

**SOUTHWEST WISCONSIN WORKFORCE DEVELOPMENT BOARD**  
**Minutes of Planning/Visioning Meeting**

**Wednesday, February 22, 2006**  
**Ludlow Mansion**  
**1421 Mansion Drive**  
**Monroe, WI**

The SWWDB board meeting was held on Wednesday, February 22, 2006 at the Ludlow Mansion, 1421 Mansion Drive, Monroe, WI

Attendance was as follows:

<b>BOARD MEMBERS PRESENT</b>	
Private Sector	Public Sector
Mr. James Finley	Ms. Amy Banicki
Ms. Cindy Harrington	Mr. Tom Daly
Mr. Tom Hogan	Dr. Karen Knox
Ms. Jennifer James-Baker	Ms. Suzanne Lee
Mr. Steve Scaccia, 2 <sup>nd</sup> Vice Chair	Mr. Walter Orzechowski
Mr. Tom Schraeder	Mr. Bruce Palzkill
Mr. Scott Stocker, Chair	Ms. Judy Steinbicer
Ms. Margery Tibbetts, 1 <sup>st</sup> Vice Chair	Mr. Geoff Upperton
	Mr. Larry Ward
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<b>BOARD MEMBERS EXCUSED</b>	
Private Sector	Public Sector
Mr. Charles Elliott	Mr. Gary Albrecht
Ms. Tammie Engelke	Mr. Tom Larsen, Secretary
Mr. Ken Hendricks	Mr. James Otterstein
Ms. Regina Prude	
Mr. Larry Rentfro	
Ms. Shari Schaff	
Ms. Angie Skoubis	
<b>STAFF PRESENT</b>	
Dr. Robert Borremans	Ms. Shannon Moe
Ms. Amy Charles	Mr. Michael Schultz
Ms. Stephanie Kerkenbush	Ms. Barb Tucker
Ms. Annette Meudt	

**1. Call to Order:**

Chairperson Stocker called the meeting of the Southwest Wisconsin Workforce Development Board (SWWDB) to order at 10:00 a.m.

**2. Welcome and Overview**

Dr. Borremans welcomed everyone and explained that the purpose of today's meeting is to update and finalize the Workforce Investment Act (WIA) local plan guidelines. The Department of Workforce Development (DWD) has published new planning guidelines that

directs significant changes in the workforce development delivery system, particularly related to Job Centers, and moves the system toward a demand-driven system supporting both job seekers and employers. The planning process encourages broad-based collaboration among all partners and stakeholders. The responsibility of the Southwest Wisconsin Workforce Development Board (SWWDB) is to look at a "big picture level" rather than simply focusing on programmatic and operational needs. There are four elements to this process:

1. Develop a vision for the Southwest Wisconsin WDA that will look several years into the future;
2. Focus on the job center delivery system including the location of job centers in the future and will serve as the one-stop operator;
3. Create a demand-driven business services plan (the business plan is not actually due until September 1, 2006); and
4. Focus on a new WIA Title I program service requirements that are mandated by DWD including career resiliency training, financial literacy (responsibility) training, and focusing training funds in high wage/high growth areas.

Dr. Borremans further stated that the day would be divided into two sections. The first portion would be a series of presentations by staff intended to share information relevant to the visioning activities. The second portion would be an opportunity for board members to discuss the types of services the job centers should provide, where job centers should be located, and what industries SWWDB should focus training resources on. DWD is looking at a demand-driven system focusing on high wage occupations and SWWDB is required to spend 35% of its WIA allocation addressing the needs of the high wage employers. "High wage" is defined as the median wage for the area. The job center delivery system (locations of job centers) is the most important aspect to be discussed.

Dr. Borremans briefly went over the action plan with various completion dates. The Local Elected Officials (LEOs) will be meeting on March 22 to finalize the LEO Consortium agreement and one-stop operator (OSO) designation. The major portion of the plan is due to DWD by March 31, 2006, with the MOUs and business service sections due July 1 and Sept 1 respectively.

### 3. **Present Job Center System/Structure**

Mr. Palzkill showed a Powerpoint presentation and explained that Job Service (JS) and Southwest Wisconsin Private Industry Council (SWPIC), the SWWDB predecessor organization, have a long history of cooperation and together they were one of the driving forces in the creation of the job center system. These two agencies realized that cost and customer service efficiency could be gained by working cooperatively as partners. The first Memorandum of Understanding (MOU) was signed in Dodgeville in 1983.

Mr. Palzkill explained that the five county (Southwest Wisconsin) JOBS consortium contracted with both PIC and JS to expand staffing and coordinate collaboration. In 1992, SWPIC received an "Office of the Future" grant to establish JobNet – Wisconsin's statewide job listing network. In 1994/95, Wisconsin received a \$10.5 million One-Stop Grant to help establish One-Stop centers (Job Centers) in Wisconsin.

Mr. Palzkill commented on the merger of the Rock County PIC and Southwest PIC. With the advent of WIA, the two PICs merged into the current board serving six counties. The WIA legislation also changed the goals of SWWDB. Mr. Upperton commented on the acquisition of the Rock County Job Center, which took place from 1996-1998. There was an opportunity to have the job center located at Blackhawk Technical College, but eventually the Rock County Job Center moved into a former K-Mart building in Janesville. Rock County is different than the other five Southwest counties because it is an urban area with a large manufacturing labor force, while the other five counties are rural and agricultural in orientation. Rock County is the only job center that currently meets the new standards as a Comprehensive Job Centers (CJC).

Mr. Palzkill showed where the job centers are currently located and which agencies are located at each site. He explained there are 3 levels of job center services: core, intensive, and training. The core level is basically self-assisted services, with minimum staff assistance, with services such as general information, job search assistance, unemployment claims assistance, etc. If someone does not successfully find employment through core services, they are eligible for intensive services. Employment plans are then created, and a case manager is assigned to the client. Mr. Palzkill explained that training services include occupational skills training, job readiness, adult basic education, literacy instruction, on-the-job training, work experience, basic workforce readiness and, on occasion, customized training. Through a job center general information form (GIF), staff determines the needs and interests of customers.

The current realities affecting job centers include reduced funding and increased use of technology which will result in realigning staff. Ms. Meudt asked about Wagner-Peyser funding. Mr. Palzkill said that last year it was about \$13 million and, like other federally funded programs, it is slated to decrease next year. Dr. Borremans stated that the current system is based on customer choice. The present definition of customer choice is broad-based with individual preference directing the selection of training.

There is great job center partner collaboration; however, each agency is mandated to serve their own clients creating "service silos". There needs to be a coordination point. SWWDB is the agency designated as in charge of grading and overseeing that system. Mr. Palzkill stated that JobNet gets over a million hits a week, so it is a very popular tool. Ms. Harrington asked who funds JobNet. Mr. Palzkill stated that it is maintained by Wagner-Peyser funding (WIA Title 3).

#### **4. Job Center Delivery System/WIA Program Changes**

##### **A. Job Center Utilization**

Mr. Schultz explained that the data is stored in many different systems which include ASSET, JCAT, and WEBI. JCAT is a locally developed system and SWWDB staff has direct access to the data. ASSET and WEBI are state administered systems, with data residing in a central database, and SWWDB staff has limited access to the data. In addition, the Rock County Job Center also has programs in place to collect data, although the processes are not very well defined.

Mr. Schultz presented a chart showing the types of people served at each of the job centers. Mr. Scaccia asked what the term "community" meant. Dr. Borremans

answered that it is job center sponsored events away from the job center, like job fairs or community presentations. Mr. Schultz stated the data showed clients served between 2002 and 2005. Dr. Borremans stated that data collection processes are unreliable and inconsistent making the data questionable. SWWDB needs to work on improving processes and obtaining more accurate information on client utilization of job centers.

Mr. Ward asked if the figures counted phone call inquiries or simply the number of people who physically came to one of the job centers. Mr. Schultz stated that the numbers did not include phone inquiries. Mr. Scaccia stated that ultimately we do not have solid data, and there needs to be a better him information in the future. Mr. Schultz's position was created to improve data information systems and he will be responsible for creating and implementing new data collection methods for SWWDB. Mr. Scaccia asked if SWWDB is going to establish consistent processes for all job centers. Dr. Borremans indicated that would be the goal. Mr. Upperton stated that it is important to use data for planning and decision-making, and data should not be collected for the "sake of collecting data." Mr. Scaccia further commented that the data needs to be easy to collect and it should be accurate.

Mr. Schultz then showed total job center traffic. The Rock County Job Center, using a laser counting devise, reported service to more that 110,000 clients. Ms. Baker asked if there was a way to report the information on a per capita basis. Dr. Borremans said that the information is not currently available, but could be calculated. Richland County is the next busiest job center.

Mr. Schultz also showed a WEBI report for Wagner-Peyser (WIA Title 3) for PY 04 and 05. These are real numbers showing the number of people using JobNet. He also showed information on TAA (Trade Adjustment Act) registrations for PY 03-05. Mr. Palzkill explained that WEBI is a software program for web intelligence. Mr. Schultz also showed the number of JobNet users who accessed Jobnet during January and who had a new or existing ASSET record in January by Veteran Status. Dr. Borremans stated that most of the data available to SWWDB is "extract" information which requires SWWDB to wait for the State to provide output data once a month. SWWDB needs to have "ownership" of the data, and not rely on state information systems, if it is to improve the reliability of data collection and reporting.

### **B. Comprehensive Job Center vs. APS**

Ms. Tucker explained the major difference between a Comprehensive Job Center (CJC) and an Access Point of Service (APS). She noted that there are 20 criteria that must be met for a job center to qualify as a CJC. The most significant is the requirement for partner agency co-location. The new requirement is that "WIA Title I, WIA Title III (Wagner-Peyser/Job Service), and WIA Title IV (DVR) must have staff physically housed and delivering services from the Comprehensive Job Center 100% of the time the center is open and **at least four other** mandatory partner programs must have staff physically housed at and delivering services from the Center at least 50% of the time the center is open." This is a major change from the old definition of a comprehensive center. The Rock County Job Center is the only current job center meeting the definition of CJC using this criterion.

In addition, a CJC must have a credentialed employment counselor, be open non-traditional hours to meet specialized needs, school liaison, youthful job seekers

services section, and integrated Business Services Team and a written Business Services Plan. Furthermore, a CJC must have a staff credentialing program, continuous improvement program, a system to evaluate its effectiveness, exterior signage using the "Wisconsin Job Center" logo, and an up-to-date website that must meet ADA accessibility requirements. The resource room or customer service areas of the CJC must be open all hours the center is open, and there should be equal access to all services and programs. There must be evidence the CJC has a positive relationship with local media and faith/ community based organizations and business organizations.

An Access Point of Service (APS) is defined as a site that can provide one or more partners' programs and/or services. Services are linked to a CJC, either physically or technologically, to assure clients are provided information on core services available in the local area. An APS may also be a specialized center that addresses specific needs. The APSs not only have to be linked together, but they also need to link to a CJC. It is up to SWWDB to decide which job centers are designated as CJC's and/or APSs.

Ms. Harrington asked if these criteria had to be met before. Mr. Palzkill stated that, while there were some criteria, the standards have changed and are more stringent now. Ms. Harrington also asked if there would be many problems in determining where the CJC's should be located. Dr. Borremans stated that many of the current centers are located in facilities that physically are not large enough to accommodate the required partners criteria required for a CJC. Mr. Scaccia asked how many of the current job centers qualify as APSs. Dr. Borremans said he believes that all of them could be made APSs. Ms. Tucker stated that Richland County is close to meeting the criteria of a CJC. Mr. Scaccia asked how many APSs will SWWDB need. Dr. Borremans said that there is no minimum or maximum number of APSs. Mr. Daly stated that this is a politically sensitive issue and the Board needs to be careful not to create a perception of the five counties vs. Rock County. Mr. Palzkill stated that outside of Rock, the Richland County Job Center contains the highest number of partner agencies.

### **C. Developing Resources Beyond Federal Funding**

Ms. Charles talked about the Business Service Plan requirements and the need for SWWDB to have a "fee for service" schedule. This needs to be an identified strategy in the WIA Plan. She pointed out that as federal resources continue to decline, DWD is expecting WDAs to engage in new ways to develop funding for key services. Business Services will define a fee-for-service structure that will begin to generate income for the Board. As well, additional sources of funding such as grants will be pursued to strengthen the financial viability of the Southwest WDA

### **D. 35% WIA Requirement for Training**

Ms. Tucker explained the impact of 35% training dollars being directed to high wage, high growth occupations. This will increase the amount of money going into training activities by 9%; and decrease the amount of money available to program operators by 9%. Mr. Ward inquired about directing people to "high wage" jobs when these types of jobs do not really exist and asked if this was a goal or a state standard. Dr. Borremans stated that the median wage for the area is \$12.93 per hour and that one of the DWD mandates is that SWWDB must address health care occupations which should meet the criteria. He further stated that the "high wage" standard is not part of the federal

performance measures, but is a State system measurement.

Mr. Upperton said it will be difficult to make decisions on where and when to train people. He asked how clients enroll in high wage training when most educational programs operate on a semester schedule. SWWDB may not be able to spend out its training allocation. Mr. Upperton also commented that if SWWDB does not meet these standards, then it will not get funding in the future. Mr. Schraeder asked if the \$12.93 median wage was to be for all 6 counties in the WDA. Dr. Borremans said that the \$12.93 figure is for the entire Southwest WDA, but DWD has not settled on a final definition yet.

Ms. Tucker stated that SWWDB's performance is based on exits. Currently, most people start programs and leave within the same year for placement. With the new "high wage" training requirement, more clients will cross over into the next year to complete training. This will have an impact on SWWDB's ability to meet performance standards. Dr. Knox inquired about people that cannot meet entrance standards - does SWWDB put them in remedial classes? Dr. Borremans stated that SWWDB's limited resources will restrict services to clients and they will be referred to remedial and basic skill educational programs at the technical colleges. Dr. Knox asked what participants do for income in the meantime, and that it seems like a no win situation.

Mr. Hogan asked where the \$12.93 per hour came from and Dr. Borremans said that DWD provided SWWDB with the figure and it is based on all jobs in the Southwest WDA. Dr. Borremans further stated that SWWDB should consider requesting a waiver of the requirement and/or asking for the median wage to be calculated on a county by county basis.

### **E. Career Resiliency**

Ms. Charles stated that career resiliency means to prepare people on how to roll with the changes of their career. Career resiliency is a new required activity under the WIA plan guidelines.

### **F. Demand-Driven Career Counseling**

Ms. Charles presented an overview of the JobFit Profiling System that could be used by SWWDB to match employer needs with job seeker skills. The JobFit system will be available to SWWDB as part of a 2-year Health Care DOL Earmark Grant. SWWDB is partnering with several other WDAs on the grant activities. The system should be available beginning in May 2006. The system uses a detailed on-line test to assess job seeker skills and aptitudes and matches the scores with DOL occupational data. This system provides an excellent tool that Job Center clients use to develop a personal career laddering strategy. They will be able to assess their aptitudes, and make educational or job seeking decisions based on a strategic path appropriate to their end career goals.

In addition to the JobFit program, clients will have access to a certified career counselor who will be assigned to the Southwest area on a rotating schedule by Job Service. In addition, SWWDB has assisted UW- Rock County in applying for grant funds that will bring their career advising services to Southwest Job Centers. Award of the grant is scheduled for later in the Spring.

### 5. Finance Report

Ms. Meudt stated that SWWDB will not know its WIA allocations until late March or April. So, for planning purposes, she created a scenario based on historical data. She noted that SWWDB has experienced the maximum 10% decline in its funding in adult and youth allocations each of the past two years. Dislocated worker allocations declined one year but increased last year because of layoffs in the area. Dr. Borremans indicated that the system as a whole has taken about a 43% cut since the 1990's. Ms. Meudt also stated that under the new standards administered by the State, the job center system must have a cost contribution and staffing plan.

Ms. Meudt noted that SWWDB can use 10% of its allocation for administration. The remainder of the funds is allocated to adult, youth, and dislocated worker programs and services. Youth funds are divided into two categories – younger (In-school) youth and older (out-of-school) youth. Historically there has been a 65/35 distribution in the youth allocation between younger youth compared to older youth. Federally, efforts are underway to shift to a higher level of funding for older (out-of-school youth). SWWDB intends to move in that direction in stages and the plan for 2006-07 is to provide a 50/50 split between younger youth and older youth.

For discussion purposes, Ms. Meudt created a budget scenario assuming a 10% decline in SWWDB's funding allocation for 2006-07. This translates into \$183,000 less to fund Job Center activities. Ms. Meudt pointed out that the Bush administration has proposed a 15% cut in WIA funds nationally and that Wisconsin's share will be reduced due to redistribution of available funds for disaster relief and Wisconsin's relatively good economy.

A handout was distributed showing the costs and staffing plan (FTE's) for each of the eight job centers. Mr. Palzkill has been working with Grant County Social Services to get their current rent reduced. When considering CJs and APSs, SWWDB will have to keep in mind the 10% decrease in funding. Dr. Borremans stated that not only are SWWDB funds declining, but so are the funds of other partnering agencies.

### Lunch

### 6. Results of Discussions/Surveys

#### A. LMI information

Ms. Charles presented an overview of Council on Wisconsin Strategies (COWS) and the GROW Grant Regional Profile. She then went over some demographic information from the Workforce Observations for Southwest Wisconsin Annual 2005 Issue.

#### B. Partner Discussions

Ms. Tucker stated that SWWDB has held two meetings with partner agencies to discuss the workforce system design. She reviewed highlights of the of the meetings:

- CJC vs APS – Because each area needs at least one CJC, the group felt that DWD or SWWDB would be less likely to close a CJC compared to an APS. The group also felt designation as a CJC might be linked, in the future, with funding.
- Business Plan – Southwest is quite distinct from Rock County and it may be easier to have a Business Plan to cover the five counties of Southwest and a separate one for Rock.

- APS Operations – APS sites should be open full time like a business. They questioned if it is truly possible to keep all eight job centers open under the fiscal restraints.

Ms. Tucker then discussed the additional needs and services for job centers. At the Rock County meeting, some highlights of discussion were bilingual training, more intensive client assessments, better coordination with small business development, more coordination with Economic Development, and incumbent worker training. At the Green County meeting, some highlights of discussion were image building and marketing, how to help clients with low or no computer skills, many clients need one-on-one help (but can we afford hand holding?), a virtual website tool would be very useful to free up staff time, access/usability by people with low/no computer knowledge is questionable. The virtual website is a nice tool but they do not support technology if it was to replace or reduce staff.

### **C. Economic Development Group Discussions**

Two meetings were also held with economic development representatives throughout the regions. Discussion at these meetings involved the following five questions:

- What are some ways that job centers can work better with economic development representatives?
- What types of incumbent worker training would be beneficial?
- SWWDB has access to multiple sources of economic profiling data, is this type of data something economic planners would find useful?
- What workforce needs have been identified by employers in your area?
- Is there a critical area of workforce development that has been overlooked in our WDA?

The consensus of the group was that in order to help with economic development activities, it would be helpful to develop a comprehensive outline, obtain quarterly data (entry/exit wage data, jobseeker demographics, etc.), and have a one page PDF file of job center and business services programs explaining how to access various programs and the costs associated with the program. In addition, the territorial attitude among service providers needs to be eliminated. The 2+2+2 model should be looked at and utilized more in education.

SWWDB should begin to frame the issue of employment needs and get it out to the media/public. SWWDB should also work closely with the K-12 schools and technical colleges to address these needs. It would be beneficial to start a public relations campaign to reinforce career ladders. In addition, the group strongly encouraged SWWDB to seek a waiver from the State to conduct incumbent worker training. Dr. Borremans was pleased to see the active participation from the economic development representatives throughout the area.

### **D. Use of Technology – Job Center Web Site Overview**

Dr. Borremans stated that SWWDB approved development of a prototype a virtual Job Center web site. He introduced Ron Gundrum from Clifton Gunderson Technology Solutions (CGTS). Mr. Gundrum has experience with SWWDB on other technology projects.

The virtual Job Center web site is intended as an alternative to having clients travel to a

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Job Center for services. It is intended to supplement the Job Center network, not replace it. When a client comes to a job center now their first activity, generally, is to use the computer to search for a job. That approach made sense when the JobNet consisted of touch screen technologies offered through a Job Center and a Job Center was the only way to access certain WIA core services. However, job listings are now available on the Internet and can be accessed from anywhere. Also, distance education technologies now allow many core and intensive services to be delivered over the Web to the client's home or to another community location. Clients would still have the opportunity to travel to a Job Center location if they choose.

Mr. Gundrum demonstrated the prototype. There would be an initial home screen that would provide information on activities and services. New clients would first be directed to a "Help Wizard" that would be a service questionnaire helping the person identify the services they are seeking. Clients would then be directed to "Tier 1" services which would contain the core Job Center services. Many of these services are informational and the web site serves as a portal linking the job seeker to other resources (i.e., JobNet, WorkNet, etc.), or it would deliver on-line instruction using a variety of media.

There would be a chat feature that would enable the person to contact a Job Center representative using an "instant messenger" service to ask questions or assistance finding information on the web site. Participants would also be able to contact a Job Center representative using a toll-free telephone number and/or e-mail. A person would also be able to schedule an appointment to meet with a Job Center representative.

Access to "Tier 2" (intensive) services would require the client to register and be approved for service by a Job Center representative. They would have receive access to intensive WIA services, again offered through a variety of media. Registration would use an on-line, electronic version of the current General Information Form (GIF). A case manager would review the client information, and determine and approve eligibility for WIA services. Once determined eligible, the client would be given a "PIN number" so they could access Tier 2 services.

Once a person is registered, he/she will be able to access his/her account; create, update, and maintain a resume; view a training video; read informational articles in PDF format, and access on-line training programs to upgrade skills; etc. The web site would be designed so staff could add or update content, and maintain the site with current, relevant information.

All of the content section would also have a brief evaluation form asking the user/client to rate the quality and relevance of the information. Dr. Borremans noted this is an important feature because DWD wants the WDBs to engage in a continuous improvement process. The customer comments will help achieve that purpose. In addition, the web site will be able to produce reports of customer activities that will track service delivery. The data will be helpful in planning and determining services in the future, and should eliminate the unreliable data problem discussed earlier.

Mr. Finley inquired about privacy in regards to the online registration. Mr. Gundrum stated that it is submitted in an encrypted format and it would be secure. Mr. Scaccia stated that it was important that people know that before they enter their information.

Mr. Gundrum turned to the administrative portion of the web site.

There would be an “activity log” that would enable the case manager to track and document client activities and resources used. Using a “Outlook reminder-type feature” case managers could schedule activities and be reminded of follow-up automatically. Other administrative features would also be available.

Mr. Ward wondered if the information was too comprehensive and detailed, and asked if it sifted. Mr. Gundrum responded that yes it could be using the reporting tools built into the system. Ms. Harrington asked if this system would replace one of the current data collection systems. Dr. Borremans responded that it probably would not replace one of the current systems, but could be used to respond to the new reporting requirements directed by DWD. Dr. Borremans also stated that SWWDB would own the data on the website. It would not be housed in Madison and it would provide easy, real-time access to information needed for planning and decision-making.

Ms. Baker asked if there were any employer services included. Mr. Gundrum said that work on the prototype had focused on job seekers, but the final web site would have employer services available using similar design structures. Dr. Knox asked if URL’s (links) would be attached to the web site so people could visit other related web sites. Mr. Gundrum responded yes and that the intent is to link to other sites rather than duplicate information. Dr. Knox asked what the reading level would be for the web site, stating that the Southwest Tech web site uses a 9<sup>th</sup> grade reading level.

Dr. Borremans stated that the prototype project is complete and SWWDB is ready to move into the final development stage. There is also one other workforce development board that is definitely interested in this web site approach and is likely to assist in development. In addition, Northwest CEP (in northwestern Wisconsin has also expressed an interest. DWD has also seen the prototype, but they have not indicated their commitment. Dr. Knox asked why this would not be a statewide initiative. Dr. Borremans said he did not know why this was not a statewide initiative, other than they may be waiting to see a tangible product to evaluate.

Mr. Orzechowski asked at what point this web site would be tested on actual clients. Mr. Gundrum stated that the web site needs a little further fine-tuning and that a volunteer group would be asked to use it before it is officially up and running. Mr. Orzechowski stated that there is a portion of the population who will not be able to use the web site because of illiteracy or lack of keyboarding skills. Ms. Banicki stated that the Unemployment Insurance system uses an automated system for client assistance but it is a telephone-based system and IVR (interactive voice response).

Dr. Borremans said that SWWDB would also be looking to use the system and link up with libraries, chambers of commerce, etc. He also said that, due to cost, further work would be competitively procured through an RFP. Mr. Ward asked what an RFP was and Dr. Borremans responded that it is a Request for Proposal that would allow SWWDB to select a vendor based on qualifications, with cost serving as only one criteria in selection. SWWDB will be sending out RFPs to different computer/technology companies in the Madison area and it is hoped that a recommendation can be brought to the Board at the March 29<sup>th</sup> meeting. Dr. Borremans also stated that Mr. Schultz will be the site manager. Ms. Knox asked what

the timeline was. Dr. Borremans stated that it would be four months maximum (August 1<sup>st</sup>) but efforts would be made to push for completion by July 1<sup>st</sup>. No other workforce development board has a virtual job center web site. This could set up a potential “fee for service” licensing arrangement with other WDBs.

### 7. **WDA Vision and Goals – Discussion**

Ms. Charles reviewed the vision, mission and goal statement from the 2004-2005 SWWDB Strategic Plan. She indicated that revision and updating these statements is an element of the planning document due in March.

She presented a revised vision statement – *“The Southwest Wisconsin Workforce Development Board operates a demand-driven workforce system linking business needs and worker skills.”* – for Board consideration. Mr. Palzkill thought “coordinates” would be better than “operates”. Dr. Knox questioned “demand-driven” – who’s demand? The answer to that is that its the employer’s demand. Dr. Borremans stated demand is broad-based focusing on integrating employer job skill requirements and worker skills. He also said that the system has changed, and WIA services should be provided to the general public, not just disadvantaged people. Mr. Scaccia questioned why the employers do not use One-Stop centers. There are still people who associate them with the disadvantaged and hard to serve populations. Mr. Orzechowski stated that there are many people who need WIA services so they can go from “unemployed” to “employed”. Mr. Scaccia commented that there are actually two customers, and that “demand” can be for both workers and employers.

Discussion continued and it was suggested that “workforce” be removed. Other suggestions were offered before the Board reached consensus on a revised vision statement. The new vision statement now reads: **“The Southwest Wisconsin Workforce Development Board coordinates a system linking employer workforce needs and worker skills.”**

Mr. Scaccia said that this statement should be used all over the place. Dr. Knox requested that definitions be created for the words included in the vision statement.

Ms. Charles then presented the mission statement for SWWDB. The current mission statement is **“The Mission of the Southwest Wisconsin Workforce Development Board is to oversee a workforce development system that continuously identifies and supports the needs of business and worker success, and promotes an environment conducive to economic growth and prosperity.”**

She asked if the mission statement should be changed to match the new vision statement, but everyone agreed that it was okay as is.

Ms. Charles then presented the organizational goals and suggested additions (highlighted in italics). They included:

- Goal # 1: Engaging the Business Community in Growth and Development *through a clearly defined Business Services Plan.*
- Goal # 2: Improving Workforce Readiness *in High-Wage, High-Growth Careers.*
- Goal # 3: Improving the Service Delivery System *to both employers and workers.*
- Goal # 4: Develop stronger Partnerships *with stakeholders and service providers.*
- Goal # 5: Increase Customer Awareness *through expanded career counseling and financial responsibility training.*

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- Goal # 6: Promote Staff Development *through participation in NAWDP certification.*
- Goal # 7: Respond to Labor Market Needs *through the pursuit of non-traditional funding sources and waivers.*
- Goal # 8: Leadership Development.

Discussion on the goals resulted in changes to the statements. The new goal statements for SWWDB were revised as follows:

- **Goal #1 – Support the business community in growth and development through a clearly defined business services plan.**
- **Goal #2 – Improve the workforce readiness in high wage, high growth careers.**
- **Goal #3 – Improve the service delivery system for employers, workers and jobseekers.**
- **Goal #4 – Develop stronger partnerships with stakeholders and service providers.**
- **Goal #5 – Increase customer awareness through a well-developed marketing plan.**
- **Goal #6 – Promote staff development through a certification process.**
- **Goal #7 – Respond to labor market needs through the pursuit of non-traditional funding sources and waivers.**
- **Goal #8 – Improve the financial viability of the workforce development system through fee for service initiatives.** (The Board believes that Goals # 7 & 8 should be combined and referred writing a new, combined statement to administration)

Requesting waivers of some of the DWD requirements are not a goal, they are a strategy for service delivery. Mr. Scaccia said that incumbent worker training is imperative for employers and SWWDB may need an additional goal. Incumbent worker money is almost non-existent; therefore, SWWDB has to go after new funding to address this need.

### Break

When the meeting resumed, the Board discussed who should serve as the One-Stop Operator in southwest Wisconsin. Ms. Charles explained that currently SWWDB is designated as the OSO. She asked for a recommendation regarding the OSO. Dr. Knox asked what the recommendation of the staff was pertaining to this issue? Ms. Charles indicated that during the partner discussions the program operators and staff agreed that SWWDB should remain as the OSO. Changing this structure would add an additional layer of administration as well as cost to the process. Mr. Ward jokingly asked if this was a rhetorical question. Ms. Tucker emphasized that as OSO, the Board is responsible for the operation of the Job Centers within the southwest WDA. Dr. Knox then recommended that the board remain as the OSO and the Board unanimously agreed.

The discussion then moved to the current Job Center service delivery system and what changes were needed – how many CJs and APSs should there be and where should they be located.

Lancaster (Grant), Monroe (Green), Dodgeville (Iowa), Darlington (Lafayette), Platteville (Grant), Richland Center (Richland), Janesville (Rock), and Southwest Wisconsin Technical College (Grant) are all functioning job centers with enough partner collaboration to be considered an APS. Some job centers meet the criteria necessary to be designated a CJC, especially Rock County. SWWDB needs to designate and operate at least one CJC per the

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WIA regulations. The question was discussed as to whether both Rock County and the Richland County Job Centers should become CJsCs. Ms. Charles stated that designating two CJsCs would create some duplicate costs and efforts (i.e., certified counselors, signage, business plans, etc.) Dr. Knox stated that there is a significant difference between Rock County and the rest of the five counties. Ms. Steinbicer asked if Rock County would incur more costs being the only CJC. Mr. Scaccia commented that a CJC is comparable to a corporate office.

It is important to remember that the state is driving the definition of CJsCs and APSs, not federal rules. DWD is saying that the local area gets to designate the types of Job Centers because the WDBs are expected to manage and pay the associated costs. Ms. Moe asked if SWWDB could change the status of a Job Center at any time. Ms. Tucker found in the criteria that SWWDB may change the designation of a CJC at any time when the center meets all criteria.

Mr. Upperton commented that this criterion is partially a federal regulation because every WDA needs at least one CJC. Mr. Upperton further stated that he did not feel there would be much difference in costs. Ms. Lee indicated that designating more than one CJC will increase administrative costs (i.e., staffing, etc).

The question was raised on whether Richland Center could be designated a CJC. Mr. Scaccia believes that there was too much emphasis on the perception of Rock County vs. the other five counties. However, Mr. Ward felt that the focus of the discussion was not based on the division between the two areas. Mr. Palzkill stated that SWWDB is functioning as a six county area, however there are agencies that do not service all six counties. Mr. Ward stated that it was important to obtain a level of comfort with the decision. Dr. Knox further stated that it is also important to have a rationale to give people as to why certain decisions are made. Mr. Finley stated that there has to be assurance that all counties receive the same services. Mr. Palzkill commented that much of the driving force behind the decision on the job center system is politics. Mr. Daly further commented that all of the LEOs were invited to come today, however none of them were able to participate.

Dr. Knox raised the question of how to decide where to have the "corporate headquarters". She wondered if it should be where the majority of the staff is located, which then posed the question of why the SWWDB administrative staff moved to Platteville if "corporate headquarters" are in Janesville (if that's where the CJC is to be designated). Mr. Orzechowski asked if there are different levels of APSs. Ms. Tucker said there are minimum requirements; however, only one partner is necessary for a job center to be designated an APS. Dr. Knox asked who the required partners are in an APS. Ms. Tucker stated there are not specific partner requirements for an APS, there just has to be at least one.

The question was raised as to whether it would be possible to keep all of the current job centers as APSs and deliver services on an itinerant basis? Dr. Borremans reiterated that SWWDB will not know what its 2006-07 allocation is until after the plan is due at the end of March. Therefore, it will not know how many Job Centers it can afford to maintain.

Mr. Scaccia suggested that the SWWDB staff should present a recommendation. Mr. Ward stated that a visual tool showing the number of clients served over the years would be helpful. Mr. Scaccia commented that the data presented earlier was too unreliable for a valid decision.

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Mr. Palzkill stated that it will be helpful to move toward greater use of technology and SWWDB can free resources by doing so. However, resources associated with Job Service that are freed up will likely be reallocated to other areas. Mr. Palzkill stated that by this summer, the Lancaster Job Center would be reduced to being open only two days a week. He noted that the Lafayette County Human Services department provides 40 hours/week of staff time in the resource room each week. At SWTC, college staff perform a variety of functions in the Job Center.

Mr. Orzechowski stated that he did not feel that the Board can make the decision, only staff can. Mr. Scaccia stated that SWWDB needs to look at what it costs to operate and what SWWDB has to work with. Mr. Ward said that it was obvious that Rock County should remain a CJC, and Richland County could feasibly be a CJC as well. He further stated that the most vulnerable Job Center would be the one in Lancaster. Mr. Palzkill stated that the T1 lines are currently \$1,200 a month; however, the State is switching over to BadgerNet.

Ms. Charles inquired about the benefit of breaking the job centers down into three categories – CJC, APS, and also a “kiosk” site through simply a computer terminal at a location like a library. Dr. Borremans stated that each APS needs an MOU and the partner agency must agree to certain conditions supporting service delivery. Mr. Scaccia stated that he feels it is a money issue right now. He asked how much costs need to be reduced, yet we still want to provide quality services. Ms. Meudt referred the Board members to the earlier handout that listed each Job Center’s partners and operating costs. She further stated that when SWWDB contracts with an agency, SWWDB loses detailed information on costs. Agencies use WIA funds, along with other funding sources (i.e. TAA, Wagner-Peyser, etc.), to pay operating costs.

Dr. Knox reiterated that the best thing would be to have SWWDB staff make a recommendation after examining the costs and service delivery factors. Dr. Borremans stated that without the allocation information, it will be difficult to arrive at a final decision on whether another CJC could be designated. Dr. Borremans recommended keeping one CJC at this time, and attempting to maintain services at the Job Center locations. **Mr. Ward moved and Mr. Scaccia seconded a motion to designate the Rock County Job Center as the Comprehensive Job Center and have the remaining the Job Centers specified as Access Points of Service. Motion carried unanimously.**

The median wage for the Southwest Wisconsin WDA has been determined as \$12.93/hour for all six counties combined. SWWDB members felt this was an unacceptably high figure and it was skewed because of the high wages paid by GM. **Ms. Tibbetts moved and Mr. Daly seconded a motion to submit a waiver requesting that the median wage for SWWDB be based on county-by-county figures as opposed to the WDA-wide wage of \$12.93/hour. Motion carried unanimously.**

The Board agreed that SWWDB should apply for a waiver to provide incumbent worker training. **Mr. Palzkill moved and Mr. Finley seconded a motion to submit a waiver allowing SWWDB to serve and provide training to incumbent workers. Motion carried unanimously.**

Should SWWDB also apply for other resources, such as grant funds, to meet this need and encourage the State to set aside its money for incumbent worker training? Answer – Yes. **Ms. Knox moved and Mr. Scaccia seconded a motion to direct SWWDB to diversify its resource based by applying for other grants and other funding. Motion carried**

**unanimously.**

The planning process directs an emphasis on “high wage, high-growth” industries. Healthcare is a mandated industry sector, but SWWDB may designate other industries for focus. Based on a review of labor market information, occupational projections, feedback from the economic development representatives and data collected through the GROW grant, the recommended areas of focus include Manufacturing (including food processing), Logistics and Bio-Economy. Dr. Knox questioned what training was involved in bio-economy jobs. Ms. Charles indicated that bio-economy involves ethanol production and agri-business processes. **Ms. James-Baker moved and Mr. Hogan seconded a motion to accept Health Care, Manufacturing, Logistics and Bio-Economy as the “high wage, high growth” industrial areas of focus for Southwest Wisconsin. Motion carried unanimously.**

Dr. Borremans stated that Board members will receive an e-mail, within the next couple of days from the Wisconsin Forward Award organization containing the Baldrige Express Self-Assessment Survey. He encouraged members to fill it out and send it back. The survey is part of the continuous improvement process required by the guidelines. It becomes the baseline for SWWDB when making improvement in the future. Partner agency members serving on the Board should answer the questions as SWWDB members, not as partner agency representatives.

**Ms. James-Baker moved and Mr. Scaccia seconded a motion adjourning the meeting. Motion carried unanimously.** The meeting was adjourned at 3:40 p.m.