

# MEMORANDUM



**Date:** March 2, 2022  
**From:** Maria Lauck, SWWDB Chairman  
**To:** SWWDB Members

**PRIVATE SECTOR**

Name	Business/Organization	County
Mr. Jason Aarud	JM Mechanical Piping	Rock
Ms. Brittni Ackley	Monroe Truck	Green
Mr. Ivan Collins	Rock County Central Labor Council	Rock
Mr. Christopher Comella	Inclusa	Rock, Green
Mr. Jeff Ellingson	Edelweiss Chalet Country Club	Green
Mr. Kendal Garrison	Lactalis American Group	Lafayette
Mr. Keith Kruse	Tricor Insurance	All
Ms. Jill Liegel	Land's End	Iowa
Mr. Andrew Marcotte	Blain Supply	Rock-All
Mr. Troy Marx	Upland Hills Health	Iowa
Ms. Heather Mclean	Reddy Ag Service, Inc. /Ross Soil Service, LLC.	SW Counties
Ms. Lisa Omen	Forward Services Corporation	All
Mr. Dale Poweleit	Steamfitters Local #601	Green, Iowa, Lafayette, Richland, Rock
Mr. Tom Schmit	Hodan Community Services	Iowa
Mr. David Smith	Grant Regional Health Center	Grant
Mr. Michael Williams	Bricklayers and Allied Craftworkers	All

**PUBLIC SECTOR**

Name	Organization	County
Mr. Art Carter	Green County Board & CLEO	Green
Ms. Heather Fifrick	SW Wisconsin Technical College	SW Counties
Ms. Linda Hendrickson	Unemployment Insurance Benefit Center	Dane
Ms. Ela Kakde	Platteville Area Economic Development Corporation	Grant
Mr. James Otterstein	Rock County Economic Development Agency	Rock
Dr. Tracy Pierner	Blackhawk Technical College	Rock, Green
Mr. Dave Shaw	Bureau of Job Service	All
Ms. Andrea Simon	Division of Vocational Rehabilitation	All

**RE: Southwest Wisconsin Workforce Development Board Meeting Notice**  
 Wednesday, March 9, 2022 from 2:30 p.m. – 4:00 p.m.  
 Location: Video Conference

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The Southwest Wisconsin Workforce Development Board meeting is scheduled for Wednesday, March 9, 2022, at the time and place noted above. The agenda for the meeting is attached and provides links to the enclosure documents. This will allow you to read the documents online or download them.

NOTE: All enclosures will be hyperlinked to SWWDB's website. They may be previewed and/or downloaded by clicking on the enclosure number.

In the interest of time, please direct questions regarding any of the agenda items or enclosures to Rhonda Suda at (608) 314-3300, Ext. 305 or [r.suda@swwdb.org](mailto:r.suda@swwdb.org) prior to the meeting.

If you are unable to attend the meeting, please contact Katie Gerhards at [k.gerhards@swwdb.org](mailto:k.gerhards@swwdb.org) or (608) 314-3300, Ext. 230 no later than **2:00 p.m., Tuesday, March 8, 2022.**

**Southwest Wisconsin Workforce Development Board (SWWDB) is an Equal Opportunity Employer & Service Provider.**

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For assistance, contact  
SWWDB Equal Opportunity Officer  
Ryan Schomber  
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Janesville, WI 53546  
(608) 314-3300 Ext. 303  
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**Deaf, hearing or speech-impaired callers may reach us by the Wisconsin Relay number 711.**

# AGENDA

Southwest Wisconsin Workforce Development Board, Inc.

Wednesday, March 9, 2022

2:30 p.m. to 4:00 p.m.

Video Conference  
(Members can call in if they prefer.)

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- All times are approximate -

● = Action required

2:30 p.m.

## 1. Welcome; Call to Order; Roll Call

Katie Gerhards will conduct a roll call of members and guests.

Please welcome new Board member, Keith Kruse, who is replacing Gina Erickson. Mr. Kruse is Partner and Vice President of Business Accounts at Tricor Insurance. Also welcome Bridgette Stoeckel, Local Program Liaison for Workforce Development Area (WDA) 11.

2:35 p.m.

## ● 2. Approval of Minutes of SWWDB Meeting

Minutes of the December 8, 2021, SWWDB meeting are contained in [Enclosure 1](#).

Approval of the minutes from the December 8, 2021, meeting is requested.

2:40 p.m.

## ● 3. Financial Reports

Danielle Thousand will share the SWWDB financial statements representing a draft of the financial condition of the organization through December 31, 2021. The following reports are submitted for review and consideration:

- Balance Sheet – [Enclosure 2](#)
- Statement of Operations – [Enclosure 3](#)

Additionally, SWWDB receives grants and contracts throughout the year that either increase or reduce the originally approved fiscal year budget. Budget modifications for the 2021-22 Program Year are listed in [Enclosure 4](#).

Approval of the Program Year (PY) 2021-22 financial statements for the period ending December 31, 2021, including the Budget Modifications, is requested.

2:55 p.m.

#### 4. Old Business

During the December meeting, a few questions were posed that required additional time to fully respond to.

- **Construction Up Training Incentive:** Mr. Williams asked if apprentices would receive “credit” for training that was completed prior to enrollment into the Worker Advancement Initiative. At the time of the agenda’s publication, SWWDB is still waiting for a response to this question.
- **Manpower Service Contract:** Members expressed concern relating to increasing Manpower’s service contract. While members voted to approve the increase, Ms. Suda stated she would provide additional clarification as to the reasoning and purpose behind the modification request. This information was shared with all Board members on December 30, 2021, and again on January 12, 2022. A copy of this document is provided in [Enclosure 5](#).
- **Manpower Modification:** As requested, Ms. Suda has prepared a summary of the modification ([Enclosure 6](#)), which includes award and participation adjustments.
- **DWD 2020-21 Monitoring:** The Department of Workforce Development (DWD) is reviewing SWWDB’s latest submission.

#### 5. New Business

3:10 p.m.

##### A. Prairie du Chien Correctional Institution

SWWDB has been awarded an additional \$37,500 to staff the job center at the Prairie du Chien Correctional Institution through June 30, 2022. This initiative is funded through a Fast Forward grant awarded to the Department of Corrections (DOC). DOC has also indicated that SWWDB will have the grant next program year which is estimated to be at \$75,000.

3:15 p.m.

##### B. WIOA Annual State Allotments

The Department of Labor (DOL) has forecasted Program Year Title 1 state allotments, which indicate a 10% decrease. The Department of Workforce Development (DWD) will release the sub-state allocation estimates within the next couple of months.

3:20 p.m.

##### C. Biennial Board Recertification

The Workforce Innovation and Opportunity Act (WIOA) requires state workforce agencies to review and recertify local workforce development boards every two (2) years. The Department of Workforce Development (DWD) reviews the following in the recertification process:

- Membership of the local board complies with the membership criteria outlined in WIOA; and
- The local board has achieved positive outcomes in the most recent period of certification, including successful attainment of performance accountability measures and achievement of sustained fiscal integrity.

DWD recertified the Southwest Wisconsin Workforce Development Board through June 30, 2023 ([Enclosure 7](#)). DWD has changed the certification period from every two (2) calendar years to every two (2) program years, meaning this certification period is only for 18 months.

**6. Committee Updates**

None.

3:30 p.m. ● **7. Consent Agenda**

SWWDB’s standard consent agenda includes policies and performance reports. These items can be approved in one action, rather than through the filing of multiple motions.

**A. Approval of SWWDB Policies and Revisions**

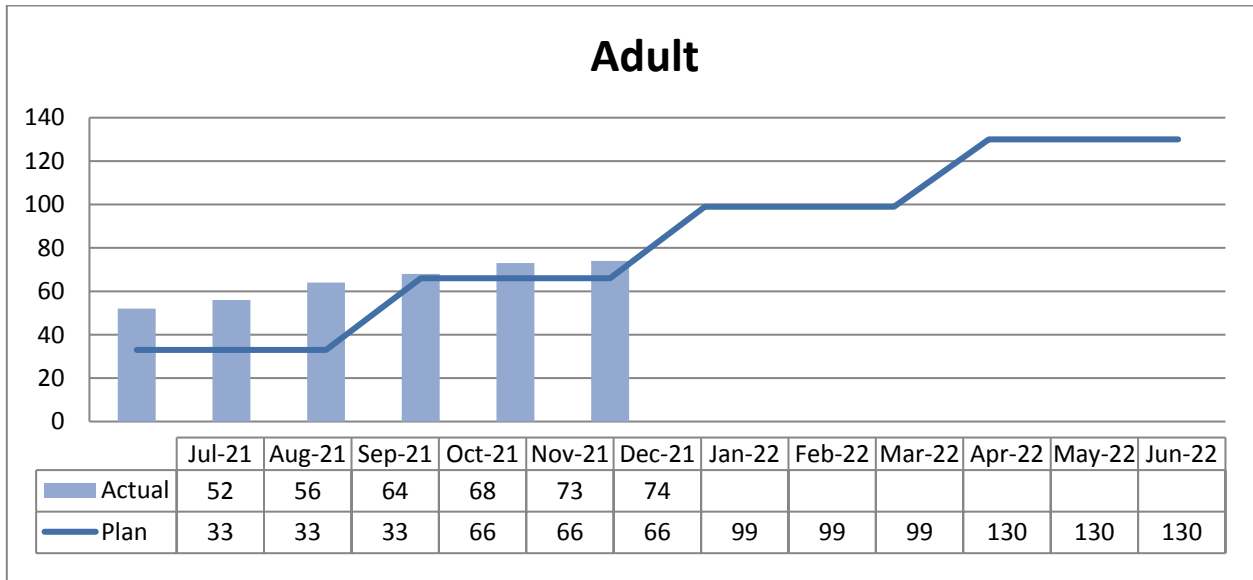
[Enclosure 8](#) includes one (1) revised policy:

- E-360 Incumbent Worker Training Policy – this policy is updated to reflect that SWWDB no longer uses Salesforce.

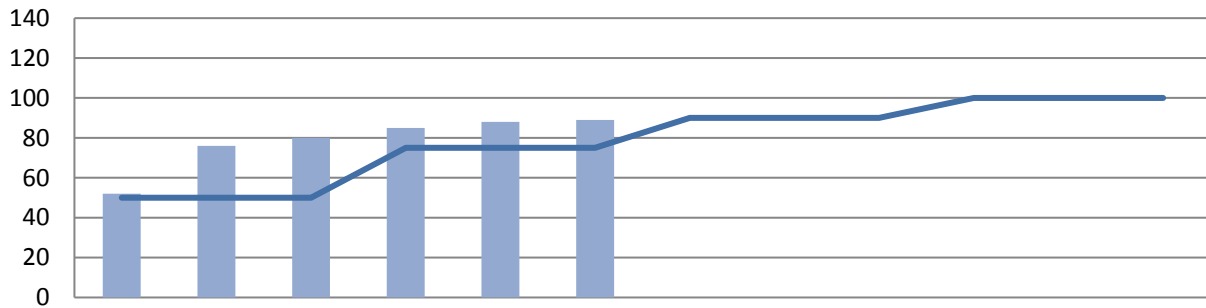
**B. Performance Reports**

**WIOA Planned Participation**

The Workforce Innovation and Opportunity Act (WIOA) service provider contract includes participation goals. Failure to achieve the stated participation goals, within a 10% variance, requires a corrective action plan. Manpower struggled to meet the goals for the Youth program. This is not surprising given the effects of the pandemic.

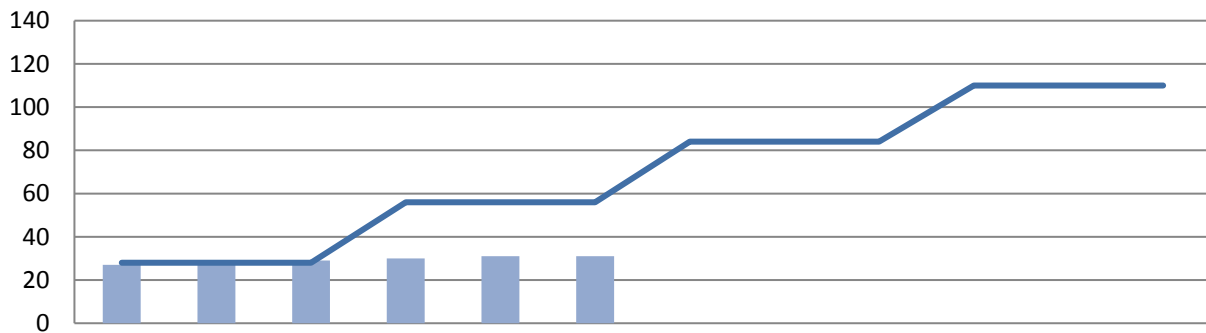


## Dislocated Worker



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Actual	52	76	80	85	88	89						
Plan	50	50	50	75	75	75	90	90	90	100	100	100

## Youth



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Actual	27	28	29	30	31	31						
Plan	28	28	28	56	56	56	84	84	84	110	110	110

### **WIOA Performance Measures**

WIOA requires performance accountability. The U.S. Department of Labor (DOL) holds state and local areas accountable through the application of performance measures. These performance indicators are an assessment of the effectiveness of the public workforce system at the state and local levels. Every “Titled” program within WIOA utilizes the same performance measures/indicators. This performance period accounted for those who exited the program between July 1, 2019, through December 31, 2020. The results below represent the rolling four quarters model reported to DOL.

It should be noted that DOL released Training and Employment Notice (TEN) 14-21 indicating how they would assess Program Year (PY) 2020 and 2021. From discussions between DOL and states, it was decided that only WIOA Title I and III would be assessed for PY 2020 and 2021. There will be only two (2) measures assessed: Employment Rate 2nd Quarter and Median Earnings. DOL will be assessing the states for these two (2) measures at 50% of the negotiated rate. To align the local areas with what DOL allowed of the states, it was determined that the local areas will be held to the same standards of the state. This would mean that local areas would be required to meet at least 50% of its negotiated rate

with the state. This action covered PY 2020 and will cover PY 2021. An official statement from DWD is expected to be released this week.

2021.2022 Program Year	PY 2021 Plan	Actual Q1*	90%	50%	Exit Cohort	Performance Period
<b>ADULT PROGRAM</b>						
Q2 Unsubsidized Employment	76%	67.10%	68.40%	38.00%	1/1/20-12/31/20	7/1/20 – 6/30/21
Q4 Unsubsidized Employment	74%	67.20%	66.60%	37.00%	7/1/19-6/30/20	7/1/20 – 6/30/21
Q2 Median Earnings	\$5,000	\$6,535	\$4,500	\$2,500	1/1/20-12/31/20	7/1/20 – 6/30/21
Credential Attainment Rate	66%	72.40%	59.40%	33.00%	1/1/20-12/31/20	7/1/20 – 6/30/21
Measurable Skill Gains	42%	76.70%	37.80%	21.00%	1/1/21-12/31/21	1/1/21–12/31/21
<b>DISLOCATED WORKER PROGRAM</b>						
Q2 Unsubsidized Employment	82%	66.1%*	73.80%	41.00%	1/1/20-12/31/20	7/1/20 – 6/30/21
Q4 Unsubsidized Employment	79%	69.8%*	71.10%	39.50%	7/1/19-6/30/20	7/1/20 – 6/30/21
Q2 Median Earnings	\$7,500	\$7,185	\$6,750	\$3,750	1/1/20-12/31/20	7/1/20 – 6/30/21
Credential Attainment Rate	70%	72.70%	63.00%	35.00%	1/1/20-12/31/20	7/1/20 – 6/30/21
Measurable Skill Gains	55%	59.60%	49.50%	27.50%	1/1/21-12/31/21	1/1/21 – 2/31/21
<b>YOUTH PROGRAM</b>						
Q2 Unsubsidized Employment/Ed	70%	69.40%	63.00%	35.00%	1/1/20-12/31/20	7/1/20 – 6/30/21
Q4 Unsubsidized Employment/Ed	68%	71.10%	61.20%	34.00%	7/1/19-6/30/20	7/1/20 – 6/30/21
Q2 Median Earnings	\$3,000	\$4,968	\$2,700	\$1,500	1/1/20-12/31/20	7/1/20 – 6/30/21
Credential Attainment Rate	62%	65.00%	55.80%	31.00%	1/1/20-12/31/20	7/1/20 – 6/30/21
Measurable Skill Gains	32%	78.60%	28.80%	16.00%	1/1/21-12/31/21	1/1/21–12/31/21
	Exceed	9				
	Meet	6				
	Fail					

(\*) – indicates they would have failed if not for recent DOL (50%) Guidance.

### **FoodShare Employment and Training (FSET)**

Able-bodied adults without dependents who receive FoodShare benefits are required to meet 80 hours of work requirements every month. Participating in the FoodShare Employment and Training (FSET) program is one way individuals can be in compliance to this requirement. Additionally, any FoodShare recipient who is 16-years old or older can volunteer for the FSET program and receive services.

The table below provides an overview of SWWDB's compliance to the Service Level Agreement goals indicated in the contract held with the Department of Health Services.

Service Level Agreement Goal 10/2021 to 9//2021	Plan	QTR 1	QTR 2	QTR 3	QTR 4
Average Monthly Enrollment to Referral Ratio	25%	62.5%			
Component Participation	40%	79.2%			
Education and Training Component	25%	50.1%			
Contacting Referrals	95%	100%			
Scheduling Appointments	95%	100%			

Board approval to accept the consent agenda as presented is requested.

## 8. Organizational Information & Recurring Business

3:35 p.m.

### A. Rapid Response Activity/Updates

Upon notification of a company closing or significant layoff, SWWDB and job center partners organize Rapid Response events with the employer to introduce the affected employees to the services available within the public workforce system and to answer questions relating to unemployment, retraining, local employment opportunities, etc. The table below provides an overview of layoff/closure activity since July 1, 2021.

No Board action is required.

Program Year 2021-22					
Company Name	Layoff Date	Affected Employees	RR Sessions or Meetings Held	Attendance	Receiving Services in DW Program
Durr Universal	8/31/2021	87	3 sessions -7/13/2021 Job Fair -7/22/2021	84	12
HUFCOR	8/3/2021	166	2 sessions at Union Hall 6/27/2021 & 7/14/2021 Job fair 7/15/2021	150	29
Chrysler	7/23/2021	1,641	Outside WDA	NA	12
TMD	1/23/2022	27	No response to outreach	-	-
Exclusive Company	3/22/2022	Unknown	Outreach in progress	-	-
Bloomfield Healthcare and Rehabilitation Center	April 2022	66	2 sessions on 2/7/2022 and 1 session on 2/28/2022	40	0

## 9. Local Retention

3:40 p.m.

### A. Local Retention – Workforce Innovation and Opportunity Act (WIOA)

Provided below is information regarding local retention (defined as participants working within the local area post-program exit). Since July 1, 2021, 70 participants have exited Workforce Innovation and Opportunity Act (WIOA) programs. As of December 30, 2021, placement information indicates that of the 70 WIOA participants that exited in the program year, 49 (70%) are employed or going to school post-program exit. Of those, 49 (100%) are going to school or working in Wisconsin. WDA 11 retained 44 (89.9%) of these individuals in employment or education compared to 1 (2%) in WDA 10, 1 (2%) in WDA 9, and 3 (6.1%) in WDA 1.

No board action is required.



3:45 p.m.

**10. Discussion: Article from the Federal Reserve Bank of Atlanta (*Time Permitting*)**

The Atlanta Fed published the article, “*Will Wage Growth Alone Get Workers Back Into the Labor Market? Not Likely.*” ([Enclosure 9](#)). If time permits, Ms. Suda encourages discussion on this topic: wages alone will not attract and retain workers; what can we do different.

3:55 p.m.

**11. CEO’s Report**

- Updated agreement between SWCC and the SWWDB
- New hires and open positions
- Rock 5.0 Internship Program
- Partnership activity to resettle Afghan guests
- Talent Development Council Conference–TDCON2022 – Agenda provided in [Enclosure 10](#).
- Workforce Innovation Grant – Round 2 applications are due April 15, 2022. A list of Round 1 funded projects is provided in [Enclosure 11](#).

4:00 p.m.

**12. Chairperson’s Report**

4:05 p.m.

**13. Adjournment**

The next SWWDB meeting is scheduled for June 8, 2022.

- **Action Requested**  
**All Times are Approximate.**

Southwest Wisconsin Workforce Development Board, Inc. Board Meeting

December 8, 2021

Meeting Minutes

The Southwest Wisconsin Workforce Development Board met on Wednesday, December 8, 2021, at the Edelweiss Chalet Country Club and via teleconference. Attendance was as follows:

**Members Present:** Ms. Maria Lauck, Chairperson  
Mr. Jeff Ellingson  
Ms. Heather Fifrick\*  
Mr. Kendal Garrison\*  
Ms. Linda Hendrickson\*  
Ms. Ela Kakde\*  
Mr. Andrew Marcotte\*  
Mr. Troy Marx\*  
Ms. Heather McLean\*  
Ms. Lisa Omen\*  
Mr. James Otterstein  
Dr. Tracy Pierner  
Mr. Dale Poweleit\*  
Mr. Dave Shaw\*  
Ms. Andrea Simon  
Mr. Michael Williams

**Members Excused:** Mr. Jason Aarud  
Ms. Brittini Ackley  
Mr. Art Carter  
Mr. Ivan Collins  
Mr. Christopher Comella  
Ms. Gina Erickson  
Ms. Jill Liegel  
Mr. Tom Schmit  
Mr. Dave Smith

**Staff Present:** Mr. Kaury Fargo\*  
Ms. Katie Gerhards  
Ms. Gail Graham  
Mr. Matt Riley  
Ms. Rhonda Suda  
Ms. Danielle Thousand  
Mr. Jimmy Watson

**Other Guests:** Mr. Derek Hilst, Wegner CPAs\*

\*Joined via teleconference.

**1. Welcome; Call to Order; Roll Call**

Ms. Lauck called the meeting to order at 3:05 p.m. and welcomed members, staff, and guests. Motion made by Mr. Otterstein, seconded by Mr. Williams, to open the meeting. **Motion carried unanimously.**

Ms. Lauck welcomed new Board member Andrew Marcotte from Blain Supply.

**2. Approval of Minutes of SWWDB Meetings**

The minutes of the September 8, 2021, SWWDB meeting were presented to Board members for review and discussion. There was no discussion.

Motion made by Mr. Poweleit, seconded by Dr. Pierner, to approve the September 8, 2021, meeting minutes. **Motion carried unanimously.**

**3. Financial Reports**

Board members were presented with the financial reports through September 30, 2021. The financial reports include the Balance Sheet, Statement of Operations, and 2021-22 Budget Modifications.

## ENCLOSURE 1

The Balance Sheet represents a draft of the financial statements through Quarter 1 (July 1 – September 30). Ms. Thousand went over a few accounts that may seem out of balance. Accounts 1201-Prepaid Vision Insurance and 1245-Dental Insurance Prepaid are showing a negative balance because SWWDB had an employee who was going out on extended leave. The SWWDB Finance Dept. had the employee prepay their share of benefits because the employee was unsure how long they would be out and SWWDB owes that employee coverage.

Account 1540-PAS Rewrite Project is a new account. PAS stands for Payment Authorization System. It is SWWDB's vouchering system. A down payment of half has been made to the software developers. Once the project is complete, it will be amortized over a 10-year period.

Account 3003-Accrued Vacation is vacation that has been earned but not used in Quarter 1. SWWDB's operating year is July 1 through June 30. Vacation that is carried over from one year to the next must be used by June 30 or it will be lost. Ms. Thousand added that unused vacation can be carried over, but cannot be paid out. The Balance Sheet shows that revenue is exceeding expenses by \$45,856.70.

The Statement of Operations was presented to Board members. Because SWWDB is through Quarter 1 of the fiscal year, the goal in the column labeled "Pct" is to be around 25% spent. Revenues are showing 24.07% spent and expenses at 24.86%. These numbers compare budget to actual. Overall, SWWDB is right in line.

Conference season tends to occur in Quarter 2. This is why account 6156-Lodging is showing 4.57% spent and account 6155-Meals is showing 9.67% spent. These are expected to increase.

Account 6170-Staff Train/Development is showing 382.03% spent. When the budget was approved by Board members in June, SWWDB had not received the Pathways Home 2 grant. This grant came with training staff needed to complete. The Pathways Home 2 grant funding is accounted for in the budget modifications that will be presented later in the meeting.

Account 6709-Incentives is showing 32% spent. This is due to the Foster Care/Independent Living grant. Eligible youth participants can receive direct stimulus payments of \$1,000 per month for six (6) months.

SWWDB is in a good financial position. Ms. Lauck asked Board members if there were any questions on the financial statements thus far. There were none.

The Budget Modifications show changes to the budget since the last meeting. The biggest changes are receiving the Pathways Home 2 grant worth \$3.8 million and the Worker Advancement Initiative (WAI) grant worth \$1.6 million. Between these two (2) grants, SWWDB's budget has almost doubled and also provides SWWDB with great opportunities.

Ms. Suda explained that both grants are multi-year grants. Of the \$3.8 million Pathways Home 2 grant, a portion will roll over into next year and the next year and so on. The grant will assist individuals coming out of the correctional system at the county jail level or the Department of Corrections (DOC) level. SWWDB will be working with the county jails in the 6-county area, as well as the prison in Prairie du Chien and Oregon. Both institutions are not in SWWDB's workforce development area (WDA), but SWWDB administration has found that many individuals are being released from the Oregon facility into the SWWDB WDA. Basic criteria for the grant include being able to work in the United States, must be incarcerated upon enrollment, must be within 20 to 180 days of release, and will have the same Case Manager throughout enrollment. Some changes are allowed, but the Re-Entry Unit at the Department of

## ENCLOSURE 1

Labor (DOL) has indicated the importance for individuals coming out of corrections to have sustainability with the individuals that are helping them and not constantly changing.

SWWDB is partnering with three (3) workforce development boards (WDBs) to serve 800 individuals in three (3) years across all WDB areas.

The Worker Advancement Initiative (WAI) is a series of several projects that SWWDB administration decided were important to the infrastructure of the workforce in Southwest Wisconsin. These projects include Essential Child Care, Construction Up, Power Skills: Transferable-Employability Program, Truck Driver Short-Term Training, and Accelerated Industrial Maintenance.

Students in a Child Care/Early Childhood Education training program earning their certificate or associates degree will receive assistance. While in training, the students can also receive a stipend of up to \$100 per week. Examples of assistance include, but are not limited to, tuition, fees, books, gas, and work uniforms.

Apprentices in Construction/Trades will receive assistance to help offset the cost of day school training up to \$5,000 and/or assistance with supportive costs such as boots, tools, etc. Once 1,000 hours of training is completed, apprentices will receive a stipend of \$1,000.

Mr. Williams asked if apprentices currently in training qualify. Ms. Suda said yes. The Construction and Child Care projects will accept new apprentices/students and current apprentices/students. Mr. Williams asked when the 1,000 hours starts. Ms. Suda responded that those details were not indicated, but will check on it.

Power Skills: Transferable-Employability program is a 40-hour class. It can be taken over the course of one (1) week or a series of weeks and provides soft skills training in communication, teamwork, adaptability, and leadership. These are skills employers are looking for as a result of employer surveys. The grant will cover the cost of the training. Once the training is completed, participants will receive a stipend of \$200. If the participants are not working, SWWDB staff will help with job searching, resume development, etc.

The Truck Driver Short-Term Training is on hold because SWWDB wrote the grant to serve a certain number of individuals. There is a great need for truck drivers and the cost of training is expensive. SWWDB administration wants to get the other projects off the ground first.

SWWDB will receive assistance from Community Action, Inc. (CAI) partners on this grant. CAI works with very low income individuals. CAI has found that after individuals go through training and obtain a high paying job, their public assistance stops. CAI has indicated that these individuals struggle to keep their job and pay bills on their own after losing public assistance. Ms. Suda stated that this grant will help bridge the gap by providing supportive assistance and provide financial planning.

The Accelerated Industrial Maintenance project will provide assistance with the cost of tuition, books, and fees for entry-level Industrial Maintenance Technician training. Participants can also receive a stipend of \$13.00 per hour for the hours they are in training.

Ms. Thousand pointed out the other budget modifications. Under the Employment Recovery Dislocated Worker grant (ERDWG), SWWDB received the second year of funding. Additional funding was received for the Hufcor, Inc. and Durr Universal dislocation grants via a grant modification as well as Youth Apprenticeship. With approval from the Department of Workforce Development (DWD), \$40,000 was transferred from the Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker program to the WIOA Adult program as this is where the need is. Lastly, the Independent Living/Foster Care grant

## ENCLOSURE 1

modification includes the direct stimulus payments for eligible participants and the match that will allow SWWDB to help with the purchase of a used car.

Motion made by Mr. Otterstein, seconded by Ms. Simon, to approve the Program Year (PY) 2021-22 financial statements for Quarter 1, including the Budget Modifications, as presented. **Motion carried unanimously.**

#### 4. New Business

##### A. **Fiscal Year 2020-21 Audit**

The audit for the fiscal year ending June 30, 2021, was conducted virtually October 4 through October 8, 2021 by Wegner CPAs of Madison. Ms. Suda introduced Derek Hilst, Senior Manager, with Wegner CPAs who reviewed the results with Board members. SWWDB administration is seeking approval of the draft audit report and the draft Form 990.

Mr. Hilst thanked SWWDB staff for their help during the audit. Like last year, the audit was conducted virtually. Overall, the audit was clean with no findings or questioned costs. No audit entries were proposed or adjustments to be made. There were also no material weaknesses or deficiencies. The only recommendation is preparing for the upcoming lease standard taking effect in fiscal year (FY) 2023.

The Workforce Innovation and Opportunity Act (WIOA) was the major program audited. Wegner CPAs rotates between SWWDB's two (2) major programs from year to year because in order to be considered a low-risk auditee, any federal program over the threshold of \$750,000 has to be tested once every two (2) years. The Foodshare Employment and Training (FSET) program will be the major program audited next year.

Ms. Lauck thanked Wegner CPAs and SWWDB staff for all their hard work. Mr. Williams asked if the draft audit report and draft Form 990 have already been approved at the Ad Hoc Audit Committee meeting. Ms. Suda said no and clarified that when the SWWDB Ad Hoc Audit Committee met at the close of the audit, committee members and Wegner staff went over any issues Wegner CPAs may have discovered or concerns.

Motion made by Mr. Williams, seconded by Dr. Pierner, to approve the audit report and Form 990 as presented. **Motion carried unanimously.**

##### B. **WIOA Provider Contract Modifications**

SWWDB administration is seeking full Board approval to modify Manpower's contract by \$115,500. Ms. Suda explained that SWWDB administration is very conservative when it comes to contract awards based upon participation levels within the different programs. As indicated earlier in the meeting, SWWDB has additional resources available. Therefore, there are additional resources that can be passed along to Manpower. This is important because in Quarter 1, Manpower lost three (3) employees. In order to rehire, Manpower has to increase their wages. SWWDB has the additional resources and is expecting more enrollments from Manpower. Ms. Suda stated that the modification will be used for the increase in enrollments and with staffing costs. These funds will not affect the resources already set aside for training and supportive services.

Manpower Government Solutions' contract would be modified by the amounts listed in Table 1.

**Table 1**

<b>Type</b>	<b>Awarded</b>	<b>Proposed Modification</b>	<b>Modified Award</b>
WIOA Adult	\$100,000	-	\$100,000
WIOA Dislocated Worker	\$50,000	\$15,000	\$65,000
WIOA Youth	\$200,000	\$50,000 in WEX funds	\$250,000
WIOA DWG: Employment Recovery	\$52,500	\$37,500	\$90,000
WIOA DWG: Support to Communities	\$22,500	\$13,000	\$35,500
One-Stop Operator	\$25,000	-	\$25,000
	\$450,000	\$115,500	\$565,500

Ms. Suda noted that in all program areas, except the Youth program, Manpower is exceeding enrollment numbers. There are still enrollment problems in the Youth program. At this time, staff are unable to go into the schools to work with and inform the youth about the programs available to them. However, SWWDB has seen a slight turnaround in work experience.

Dr. Pierner asked if Manpower bid on this contract. Ms. Suda said yes, Manpower was awarded the contract. The Workforce Innovation and Opportunity Act (WIOA) requires local boards to procure a service provider/organization to deliver career services. The career services are defined by WIOA. The enrollment materials, processes, and procedures are defined by SWWDB. At the time of procurement, Manpower submitted a proposal for \$450,000 because that was what SWWDB had indicated was available at the time. Their application had indicated an understanding of what was needed regarding WIOA.

The modification in some program areas is understandable as more individuals are being served in those areas. However, the numbers in the Youth program are down as previously presented in the meeting. Some Board members are concerned about the modification increase in the Youth program when Manpower is not serving the number of individuals indicated in their proposal. Ms. Suda explained that the Youth program is slightly different. SWWDB has to segregate 20% of the funds for work experience (WEX). This is direct wages to youth in a subsidized work program and/or staff time to work with the work experience. SWWDB has found that more funds are spent per person on Youth participants than Adults and Dislocated Workers. This is primarily because they have to have a significant barrier and meet certain income requirements in order to be eligible for the program.

SWWDB has the additional resources now and two (2) years to utilize them. By giving Manpower the resources they need and a three-year contract, they are able to budget so that when/if they have to bring on additional staff or if they have to offer increased wages in order to be more competitive in order to get the staff needed, they know what those resources will be. Since this is the first year of Manpower’s contract, the funds Manpower is awarded now will be permitted to be carried over. When SWWDB looks to modify their contract for next program year, Board members will be presented with their spending levels. The contract will be adjusted according to those levels.

Ms. Suda reminded Board members that SWWDB operates on a cost-reimbursement basis and SWWDB administration monitors Manpower’s activities on a quarterly basis.

Ms. Suda continued to say that Manpower has been the WIOA service provider for many years and they have adjusted their staffing to the funding that is available. Like many businesses in this labor market, Manpower is currently struggling to maintain staff. And with WIOA, the learning curve is difficult and there is increased data entry and compliance when DWD conducts monitoring.

## ENCLOSURE 1

Dr. Pierner asked if with the additional funds SWWDB is going to require Manpower to serve more people. Some Board members agree that there is not a strong enough plan from SWWDB administration for the additional funds. Ms. Suda reassured Board members that Manpower will be enrolling additional participants. With that, Manpower has indicated their plan to hire an administrative individual to handle compliance/eligibility issues in addition to filling the third vacant position. Furthermore, Ms. Suda offered to obtain additional information for Board members and present it at the next meeting.

Dr. Pierner recommended goals and objectives that SWWDB would hold Manpower accountable for with the additional funds. Ms. Suda will do this and bring it back for review at the next meeting. Board members can vote to deny or table the modification until more information is gathered and presented.

Mr. Otterstein asked if there is a timing issue with this modification since the full Board meets quarterly. Ms. Suda responded yes and no. The modification includes the Employment Recovery Dislocated Worker grant (ERDWG) which ends September 2022. This gives SWWDB nine (9) months to spend the grant.

Ms. Lauck asked if there is already a mechanism in place by which SWWDB calculates the compensation Manpower is earning. Ms. Suda stated that it is a cost-reimbursement contract. At this time, Ms. Lauck asked Board members to consider approving the modification without the Youth portion because it is the largest and due to the questions posed. The modification would be for \$65,500 which excludes the \$50,000 for the Youth program.

Ms. Thousand said again that SWWDB has to spend 20% of the Youth funds directly on work experience participants. When SWWDB administration prepared the Request for Proposals (RFP) to procure a service provider, the numbers were based on funding that was continuously decreasing over the years. As SWWDB's funding declined, the amount passed through to service providers declined. This year, however, is the first time in a long time that funding increased, which opens a new set of challenges. One of those challenges relates work experience funds. The portion of the modification for Youth is very specific funding that has to be spent on work experience.

Ms. Lauck asked if there was mechanism in place to make sure the funds are judiciously used. Ms. Thousand said yes. Ms. Thousand goes through the invoices every month and conducts a desk review of them. This means Ms. Thousand spot checks one different thing every month before processing. Likewise, Manpower program and fiscal activities are monitored annually by SWWDB staff.

Motion made by Mr. Ellingson, seconded by Ms. McLean, to approve to modify Manpower Government Solutions' contract as presented. The floor was open for discussion. Dr. Pierner said there are no parameters and not enough information available to justify the modification. Ms. Thousand shared that she is not sure if Manpower will make it until March with current spending trends.

Ms. Lauck conducted a verbal roll call vote from Board members. The vote was as follows:

Number of votes	14
Necessary for approval/denial	9
Approved	9
Denied	5

## **Motion carried.**

Ms. Lauck recommended that SWWDB administration provide additional information to the full Board at the next meeting to address the concerns discussed.

## **5. Committee Updates**

### **A. Executive Committee**

The SWWDB Executive Committee met on September 22, 2021. The purpose of the meeting was for SWWDB administration to inform committee members that the organization received the Workforce Advancement Initiative (WAI) grant and to discuss a staff wage increase. The meeting minutes were presented for review and discussion.

Committee members met again on November 5, 2021, to discuss and approve subcontracting WAI services with Community Action, Inc. of Rock and Walworth Counties and Southwest Wisconsin Community Action, Inc. as well as 2022 employee benefit premiums. The meeting minutes were presented for review and discussion.

Dr. Pierner indicated that because he does not serve on the Executive Committee, he is unable to vote on approving the meeting minutes. Furthermore, Dr. Pierner asked if the full Board is being asked to approve the Executive Committee's recommendations in the meeting minutes or the meeting minutes alone. Ms. Suda responded that SWWDB's by-laws state that any action taken by the Executive Committee shall be reported to the full board at their next meeting. Committee meeting minutes have always been presented to the full Board, but does not require full Board approval.

Dr. Pierner asked if the Executive Committee is the authority for approving such actions as contract modifications, employee benefits, wage increases, etc. or are these the responsibility of the full Board. Ms. Suda said the SWWDB Executive Committee has the authority to approve personnel issues such as employee benefits and wage increases. In regards to contracts, transactions over \$25,000 require the approval of the full Board as the SWWDB Chief Executive Officer (CEO) does not have the authority to do so. The Executive Committee also has the authority to act on behalf of the full Board between meetings on such issues of urgency that cannot be held over and acted on by the full Board at the next regularly scheduled meeting.

The September 22, 2021, and November 5, 2021, Executive Committee meeting minutes were not approved because there was not a quorum of Executive Committee members present. The meeting minutes will be presented for review and approval at the next Executive Committee meeting.

### **B. Ad-Hoc Audit Committee**

The Ad Hoc Audit Committee met on October 4, 2021, at the opening of the audit and on October 7, 2021, at the conclusion of the audit. The meeting minutes were shared with Board members. The meeting minutes will be reviewed and approved at the next Ad Hoc Audit Committee meeting.

## **6. Old Business**

### **A. DWD Monitoring Update**

The Department of Workforce Development (DWD) responded to SWWDB administration's response to the monitoring. Many of the updates and replies were accepted by DWD, but there are several



## ENCLOSURE 1

concerns still outstanding. Some of the issues include disallowed costs between \$3,000 and \$4,000 that Manpower would be responsible for.

SWWDB administration must reply by Friday, December 10, 2021. Ms. Suda hopes to share the final report with Board members at the next meeting in March.

### 7. Consent Agenda

The items on the consent agenda were presented to board members for review and discussion. Ms. Suda briefly went over the performance reports.

Motion made by Dr. Pierner, seconded by Ms. Simon, to approve the items in the consent agenda as presented including the Workforce Innovation and Opportunity Act (WIOA) and Foodshare Employment & Training (FSET) performance and participation reports. **Motion carried unanimously.**

### 8. Organizational Information & Recurring Business

#### A. Rapid Response Activity/Updates

Board members were provided with an overview of lay-off/closure activity since July 1, 2021 (Table 2). This information is provided at every Board meeting per the Board's request.

**Table 2**

Program Year 2021-22					
Company Name	Layoff Date	Affected Employees	RR Sessions or Meetings Held	Attendance	Receiving Services in DW Program
Durr Universal	8/31/2021	87	3 sessions -7/13/2021 Job Fair - 7/22/2021	84	12
HUFCOR	8/3/2021	166	2 sessions at Union Hall 6/27/2021 & 7/14/2021 Job fair 7/15/2021	150	29
Chrysler	7/23/2021	1,641	Outside WDA	NA	12
TMD	1/23/2022	27			

Durr Universal and HUFCOR have closed. Chrysler is experiencing mass lay-offs once again and TMD in Beloit plans to lay-off 27 employees. SWWDB has reached out to TMD to set-up Rapid Response sessions but has not gotten a response.

### 9. CEO's Report

Ms. Suda indicated that the unemployment numbers in Southwest Wisconsin are back to where they were before the COVID-19 pandemic began. For employers, this means that the recruiting pool is small.

The Department of Corrections (DOC) reached out to SWWDB administration to discuss a contract modification that would include a SWWDB staff member working at the job center within their facilities. More information and discussion on this is to come.

Lastly, SWWDB is searching to fill the Limited Term full-time Project Coordinator position for the Worker Advancement Initiative (WAI) grant. It was published last week at \$20.00 per hour. If one of SWWDB's staff were to be hired, it is with the understanding that if their position or similar position is available at the end of the grant, they could fill it.

### 10. Chairperson's Report

## ENCLOSURE 1

Ms. Lauck thanked Board members and staff for attending. It would be appreciated if members could pass along the good word of the opportunities in the Southwest Wisconsin Workforce Development area.

### 11. Adjournment

Motion made by Dr. Pierner, seconded by Mr. Williams, to adjourn the meeting at 4:47 p.m. The next regularly scheduled board meeting will be Wednesday, March 9, 2022. **Motion carried unanimously.**

General Ledger System

SOUTHWEST WISCONSIN WORKFORCE DEVE  
For User: d.thousand  
Agency Balance Sheet

December 2021

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Date: 2/11/2022  
Time: 10:09:09 PM

Account Description	Balance Amount	Totals
Assets:		
1000 CASH	\$860,658.23	
1100 GRANT CASH RECEIVABLE	\$504,203.04	
1202 PREPAID PLATTEVILLE RENT	\$2,387.00	
1203 PREPAID CORP. INSURANCES	\$4,183.00	
1207 PREPAID SUBSCRIPTIONS	\$13,690.83	
1220 PREPAID RENT OTHER	\$1,868.00	
1250 PREPAID HEALTH INSURANCE	\$32,421.58	
1252 PREPAID FLEXIBLE SPENDING	\$217.00	
1310 PREPAID ROCK COUNTY RENT	\$3,890.52	
1500 AUTOMOBILE PURCHASE	\$25,708.38	
1501 ACCUMULATED DEPRECIATION	(\$137,885.71)	
1503 EQUIPMENT & FURNITURE	\$162,702.51	
1540 PAS REWRITE PROJECT	\$45,949.50	
Total assets		\$1,519,993.88
Liabilities:		
3003 ACCRUED VACATION	\$32,530.03	
3004 ACCRUED PAYROLL	\$99,983.18	
3089 FLEX PLAN MEDICAL	\$3,240.40	
3200 ACCOUNTS PAYABLE	\$128,737.28	
Total liabilities		\$264,490.89
Prior year fund balance	\$1,147,488.83	
Current fund balance	\$108,014.16	
Total liabilities and fund balance:		\$1,519,993.88

(Funds included: ALL)

General Ledger System

SOUTHWEST WISCONSIN WORKFORCE DEVE

For User: d.thousand

Agency Statement of Operations

December 2021

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Date: 2/11/2022

Time: 10:51:55 PM

Revenues

Account	-----Monthly-----			-----YTD-----			Annual estimated	Unrealized	Pct
	Estimated	Actual	Pct	Estimated	Actual				
5100 REVENUE	\$400,723.00	\$814,600.59	203.28%	\$2,404,338.00	\$2,062,885.68	\$4,808,685.00	\$2,745,799.32	42.90%	
5110 LEASED EMPLOYEE REVENUE	\$70,607.00	\$256,061.08	362.66%	\$423,642.00	\$468,410.86	\$847,295.00	\$378,884.14	55.28%	
5140 TICKET TO WORK REVENUE	\$4,194.00	\$0.00	0.00%	\$25,164.00	\$20,923.00	\$50,337.00	\$29,414.00	41.57%	
5150 BENEFIT ANALYSIS REVENUE	\$4,194.00	\$18,600.00	443.49%	\$25,164.00	\$45,300.00	\$50,338.00	\$5,038.00	89.99%	
5300 REVENUE INTEREST INCOME	\$87.00	\$80.02	91.98%	\$522.00	\$403.10	\$1,050.00	\$646.90	38.39%	
<b>Total Revenues</b>	<b>\$479,805.00</b>	<b>\$1,089,341.69</b>	<b>227.04%</b>	<b>\$2,878,830.00</b>	<b>\$2,597,922.64</b>	<b>\$5,757,705.00</b>	<b>\$3,159,782.36</b>	<b>45.12%</b>	

Expenditures

Account	-----Monthly-----			-----YTD-----			Annual budget	Unexpended	Pct
	Budget	Expenditures	Pct	Budget	Expenditures				
6100 SALARIES	\$201,326.00	\$312,591.09	155.27%	\$1,207,956.00	\$1,253,001.09	\$2,415,914.00	\$1,162,912.91	51.86%	
6110 P/R TAX FICA	\$15,401.00	\$20,201.34	131.17%	\$92,406.00	\$88,586.54	\$184,817.00	\$96,230.46	47.93%	
6119 FRINGES	\$83.00	(\$1,352.22)	1629.18%	\$498.00	\$1,109.07	\$1,000.00	(\$109.07)	110.91%	
6120 HEALTH INSURANCE	\$23,967.00	\$21,732.00	90.67%	\$143,802.00	\$130,234.58	\$287,608.00	\$157,373.42	45.28%	
6122 UNEMPLOYMENT INSURANCE	\$1,014.00	\$386.19	38.09%	\$6,084.00	\$2,431.24	\$12,178.00	\$9,746.76	19.96%	
6123 LIFE/DISABILITY INSURANCE	\$558.00	\$570.80	102.29%	\$3,348.00	\$3,352.23	\$6,701.00	\$3,348.77	50.03%	
6130 DENTAL INSURANCE	\$1,676.00	\$1,707.44	101.88%	\$10,056.00	\$10,207.95	\$20,113.00	\$9,905.05	50.75%	
6140 TRAVEL IN WDA	\$3,428.00	\$4,174.01	121.76%	\$20,568.00	\$24,297.24	\$41,140.00	\$16,842.76	59.06%	
6155 MEALS	\$166.00	\$27.25	16.42%	\$996.00	\$739.23	\$2,000.00	\$1,260.77	36.96%	
6156 LODGING	\$291.00	\$119.00	40.89%	\$1,746.00	\$278.90	\$3,500.00	\$3,221.10	7.97%	
6160 401(K)	\$7,500.00	\$6,548.54	87.31%	\$45,000.00	\$41,698.63	\$90,000.00	\$48,301.37	46.33%	
6170 STAFF TRAIN/DEVELOPMENT	\$333.00	\$0.00	0.00%	\$1,998.00	\$20,636.15	\$4,000.00	(\$16,636.15)	515.90%	
6172 DUES AND MEMBERSHIPS	\$583.00	\$25.00	4.29%	\$3,498.00	\$3,530.00	\$7,000.00	\$3,470.00	50.43%	
6250 OFFICE SUPPLIES	\$2,500.00	\$1,442.16	57.69%	\$15,000.00	\$13,738.83	\$30,000.00	\$16,261.17	45.80%	
6255 AUDIO/WISLINE	\$125.00	\$202.44	161.95%	\$750.00	\$550.77	\$1,500.00	\$949.23	36.72%	
6257 JOB FAIR EXPENSES	\$41.00	\$0.00	0.00%	\$246.00	\$358.58	\$500.00	\$141.42	71.72%	
6261 EQUIPMENT UNDER \$5000	\$2,500.00	\$0.00	0.00%	\$15,000.00	\$7,850.98	\$30,000.00	\$22,149.02	26.17%	
6267 COPIER RENTAL	\$458.00	\$422.95	92.35%	\$2,748.00	\$2,660.58	\$5,500.00	\$2,839.42	48.37%	
6270 IT SOFTWARE	\$1,166.00	\$1,125.00	96.48%	\$6,996.00	\$6,750.00	\$14,000.00	\$7,250.00	48.21%	
6272 IT EQUIPMENT - NETWORK	\$333.00	\$0.00	0.00%	\$1,998.00	\$0.00	\$4,000.00	\$4,000.00	0.00%	
6273 IT EQUIPMENT - OTHER	\$41.00	\$0.00	0.00%	\$246.00	\$0.00	\$500.00	\$500.00	0.00%	
6274 LICENSES	\$308.00	\$83.35	27.06%	\$1,848.00	\$510.00	\$3,700.00	\$3,190.00	13.78%	
6309 FACILITIES	\$0.00	\$0.00	0.00%	\$0.00	\$100.00	\$0.00	(\$100.00)	0.00%	

General Ledger System

SOUTHWEST WISCONSIN WORKFORCE DEVE

For User: d.thousand

Agency Statement of Operations

December 2021

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**Expenditures**

Account	-----Monthly-----			-----YTD-----			Annual budget	Unexpended	Pct
	Budget	Expenditures	Pct	Budget	Expenditures				
6310 RENT	\$8,333.00	\$6,277.52	75.33%	\$49,998.00	\$48,582.08	\$100,000.00	\$51,417.92	48.58%	
6311 STORAGE RENTAL	\$1,216.00	\$1,215.00	99.92%	\$7,296.00	\$7,290.00	\$14,600.00	\$7,310.00	49.93%	
6312 CLEANING/JANITORIAL	\$350.00	\$250.00	71.43%	\$2,100.00	\$1,050.00	\$4,200.00	\$3,150.00	25.00%	
6313 P.O. BOX RENTAL	\$33.00	\$0.00	0.00%	\$198.00	\$296.00	\$400.00	\$104.00	74.00%	
6317 MOVING EXPENSE	\$0.00	\$0.00	0.00%	\$0.00	\$588.65	\$0.00	(\$588.65)	0.00%	
6330 TELEPHONE	\$625.00	\$907.71	145.23%	\$3,750.00	\$2,560.73	\$7,500.00	\$4,939.27	34.14%	
6331 GARBAGE REMOVAL	\$33.00	\$0.00	0.00%	\$198.00	\$0.00	\$400.00	\$400.00	0.00%	
6340 POSTAGE	\$833.00	\$158.30	19.00%	\$4,998.00	\$4,064.79	\$10,000.00	\$5,935.21	40.65%	
6341 SERVICE FEES	\$666.00	\$615.60	92.43%	\$3,996.00	\$4,135.66	\$8,000.00	\$3,864.34	51.70%	
6342 SUBSCRIPTIONS	\$583.00	\$120.00	20.58%	\$3,498.00	\$836.16	\$7,000.00	\$6,163.84	11.95%	
6343 BOARD	\$416.00	\$719.12	172.87%	\$2,496.00	\$949.84	\$5,000.00	\$4,050.16	19.00%	
6351 CELL PHONE	\$1,708.00	\$1,216.02	71.20%	\$10,248.00	\$8,188.07	\$20,500.00	\$12,311.93	39.94%	
6352 INTERNET	\$1,041.00	\$2,149.13	206.45%	\$6,246.00	\$7,265.28	\$12,500.00	\$5,234.72	58.12%	
6353 NETWORK CONNECTIVITY	\$3,333.00	\$1,900.00	57.01%	\$19,998.00	\$20,425.00	\$40,000.00	\$19,575.00	51.06%	
6370 ADVERTISING	\$500.00	\$0.00	0.00%	\$3,000.00	\$848.85	\$6,000.00	\$5,151.15	14.15%	
6371 BACKGROUND CHECKS	\$29.00	\$0.00	0.00%	\$174.00	\$134.00	\$350.00	\$216.00	38.29%	
6410 LEGAL	\$250.00	\$0.00	0.00%	\$1,500.00	\$0.00	\$3,000.00	\$3,000.00	0.00%	
6420 AUDIT	\$1,104.00	\$0.00	0.00%	\$6,624.00	\$13,250.00	\$13,250.00	\$0.00	100.00%	
6433 CONTRACTED SUPPORT	\$4,166.00	\$3,244.85	77.89%	\$24,996.00	\$19,469.00	\$50,000.00	\$30,531.00	38.94%	
6503 WORKER'S COMPENSATION	\$1,208.00	\$1,612.58	133.49%	\$7,248.00	\$9,675.48	\$14,500.00	\$4,824.52	66.73%	
6504 MULTI-PERIL	\$166.00	\$143.75	86.60%	\$996.00	\$862.50	\$2,000.00	\$1,137.50	43.13%	
6507 CORPORATE INSURANCES	\$916.00	\$957.39	104.52%	\$5,496.00	\$5,734.55	\$11,000.00	\$5,265.45	52.13%	
6580 DEPRECIATION	\$2,750.00	\$1,354.98	49.27%	\$16,500.00	\$8,129.88	\$33,000.00	\$24,870.12	24.64%	
6602 COMPANY CAR INSURANCE	\$154.00	\$149.58	97.13%	\$924.00	\$897.48	\$1,850.00	\$952.52	48.51%	
6603 COMPANY CAR GAS	\$60.00	\$34.77	57.95%	\$360.00	\$78.39	\$720.00	\$641.61	10.89%	
6604 COMPANY CAR MAINTENANCE	\$83.00	\$0.00	0.00%	\$498.00	\$884.11	\$1,000.00	\$115.89	88.41%	
6610 SUBCONTRACTOR EXPENSE	\$37,500.00	\$43,294.22	115.45%	\$225,000.00	\$256,163.23	\$450,000.00	\$193,836.77	56.93%	
6701 PARTICIPANT SUPPORT	\$41,666.00	\$31,852.91	76.45%	\$249,996.00	\$178,162.94	\$500,000.00	\$321,837.06	35.63%	
6703 ASSESSMENTS	\$2,083.00	\$560.00	26.88%	\$12,498.00	\$5,705.00	\$25,000.00	\$19,295.00	22.82%	
6709 INCENTIVES	\$10,416.00	\$13,200.00	126.73%	\$62,496.00	\$87,200.00	\$125,000.00	\$37,800.00	69.76%	
6735 35% TRAINING	\$16,250.00	\$412.05	2.54%	\$97,500.00	\$116,935.99	\$195,000.00	\$78,064.01	59.97%	

General Ledger System

SOUTHWEST WISCONSIN WORKFORCE DEVE

For User: d.thousand

Agency Statement of Operations

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December 2021

**Expenditures**

Account	-----Monthly-----			-----YTD-----		Annual budget	Unexpended	Pct
	Budget	Expenditures	Pct	Budget	Expenditures			
6736 35% TRAINING SUPPORT	\$10,833.00	\$9,683.88	89.39%	\$64,998.00	\$64,922.23	\$130,000.00	\$65,077.77	49.94%
6740 CUSTOMIZED TRAINING	\$0.00	\$0.00	0.00%	\$0.00	\$2,000.00	\$0.00	(\$2,000.00)	0.00%
<b>Total Expenditures</b>	<b>\$413,102.00</b>	<b>\$492,035.70</b>	<b>119.11%</b>	<b>\$2,478,612.00</b>	<b>\$2,489,908.48</b>	<b>\$4,957,441.00</b>	<b>\$2,467,532.52</b>	<b>50.23%</b>
<b>Excess (Deficit)</b>	<b>\$66,703.00</b>	<b>\$597,305.99</b>		<b>\$400,218.00</b>	<b>\$108,014.16</b>	<b>\$800,264.00</b>	<b>\$692,249.84</b>	

(Funds included: ALL)

### SWWDB Budget Modifications Since the 12/08/2021 Board Meeting

Item	Admin	Program	Amount
<b>2021.22 Budget - Approved Revenue</b>	<b>542,844</b>	<b>4,753,067</b>	<b>\$5,295,911</b>
<b>Changes to PY21 Funds (Adjust to Actual)</b>			
DWD Set Aside Projects - Docusign max grant		270	\$270
Department of Corrections - new funds for PDCI Job Center	3,500	31,500	\$35,000
Department of Corrections - new funds for Boscobel work	1,394	12,547	\$13,941
WIOA PY20 DW - transfer #3 to WIOA Adult		(30,000)	(\$30,000)
WIOA PY20 Adult - transfer #3 from WIOA DW		30,000	\$30,000
Employment Recovery DWG - rec'd a second year of funding	22,727	227,273	\$250,000
Hufcor, Inc. Rapid Response Dislocation Grant - additional funding via mod	623	6,235	\$6,858
Durr Universal Rapid Response Dislocation Grant - additional funding via mod	231	2,313	\$2,544
WIOA PY20 DW - transfer #2 to WIOA Adult		(40,000)	(\$40,000)
WIOA PY20 Adult - transfer #2 from WIOA DW		40,000	\$40,000
WIOA PY21 Admin - Adjust to Actual Q2 - Q4 Award	(3)		(\$3)
WIOA PY21 Adult - Adjust to Actual Q2 - Q4 Award		2	\$2
WIOA PY21 DW - Adjust to Actual Q2 - Q4 Award		1	\$1
Workforce Advancement Initiative - new award (\$1,610,243 through 9/30/23)	146,386	1,463,857	\$1,610,243
Youth Apprenticeship - additional funding awarded		9,357	\$9,357
Independent Living / Foster Care - Stimulus auto match modification		4,000	\$4,000
Pathway 2 Home - new award (\$3,858,861 through 12/31/2024)	385,886	3,472,975	\$3,858,861
Department of Corrections - adjust to actual award	300	2,700	\$3,000
Rapid Response Annual Allotment - adjust to actual	(182)	(1,642)	(\$1,824)
Hufcor, Inc. Rapid Response Dislocation Grant - new	751	7,510	\$8,261
Durr Universal Rapid Response Dislocation Grant - new	359	3,590	\$3,949
Youth Apprenticeship - adjust to actual award, additional funds from Intent to Award		2,456	\$2,456
<b>Modified Revenues</b>	<b>1,104,816</b>	<b>9,998,011</b>	<b>11,102,827</b>
Net Change	561,972	5,244,944	5,806,916
<b>Changes to PY20 Funds (Affects Planned Reserve / Carryover) - for informational purposes only</b>			
Department of Corrections - adjust to actual final/close out	237	5,887	\$6,124
Foster Care / IL - Add full Stimulus Supportive Services for direct stimulus payments (rec'd full modification request)		12,000	\$12,000



December 30, 2021

*Re: Manpower 2021 Contract Modifications*

The contract we have with Manpower is a cost-reimbursement contract. We contract with them to deliver career planning services, which includes compliance to the Workforce Innovation and Opportunity Act (WIOA) – Title 1; Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance); the Department of Labor’s terms and conditions, notices and newsletters; Wisconsin’s WIOA Policies; and SWWDB’s WIOA policies and procedures. SWWDB, likewise, must to adhere to the same. As with all things government, compliance is built upon understanding hundreds of pages of law, regulations and policies in addition to the sub-recipient contract. In other words, the contract we have with Manpower is not a simple covenant. In reality, as our reality changes – changing workforce landscape, new projects, new allocations, new policies and updates, etc. – so will Manpower’s.

The contract requires Manpower to provide services to two groups of customers, adults and youth, and utilize up to five program fund sources to do so. The contract is funded by WIOA Title 1 formula funds (Adult, Dislocated Worker, and Youth programs) and two National Dislocated Worker Grants: the Support to Communities Grant, which serves those impacted by substance abuse, and the Employment Recovery Grant, which serves individuals impacted by high unemployment in the recent two years. The WIOA formula fund allocations are provided annually from DWD, and these funds are available to our area for two years. Like Manpower, the arrangement we have with DWD is a cost-reimbursement agreement. Any unexpended WIOA formula funds after the two years are returned to the state to be used for statewide efforts.

National Dislocated Worker Grants function a bit differently. Funds are provided for a limited period of time (period of performance) and are used to address a specific dislocation, emergency or workforce need/challenge. Most often, these grants will assist more than one workforce development area with the state serving as the grant recipient. DWD normally releases funds on an annual basis during the grant period. However, if fund utilization surpasses the local plan/goal, they will release funds early. The reason for this is two-fold: DWD wants to ensure the entire statewide grant is expended by grant end, and secondly, DWD re-recognizes changing needs in the service areas. In other words, DWD will not release additional funds if expenditures and/or enrollments are abnormally low or skewed and will release additional funds early when performance dictates.

### **Funds Serving Dislocated Workers**

There are two programs serving dislocated workers specifically – WIOA Dislocated Worker Program and the Employment Recovery Dislocated Worker Grant (ERDWG). These two programs equally serve dislocated workers, but the periods of performance are different.

*Note: Under WIOA, local boards can transfer WIOA Adult Funds to the WIOA Dislocated Worker Program and vice versa. This discussion does not delve into WIOA Adult funding as no modification was requested for this program.*



## ENCLOSURE 5

1. WIOA Dislocated Worker Program: Our contract indicates Manpower needs to serve 70 dislocated workers in this program year with a \$50,000 budget. 89 individuals have received services in this program year, while an additional 47 are being served in follow-up. With 42% of the contract period complete through November's services, they have achieved 127% of their participation goal using 53% of their budget. The Board approved a \$15,000 increase, which accounts for the 19 additional participants. Given activity to date, I would expect to see an additional modification request before program year end. Period of performance = 7/1/2021 to 6/30/2022.
2. Employment Recovery Dislocated Worker Grant: The current contract indicates Manpower needs to serve 60 participants with a \$52,500 budget. The total (two year) program participation goal is 110. The grant/performance period does not align with the standard program year, and Manpower actually has until 9/30/2022 (15 months) to meet the participation and new enrollment goal; SWWDB only provided 12 months of funding in the 7/1/2021 contract.

Program year 2021 participation is 55, while total program participation is 82. 26 individuals are being served in follow-up. With 58% of the of the two year performance period complete, Manpower has achieved 75% of the total program participation goal using 78% of their budget. Between today and August 31, 2022, Manpower needs to serve an additional 28 individuals.

SWWDB's budget for this entire project was \$275,000, and we were not expecting to receive additional funds; however, DWD provided us an additional \$250,000 in October of 2021 resulting in increased enrollment obligations. Period of performance = 10/1/2020 to 9/30/2022.

*Note: This project began in October 2020. Manpower received \$68,997 in their very first contract, but only used \$45,527. SWWDB did not permit the \$23,470 carryover because a new comprehensive contract began 7/1/2021. This particular award gets a bit confusing as it is spread across 24 months, three program years, and two contracts. Plus, it is a grant that compliments the standard Dislocated Worker grant, resulting in co-enrollment between the two when needed.*

### **Funds Serving Youth**

The Youth Program is the most difficult to operate and administer. Our contract with Manpower indicates they need to serve 110 youth with no more than 50% of those being in-school youth. Of the 110 youth, at least 10 must participate in a work experience. The youth budget includes \$61,587, 30.8% of the \$200,000 budget, for work experience (the WIOA regulatory floor for youth work experience expenditures is 20%; we contracted at 31% based on Manpower's proposed budget). With 42% of the program year complete through November's services, Manpower has achieved 43% of their participation goal using 37% of their budget. Of the \$61,587 set aside for work experience activities, Manpower has achieved 190% of its participation goal using 67% of the work experience budget. Our modification request of \$50,000 ensures continued work experience activity and enrollments.

Of the total funds awarded, Manpower could use the remaining non-designated budget; however, because of the regulatory benchmarks and limits of the youth programs, the more resources we can dedicate to work experience the better. Given that our program year 2021 youth allocation increased by 55%, dedicating more of these resources overall

## ENCLOSURE 5

to direct customer assistance ensures a robust and relevant program. SWWDB has additional youth funding in the event enrollments increase beyond current expectations.

### Funds to Assist those Impacted by Substance Use/Abuse

Support to Communities Grant (Opioid Grant): this grant can serve both older youth and adults. Like the Employment Recovery Grant, the period of performance (9/1/2020 to 8/31/2024) does not align with the standard WIOA program year. Manpower's current contract is for \$22,500 with a participation expectation of 30. Manpower is currently serving 43 and has expended 60% of the program year 2021 budget. Throughout the entire period performance (four years), Manpower will be charged with assisting at least 120 individuals. We budgeted \$22,500 for each of these years. We are 31% through the four year performance period and Manpower has assisted 68 of the required 120 (57%) using 42% of the planned \$90,000, four year budget. The modification request of \$13,000 ensures continued enrollment and remaining funds at the end of this program year will be carried over to next year.

*Note: this grant is spread across 48 months, six program years and, most likely, three comprehensive contracts. Also, not all workforce boards are performing as positively and there may be additional funds if our performance stays positive.*

### Finance Overview

In the spring of 2021, we were very conservative regarding the amount of funding we were willing allocate for a new contract, and this was reflected in our RFP. We use a quasi-capitation factor of \$900-1,000 per participant, which is based on prior years' participation. This is a just a baseline estimate of what we think it costs to provide services to individuals with barriers to employment. WIOA Title 1 Formula funds increased substantially this year (see table below); however, we never adjusted for this increase in Manpower's 2021 contract. We have the resources to release additional funds to serve additional people. Because of our conservative approach, our guidance to Manpower this year has been to continue to enroll individuals as we have the resources and can approach the Board with modification requests.

SWWDB Funding (including administrative funds)						
					From 2020 to 2021	
	2018	2019	2020	2021	Change	% Change
Youth	\$388,214	\$325,436	\$293,022	\$523,655	\$230,633	78.71%
Adult	\$328,148	\$274,980	\$247,579	\$453,390	\$205,811	83.13%
Dislocated Worker	\$315,052	\$264,420	\$251,772	\$405,826	\$154,054	61.19%

### Year to Date Spending for Manpower's Contract

Danielle Thousand has provided a provided a more detailed contract analysis through November 2021.

Manpower has been asked (as we had) for years to do more with less, provide more services on continually reduced funding each year...until we got the PY21 allocation. When the RFP was announced, it was before SWWDB was made aware of the program year 2021 allocations. The following is a review of actual YTD Manpower spending with an annualized projections through 6/30/2022. Each silo of funding is tracked separately.

## ENCLOSURE 5

	ADULT	DW	Opioid	Employ Rec.	ISY WEX	OSY WEX	ISY	OSY	One-Stop	TOTAL
Budget	<b>100,000</b>	<b>50,000</b>	<b>22,500</b>	<b>52,500</b>	<b>30,794</b>	<b>30,794</b>	<b>69,207</b>	<b>69,207</b>	<b>25,000</b>	<b>450,000</b>
<u>42% of Year complete</u>										
July	4,810	-	3,291	6,329	9,546	5,094	3,477	4,045	1,266	37,857
August	5,295	5,954	3,310	7,777	7,945	4,194	3,355	4,055	1,407	43,292
September	6,703	6,789	2,243	7,529	4,350	4,481	3,342	4,102	1,087	40,625
October	9,672	7,764	1,978	5,006	977	2,786	2,310	3,400	989	34,884
November	9,360	6,201	2,644	4,025	598	1,515	1,812	2,558	1,322	30,034
<b>Total</b>	<b>35,841</b>	<b>26,708</b>	<b>13,466</b>	<b>30,665</b>	<b>23,416</b>	<b>18,070</b>	<b>14,296</b>	<b>18,160</b>	<b>6,070</b>	<b>186,691</b>
Expenditure Rate	36%	53%	60%	58%	76%	59%	21%	26%	24%	41%
Annualized Projection	86,018	64,099	32,318	73,596	56,198	43,368	34,311	43,583	14,568	448,059
Over/under Projection	13,982	(14,099)	(9,818)	(21,096)	(25,404)	(12,575)	34,895	25,624	10,432	1,941
Contract to Projection	86%	128%	144%	140%	182%	141%	50%	63%	58%	100%
Approved Modification		15,000	13,000	37,500	25,000	25,000				115,500
Modified Award	100,000	65,000	35,500	90,000	55,794	55,794	69,207	69,207	25,000	565,500
Over/under Projection	13,982	901	3,182	16,404	(404)	12,425	34,895	25,624	10,432	117,441
Modified Award to Projection	86%	99%	91%	82%	101%	78%	50%	63%	58%	79%

As of the November billing from Manpower, they had spent \$186,691 of the \$450,000 award approved in the June Board meeting. With 42% of the year complete, total expenditures were coming in at 41%. It should be noted here that Manpower is in the process of onboarding their final replacement staff. Since July 1, 2021, Manpower lost three full-time staff. Manpower has since transferred a part-time to full-time, hired one person to assume programmatic and compliance-related functions, and will be on-boarding their final staff person in early January.

### Historical Contract(s)

The following is the amount approved for SWWDB's Program Operator's contract(s) year by year over the last few years. Contracts are issued with the option to renew up to three years based on performance. Normally, SWWDB permits operators to carryover unspent funds to the next program year within the same contract. No carryover was permitted this program year as Manpower received a new contract. We maintain a 4 year "master" contract with Manpower, which is modified to add additional funds and expectations when annual allocations are received and new projects are awarded. A summary of the last 4 year contract is below:

2017-18 \$616,819  
 2018-19 \$672,600  
 2019-20 \$432,945  
 2020-21 \$432,199

### Contract Assurances

Manpower assumes the responsibility of disallowed or questioned costs. This is stipulated in our contract with them: *"If SWWDB pays an expense authorized by Manpower, whether the payment is to Manpower or an eligible client or vendor, that is later determined by DOL, DWD, or some other appropriate authority to be disallowed, Manpower will be required to reimburse SWWDB the full amount of that expense."*

Manpower's contract with SWWDB is quite detailed; the above reference is shared to ensure Board Members that SWWDB expects appropriate and prudent use of awards. There are many other requirements and certifications such as

## ENCLOSURE 5

salary limitations, data sharing, not being debarred or suspended, reporting, lobbying (or inability to), etc. Manpower is held to contract compliance, WIOA compliance, Uniform Guidance compliance, Equal Opportunity compliance, and much more in the course of file and annual monitoring. The variety of authoritative entities with sway and consideration in the contract is immense, as you can see from the following list:

*In performing its responsibilities under this grant agreement, the awardee hereby certifies and assures that it will fully comply with all applicable Statute(s), and the following regulations and cost principals, including any subsequent amendments:*

- *Public Law 115-271, Substance Use–Disorder Prevention that Promotes Opioid Recovery and Treatment (SUPPORT) for Patients and Communities Act or the “SUPPORT for Patients and Communities Act,” Title VIII, Subtitle C, Sec. 8041, Addressing Economic and Workforce Impacts of the Opioid Crisis, authorizes this grant program.*
- *The Workforce Innovation and Opportunity Act and its corresponding regulations, including 29 CFR Part 38 which covers the nondiscrimination and equal opportunity provisions;*
- *Section 188 of WIOA and 29 CFR Part 38 WIOA Nondiscrimination and Equal Opportunity Regulations, and other applicable civil rights laws;*
- *2 CFR Part 200 Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards;*
- *2 CFR Part 2900 which covers exceptions to 2 CFR Part 200;*
- *Federal advisories in the form of Training and Employment Guidance Letters (TEGLs) and Training and Employment Notices (TENs), including those applicable to Rapid Response;*
- *DWD-DET issued WIOA policies and procedure , including those applicable to Rapid Response and the Statewide Employment Recovery DWG Project Implementation Plan;*
- *The most recent Wisconsin WIOA State Plan;*
- *Southwest Wisconsin Workforce Development Board’s Local Plan, policies, and procedures;*
- *Terms of the award outlined in DWD’s Appendix A;*
- *Terms of 2019 Wisconsin Executive Order 1 agreeing to hire only on the basis of merit and not discriminate against persons performing a contract, subcontract, or grant because of military or veteran status, gender identity or expression, marital or familial status, genetic information or political affiliation.*
- *Terms of contract MP.WIOA.2021 Title 1 and any subsequent modifications.*

In summary, SWWDB administration sought the award modifications after a review of current activity and enrollments. WIOA Title 1 Formula funding increased for program year 2021, which ends on 6/30/2022. We never adjusted the planned award to account for these increases. Each award modification entails an increased enrollment adjustment and/or adjusts for enrollments that are already exceeding contract expectations. SWWDB contracts with Manpower to deliver SWWDB programming, as we are obligated to do under WIOA regulatory requirements. This contract, to a very large extent, protects SWWDB from disallowed costs as it places that burden on Manpower through the contract assurances. Because of our low unemployment, recruiting into our programs is difficult, and those who are being served present with a variety of complicated employment barriers, often resulting in increased interventions and costs. WIOA eligibility and compliance activities are not simple or straightforward and seem to increase every year, taking away time

from true customer service. So, while we estimate \$900 to \$1,000 per customer is an appropriate amount to budget in a service provider contract, we remain concerned that it will be inadequate as compliance obligations increase.

I expect additional modifications will be requested before the end of this program year. With the additional projects brought into the organization this year, co-enrollment among the various fund sources will occur, increasing Manpower's scope of work. I hope the information provided here better explains the reasoning and need behind the modifications requested at the December 8, 2021 Board Meeting.

Wishing you all a very wonderful New Year!

A handwritten signature in blue ink that reads "Rhonda Lusla". The signature is written in a cursive style with a large initial 'R'.

## 2021.22 Contract and Modifications – Awards

Program	Contract 7/2021 – Initial	Mod 1- 10/2021	Mod 2 – 12/2021	Contract Total-12/2021	Prior Goal	Modified Goal
D Worker	\$12,500	\$37,500	\$15,000	\$65,000	70	100
Youth WEX	61,587		50,000	111,587	10	20
ERDWG	13,125	39,375	37,500	90,000	60	90
Support to Communities	5,625	16,875	13,000	35,500	30	47

**Department of Workforce Development**  
**Employment and Training Division**  
Bureau of Workforce Training  
201 E. Washington Avenue  
P.O. Box 7972  
Madison, WI 53707  
Telephone: (608) 266-5370  
Fax: (608) 267-0330  
Email: [dwdet@dwd.wisconsin.gov](mailto:dwdet@dwd.wisconsin.gov)

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**Tony Evers**, Governor  
**Amy Pechacek**, Secretary-designee

November 22, 2021

Art Carter, Green County Board Chair  
N2659 Richland Road  
Monroe, WI 53566

Dear Mr. Carter:

We have completed our review of the Workforce Board membership materials submitted for certification of the Southwest Wisconsin Workforce Development Board (SWWDB). At this time, the Southwest Wisconsin Workforce Development Board is certified for the period from January 1, 2022 through June 30, 2023.

The Workforce Innovation and Opportunity Act (WIOA) Section 107 requires that the Chief Elected Official (CEO) in each of the local areas must appoint a local workforce board comprised of individuals from certain areas of business, government, and non-profit agencies. Section 107(c)(2) requires that, every two years, the State recertify each workforce development board.

On September 21, 2021 the Department of Workforce Development Division of Employment and Training (DWD-DET) requested the following documents be submitted by November 1, 2021:

- Completed Membership Chart,
- Copies of All Members' Signed Conflict of Interest Disclosure Forms.

If you have any questions, please contact the Local Program Liaison assigned to your local area, Tara Cowe-Spigai at [taraa.cowespigai@dwd.wisconsin.gov](mailto:taraa.cowespigai@dwd.wisconsin.gov).

Sincerely,

DocuSigned by:  
  
D0ADA3B21EC0420...

Annette Meudt  
Director, Bureau of Workforce Training

cc: Maria Lauck, Southwest WDB Chair  
Rhonda Suda, Southwest Wisconsin WDB Director  
Tara Cowe-Spigai, Local Program Liaison



## INCUMBENT WORKER TRAINING POLICY

E-360

### Purpose.

This policy provides criteria to determine which workers, or groups of workers, are eligible for incumbent worker training services and the cost sharing required for incumbent worker training (IWT) projects. (WIOA Section 134(d)(4)). SWWDB can reserve up to 20 percent of its combined total of adult and dislocated worker allocations for incumbent worker training as described in 20 CFR § 680.790.

### Policy.

SWWDB will provide incumbent worker training that is designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment and conducted with a commitment by the employer to retain or avert the layoff of the incumbent worker. SWWDB reserves 35% of the local adult and dislocated worker allocation to provide direct training and support services to customers of the workforce system; IWT contracts, like on-the-job training contracts, will be funded using these resources.

Incumbent worker training must increase both a participant's and a company's competitiveness. Under Section 134(d)(4) of WIOA, local boards can use up to 20 percent of their adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker training. Incumbent worker training shall be conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained.

### Incumbent Worker Eligibility Criteria

An incumbent worker must be:

1. A U.S. citizen or otherwise legally entitled to work in the U.S.;
2. Age 18 or older;
3. Meet the Fair Standards Act requirements for an employer-employee relationship (see <http://www.dol.gov/whd>, and;
4. Employed and have an established employment history with the employer for six (6) months or more (*In the event that the incumbent worker training is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for 6 months or more as long as a majority of those employees being trained do meet the employment history requirement.*)

### WIOA Title 1 Enrollment:

Per 20 CFR 680.780, an incumbent worker does not have to meet the eligibility requirements for career and training services for adults or dislocated workers under WIOA, unless they also are enrolled as a participant in the WIOA adult or dislocated worker program.

### Employer Eligibility Criteria:

The following factors must be considered when determining the eligibility of employers to receive the WIOA share of funds to provide training to incumbent workers using either Adult and/or Dislocated Worker formula funds:

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Southwest Wisconsin Workforce Development Board  
1370 North Water Street, P.O. Box 656  
Platteville, Wisconsin 53818-0656





## INCUMBENT WORKER TRAINING POLICY

E-360

1. The characteristics of the incumbent workers to be trained and how they would benefit from retention or advancement. Consideration should be given to employers who propose to train individuals with barriers to employment as defined in WIOA Section 3(24).
2. The quality of training: whenever possible, the training should allow the participant to gain industry-recognized training experience and/or lead to industry-recognized credentials and/ or an increase in wages;
3. The number of participants the employer plans to train or retrain;
4. The wage and benefit levels of participants (before and after training);
5. The occupation(s) for which incumbent worker training is being provided must be in demand;
6. The employer is:
  - a. In an in-demand industry as determined by local labor market information; or
  - b. In an in-balance industry as determined by local labor market information; or
  - c. In a declining industry, but there are compelling reasons (e.g., evidence of long-term viability of the employer) justifying investment in incumbent worker training.
7. The employer must not have laid off workers within 120 days to relocate to Wisconsin from another state;
8. The employer is current in unemployment insurance and workers' compensation taxes, penalties, and/or interest or related payment plan.
9. The employer does not have any other individual on layoff from the same or substantially equivalent position.
10. The IWT would infringe upon the promotion of or displacement of any currently employed worker or a reduction in their hours.

Each of the above factors leading to the approval of an incumbent worker training project with an employer must be documented and placed in the contract file.

### Employer Share of Training Costs:

Employers participating in incumbent worker training are required to pay the non-WIOA (non-federal) share of the cost of providing training to their incumbent workers. (WIOA Sections 134(d)(4)(C) and 134(d)(4)(D) and 20 CFR 680.820).

The employer share is based on the size of the workforce (wages paid to the participant while in training can be included as part of that share and the share can be provided as cash or in-kind that is fairly evaluated) as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees
- At least 25 percent of the cost for employers with 51 to 100 employees
- At least 50 percent of the cost for employers with more than 100 employees

### Length of Training

The maximum time frame for an IWT is 6 months. The duration of an IWT is a function of training needed, NOT the maximum allowed under this policy. SWWDB staff shall consult with the employer and utilize

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Southwest Wisconsin Workforce Development Board  
1370 North Water Street, P.O. Box 656  
Platteville, Wisconsin 53818-0656



## INCUMBENT WORKER TRAINING POLICY

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Occupational Information Network's (ONET) Specific Vocational Preparation Range (SVP) to determine the appropriate occupational training needed. Using the SVP provided by ONET, the following duration times are recommended in addition to the participants past skill and experience:

LEVEL	TIMEFRAME
Level 1	<1 month
Level 2	1 month
Level 3	>1 month - 3 months
Level 4	>3 months - 6 months
Level 5	>6 months
Level 6	>6 months
Level 7	>6 months
Level 8	>6 months
Level 9	>6 months

### Limitations:

- WIOA IWT funds available: \$5,000 per participant.
- IWT contracts/awards are limited based on funding availability.
- IWT contracts will not be made with employers who have previously exhibited a pattern of failing to provide IWT, OJT or customized training participants with continued long-term employment with wages, benefits and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.
- It is the expectation of SWWDB that companies that use IWT funding will maintain the employment of the individual receiving the training for at least six months following the training and at the same wage and benefit level of similarly situated employees.
- IWT contracts will normally not be written for low skill jobs that generally would require little or no training.
- IWT contracts should only be awarded to companies in industries that are identified as driver industries in the Southwest Wisconsin Workforce Development area or with occupations that are high demand.
- Per WIOA regulations (20 CFR 683.200(g)), "no individual may be placed in an employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual." For the purpose of this policy, the term "immediate family" includes a spouse, child, son-in-law, daughter in-law, parent, mother-in-law, father-in-law, sibling, brother-in-law, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparent, and grandchild.
- **Incumbent worker funds may not be used to pay for the wages of workers being trained.** Funds provided under this program may be used for the cost of providing the training, including the cost of developing the training, tuition and fees for the training program or training provider, and/or instructor costs.



**INCUMBENT WORKER TRAINING POLICY**

**E-360**

- Funds provided to employers for work-based training cannot be used to directly or indirectly assist, promote, or deter union organizing.
- Funds provided to employers for incumbent worker training cannot be used to directly or indirectly aid in the filling of a job opening which is vacant because the former occupant is on strike, or is being locked out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage.
- Funds cannot be used to support occupations that are temporary or seasonal.
- Employment agencies are not an eligible employer under this policy.
- Incumbent worker training reimbursement will not be provided for training in occupations that are less than full-time (40 hours a weeks).
- Extenuating circumstances may require additional funding and time beyond the cap outlined in this policy. Exceptions may be considered based on employer input.

The Chief Executive Officer (CEO) shall ensure that procedures and systems are established and maintained to ensure that incumbent worker training remains a relevant and accessible option to employers. The Business Services Coordinator, under the direction of and in consultation with the CEO, shall be operationally responsible for the provision and documentation of Incumbent worker training contracts and track IWT contracts in ASSET and in JCW Business. (SWWDB shall require all WIOA service providers and grantees receiving funds from a WIOA grant or contract administered by SWWDB to comply with this policy and applicable procedures. Compliance will be monitored during regular file reviews and annual monitoring. Service provider compliance to this policy will be considered during contract negotiations and renewal.

**Deleted:** Salesforce an on

**Deleted:** when the trainee is enrolled in the WIOA adult or dislocated worker program).¶

Reference: Workforce Innovation and Opportunity Act (WIOA) of 2014, Section 3 (24) and Section WIOA Section 134(d)(4).  
 DOL WIOA Final Rules Section, 20 CFR 680.780 to 680.840  
 Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards 2 CFR 200.306

Policy Adopted: **June 14, 2017**  
 Policy Revised: **March 9, 2022**

NO. 1–2022 FEBRUARY 2022

FEDERAL RESERVE BANK OF ATLANTA'S *POLICY HUB*

# Will Wage Growth Alone Get Workers Back Into the Labor Market? Not Likely.

**Julie L. Hotchkiss**, Federal Reserve Bank of Atlanta and Georgia State University

## Summary:

This article finds that compared to baby boomers of the same age, millennials' labor force participation decisions are only about three-quarters as responsive to wage changes, and Generation X's participation decisions are only about half as responsive. These differences are not good news for employers trying to coax workers back into the labor market during a robust pandemic recovery. Using the most recent estimates, from 2019 data, the latest 6 percent year-over-year increase in average hourly pay reported by the US Bureau of Labor Statistics (BLS) is expected to only close 16 percent of the gap between current and prepandemic participation rates of prime-age workers. The implication is that employers will likely have to also resort to nonwage incentives to entice workers to fill their open jobs.

## Key findings:

1. Wage growth alone is not likely to return labor force participation to prepandemic levels.
2. Workers are redefining their relationship with the labor market.
3. Labor force participation among Gen Xers and millennials is less responsive to wage changes than it was for baby boomers of the same age.

Center Affiliation: Center for Human Capital Studies

JEL Classification: J22, J33, C25

**Key words:** labor force participation, baby boomer, Gen X, millennial, labor supply elasticity, the Big Quit, the Great Resignation

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# Will Wage Growth Alone Get Workers Back Into the Labor Market? Not Likely.

**Summary:** This article finds that compared to baby boomers of the same age, millennials' labor force participation decisions are only about three-quarters as responsive to wage changes, and Generation X's participation decisions are only about half as responsive. These differences are not good news for employers trying to coax workers back into the labor market during a robust pandemic recovery. Using the most recent estimates, from 2019 data, the latest 6 percent year-over-year increase in average hourly pay reported by the US Bureau of Labor Statistics (BLS) is expected to only close 16 percent of the gap between current and prepandemic participation rates of prime-age workers. The implication is that employers will likely have to also resort to nonwage incentives to entice workers to fill their open jobs.

## About the Author:

**Julie L. Hotchkiss** is a research economist and senior policy adviser at the Federal Reserve Bank of Atlanta and an adjunct professor at Georgia State University.

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*Comments to the author are welcome at [Julie.L.Hotchkiss@atl.frb.org](mailto:Julie.L.Hotchkiss@atl.frb.org).*

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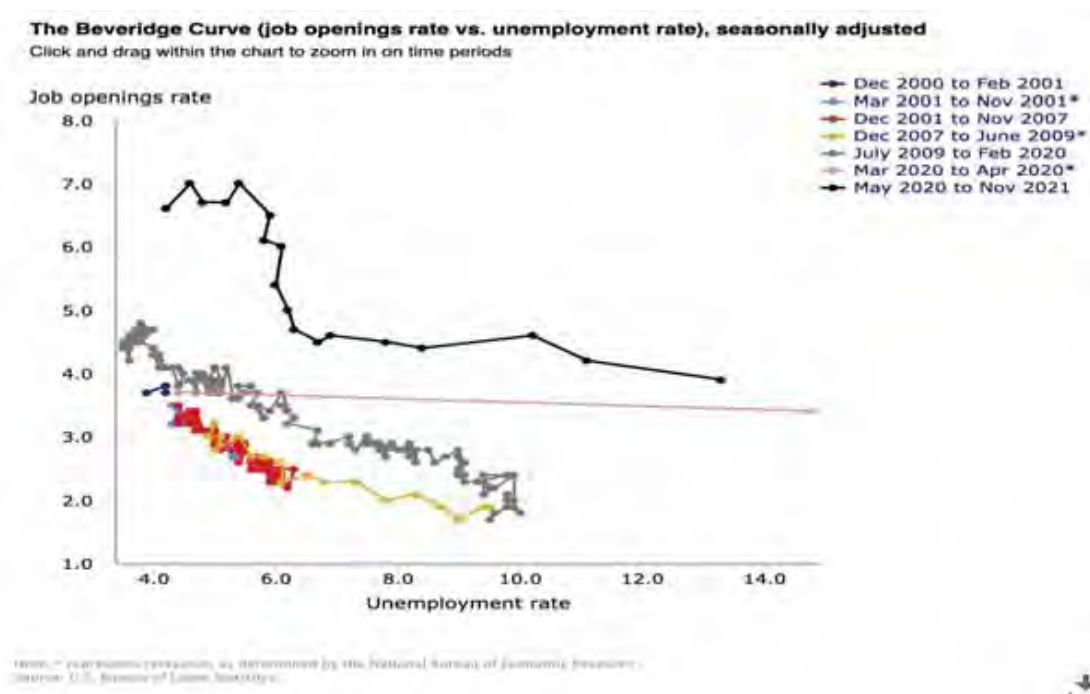
## 1 Introduction

Students learn in Econ 101 that when the labor supply curve shifts to the left, or the labor demand curve shifts to the right—or when both of these events occur—it creates a shortage of workers at the current wage. Then the wage rises, moving both workers and employers up their respective curves to a new equilibrium employment at a higher wage. At least that’s the way it’s supposed to work. The US labor market seems to be in the midst of a difficult labor market adjustment, one in which employers are trying to figure out how to lure workers back into jobs, and not quite hitting the mark as worker shortages abound (for example, see Jackson 2021; Stone 2021).

### Labor Market Frictions

The labor market’s struggles to attain a new equilibrium can be seen in a useful tool called the Beveridge curve, which plots job openings against the unemployment rate, as figure 1 shows.<sup>1</sup>

**Figure 1: The Beveridge Curve, December 2000–November 2021**



Note: The job openings rate is calculated as the total number of job openings divided by the total number of jobs plus job openings (times 100). The unemployment rate is the total number of people unemployed divided by the total number of people in the labor force (employed and unemployed) (see [bls.gov/news.release/pdf/jolts.pdf](https://www.bls.gov/news.release/pdf/jolts.pdf)).

Source: US Bureau of Labor Statistics ([bls.gov/charts/job-openings-and-labor-turnover/job-openings-unemployment-beveridge-curve.htm](https://www.bls.gov/charts/job-openings-and-labor-turnover/job-openings-unemployment-beveridge-curve.htm))

<sup>1</sup> An interactive version of the latest release of the Beveridge Curve constructed by the US Bureau of Labor Statistics (BLS) using data from Job Openings and Labor Turnover Survey (JOLTS) can be found at: [bls.gov/charts/job-openings-and-labor-turnover/job-openings-unemployment-beveridge-curve.htm](https://www.bls.gov/charts/job-openings-and-labor-turnover/job-openings-unemployment-beveridge-curve.htm).

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The pink line in figure 1 reflects the rapid, dramatic rise in the unemployment rate during March and April 2020, just as the COVID-19 pandemic was taking hold. Then, jumping to the black line, the Beveridge curve traces the steady march of the unemployment rate back down to pre-COVID territory with job openings rising only slightly until January 2021, when it rose sharply to unprecedented levels as the unemployment rate continued to fall. It's not surprising to see low unemployment in an environment of high rates of job openings, but the distance of the curve from the graph's origin exposes significant frictions in the labor market. (An excellent discussion on interpreting the Beveridge curve's movements can be found in Lubik 2021.)

Some of the frictions impeding the smooth operation of the labor market adjustment machine include pandemic-induced worker fears of coming into contact with the public (Gollom 2022), challenging childcare arrangements for workers (Pitts 2021), newly discovered bargaining power by workers (Stone 2021), and workers learning they like working from home but employed by firms unwilling (or unable) to embrace this reality (Howley 2021).<sup>2</sup> Employers are also potentially facing generational changes in worker priorities that might be reducing the effectiveness of a time-honored solution for attracting workers: higher wages.

### **Wage Growth and Labor Force Participation**

The dramatic drop, and gradual rebound, in labor force participation rates (LFPRs) among two age groups—those 25–54 (often referred to as “prime-age” workers) and those 55 and older—is evident in figure 2 and further illustrates the weakness of labor supply as the pandemic lingers. At their lowest points, published LFPRs were about 2 percentage points (pp) lower (among workers 55-plus in March 2021) and 3pp lower (among workers 25–54 in April 2020) than they were in January 2020, before the pandemic hit. As of January 2022, LFPRs are just over 1pp below the published prepandemic levels for both age groups. This relatively slow recovery has been termed “the big quit” and “the great resignation.”<sup>3</sup> Of course, with the aging of the baby boom generation (those born from 1946 to 1964), downward pressure on overall LFPR is not surprising, but these drops are well below the demographic-induced trend (Robertson 2021).

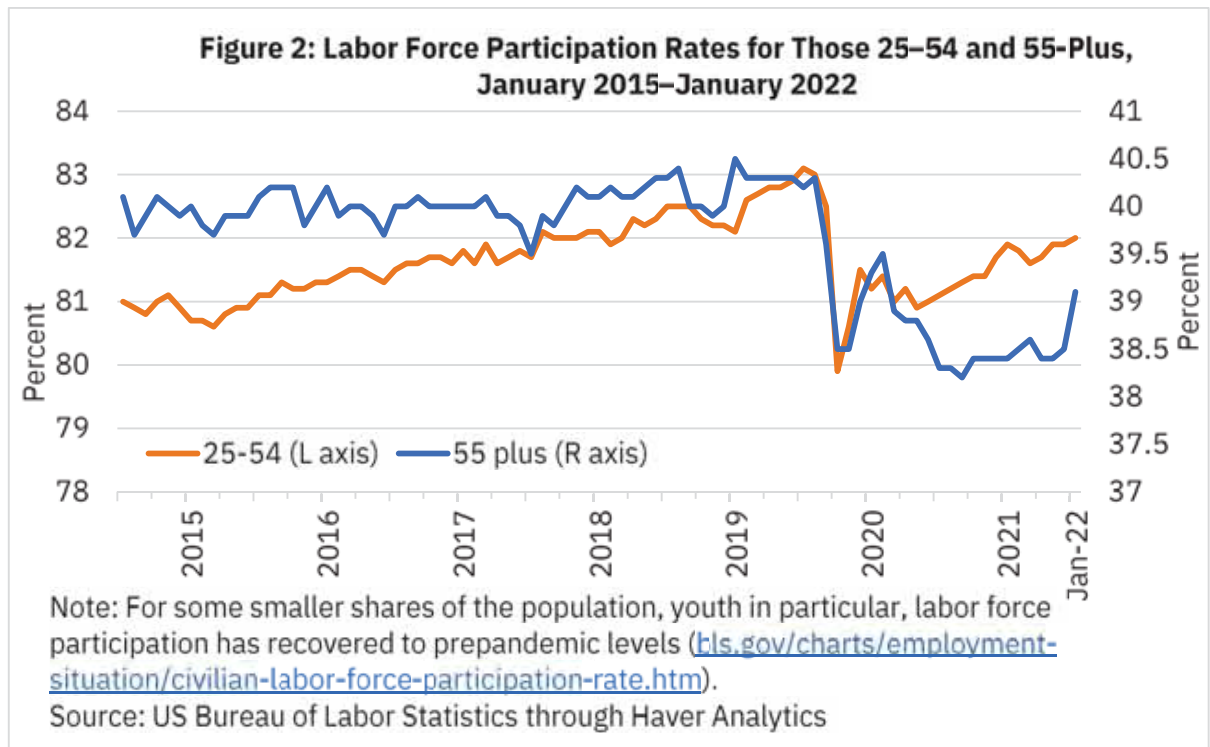
The question on many economists' minds is what motivations workers will require to return to the labor market (or to stop leaving it). One mechanism motivating greater labor market participation is higher wages. And although firms have been raising wages, especially at

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<sup>2</sup> In a January 2022 interview with *60 Minutes*, Karin Kimbrough, chief economist for LinkedIn, says that workers are two and a half times more likely to apply for a remote job than a nonremote job (Stahl 2022).

<sup>3</sup> The large jump in January 2022 LFPR among workers 55 and older is an artifact of population adjustments based on the 2020 census. Because the BLS does not adjust earlier estimates, the 1pp gap as of January underestimates the actual gap in LFPRs for those 55 and older relative to prepandemic levels (see [bls.gov/news.release/archives/empst\\_02042022.htm](https://bls.gov/news.release/archives/empst_02042022.htm)).

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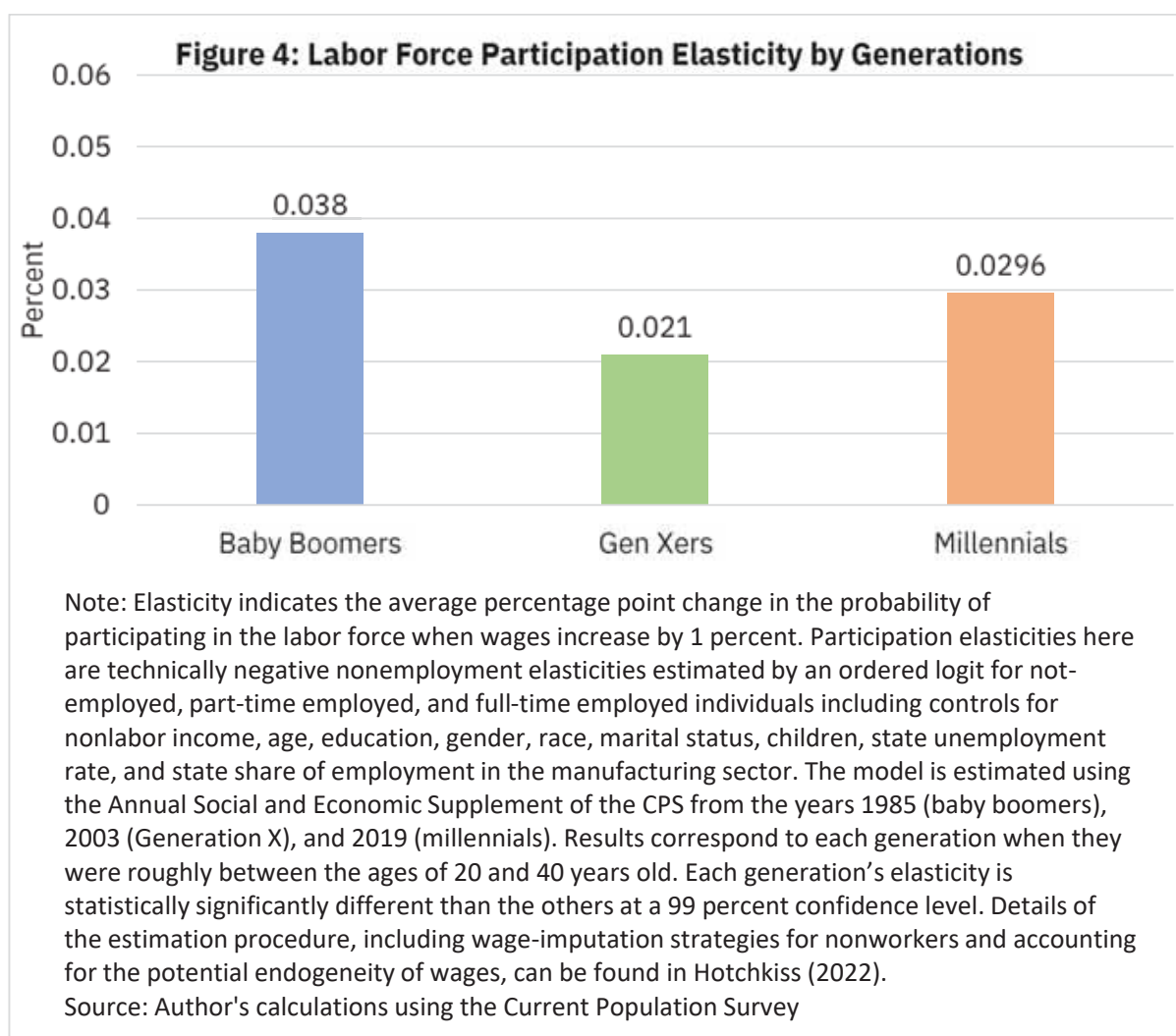
the lower end of the wage distribution (Hotchkiss 2021; Beilfuss 2022), it doesn't yet appear sufficient to fill those open jobs. The Federal Reserve Bank of Atlanta's Wage Growth Tracker shows that the three-month average median annual wage growth in the overall economy was 5.1 percent in January 2022 (see figure 3). Given that this wage growth is the highest seen in 20 years, why can't employers fill their open jobs?





## 2 Generational Labor Force Participation Elasticities

In addition to the pandemic-related reasons mentioned above, employers might also have outdated expectations of how much higher wages need to be to motivate greater participation. Research in a [forthcoming publication](#) (Hotchkiss 2022) finds that labor supply decisions of both Generation X (those born from 1965 to 1980) and the millennial generation (born from 1981 to 1996) are less responsive to wage increases than decisions made by baby boomers at the same age. Figure 4 compares the responsiveness of baby boomers, members of Generation X, and millennials to wage changes when each generation was roughly between the ages of 20 and 40 years old.<sup>4</sup>



<sup>4</sup> As of 2019, millennials make up the largest share of the US population. Elasticities shown in figure 4 are typical of those found in the literature (see Hotchkiss, Moore, and Rios-Avila 2021, figure 1). Although each analysis uses inflation-adjusted wages, it's immaterial since each cohort's elasticity is estimated using cross-sectional variation within only one year of data.

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Whereas a 1 percent increase in wages, all else equal, would have, on average, increased the probability of baby boomers' labor force participation by nearly 0.04 percentage points, the same growth in wages would increase participation among millennials by 0.03 percentage points and among members of Generation X by only 0.02 percentage points.<sup>5</sup> In other words, compared to baby boomers, millennials' LFP decisions are only about three-quarters as responsive to wage changes, and participation decisions by members of Generation X are only about half as responsive. So whatever wage growth would have induced the baby boomers to be in the labor market when they were younger, that wage growth today needs to be considerably larger to get Gen Xers and millennials to make the same decision. (See Gayle, Odio-Zuniga, and Ramakrishnan 2021 for additional details of how Generation X and millennial behavior has deviated from that of the baby boomers; millennials likely receive the lion's share of attention for these behavioral deviations because by 2019 they made up the largest single share of the US population.)

Figure 5 illustrates the nuanced differences in labor force decisions across generations, with the pattern of differences varying by gender (panel A) and by education (panel B). Consistent with what others have found (for example, see Hotchkiss, Moore, and Rios-Avila 2020; Chetty 2012), the labor supply of women is more sensitive to wage changes within all three generations. Figure 5 also illustrates that, for the most part, the behavioral change among men across generations is driving the overall decline in responsiveness seen in figure 4.<sup>6</sup> Additionally, as women (who, all else equal, are more responsive to wage changes) have come to dominate the ranks of the college educated, responsiveness of this educational group has increased across generations.<sup>7</sup>

### 3 Is 5.1 Percent Wage Growth Enough?

Considerations other than wages are clearly weighing heavily on workers during this long-lived pandemic as they decide whether or when (or both) to enter the labor market. Another factor complicating the potential effectiveness of current wage growth is that the US economy is experiencing elevated inflation (Iacurci 2022). In January 2022, the BLS reported year-over-year price increases of 7.5 percent, which means that wage growth of 5.1 percent isn't even keeping up with inflation.<sup>8</sup> So in addition to having to overcome generational changes in how

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<sup>5</sup> Basic economics holds that the lower participation elasticities would be reflected by Gen Xers and millennials having labor supply curves that are steeper (that is, more vertical) than the supply curve of baby boomers.

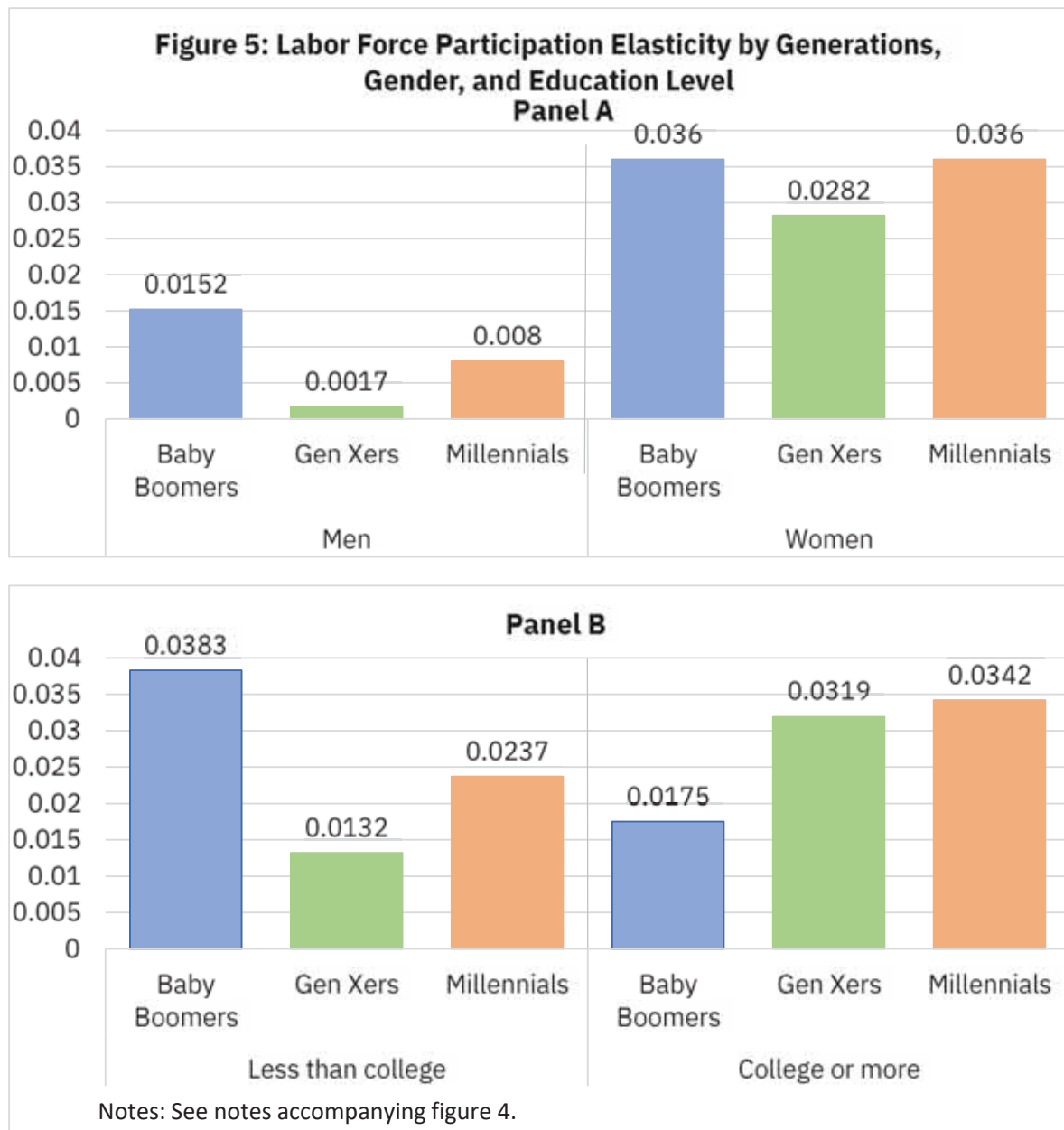
<sup>6</sup> As a potential contributing factor, Aguiar et al. (2021) estimate that innovations in leisure technology have reduced the labor supply of men age 21–30 by as much as 2 percent since 2004.

<sup>7</sup> By 2007, women made up the greatest share of the college-educated US population 25 years and older ([census.gov/data/tables/time-series/demo/educational-attainment/cps-historical-time-series.html](https://www.census.gov/data/tables/time-series/demo/educational-attainment/cps-historical-time-series.html)).

<sup>8</sup> See the US Bureau of Labor Statistics's latest report on the consumer price index at <https://www.bls.gov/cpi/>.

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responsive the labor supply is to higher wages, employers face the additional challenge of having to account for the rise in the cost of living.

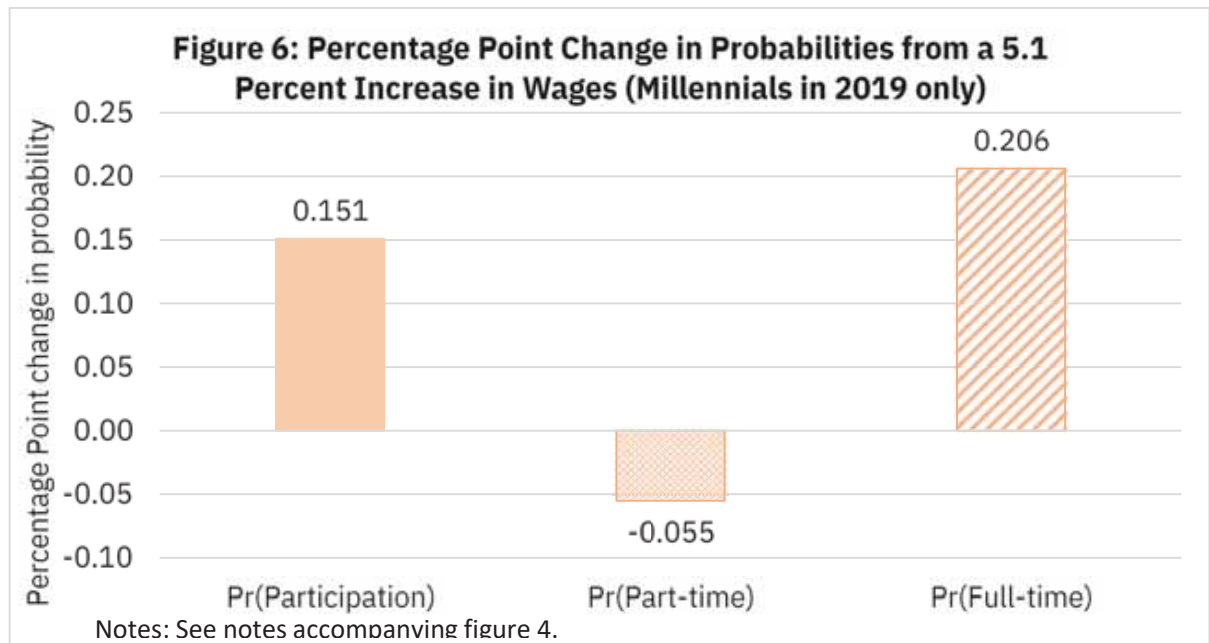


Putting aside the potential complication of inflation, what impact would 5.1 percent wage growth have on aggregate labor force participation rates? To answer this question, we will focus only on millennials since their elasticities were estimated using 2019 data and they made up the larger portion of prime-age workers in 2019.<sup>9</sup> Figure 6 shows that wage growth of

<sup>9</sup> Baby-boomer elasticities were estimated when they were roughly between 20 and 40 years old in 1985. Similarly, Gen Xers were in that age range in 2013. Therefore, applying the estimated elasticities

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5.1 percent would only close about 14 percent of the 1.1pp gap in prime-age LFPR that existed as of January 2022.<sup>10</sup> Even the 6 percent year-over-year increase in average hourly pay, reported by the BLS in January, would only close the gap by 16 percent. It seems unlikely that wage growth alone will return us to the neighborhood of prepandemic LFPR among prime-aged workers. Figure 6 also suggests that rising wages would be expected to also increase workers' probability of working full-time versus part-time, which is consistent with the drop in part-time employment for economic reasons (both in the level and share of workers) to below prepandemic levels (see [fred.stlouisfed.org/series/LNS12032197](https://fred.stlouisfed.org/series/LNS12032197)).



Millennials' labor supply behavior—and in particular why it appears less responsive to wage growth than their baby boomer parents' behavior at the same age—has given rise to much speculation.<sup>11</sup> A primary theme is that many millennials place more value on other workplace qualities than on pay alone. For example, Meister and Willyerd (2020) find that 35 percent of

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to today's behavior is likely most relevant for millennials for whom elasticities were estimated using 2019 data.

<sup>10</sup> Given the 1.1 pp gap in LFPR for the prime-age population (mentioned earlier), the expected 0.151pp increase in participation probability seen in figure 6 translates into closing the gap by 13.7 percent ( $0.151/1.1$ ). The aggregate LFPR can be viewed as the probability of someone randomly drawn from the population being in the labor force, which would be the same if each person in the population had that probability of being in the labor force. Again, technically this calculation corresponds to what economists call the employment-to-population ratio. In a low-unemployment environment, this can approximate the LFPR.

<sup>11</sup> Again, in some ways millennials are closer in behavior to baby boomers than they are to Gen Xers, but the size of the millennial cohort—and being the most recent cohort to enter the prime-age worker group—has garnered much more speculation about their behavior than that of Gen X members.

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millennials say they would take a pay cut to be able to work for a socially responsible firm, 45 percent would take a pay cut to work for a firm making a social or environmental impact, and 80 percent say they want to work for a firm with a conscience (also see McGlone, Spain, and McGlone 2011; Flammer and Luo 2017). And these considerations are separate from the usual nonmarket competition for workers' time, such as raising children and enjoying leisure activities (what people generally call attaining a work-life balance), not to mention a new taste for hybrid working arrangements amid fears and complications wrought by the COVID-19 pandemic.

#### **4 Conclusion**

Employers might need to dig deeper into their list of incentives (and not just their wallets) to entice workers back into the labor market, especially employers trying to fill jobs requiring less education (as suggested by figure 5). Perhaps because they have fewer resources to support large pay increases, smaller firms appear to be figuring out wage-alternative solutions faster than larger firms. For example, nearly 60 percent of smaller firms are allowing employees to make decisions on what hybrid work arrangements look like, compared to only about 1 percent of the largest firms (Altig et al. 2022). Rather than coax workers up their supply curve with higher wages, employers might be better served by focusing more on nonwage incentives, such as letting workers decide where and when to work, offering hiring and “boomerang” bonuses (incentives to return to a previous employer), or providing creative benefits, to shift the labor supply curve outward to clear the market (see Yang 2021; Ben-Achour 2022). As it becomes increasingly evident that the “social contract of work is being rewritten” (Stahl 2022), Karin Kimbrough, chief economist of LinkedIn, said in a January 2022 interview with *60 Minutes* that before the pandemic, one in 67 jobs were advertised as remote; today, it's one in seven. If the social contract of work is indeed being rewritten, it appears, at least at this point, that workers are holding the pen.

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# TDCON 2022: Resetting the Future of Work

Thursday, April 7

7:15 am – 8:00 am

**Registration & Breakfast**

8:00 am – 8:20 am

**Welcome**



Amy Pechacek  
Secretary-designee  
Wisconsin Department of Workforce Development

### About the Speaker

Amy is a government administration strategist with two decades of executive leadership experience, including serving as the Deputy Secretary for the Wisconsin Department of Corrections and directing numerous public programs for Milwaukee County. Secretary-designee Pechacek has managed benefits administration, health and life safety functions, community development, criminal justice, juvenile detention reform, and other complex program services for multimillion-member constituencies.

For the past decade, she has been involved in public policy creation and implementation and acted in advisory roles for various practice areas associated with local and large-scale governmental administration, specializing in crisis management for compliance-related damage mitigation and program recovery.

She received her master's degree in public policy and public administration from Northwestern University and her undergraduate degree from UW-Madison in sociology and criminal justice. Amy is also a graduate of the Weldon Cooper Center for Public Service's Senior Executive Institute at the University of Virginia.

8:20 am – 9:20 am

**Keynote: Jim Morgan Solutions 2022: Surviving the Great Sandemic**



Jim Morgan  
Vice President, Business Development and Workforce Strategies  
MRA - The Management Association

Jim Morgan holds a master's degree in education and a bachelor's degree in education from the University of Wisconsin-Madison, Madison, Wisconsin. Jim has facilitated strategic planning sessions for businesses, chambers of commerce, and economic development groups, primarily around developing a talent pipeline for employers. He has provided keynote presentations for groups from 50 to over 1,000. CEOs, policymakers, educators, and students have enjoyed his mix of data, experiences, research, stories, and humor. The talent shortage is real, not only skills but bodies, and it is crippling business growth. And yesterday's recruitment and retention practices simply won't work anymore. First the Pandemic. now the Sansdemic ("Sans" = without. "Demic" = people). Employers have reached new levels of creativity and innovation in their search for talent. This event will enlighten you on the numbers behind the talent shortage and the underlying factors causing The Great Sansdemic.

9:20 am – 9:30 am

**Break/Transition**



## Concurrent Sessions

9:30 am – 10:30 am

### Hiring people with disabilities

10:30 am – 10:40 am  
Break/Transition

Wisconsin employers continue to experience success when hiring people with disabilities. The Department of Workforce Development's Division of Vocational Rehabilitation (DVR) is working with more than 15,000 Wisconsinites who are excited to start their next career, and it could be with your company!

10:40 am – 11:40 am

Hear from an employer that has been working with DVR about how they got started, the benefits of hiring people with disabilities, the successful relationships they have built, and the outcomes they have experienced. Hear from a DVR Business Services Consultant who is tasked with working with employers to develop a win-win environment for everyone. Finally, hear from a DVR Counselor who will provide insight into how they work with job seekers to prepare them for a successful career at your company. Attendees will walk away with an understanding of the DVR process, who to contact in their part of the state, and what they can start doing to successfully hire and retain qualified job seekers who are receiving DVR services.

9:30 am – 10:30 am

### Exploring solutions to the impact lack of childcare has on Wisconsin's workforce

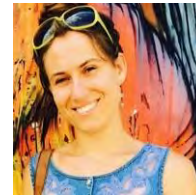
10:30 am – 10:40 am  
Break/Transition

10:40 am – 11:40 am



Ruth Schmidt  
Executive Director  
Wisconsin Early Childhood Association

**weca**



Natalie Yahr  
Local business and economy reporter  
The Capital Times

[Ruth Schmidt](#) Executive Director at [Wisconsin Early Childhood Association \(WECA\)](#) and [Natalie Yahr](#) reporter at [The Capital Times](#) will lead this much anticipated and talked about breakout session. The two women will discuss Natalie's article "Making childcare cheaper could help fix labor woes" and Ruth's work with Wisconsin Early Childhood Association (WECA) which has for more than 45 years, has been serving the needs of childcare providers through education, advocacy, and research.

9:30 am – 10:30 am

### How to keep talent

10:30 am – 10:40 am  
Break/Transition

10:40 am – 11:40 am



Jeffrey Russell  
Co-Founder of Russell Consulting

[Jeffrey Russell](#) will share ideas on why employers should conduct stay interviews. The companies that do the best job of managing their talent routinely conduct exit interviews when their employees walk toward the exits. And while you can learn much from what these exiting employees tell you, for these employees, it's too late – they are already out the door. During the Great Resignation, we need to do more. That's where the "Stay Interview" comes in. When you conduct Stay Interviews with your current employees, you are taking proactive steps to keep your star performers, high potentials, and employees filling key positions from even thinking about working elsewhere. In this session, you'll learn how to design a Stay Interview process, identify who you should target for these interviews and why, and identify questions that should be included in your interview. You'll

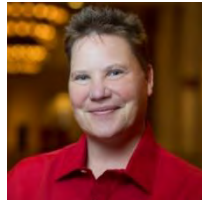
learn effective practices based upon the research as well as from your peers. Attend this session to learn how Stay Interviews can help you tap the keys for retaining talent while you're gaining insights into what factors broadly enable and undermine employee engagement in your company.

**9:30 am – 10:30 am**

**Diversity and Inclusion in the workplace**

**10:30 am – 10:40 am**  
Break/Transition

**10:40 am – 11:40 am**



Lisa Koenecke  
Inclusion Ally  
Adjunct Faculty Instructor  
Lakeland University

We all know diversity and inclusion are important to the future of our workforce. Led by [Lisa Koenecke \(she/her\)](#) this breakout presentation will help participants discover the difference between equality and equity and understand the latest laws and the current vocabulary to be truly inclusive. She will explore how to SHOW "allyship" and how to SHIFT mindsets and behaviors to SHAPE policies.

**11:40 am – 11:50 am**

**Break/Transition**

**11:50 am – 12:50 pm**

**Lunch & Panel Discussion on the politics of workforce development**



JR Ross  
Editor  
WisPolitics.com



Representative Evan  
Goyke (D)  
Assembly District 18  
Milwaukee



Representative David  
Murphy (R)  
Assembly District 56  
Greenville

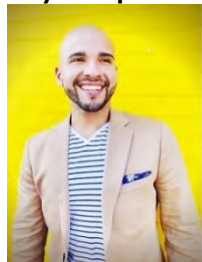
JR Ross editor of WisPolitics.com will facilitate a panel discussion between Democratic State Representative Evan Goyke of Milwaukee and Republican State Representative David Murphy of Greenville as they talk about the role of politics in Wisconsin Department of Workforce Development and funding efforts. The discussion will touch on the unique approach each party is taking to address the workforce needs of Wisconsin's employers and find out what they do agree on.

**12:50 pm – 1:00 pm**

**Break/Transition**

**1:00 pm – 2:00 pm**

**Keynote presentation from Miguel Joey Aviles**



Miguel Joey Aviles  
TEDx speaker

Miguel is a Hispanic Millennial featured at TEDx, Telemundo, and the Washington Post. He is the former Chief of Diversity and Inclusion of an 80,000 people organization. This session will identify specific steps and actions you can take to create a workplace culture that values uniqueness, diverse experiences, backgrounds, and thinking. You will learn steps that can help you facilitate the right workplace interventions to drive engagement, increase performance and create a culture of belonging. Through captivating stories and thought-provoking exercises, this session will provide you with the tools needed to facilitate the right workplace interventions to increase

employee engagement and performance amid chaos. At the heart of Miguel's message is a simple, yet powerful philosophy for life that drives every thought, every action, and ultimately every result we achieve both personally and professionally.

**2:00 pm - 2:10 pm**

**Break/Transition**

**2:10 pm – 3:10 pm**

**Panel discussion led by the Wisconsin League of Municipalities**

Please join officials from the League as this discuss the role of policy and business in workforce housing challenges in Wisconsin. Learn about things like the “biggest little change” you can make to improve housing access and affordability in your community?



**3:10 pm – 3:20 pm**

**Break/Transition**

**3:20 pm – 4:20 pm**

**Keynote presentation from Noelle Chesley, University of Wisconsin Milwaukee**



Noelle Chesley  
UW Milwaukee

**4:20 pm – 4:30 pm**

**Closing remarks**



Melissa “Missy” Hughes  
Secretary and CEO  
Wisconsin Economic Development Corporation

**Friday, April 8**

**7:15 am – 8:00 am**

**Registration & Breakfast**

**8:00 am – 8:20 am**

**Welcome**



Ron Painter  
President & CEO  
National Association of Workforce Boards (NAWB)

**About the Speaker**

Ron Painter assumed his role at NAWB in July of 2009. In his capacity as CEO of NAWB, Painter has traveled the country meeting with state and local workforce leaders to identify cutting-edge practices and programs and understand how best to spread innovative trends in human capital development throughout the nation-wide job training system. Ron was the founding CEO of the Three Rivers Workforce Investment Board in Pittsburgh, where under his leadership the organization focused on producing labor market research, working with public educators on improved student career information, supporting community leaders in the development of regional benchmarks, and establishing the Regional Workforce Collaborative with a membership of community colleges, WIBs, employers, labor, and economic development professionals. Before joining the Three Rivers Workforce Board, he worked in Washington, DC, first on loan to the U.S. Department of Labor for the Enterprise Project, and then for the National Alliance of Business.

Ron is a Board Member of the Committee for Education Funding, Manufacturing Skills Standards Council, and is a Patron of Volition Community for the Manchester Cathedral in Manchester, England.

Mr. Painter holds an undergraduate degree in Political Science from Grove City College in Pennsylvania and a Master's in Public Administration and advanced graduate coursework from the University of Pittsburgh's Graduate School of Public & International Affairs, where he served as Adjunct Faculty.

**8:20 am – 9:20 am**

**Panel Discussion on how to develop an apprenticeship program**



Learn how one of Wisconsin's local workforce development boards worked with local employers Frito-Lay and Scot Forge to create internship programs to prepare local students to enter the workforce.

This panel discussion will explore how internship programs can benefit everyone from a potato chip company to a steel mill with more than 125 years of experience.

Panelists will discuss the apprenticeship process, youth apprenticeship, and registered apprenticeship.

9:20 am – 9:30 am

Break/Transition

## Concurrent Sessions

9:30 am – 10:30 am

**Understanding mental health and disabilities**

10:30 am – 10:40 am  
Break/Transition

10:40 am – 11:40 am



Matt Glowacki'  
Civility Speaker

The statistics on mental health challenges are alarming - 76% of employees feel burned out, drained, or exhausted at work. Nearly half of employees report feeling down, depressed, or hopeless. Yet more than one in three employees reported having done nothing to cope with these feelings. Professional speaker [Matt Glowacki](#) will help attendees better understand how the stigma of mental illness and disability prevents people from talking about what they are going through. You will be given resources to help design appropriate ADA-compliant accommodations for workers. The audience will learn how to facilitate empathetic conversations with their employees to help uncover hidden challenges they might experience.

9:30 am – 10:30 am

**Talent Management and the importance of culture**

10:30 am – 10:40 am  
Break/Transition

10:40 am – 11:40 am



Chad Kopitzke  
Founder of NeXtGen Advantage

Chad Kopitzke is the founder of NeXtGen Advantage, an innovative talent management firm based in Neenah, Wisconsin. As a human capital expert with specialized knowledge of generational issues in the workplace, Chad brings a unique vantage point to modern business culture. The new age of work is here, and our workforce and organizations must change with the times. In this fast-paced presentation, [Chad Kopitzke](#) will offer key insights on the talent management challenges companies face and how implementing cultural change can foster an environment of accountability, results, and long-term success.

Participants will learn:

- Four trends defining today's world of work
- How to develop consistency in your organization's talent life cycle
- Applicable tips and tricks that you can implement today, which will affect positive change for tomorrow

9:30 am – 10:30 am

**Insights on hiring former inmates as employees**

10:30 am – 10:40 am  
Break/Transition

10:40 am – 11:40 am



We all know employers throughout Wisconsin are finding it difficult to fill their workforce needs with qualified and skilled employees. [Becky Kikkert](#) will share insights on former prisoners as employees. This break-out session talk about a unique state initiative and how it is meeting the workforce needs of employers throughout the state.

**9:30 am – 10:30 am**

**Insights on the latest workforce development data and statistics**

**10:30 am – 10:40 am**  
Break/Transition

**10:40 am – 11:40 am**



Scott Hodek  
Economist  
Wisconsin Department of Workforce Development

Join Scott Hodek, an economist from the Department of Workforce Development as he presents the latest information about Wisconsin's labor market. In addition to data for all the folks who live numbers, Scott will share unique success stories and real-life examples of what he's seen work well and not so well.

**11:40 am – 11:50 am**

**Break/Transition**

**11:50 am – 12:50 pm**

**Keynote Kimberly Kane on why women are considering leaving the workforce**



Kimberly Kane  
Kane Communications

Earlier this year Kimberly Kane began reporting on the results of the survey she launched titled State of Working Women in Wisconsin which revealed significant issues and opportunities for Wisconsin employers. Among the findings: 50% of Wisconsin's working women are considering quitting, a number that is 25% higher than the national average. The number one reason behind this, according to the research findings, is that women of all demographics feel undervalued in their current position. Join her as she explores what she's learning as she's shared this report around the state and welcomes a surprise guest who brings a unique perspective to the report's findings.

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## Round 1 Workforce Innovation Projects

The 12 regional projects that will receive up to \$59.5 million in grants through the Workforce Innovation Grant Program include:

### **Chippewa Valley Technical College | up to ~\$10 Million**

Serving Buffalo, Chippewa, Clark, Dunn, Eau Claire, Jackson, Pepin, Pierce, St. Croix, Taylor, and Trempealeau counties, Chippewa Valley Technical College proposed using these funds for the Restoring Employment through Support, Training, Outreach, Recruitment, and Education (RESTORE) project. This project will use a multi-pronged approach to address the need for skilled workers in metal fabrication across the manufacturing sector through outreach, short-term training with integrated educational pathways, and contextualized and work-based learning opportunities. The project model includes multi-purpose training centers and mobile labs, strategically integrated in rural regions, to be utilized by high schools and employers

### **University of Wisconsin-Eau Claire | up to ~\$9.4 Million**

Serving 16 counties across the state, the proposal provided by the University of Wisconsin-Eau Claire provides a comprehensive, multi-pillared approach to alleviate workforce shortages in key areas of healthcare, education, and social services while improving the health and wellbeing of families and individuals in rural regions of Wisconsin. Partnering with local school districts and social services organizations, the University will work to place education and social work students in rural settings to encourage them to stay and build their careers. The program will also partner with Mayo Clinic Health System-Northwest WI to create innovative curriculum and clinical experiences to graduate more nurses. Additionally, this proposal includes building a foundation for long-term talent development in high demand, family sustaining careers by creating new degree programs in growing healthcare fields, including public health, healthcare management, and psychiatry. This proposal also looks to partner with Mayo to pilot a new innovative care-coach model and rural healthcare hubs to bring better care and upskilled career possibilities to rural communities. Finally, in partnership with Mayo, WiSys, and the University's Small Business Development Center, the plan will provide main street business owners will skills to innovate, adapt to challenges, and grow.

### **Mid-State Technical College | up to ~\$9 Million**

Serving Wood, Portage, Adams, Waushara, Juneau, Jackson, Clark, and Marathon counties, Mid-State Technical College, Centergy, and their partners have proposed using the funds to build a regional collaboration around workforce challenges in the central region of Wisconsin to target 2,500 unemployed, underemployed, underserved communities, and youth with skill training and barrier-removing support services. This includes the construction of the Advanced Manufacturing, Engineering Technology, and Apprenticeship Center in the region.

### **University of Wisconsin Administration | up to ~\$5.7 Million**

Serving counties across the state through the Wisconsin Department of Corrections, the University of Wisconsin Prison Education Initiative (PEI) will deliver workforce-ready curriculum to teach employable skills to students while incarcerated and continue supporting them post-release through program completion and career placement. Piloting the program will engage six regions of the state with programs through UW-Oshkosh, UW-Milwaukee, UW-Parkside, UW-Green Bay, and UW-Madison, along with Extended Campus.

**Gateway Technical College | up to ~\$5.6 Million**

Serving Kenosha, Racine, and Walworth counties, Gateway Technical College was awarded these funds for the Southeast Wisconsin's Talent Optimization Project (SWTOP) to address the biggest regional workforce challenges, including the urgent need for educated workers in high-demand fields and the large number of adults who cannot address that need due to lacking high school credentials. This project will offer a 4-week pre-HSED (High School Equivalency Diploma) program, followed by a 16-week Work Ready (WR) HSED program. Courses will be offered in-person and online, onsite classes will be centrally located and offered both during the day and in the evening, transportation and childcare services will be sourced as needed, and individual case management will provide support services and guidance to keep students on track.

**City of Kenosha | up to ~\$990,000**

Serving Kenosha County, the city of Kenosha proposed using these funds to partner with Gener8tor to bring an entrepreneurship skilling program to the city, specifically to work with startup founders of color and women founders in Kenosha. The programing, known as gBETA, will provide coaching, mentorship, and networking needed to develop the workforce of entrepreneurs in the city to build strong, sustainable companies, and therefore, create strong, sustainable jobs.

**Green County Family YMCA | up to ~\$3.7 Million**

Serving Green County, Green County Family YMCA will use these funds to facilitate the addition of a 5,000 sq. ft. state-of-the-art daycare and preschool wing for licensed programs and classes, as well as an addition of a 6,000 sq. ft. Youth Development Wing. Through a partnership with Big Brothers Big Sisters, Vitality Youth Services, Jacob's Swag, Avenue's Counseling, and the Multicultural Outreach program this investment will help Green County Family YMCA meet the diverse needs of area youth.

**United Way of Door County | up to ~\$3.5 Million**

Serving Door County, United Way of Door County were awarded funds to make changes to existing childcare facilities in the county. Following the work of United Way of Door County's community childcare task force, two local nonprofit licensed group childcare centers are revising their business models. These new business models require changes to the childcare facilities and United Way of Door County was awarded these funds to make those changes to the existing space, as well as construct a new space.

**Boys & Girls Clubs of Greater Milwaukee, Inc. | up to ~\$3.3 Million**

Serving Milwaukee and Waukesha counties, the Boys & Girls Clubs of Greater Milwaukee and its partner agencies and employers plan to use these funds for the Ready Center Collective (RCC) to launch a new approach to teen workforce training, credentialing, and employment engagement. In partnership with Milwaukee Public Schools, Employ Milwaukee, Milwaukee Area Technical College, Herzing University, and more than a dozen large scale employers serving Milwaukee, the RCC is an alliance of workforce partners intent on increasing the rate in which Milwaukee's teens are positively engage in the area's workforce. The training building will include seven classroom training spaces and the programmatic approach is multi-tiered, providing teens the opportunity to sample career pathways, immerse themselves in occupational skills training experiences, and engage in internships and apprenticeships.

**Operation Fresh Start | up to ~\$3.3 Million**

Serving Dane County, Operation Fresh Start proposes using these funds for an innovative program design to solve trades employment workforce issues in the south-central region of Wisconsin, known as Build Academy. Build Academy is an innovative industry-informed collaborative job training and education



program designed to prepare the next generation of construction and conservation workers for successful careers, providing real life on-site work experience with classroom and training lab education.

**Madison Area Technical College (MATC) | up to ~\$2.9 Million**

Serving Adams, Columbia, Dane, Dodge, Green, Iowa, Jefferson, Juneau, Marquette, Richland, Rock, and Sauk counties, Madison Area Technical College proposed using funds to address two significant pandemic-related workforce issues in South Central Wisconsin, including childcare and training and upskilling for in-demand jobs. MATC plans to bolster the pipeline of high-quality childcare professions by leveraging partnerships to provide more care, support childcare facilities in improving quality ratings and accessing financial resources, and support working families with dedicated navigational support at MATC. Additionally, MATC plans to develop new avenues to accessing in-demand skills training in advanced manufacturing, healthcare, and information technology through collaborative community partnerships.

**Sauk Prairie School District | up to ~\$2.4 Million**

Serving Columbia, Dane, and Sauk counties, the Sauk Prairie School District plans to use these funds to provide an innovative solution to address the workforce needs of the region's advanced manufacturers, agricultural science employers, and healthcare providers. Currently, needs are not being met due to outdated training spaces and equipment, creating a skills gap in the area. This project will lead to sustainable training for apprentices, current students, and current employees by bringing employers into the school building and students into the region's employers.