WDB's definition of "unlikely to return to previous industry or occupation" when required for eligibility for dislocated worker services:**

The local WIOA guide defines "Unlikely to Return to Previous Industry or Occupation" as: "An individual is 'unlikely to return' if there are few opportunities (in the participant's geographic job search area) for employment from which they were dislocated. An individual may also be unlikely to return if they are separating from military service or possess a physical or mental limitation precludes them from doing their dislocation job."

2. **Describe WDB policies and procedures to support Re-employment Services (RES) activities. For example, participation in RES in-person sessions:** See *Attachment X: UI and Re-employment Services*.
3. **Describe the process for providing rapid response services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed. [§134(a)(2)(A)] This description must include how the local area disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected dislocated worker applying for them:** Per the West Central Wisconsin Workforce Development Area Rapid Response Plan:
  - a. WRI staff will conduct Dislocation /Rapid Response meeting with affected employees. These meetings will be coordinated with Job Service, and when appropriate include TAA and UI. Information will be provided on healthcare options including the AHA and WRI Business Services.
    - i. The State of Wisconsin Dislocated Worker Survey form will be used to gather and track the worker survey information any time a Rapid Response meeting is conducted. This includes dislocations affecting 5 or more workers.
    - ii. The State of Wisconsin Dislocated Worker Survey form may be requested from the WRI WIOA Program Manager. *Please note:* The survey is a scanable document therefor may not be copied or reproduced.
    - iii. All original hard-copies of the completed State of Wisconsin Dislocated Worker Surveys must be sent to the WRI WIOA Program Manager. The WRI Program Manager sends the original hard-copy documents to DWD via UPS using the UPS label supplied by DWD.
    - iv. Copies of the State of Wisconsin Dislocated Worker Survey will be retained in each field office until data is returned from DWD.
    - v. Information from all completed surveys may be transferred into the electronic version of the WRI WIOA Program Application for customer service. Each Training Coordinator will assign this duty to the appropriate staff person in their county.
  - b. Dislocated Worker Information Packet:
    - i. A Dislocated Worker Information Packet will be distributed to each affected employee at each Rapid Response meeting.
    - ii. A master Dislocated Worker Information packet has been distributed to each county team. The Dislocated Worker Information Packet Checklist identifies the contents of the packet and how to obtain the materials within the packet.
  - c. WRI staff will coordinate with the Job Service staff assigned to provide TAA orientation.
  - d. For more information on the West Central WDA's Rapid Response Plan, see *Attachment Y: West Central Wisconsin Workforce Development Area Rapid Response Plan*.

Upon the filing of a TAA petition, Job Service staff members managing that program will alert our service provider's Rapid Response team as to the event. Coordination between team members will commence immediately upon notification of the TAA petition to organize a meeting or meetings for the affected workers. TAA case managers will also send out notifications of eligibility via mail, so those individuals who cannot attend the meeting will still have access to the information. Per the West Central Wisconsin Workforce Development Area Rapid Response Plan:

- a. WRI, this Board's service provider, will initiate the organization of the Dislocation /Rapid Response meeting with affected employees. These meetings will be coordinated with Job Service, and include TAA, UI, and one of our service provider's Affordable Care Act Navigators.
  - i. The State of Wisconsin Dislocated Worker Survey form will be used to gather and track the worker survey information any time a Rapid Response meeting is conducted. This includes dislocations affecting 5 or more workers.
  - ii. The State of Wisconsin Dislocated Worker Survey form may be requested from the WRI WIOA Program Manager. *Please note:* The survey is a scannable document therefore may not be copied or reproduced.
  - iii. All original hard-copies of the completed State of Wisconsin Dislocated Worker Surveys must be sent to the WRI WIOA Program Manager. The WRI Program Manager sends the original hard-copy documents to DWD via UPS using the UPS label supplied by DWD.
  - iv. Copies of the State of Wisconsin Dislocated Worker Survey will be retained in each field office until data is returned from DWD.
  - v. Information from all completed surveys may be transferred into the electronic version of the WRI WIOA Program Application for customer service. Each Training Coordinator will assign this duty to the appropriate staff person in their county.
- b. Dislocated Worker Information Packet:
  - vi. A Dislocated Worker Information Packet will be distributed to each affected employee at each Rapid Response meeting.
  - vii. A master Dislocated Worker Information packet has been distributed to each county team. The Dislocated Worker Information Packet Checklist identifies the contents of the packet and how to obtain the materials within the packet.
- c. WRI staff will coordinate with the Job Service staff assigned to provide TAA orientation.

**TAA Approval:**

Once a TAA petition is approved, TAA case managers send out mailings detailing the Trade Act and the TAA program to the affected workers. The information also contains the timeframe as to when the affected workers must make known their intention to utilize the services.

For more information on the West Central WDA's Rapid Response Plan, see *Attachment Y: West Central Wisconsin Workforce Development Area Rapid Response Plan*

4. **Describe the local area's Rapid Response framework and processes, addressing the following items:**

a. **Identification of WDB and Job Service Leads (Rapid Response Practitioners)**

Potential leads in the local Rapid Response organizational efforts include:

1. Job Service: Steve Blodgett, Director
2. TAA: Dave Benedict or Emily Eck, TAA Case Managers
3. WDB: Jon Menz, Executive Director
4. Workforce Resource, Inc.: Merry Lienau, WIOA Program Manager

b. **Clarification of roles and responsibilities for the WDB and Job Service include but are not limited to, quarterly partner meetings, bimonthly regional business services meetings, WCWWDB board meetings and/or other regular communication(s) with Steve Blodgett, Job Service Director**

Most often the WDB and Job Service will serve in supporting roles as Workforce Resource, Inc., this Board's service provider, has been authorized and designated to be the Rapid Response coordinator for WDA #8. Representatives from Job Service will present on the array of services available through the Job Center. The WDB Executive Director will present on initiatives in the region, including the high-demand industry sectors in local communities.

c. **Mechanisms for routine communication between the WDB and Job Service**

Quarterly Partner Meetings, Bi-Monthly Joint Board Meetings, Regional Business Service Meetings and regular communication with Job Service Director Steve Blodgett.

d. **Integration of minimum level of required transition services**

This WDB's service provider is well-versed in the Rapid Response guidelines developed by WIOA and the Wisconsin DWD. Please see *Attachment Y: West Central Wisconsin Workforce Development Area Rapid Response Plan* for more details.

e. **Identification of flexible and innovative services and solutions to address both employers' and workers' transition needs**

Two of the more flexible and innovative services available for both job seekers and employers include the Work Experience and the On-the-Job Training (OJT) Agreement. These two services allow transitioning workers to learn the new skills necessary to succeed in the occupations within the high-demand industry sectors.

Others options lie in the implementation of the short-term, sector-based academies and boot camps. These learning opportunities have been developed based on information gathered from local employers with regard to the required skills needed for their open positions. Academies and boot camps allow participants to acquire these skills in a short period of time and then apply them on the job.

f. **Mechanisms for leveraging staff and other resources**

Because this Board and its service provider facilitate all WIOA Title 1-related programs within this region, those customers affected by mass layoffs have access to a wide array

of services and opportunities. The Rapid Response team, specifically those representatives from WRI, pay close attention to inform the customers of said services.

In an effort to not overwhelm customers attending the Rapid Response meetings, agency representatives do not necessarily present every aspect of every service available to job seekers. Instead, such information is divulged within one-on-one meetings with staff members. In these meetings, the case managers further describe the various programs available within the Job Centers, including the FoodShare Employment (FSET) and Training and Wisconsin Works (W-2) programs. These two programs are available to supplement services provided by WIOA.

- g. **Effective utilization of required materials**
- h. **Engagement of appropriate partners**

The Workforce Development Board has authorized Workforce Resource, Inc. (WRI) to be the coordinator of the Rapid Response system for the region. This system has been developed over a number of years and has resulted in development of a highly coordinated early intervention strategy. This system has been enhanced by the continued development of area Job Centers which facilitate a one-stop approach for individuals and groups who are dislocated from employment.

Local response teams are in place throughout the Workforce Development Area and include WRI, Job Service, Wisconsin Technical College System and Unemployment Insurance staff members that primarily operate out of the area Job Centers. We contact the appropriate Local Elected Officials, and representatives of Job Service and other Job Center partner agencies, Unemployment Insurance, economic development and business organizations, and appropriate labor organizations to inform them of dislocations, and coordinate activities and mobilize resources.

Based on the available initial information, WRI will determine whether to take a lead role in the coordination of efforts or to defer to another organization in a better position to assume a lead role. In either case, WRI will attempt to assure that all appropriate parties are involved so all facets of the dislocation problem are being addressed.

Affected businesses, labor organizations, and community and economic development organizations are incorporated into the local response strategy specific to the dislocation incident.

For more details, see *Attachment Y: West Central Wisconsin Workforce Development Area Rapid Response Plan*.

5. **Describe the mechanisms that are currently in place or will be in place to identify employers at risk of layoffs. [§682.330(g)(1)]:** Work with our State Legislative delegation to inform them of a need to assure information is provided to dislocated workers. This resulted in legislation requiring employers to provide dislocated worker service information to laid-off workers and

to notify the area's workforce development board of pending layoffs, in order to improve worker access to services.

Upon learning of a dislocation, local response team representatives or agency administrative staff members contact employer and employee representatives to inform them of services and solicit support for the delivery of services. Initial contact is generally made within 48 hours of awareness of dislocation. Follow-up contact will be tailored to the needs of effected workers.

We also contact representatives of other local programs and DWD whenever it becomes aware of any substantial dislocation. These organizations are encouraged to contact the Workforce Development Board whenever dislocation occurs to aid individuals to gain access to dislocated worker assistance. Generally, initial contact will be made by local WRI representatives stationed in each county. WRI administrative staff will be available to assist whenever appropriate.

This Board's service provider employs a WIOA Program Manager who is a member of the States Dislocated Worker Team. When WARNs are issued by an employer to the State, this program manager is immediately notified, and she begins the process of informing related staff members. Information used includes: the employer, the size of the layoff, and the dates of dislocation. The Workforce Resource Coordinators, who serve as the county team supervisors, will then contact the employer to inquire about hosting a Rapid Response session on site if time still allows.

Email serves as the primary communication tool amongst Rapid Response and Dislocated Worker Team members. In-person and web-based meetings will also be held to discuss layoff details and next-step actions.

6. **Describe the methods and procedures the WDB developed or will develop to expand coordination of service delivery with the Trade Adjustment Assistance program. The Department of Labor expects the State (via the WIOA program) to offer Rapid Response and wrap-around services to TAA-eligible dislocated workers, prior to and post training services.**

**The description should include all phases of the dislocation response process, such as rapid response on receipt of petition notice, participation in program orientation, assessment and Employment Plan development, preparation for reemployment and skill training, and provision of placement services:** The formerly attached TAA/WR Coordination Process will be reviewed and updated per the statements above.

This Board's service provider, WRI, delivers a great deal of the initial and post case management with regard to customers enrolled in TAA. WRI case managers assist in helping customers navigate through their TAA checklists with regard to job search and entering training. WRI case managers also serve as a monthly contact for the TAA customers and assist in job placement upon the completion of training. In addition, because WIOA allows for supportive services not covered by TAA, WRI is able to supplement TAA assistance while the customer is in training. This support continues upon graduation and the job search process.

E. Title 1 Basic Career Services

1. **Describe any basic career services that will be provided in addition to those specified in Sec. 134(c)(2)(A)(i) of the Act and TEGL 3-15:** It would be our assertion that the provision of core services other than those specified in the act Section 134(d)(2) would not be allowable under the act.

Services offered in addition to those already mentioned will, at a minimum, include:

1. Determination of eligibility for WIOA services
  2. Outreach, intake and orientation to the services available through the One-Stop Center
  3. Initial assessment of skill levels including literacy, numeracy, English language proficiency, aptitudes, abilities, and supportive services needs
  4. Labor exchange services, including:
    - a. Job search and placement help, and career counseling in appropriate cases
    - b. Appropriate recruitment and other business services on behalf of area employers
  5. Resource referrals and coordination with other programs
  6. Accurate labor market information
  7. Information on local training institutions, including cost, length of training and current availability
  8. Local performance measures
  9. Information regarding supportive services that may be available to customer
  10. Information on filing Unemployment Insurance claims
  11. Assistance in establishing eligibility for various programs and services
  12. Assessment of employment-related skills, aptitudes and achievement
2. **Describe the WDB's design for Title I basic career services:** The WDB concentrates resources on the following core services in the locations where there are no available Job Service resources:
    - a. Reception, outreach, intake, referral, initial eligibility determination
    - b. Resource room staffing, information on job openings and job demand
    - c. Initial assessment of skill levels, aptitudes, abilities and support service needs
    - d. Job search and placement assistance and where appropriate career counseling
    - e. Providing employment statistics, job vacancy listings, job skills information and information on occupations in demand
    - f. Providing consumer information on the scope and effectiveness of available education, training and workforce development services
    - g. Making referrals to appropriate services including support services
    - h. Providing assistance with applying for jobs, developing resumes, job search training and job development services
    - i. Conducting employer relations and outreach to secure job orders, assist employers with recruitment, preparation, job retention and job advancement needs

3. **Under WIOA, there is no requirement that a participant must receive career services prior to training services. However, at a minimum, to be eligible for training, an individual must receive an eligibility determination for training services. Describe how the WDB will manage this for participants being fast-tracked into training. [§680.220]:** As is often the case already with our service provider, Workforce Resource, Inc., customers contact the agency for services because they are interested in training versus immediate employment. If upon discussing the customer's training plan the case manager decides it is a feasible, reachable and demand-driven plan, the customer will be fast-tracked into training services.

As part of WRI's internal process, it requires customers interested in training to provide justification for said training. This includes researching local labor market information using tools such as WorkNet or O\*NET. The customer is also required to further prove the demand for the training-related job by finding at least two current Job Center of Wisconsin job postings related to the field of study.

The WRI case manager working uses the above information to complete a Career Ladder which demonstrates the customer's choice of training, the related occupational titles and the ability for that customer to advance to higher-paying, related occupations if possible or wanted. The Career Ladder, local labor market information and job postings are grouped together and placed in the customer's file. The results are also case noted on ASSET

#### F. Individualized Career Services

1. **Describe any individualized career services that will be provided in addition to those identified in Section 134(c)(A) (xii) of the Act and TEGL 3-15:** At this time, the services identified in Section 134(c)(A)(xii) of the Act encompass all services offered by our program provider.
2. **Describe how individualized career services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers:** This WDB's current service provider, Workforce Resource, Inc., also facilitates two other major state programs within the Job Centers in the region. These include the Wisconsin Works program, which falls under TANF, and the FoodShare Employment and Training (FSET) program. Case managers and staff for both of those programs, as well as WIOA, are housed within all the Job Centers in WDA #8.

In addition, as mentioned above, Adult Education is often housed in the same arenas, if not in the local Wisconsin Technical Colleges where participants can access services if needed. Along with Adult Education, Literacy Chippewa Valley has a presence either in the same facility as the Job Center, or within relatively close proximity to the Job Centers to allow for ease of access for the participants.

The Division of Vocational Rehabilitation has offices in both of the comprehensive Job Centers in the region, Rice Lake and Eau Claire, and regularly schedules appointments at the other Job Centers when the needs of their clients call for such scheduling.

Upon assessing a participant's needs with regard to their employment plan, a consultant can determine which services and programs would be most appropriate and helpful in aiding the customer on their path to achieve their employment goals. Because of the literal close proximity of the partnering agencies, the inter-organizational communication is efficient and effective in nature, allowing for high-quality service delivery to the customer.

Going forward, this WDB's plan is to continue to nurture these partner relationships and continue to make appropriate referrals for customers that maximize service while preventing duplication of provisions.

3. **The WDB will continue applying its previously approved self-sufficiency definition until the State's uniform "economic self-sufficiency" definition, policy, and process for application have been issued. Once issued, the WDB will cease using its local definition and adopt the uniform definition, policy and process for application: See Attachment A: Self-Sufficiency Policy.**
4. **The State's economic self-sufficiency policy allows local areas to place individuals into training programs that may not immediately lead to economic self-sufficient employment. Describe the general instances or circumstances where this would be allowable and the procedure that will be used to allow these exceptions. Otherwise, confirm that this is not an allowable process within the local area:** In a majority of circumstances, placing an individual in a training program that lead to employment with wages not meeting the self-sufficiency standard is not allowed. There are two primary reasons for this: First, it does not serve the customer's best interest. And second, it would not allow our local service provider to meet the standards of performance set forth by the Act with regard to "Earnings Gained."

The exception to this policy is when that employment is a way for the participant to "job up" within their selected sector. For example, a Dislocated Worker participant would be allowed to participate in certified nursing assistant training, even though most C.N.A. positions in the area do not meet the "Earnings Gained" standard with regard to hourly wages, if it was that participant's plan to work as a C.N.A. while also pursuing training as a registered nurse, respiratory therapist, or some other higher-level health professional.

#### G. 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), incumbent worker training, transitional jobs and customized training:** The amount of training funds allocated for specific activities is estimated to be:
  - a. Individual Training Accounts – 70%
  - b. On-the-Job Training – 25%
  - c. Customized Training – 5%
2. **Describe any plans for using up to 20% of local area dislocated worker and adult formula funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. Submit the local policy and forms, including an itemization of the non-federal reimbursement share [§680.800, 134(d)(4)(A)(i) and TEGL 3-15:** This WDB is

waiting on final guidelines from the State of Wisconsin regarding this area of funding. Currently, there is no plan to use dislocated and/or adult formula funds to provide incumbent worker training.

3. **Describe any plans for using up to 10% of local area dislocated worker and adult formula funds to provide transitional jobs, including the process to identify individuals with barriers to employment, chronically unemployed or have an inconsistent work history; identify appropriate employers, planned reimbursement amounts, what supportive services will be included, and any limits on duration. Submit the WDB's local policy and forms. [134(d)(5), §680.840a and TEGL 3-15]:** This WDB is waiting on final guidelines from the State of Wisconsin regarding this area of funding. Currently, there is no plan to use dislocated and/or adult formula funds to provide incumbent worker training.
  
4. **Describe how the WDB will, with representatives of secondary and postsecondary education program, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. Information about Wisconsin Career Pathways, formerly the RISE Initiative, can be found at <https://www.wicareerpathways.org> [§101(d)(5)]:** This WDB is currently working with representatives from both secondary and postsecondary educational institutions in developing and implementing career pathways academies, both for career exploration and for gaining industry-recognized credentials and certifications.

In October of 2015, this WDB's service provider was awarded a Wisconsin Fast Forward Grant to host a Manufacturing Training Academy, a venture that has seen three graduating classes already prior to the grant award. This academy exposes participants to the various careers in manufacturing, while also allowing them to gain hands-on experience and industry-recognized credentials in OSHA and First Aid/CPR. In addition, work is being done to award college credit for some of the courses taken during the academy, including Blueprint Reading, Industrial Math and Geometric Dimensioning and Tolerancing.

This WDB is also currently involved in two very successful Blueprint for Prosperity Grants. One of those grants partners with Wisconsin Indianhead Technical College (WITC) in hosting a welding academy that leads to certification for older youth. The second grant is assisting high school seniors in completing certified nursing assistant training throughout Chippewa, Dunn and Eau Claire Counties.

In the sector of Information Technology, the service provider has collaborated with Chippewa Valley Technical College (CVTC) to host one-week IT Academies that award college credit to those who complete the hands-on, software developer-based training.

Another partnership between this WDB and CVTC is the new Construction Academy, which graduated its first class last August and will be held again this spring. Again, students who complete this hands-on training are awarded college credit that they can use should they choose to pursue training the Residential Construction program at CVTC.

The field of healthcare is likely this WDB's longest-standing area of creating career pathways for participants. Formerly known as the Bridges to Healthcare Program and currently funded by a U.S. Department of Labor grant that allows for the ACT for Healthcare program, this grant is partnering our service provider once again with CVTC in order to both expose and provide much-needed training in the healthcare industry.

In all of these academies and initiatives, work-readiness training is a core part of the training. Service provider staff members work with everyone, and specifically with participants who exhibit a number of employment barriers, to assist them in preparing not just for employment but also the job-seeking process.

Strategies include but are not limited to: Academies, trainings, dual enrollment projects, adult learning academies, training at the technical college and where appropriate the UW system, and most recently our youth learning center. We work directly with our business and industry partners who determine what occupations are needed, what the skills training needs to consist of and how we connect trained participants to career opportunities.

Economic development agencies and industry are integral to our mapping and creation of Career Pathways for the WCWWDB. We have provided all of our local EDO's with an adhoc status to our boards and regularly solicit their input for local and regional initiatives. Our WDB membership which is representative of the sector initiatives for region 8 are included along with their networks to participate in gap analysis activities, regional scans and other initiatives to insure we are providing industry with needed talent. We also work closely with the Regional Planning Commission, Momentum West, WEDC and WEDA.

The service provider will assess supportive service needs upon initial intake with the customer. These needs will be case noted in ASSET and recorded in hard-copy form on the Employment Plan. Once the needs are determined, arrangements will be made accordingly. These arrangements may include assisting in paying for childcare services, helping with vehicle repairs or mileage reimbursement, or referring the customer to other programs such as FSET or W-2 to expand their supportive service network.

5. **Describe the WDB's policy for its Individual Training Account (ITA) system including limits on duration and amount. This description (and policy) must include the (1) specific process and/or method used by which WIOA training funds are coordinated with other sources of funding for training and, (2) process by which WIOA funds are utilized if other sources of funding are pending approval, and how those WIOA funds are accounted for when other sources of funding are approved/disapproved. Submit the WDB's ITA policy: See Attachment BB: ITA Policies.**
6. **Describe and attach the WDB's policy and procedures for adding, monitoring and removing training providers from the ITA list: See Attachment CC: ITA List.**

7. **Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable:**

**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:** This WDB has established policies for On-the-Job Training and Customized Training relating to the type of training allowed, duration and amount of reimbursement. **Under "Sliding Scale:" The decision to use the sliding scale up to 75% for employers with 250 or fewer employees must be based on the quality of the employer-provided training and advancement opportunities, as well as other factors determined appropriate by the Workforce Development Board.** See *Attachment S: OJT and Customized Training Policy*.

- a. **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:** There does not appear to be any lack of eligible training providers at this time. Any determination of the lack of training providers will be made on a case-by-case basis as individual training needs are identified. There is, however, insufficient capacity in key training areas for demand occupations, which differs from sufficiency of eligible training provider availability. Sector teams are currently working with training providers to address these issues.
  - b. **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:** West Central will first seek accommodation assistance for special needs populations desiring to participate in Occupational Training. If accommodations not prove a viable solution to addressing the training need, alternate training providers may be sought based on the individual assessment and labor market analysis validating the training option as a demand occupation. Any such training provider will have to provide evidence of training quality, appropriateness to the area of skill, cost, schedule, duration, and ability to address accommodation needs.
8. **Describe the documentation required to demonstrate a "need for training":** See *Attachment BB: ITA Policies*.

## H. Youth Program

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives framework through which states and local areas can leverage other Federal, State, Local and philanthropic resources to support in-school and out-of-school youth.

1. **Since WIOA requires 75% of youth funds to be spent on out-of-school individuals, please provide the following information:**
  - a. **WDB's approach to meeting the required 75% minimum youth expenditure, including the planned program design:** This WDB has taken the logical approach in ensuring that 75% of enrollees into the WIOA Youth Program are Out-of-School Youth. Therefore, expenditures will naturally increase to at least the required level for those participants.

Thus far, the efforts have been excellent, and the results are meeting or exceeding expectations.

- b. **Current and planned recruitment strategies to expand and market services to out-of-school youth:** The West Central WDB will provide outreach to area youth serving agencies, community based organizations, faith-based organization, human services, child protection, foster care agencies, law enforcement, the juvenile justice system and other sources to assist out of school youth to meet enrollment goals. In addition, WRI will identify individuals exiting the K-12 educational system without initially enrolling in further education, the military or self-sustaining employment. This targeting process will ensure identification of those leaving without graduation as well as others without career direction. This effort is yielding success in achieving higher levels of out-of-school program enrollments. In addition, efforts will be continued with the maintenance of referral networks with other youth serving networks that concentrate efforts on those who have left school.
  
- c. **Current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth:** As stated above, Job Center Youth Service Specialists are expected to maintain on-going contact with the entire array of youth service organizations in their respective service areas. This includes school-to-work, youth apprenticeship, school counselors, special education instructors and other educators engaged in vocationally related school programs. Additionally, services are integrated with those of Human/Social Service agencies, Child Support entities, Juvenile Court officials and community based organizations that provide youth services.

The knowledge of resources and services available that exists within the staff members of the Job Centers will ensure the seamless delivery of year-round services.

- d. **Current and planned strategies to encourage 16-17 year old dropouts/non-attenders to return to school:** While participating in work-readiness training, youth who are either dropouts or non-attenders will learn the extreme and necessary value of returning to school or obtaining their GED or HSED. One simple exercise that is used to demonstrate this fact to them is having them look at current postings on the Job Center of Wisconsin website. It is rare for a job seeker to see a position that does not require at least a high school diploma. Support will be provided to help these participants gain the necessary self-esteem and awareness to understand the importance of education with regard to employment and self-sufficiency.
  
- e. **Current and planned retention strategies to retain out-of-school youth in employment or post-secondary education:** The primary incentive to continued participation in youth activities is the promise of employment and a paycheck. A natural progression can be maintained commencing with an introduction to work-based learning concepts through community and public service activities, work behavior assessments, supervisory mentoring and coaching, linked to related academic enrichment. Tutoring and other support can be provided as needed. The progression can move through career exploration phases with area employers, orientation to education and training

requirements for occupational areas of interests. The eventual outcome of returning to school and possible enrollment in post-secondary education and training, along with unsubsidized placement is the desired goal. Post placement follow-up and support may be provided to assure retention and increased success.

- f. **Current and planned service strategies for assuring that out-of-school youth deficient in basic reading/writing and math will increase one Educational Functioning Level:** Individuals assessed as deficient in academic skills are provided access to training necessary to remediate those deficiencies. Training is generally provided by area technical colleges, supplemented by literacy councils and other service providers as may be appropriate and available.
  - g. **Strategies to ensure career pathways information will be included in the participant's individual Service Strategy:** Job Center Youth Service staff members do an excellent job already at ensuring their participants know of all the training opportunities available to them upon enrollment. Training off staff will continue to include instruction on the importance of including career pathways information in the individual's service plan.
2. **Provide the name of the assessment tool(s) the local board will administer to in-school and out-of-school youth to assess their academic levels:** The service provider for this region, Workforce Resource, Inc. currently uses the Test of Adult Basic Education or TABE as it is commonly called.
  3. **Describe how the local board will assess the youth for occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs:** The assessment of the above-mentioned areas takes place in a process similar to the intake process for dislocated workers and adults. Here are how the areas are assessed:
    - a. **Aptitudes and Interests:** Participants complete the CareerScope assessment as a way to measure these areas. If further exploration or validation is needed, staff members may also assign participants to use CareerCruising.com. Additionally we utilize the TABE.

The information garnered through the CareerScope is paired with information from standardized testing completed during their academic careers, as well as any knowledge provided by teachers, counselors and parents.
    - b. **Occupational Skills, Employability and Prior Work Experience:** These areas are assessed through the completion of the Employability Plan and Service Strategy survey, or EPSS. This survey will be completed within the first or second meeting between the youth and the case manager.
    - c. **Supportive and Developmental Needs:** The EPSS will also be used to assist in assessing these areas, as well as information provided by the customer's Individual Education Plan (IEP) from school, if that is available. Input will also be accepted from teachers, counselors and parents.

4. **Describe the activities the local board will provide that lead to the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential:** The region has a highly developed infrastructure that links work-based learning under WIOA with regular school learning opportunities, alternative educational services and GED/HSED services. In many cases throughout the region, the WIOA service strategy is an integral portion of the educational attainment strategy, providing the work-maturity, pre-employment and work-based learning activities that round out the educational strategy. We also utilize DVR for persons with disabilities who are eligible for DVR services in order to achieve said outcomes.

Throughout its 32-year history in the region, we have developed extensive and well-nurtured relationships with local technical colleges and universities, basic education service providers, literacy organizations and all public, private and alternative high schools within the region. Case managers work diligently in assisting participants to obtain credentials needed for eventual success within the workforce. Upon completing a thorough assessment of the individual's needs, the case manager can determine if attainment of a credential is necessary. In the cases where customers lack a high school diploma or its equivalent, assisting in obtaining a GED or HSED is imperative to finding employment, and so that process becomes a priority. When determining which post-secondary credential would be most suitable, those initial assessments are used to assist in that process. Once determined, the case manager can then provide the necessary steps for the participant to complete in order to enroll in the determined course of study, aiding the customer as needed along the way.

5. **Describe the activities the local board will provide to prepare the youth for postsecondary educational and training opportunities:** This WDB's service provider's case managers know that transitioning from high school to post-secondary education can be difficult. Staff members are well connected to the resources available in their areas to help prepare students. In addition to some of the activities mentioned above in H(4), referrals and suggestions made may include:
  - a. **Participation in a Related Career Academy:** These short-term, customized training opportunities that have been developed in the fields of healthcare, manufacturing, construction and information technology thus far provide insight as to what it may be like for students participating in similar training programs within a technical college or university classroom.
  - b. **Adult Education Services Lab:** Located on the campuses of the region's Wisconsin Technical Colleges, these labs not only provide assistance in studying for and obtaining a GED or HSED, but they also provide instructional information on what the transition from high school to post-secondary education will entail. Participants can also receive tutoring services if needed, as well as referrals to other potentially helpful agencies.
  - c. **Literacy Chippewa Valley:** Staff members of Workforce Resource have worked well with the regional adult literacy agencies in the area over the years in assisting both adults and youth in gaining the skills needed for educational success. The local literacy organizations work with older youth (at least 18 years of age and graduated from high school) will conduct their own assessment of the participant's strengths, assets and areas for improvement with regard to post-secondary education and then help in designing a plan for success.

6. **List the agencies and/or organizations the local board will partner with to provide services to youth that are:**
  - a. **Subject to the juvenile or adult justice system:**
    - i. County Juvenile Intake Centers
    - ii. County Human Services Social Workers
  - b. **Homeless:**
    - i. Local Homeless Services Providers (i.e., WestCap, Western Dairyland, etc.)
    - ii. County Juvenile Intake Centers
    - iii. Area Social Workers
  - c. **Runaway:**
    - i. Local Homeless Services Providers (i.e., WestCap, Western Dairyland, etc.)
    - ii. County Juvenile Intake Centers
    - iii. Area Social Workers
  - d. **Pregnant or parenting:**
    - i. County WIC Offices
    - ii. TANF (Wisconsin Works) Service Providers
  - e. **Individuals with a disability:**
    - i. Division of Vocational Rehabilitation
    - ii. Center for Independent Living
    - iii. Local ADRC Offices
  - f. **Foster children:**
    - i. County Human Services
    - ii. Local School Districts
  - g. **Aging out of foster care:**
    - i. County Human Services
    - ii. Local School Districts
  - h. **English language learners:**
    - i. Literacy Chippewa Valley
    - ii. Hmong Mutual Assistance (Eau Claire)
    - iii. Opportunity Center (Barron – for Somalian youth)
    - iv. Chippewa Valley Technical College
    - v. Wisconsin Indianhead Technical College
  - i. **School dropouts:**
    - i. Local School Districts
    - ii. Chippewa Valley Technical College
    - iii. Wisconsin Indianhead Technical College
    - iv. Literacy Chippewa Valley
  - j. **Within the age of compulsory school attendance, but have not attended school for at least the most recent complete school year quarter:**
    - i. Local School Districts

For many of these categories, the answers will also include our primary Job Center partnering agencies, such as the Division of Vocational Rehabilitation, our WIOA service provider; our TANF or Wisconsin Works service provider and Adult Education, along with Literacy Chippewa Valley. For a complete list, see *Attachment DD: List of Youth Service Providers*.

7. **List the resources or services the agencies and/or organizations could provide these youth:**

Resources and services provided include:

- a. Intensive case management
  - b. Development of individual action plans
  - c. Supportive services to aid with housing, transportation, training fees, etc.
  - d. Temporary housing when available
  - e. Pre-natal and post-pregnancy educational information
  - f. Funding to assist with training or re-training for employment
  - g. Services such as Work Experience or On-The-Job Training
  - h. Information on incentives for hiring offenders (i.e., Work Opportunity Tax Credit, Fidelity Bonding, etc.)
  - i. One-one-one assessment and assistance in learning English or improving current English proficiency
  - j. Job referrals and placements
  - k. Assistance in developing cover letters, resumes and interviewing skills
  - l. Work-readiness workshops
  - m. Resources and referrals for obtaining GED or HSED
8. **Describe how the local board will ensure that parents, participants and other members of the community with experience relating to the programs for youth are involved in the design and implementation of these programs:** The West Central Workforce Development Area youth services strategy incorporates strong collaboration between WIOA Job Center-based services, school-based services provided through educational institutions and those of other community-based youth services. The area's Standing Youth Committee includes representatives of all of these organizations and provides advice to these respective organizations on the development of a comprehensive youth career/vocational services strategy for the region. Cross-representation is maintained with the two School-to-Work/Career Tech Prep Councils that serve the area. The WDB provides business input to the youth committee as well as these two other regional bodies. WIOA services are viewed as an integral part of this overall youth strategy and joint, collaborative planning is encouraged and supported by the area Standing Youth Committee and the WIOA Youth Service Program.

With newer initiatives, such as training taking place under the Blueprint for Prosperity Grant, planning meetings have been scheduled and held to include parents in the process, while also allowing them to ask questions and voice concerns.

9. **Describe how the local board will ensure that each participant be provided information on the full array of applicable or appropriate services that are available through the local board or other eligible providers or one-stop partners:** Currently, this WDB's service provider's Resource Specialist serve as the "faces" of the One-Stop Centers in that they are the first person a customer encounters when they walk into a Job Center. These Resource Specialists are well versed in the vast variety of services the Job Center's partnering agencies provide, as well as the services provided by outside agencies. Referrals are made to the appropriate agency once the needs of the customer are determined.

10. **Describe how the local board will partner with the following programs to serve youth and young adults through the Youth Program:**

- a. **YouthBuild:** Each Job Center maintains an extensive listing of non-Job Center Services through its resource directories and Menus of Service. Youth will be referred to agencies appropriate to their needs such as County Human/Social Services, Technical Colleges, school-based services, Job Corps, Youth Build service providers, and the variety of community-based youth services that exist throughout the region.

As the opportunity presents itself, this WDB, or its service provider will also apply to be a YouthBuild service provider in order to provide work-based learning in a high-demand field.

- b. **AmeriCorps:** This WDB has partnered with agencies receiving AmeriCorps funding in the past to provide supportive services and will continue to do so going forward. And again, should the opportunity present itself for this WDB to apply for AmeriCorps funding through Serve Wisconsin, we will do so if appropriate.
- c. **Job Corps:** As referrals are appropriate, this WDB's service-providing consultants will inform youth of opportunities available through Job Corps. The regional training centers closest in proximity to WDA #8 are in St. Paul, Minnesota, Blackwell and Milwaukee in that order. Supportive services can be provided to assist with transportation if a youth decides Job Corps is an appropriate program for them.
- d. **Youth Apprenticeship:** Historically we have had significant interrelationships between Youth Apprenticeship and WIOA Youth Programs. Previously WRI and CESA's 10 and 11 integrated youth competency certification with the work readiness requirements of Youth Apprenticeship. Most recently the Career 101 program has formally integrated our WIOA Youth Program with Youth Apprenticeship. Several WIOA Youth are now on a track to fully integrate their WIOA experience with Youth Apprenticeship. Additionally, our WIOA Youth Academies have been recognized as elements of Youth Apprenticeship programs
- e. **Registered Apprenticeship:** In past years, we have worked through the SAGE program to offer supportive services to individuals participating in Registered Apprenticeships. Currently, the organization is in the process of applying to become a Pre-Apprenticeship Readiness Program provider as a way of connecting qualified workers to the high-demand, high-wage apprenticeship trades while also preparing them with the necessary soft skills and preparatory hands-on training deemed necessary by local apprenticeship trainers for success within the programs.

11. **Describe any regional efforts the local board is involved with or is planning with regarding youth initiatives:** Aside from administering the WIOA Youth Program, this WDB's service provider, Workforce Resource, Inc., is currently involved in two Blueprint for Prosperity Grants that were awarded by the Office of Skills and Development. A third Blueprint for Prosperity

Grant was awarded to a local partner agency, the Boy Scouts of America. Training that will take place will include:

- a. Certified Nursing Assistant Training
  - i. Four regional school districts have partnered with the service provider and local healthcare facilities to provide nursing assistant training to high school seniors.
  - ii. The third cohort of training, involving students from Chippewa, Dunn and Eau Claire Counties, begins this spring.
- b. Welding Training
  - i. The service provider has partnered with Wisconsin Indianhead Technical College to provide welding training to high school seniors.
  - ii. This partnership has led to the application for foundational support to continue both this academy and start healthcare-related trainings similar in scope and capacity.
- c. Manufacturing Training
  - i. The Boy Scouts of America (BSA) are leading a project that will provide high school students six weeks of hands-on, on-site training at various manufacturing businesses throughout the Chippewa Valley.
  - ii. Aside from BSA and this WDB's service provider, 15 other agencies, educational institutions and employers will be involved in the project.
- d. Healthcare Training
  - i. Various healthcare academies are being hosted by the service provider and local technical colleges throughout the region, the most recent taking place in Polk, Barron and Clark Counties.
  - ii. These short-term training opportunities not only expose the students to the opportunities within the field of healthcare, but participants will also be certified in First Aid and CPR.

**12. Describe how the local board will provide the fourteen required program elements for the WIOA youth program design:** This WDB is currently providing all 14 required program elements for the WIOA youth program design. Aside from entrepreneurial skills training, the other 13 elements have been addressed on a continual basis for many years. Training related to microenterprise and entrepreneurship is somewhat new to the area youth program, but a model was developed and implemented in the St. Croix Valley where students designed a product, completed the required welding, designed and utilized safe packaging, and then decided on a marketing plan to sell the finished good. This plan will be built upon, and this WDB will continue to build on its expansive knowledge base by providing workshops and guidance in microenterprise.

This Workforce Development Board uses a competitive process in choosing its WIOA Youth provider. Currently, Workforce Resource operates as that service provider. Workforce Resource has been providing 13 of the 14 required elements on a continual basis for many years. Training related to microenterprise and entrepreneurship is somewhat new to the area youth program, but a model was developed and implemented in the St. Croix Valley where students designed a product, completed the required welding, designed and utilized safe packaging, and then decided on a marketing plan to sell the finished good. This plan will be built upon, and this

WDB will continue to build on its expansive knowledge base by directing its service provider in providing workshops and guidance in microenterprise.

13. **Describe the process for reviewing and updating the Individual Service Strategy (ISS), including frequency and documentation requirements:** This WDB views the Individual Service Strategy as a living document that is reviewed and updated on a continuous basis depending on the participant's goals, barriers and abilities to achieve the objectives of the plan. Documentation is provided as warranted by barriers, strengths and assets presented by the participant.
14. **Specify if the local area plans to offer incentives or stipends for youth. If yes, attach the local policy (refer to WIOA Policy 13-02: Youth Incentive Awards and Stipend Payment Policy for additional information):** See *Attachment EE: Incentive/Stipend Policy*.
15. **Describe the WDB's approach to comply with the required minimum 20% expenditure for work experience. [§129(c)(4)]:** This WDB will continue to promote and highlight the value of Work Experience to all youth. And while the focus of the youth program under the Act has shifted to out-of-school youth, the summer months may still provide the best opportunity for youth to obtain sites for Work Experience. It's during these months when industry is often looking for part-time, seasonal workers, and youth with little to no work experience most often benefit from these types of jobs in gaining the necessary work-readiness skills to become employed on a full-time basis. At the same time, the older, out-of-school youth, while in a different program, will be viewed similarly to adults in either the Adult or Dislocated Worker programs in that anyone can transition from a Work Experience into full-time employment. And that is the hope for all of these opportunities, so youth consultants will work diligently in securing Work Experience placements to act as incentives for companies to hire program participants.
16. **Provide the WDB's definition of the in-school youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the in-school youth:** The local definition of the in-school youth eligibility criterion stated above shall include, but is not limited to, "youth who are assessed as deficient in pre-employment, basic work maturity and/or job retention skills using the service provider's Individual Service Strategy Assessment Guide or a similar process which identifies measurable criteria for such determination."
17. **Provide the WDB's definition of the out-of-school youth eligibility criterion – "A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the out-of-school youth:** The local definition of the out-of-school youth eligibility criterion stated above shall include, but is not limited to, "youth who are assessed as deficient in pre-employment, basic work maturity and/or job retention skills using the service provider's Individual Service Strategy Assessment Guide or a similar process which identifies measurable criteria for such determination."

18. **Attach a list of the current youth service providers:** See *Attachment DD: List of Youth Providers*.

I. New Service Strategies for WDAs Failing Performance Measures

As required by WIOA, in response to any WDA failing to meet local performance accountability measures for Adult, Dislocated Worker, or Youth programs in any program year, the Governor (state) will provide technical assistance. Technical assistance may include assistance in the development of a performance improvement plan or the development of a modified local plan. WDAs that fail to meet local performance accountability measures for any program year must describe all new or innovative service delivery strategies the WDA has employed or is planning to employ. The description must also describe how the initiative maximizes resources, improves service levels, improves service quality, achieves better integration or improves performance levels. In addition, the initiative's general design, anticipated outcomes, partners involved and funds leveraged must be described.

Not applicable to this WDA

J. Strategies for Faith-based and Community Organizations

1. **Describe current or planned activities to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system:** Outreach and recruitment procedures for Workforce Resource staff members require each county Job Center Team to identify all reasonably accessible faith-based and community based organizations that might be sources of potential referrals or be potential service providers to Job Center customers. Service providers are registered in the service provider registry as appropriate. Directories of agencies are maintained in contact listings. Staff members are evaluated on their utilization and interaction with such entities.
2. **Describe current or planned activities to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the WDA:** Staff members of Workforce Resource have consistently made excellent networking connections in reaching out to all potential resource partners within their communities. Those same staff members also perform incredible work in promoting the available services and resources available through Workforce Resource and the One-Stops within the region. And through the acquisition of the FoodShare Employment and Training (FSET) program for both this WDA and the Northwest Wisconsin WDA, a more concentrated effort has been made to distribute marketing materials in making new connections with faith-based and other community organizations.

## VII. Service Providers and Oversight

A. Selection of Service Providers

1. **Describe the competitive process used to award subgrants and contracts in the local area for activities carried out under WIOA Title 1 [§108(b)(16)]:**

The WDB is soliciting proposals from qualified organizations to provide Adult and Dislocated Worker Services within Region 8 area, in accordance with the Workforce Innovation and Opportunity Act (WIOA), Public Law No: 113-128, and any related U.S. DOL, and Wisconsin

State Department of Workforce Development rules and regulations, policies, directives and the Local Plan.

The U.S. Department of Labor has not issued final regulations for WIOA at the time of release of this RFP. Temporary guidance in the form of both Training and Employment Guidance Letters (TEGL's) and multiple Notices of Proposed Rulemaking (NPRMS) have been released with the anticipation of the final formal regulations.

Programs funded under the Request for Proposals (RFP) will be prepared to make some adjustments in programming to comply with future regulations. This RFP provides a uniform method for the procurement of the WIOA Adult and Dislocated Worker Services in the WDA providing for full and open competition. It contains the necessary background, requirements, information, instructions, and forms for responding to this RFP.

Obligations under the RFP are conditional upon the availability of funds. Performance and obligations under the RFP are contingent upon an annual appropriation by the United States Congress that is permitted with the United States Department of Labor and the Wisconsin Department of Workforce Development to contract for services. The WDB reserves the right to terminate or adjust this RFP to conform to available funds.

The WDB seeks innovative service delivery proposals that meet the purpose and expectation of this RFP and are characterized by collaboration, integration, accountability, continuous improvement and results. Through these services, the WDB expects to achieve a measureable and positive impact on the success of employers and workers in the WDA. Award will be made based on merit of proposal, capacity to deliver, quality of services, and cost of deliver.

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

**a. Career services:**

The WDB is looking for a comprehensive agency that can carry out both the career services and youth services required under WIOA. Services would be provided at job centers

**b. Youth services:**

The WDB seeks innovative service delivery proposals that meet the purpose and expectation of this RFP and are characterized by collaboration, integration, accountability, continuous improvement and results. Through these services, the WDB expects to achieve a measureable and positive impact on the success of employers and workers in the WDA.

**B. Oversight and Training of Service Providers**

- 1. Describe the WDB's oversight and monitoring procedures including processes for programmatic, equal opportunity and fiscal monitoring, including frequency. Also include processes for ensuring quality customer service. [§107(d)(8)]:**

Subcontractor must submit monthly reports to the WCWDB Oversight Committee (which includes the WDB Executive Director) on number of participants served, performance related exits, new enrollments, etc. The WCWDB in addition to the subcontractor also performs annual monitoring of participant files to make sure they are meeting goals and objectives. At the closure of the program year, subcontractors are required to submit a year-end report to WCWDB providing data on total enrollments, expenditures, performance goals, and objectives to ensure required service elements were met and or exceeded.

Fiscal Monitoring by the WCWDB and an annual report delivered by a third party auditor is required. The WDB, Executive Director and Fiscal Monitor are primarily responsible for the contract administration of sub-grantees. This includes contract modifications per DWD policies and program monitoring on an annual basis as well as a monthly desk review of planned vs. actual information.

WCWDB reserves the right to inspect all WIOA financial and participant related information maintained by sub-grantees upon reasonable notice. The WCWDB Oversight Committee is a member of the sub grant monitoring team and will perform the Financial Section of the sub grantee monitoring. The financial monitoring procedures are contained in the Fiscal Monitoring Guide.

Customer service is measured by providing participants with both paper surveys as well as electronic surveys. As of July 1, 2016 our service provider will begin sampling phone calls as an added measure to insure that our customer service exceeds performance. These performance measures will be shared with the oversight committee for review.

- 2. Provide a brief description of how the WDB will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [§108(b)(6)(A)]:** The Board provides oversight of program operations through a variety of means intended to assure continuous improvement of service. The Oversight Committee conducts monthly reviews of program performance and financial transactions. Board members and Local Elected Officials participate in Job Center Team meetings on a quarterly basis and report their observations to the WDB at its bi-monthly meetings. Job Center Teams provide thorough reports to the Board at each bi-monthly meeting on a rotating basis.

The WCWWDB and its' service provider have developed a fully-integrated performance management system that captures state generated performance data as it is made available and translates this performance to organizational, team and individual performance measures directly tied to the required federal performance measures. The organization then knows each individual's contribution to performance attainment.

Each staff person and staff team has the capacity to access this performance management system and track their own progress in attaining objectives. The same holds true for the automated case management review system which can be accessed by the individual, their supervisors and agency independent performance management staff.

Performance is also captured on the individual participant level through tracking of individual attainment of goals and objectives through an automated Employability Plan/Service Strategy tracking system that compares planned outcomes with actual outcomes.

Continuous monitoring of staff performance occurs at multiple levels. Direct service supervisory and management staff regularly review performance through numerical as well as qualitative methods. This is facilitated by the automated data reporting systems maintained by the organization. The independent Performance Management Unit conducts parallel reviews and sampling of all performance data, file review information and other related indicators of program effectiveness and quality and prepares summary reports of effectiveness.

Each staff person integrates this performance data into individual evaluations which are conducted with supervisory staff with input from the Performance Management Unit and agency administration. Deficiencies are required to be addressed through corrective action plans or plans of improvement.

- 3. Describe how WDB and service provider staff is trained in use of the ASSET system and the WIOA program. Also describe how WDB and service provider staff is informed of new policies (local policies, DET issuances and DOL guidance) and training opportunities:**

WIOA program management staff are provided with Department of Labor Training and Employment Guidance Letters, and DWD Administrative Memos and Policy Updates. Policy and Procedure Manuals from DWD are available electronically and in hard copy at the WCWDB administrative office. Additional technical assistance is requested from DWD for staff as needed (this has been mainly through Local Program Liaison). When new programming other than WIOA is introduced, informational meetings are provided to staff. WCWDB administration meets with partner agencies no less than four times per year to discuss programming and services.

Additional sources include information received from the Wisconsin Workforce Development Association – Executive Committee (WWDA-EC) ASSET Users’ Group and the Business Services/Solutions Group; this information is provided to staff, partners and contractors as needed. These groups provide technical information, which is then given to all subcontractors and partner agencies when and where appropriate. WCWDB will ask DWD to train new subcontractors on specific items when necessary.

*See Attachment FF: Local Technical Assistance.*

- 4. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system:** *See Attachment FF: Local Technical Assistance.*
- 5. Describe any local data systems in use to record and track participant services:** TESSA (ASSET spelled backwards), is a locally-developed database which is integrated into ASSET to simplify service and fiscal tracking. It allows our service provider staff members to create and track local funding sources

and services. Additionally, it directly interfaces with ASSET so that no funding may not be given to individuals who have not been deemed eligible for services.

All participant monies are tracked using TESSA. Case Managers commit and spend monies using the Manage Customer Expenses. TESSA is accessible from the ASSET menu tree.

## VIII. Performance and Accountability

- A. **If the WDB has developed performance standards, in addition to those required by WIOA, describe the criteria 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:** The WDB has not developed additional performance standards.
- B. **Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures:** West Central has created a program which imports performance data from the state and allows for performance analysis by performance measure, office, and case manager. Management uses this information to drive continuous improvement. Similarly, staff members use the program to quickly identify where they are exceeding, meeting, and/or failing individual measures. This knowledge drives staff to self-identify and correct any deficiencies. Training on WIOA performance and ASSET is provided to staff at virtually all monthly “all-staff” meetings and performance tools are available to staff on a shared network drive.
- C. **Describe how your local area’s program design will maximize performance on the WIOA primary indicators of performance outlined in Section 116(b). After setting adjusted levels of performance with the State, update the Local Plan to provide the adjusted targets:** The WDB will continue to meet and/or exceed performance in the outlined areas by maximizing performance in the following ways:
1. Exiting individuals to employment.
  2. Exiting individuals to full-time, permanent employment wherever possible.
  3. Insure participants exiting wages either meet or exceed WIOA guidelines.
  4. Provide participants with needed skills and knowledge to retain long term employment.
  5. Utilize our business services demand-driven model that emphasizes delivery of services to those businesses offering in-demand occupations.
  6. Properly assess participants interest and aptitude for industry specific careers, align training for said career pathway, including training completion.
    - a. Provide supportive services and necessary referrals to assist in training completion.
    - b. Maintain constant contact with participants to provide guidance and assistance.
  7. Provide quality workers for qualified businesses by utilizing the demand-driven approach, and insure quality training and work-readiness service delivery are accomplished.