



Southwest Wisconsin Workforce Development Board

Workforce Investment Act
Local Plan – 2013 Modification



February 2013



The information enclosed in this document encompasses the changes made to the Southwest Wisconsin Workforce Development Board’s (SWWDB) WIA Local Plan for Program Year 12 (July 1, 2012 through June 30, 2013).

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1. WORKFORCE PLAN: PART 1

Location Local Plan Section and Modified Element

Pages 6-7 Part 1.B.1.b. Job Seekers

This section is updated to reflect the changing characteristics of the average job seeker in the Southwest Wisconsin Workforce Development area.

The Southwest Wisconsin region has experienced a gradual decline in unemployed job seekers. As of December 2012, the unemployment rate for the area was 6.6% with 10,651 workers unemployed in the six-county area. This is a .2 percentage point decline from December 2011. Due to the 2012 changes to Unemployment Insurance requirements, both newly and long-term unemployed are accessing Job Center services more frequently. This allows for early intervention and assessment of the job seekers’ path to re-employment.

The description of the “average” job seeker is evolving. As the workers affected by the recession are completing training and finding training related employment, four distinct groups of job seekers are accessing area workforce services. The first group is able to use technology but possesses a less than stellar work history and work ethic; these individuals are in need of job related and employability skills but do not have the resources or inclination to complete long-term training. Conversely, a notable percentage of the job seeking public is not skilled in the use of technology. This group has a solid work history, but not the technical or computer skills needed to compete in today’s job market. The long-term unemployed make up the third group; they have sound but dated work histories and are now forced to rejoin workforce as access to other financial resources (such as UI) dwindles. Lastly, the less skilled, multi-barriered individuals remain the hardest to serve. These job seekers possess poor or no work histories. They struggle to re-enter the workforce and are becoming the focal point of basic services such as beginner computer training, adult basic education and literacy services, and economic support services. With rudimentary skills, this group of job seekers is at a distinct disadvantage in the employment market.

The job seekers identified above require broad employment and training assistance. While developing occupational skills specific to local driver industries (, food processing/manufacturing, healthcare, transportation, distribution and logistics, non-store retail trade, advanced manufacturing and agribusiness) is paramount to a healthy economy, additional resources are being dedicated to simply preparing individuals for the world of work. New avenues from online learning to accelerated training to private/public partnerships will be explored as possible solutions. Additionally, career pathway development is also essential as research and technology change the workplace so rapidly that occupational training curriculum and access needs to be concise and relevant to ensure workers are able to continually upgrade skills in order to stay employable and grow their incomes.

Job quality challenges exist with the growing number of low-wage/low-benefit jobs and lack of advancement/career pathway within smaller organizations particularly in the rural areas. Transitional jobs and work experience programs will be important for workers to demonstrate their job skills and abilities to employers. Short-term training specific to employer needs, and shorter in length compared to existing training programs, are needed to prepare workers quickly for entry-level employment, and flexible, career pathways training enabling workers to prepare for jobs with higher level skills.

It is important that workforce training and job support systems be built that help workers connect with

the education and training they need, the transitional services to succeed once employed and life-long learning classes to advance on the job. This type of three-tiered effort is necessary in order to assist workers prepare for, obtain, retain, and advance within “driver industries” (industries of significance) within our region.

P. 11 Part 1.B.3.b. Business Services Plan

Attachment A “Business Services Plan” was updated with wording/language changes.

2. POLICY COMPLIANCE: PART II

P. 28-29 Part II.B.2. Identification of Staff

Local plan is changed to reflect current staffing including the elimination of the Business and Employer Services Manager and Administrative Assistant positions.

Chief Executive Officer: 1 FTE; lead and develop overall organization; support Board; enhance governmental, community, political and economic relations; program management control; systems integration, planning, hire and fire staff.

Director of Finance: 1 FTE; responsible for maintaining financial records; develop and enforce financial policies and procedures; prepare financial reports and budgets; act as Equal Opportunity Officer for WDB; manage property and inventory.

Workforce Operations Manager: 1 FTE; responsible for coordination and oversight of Job Center services for the six (6) county area; establishing partnerships with all agencies residing in the Job Centers; implementation of performance tracking systems with program operators.

Special Projects Coordinator: 1 FTE; responsible for WIA program monitoring; coordination of youth services and Youth Council; case manager to Department of Corrections Pipeline to Work project in four (4) Southwest Wisconsin counties.

Business Services Coordinator: 2 FTE; responsible for the planning and management of various services to businesses and employers; maintain the SWWDB.org and JobCenter.org websites and liaison to Prosperity Southwest Wisconsin and other economic development/HR associations in the four (4) southwestern Wisconsin counties.

Network Coordinator: 1 FTE; responsible for the management and maintenance of all computer and network systems used by SWWDB and job center partners including support for organizational information technology infrastructure including website management.

Program Assistant: 1 FTE; responsible for payment of vouchers through the Payment Authorization System (PAS); administrative support to Board and CEO; oversight of the ASSET system to ensure performance.

Work Services Coordinator: 1 FTE; responsible for duties associated with the Disability Navigator program, as well as coordinating Ticket to Work program activities and providing ADA compliance for the job center system of Southwest Wisconsin. Responsible for Department of Corrections.



Employment Programs Coordinator: 1 FTE; responsible for duties associated with the Wisconsin Senior Employment (WISE) program, as well as providing services for older and retired workers for the job center system of Southwest Wisconsin including development of grant proposals.

Community Services Liaison: .25 FTE; responsible for the oversight of temporary and grant funded initiatives which the Board is participating in.

Accounting Clerk: .6 FTE; responsible for the payroll and check distribution for the Board.

P. 31 Part II.C.2. One-Stop Memorandum of Understanding

Attachment B “Memorandum of Understanding CJC”, referenced on Page 31, was updated to reflect Program Year 12 partners of the Comprehensive Job Center located at 1900 Center Ave., Janesville, WI. 2. Two new partners were added: Dynamic Educational Systems for Job Corps and Forward Services for W-2 Services.

P. 31 Part II.C.3. Identification of Comprehensive and Affiliated One-Stop Service Delivery System Locations

Attachment C “One-Stop Comprehensive and Affiliated Sites” was updated to include a listing of itinerant service sites.

P. 31 Part II.C.4. Summary of SWWDB’s Technical Assistance and Training Materials

Attachment D “SWWDB Technical Assistance and Training Materials” was updated to include 2012 Program Operator Meeting agendas and new Operation Memo topics. Enclosure D1 “SWWDB WIA Program Guide” was also updated.

P. 32 Part II.C.5. Universal Access

The Section 188 Checklist (Enclosure E1 “Section 188 Checklist Southwest 2012”) was completed as required under Attachment E: Universal Access.

P. 51 Part II.D.14. Intensive Services

Results of recent RFP for Adult and Dislocated Worker Intensive were added.

SWWDB as the OSO does not provide core or intensive services. In 2012, SWWDB used a competitive procurement process, involving a written Request for Proposals (RFP), to solicit proposal from interested parties. The RFP was published in the official newspaper, in the county courthouses and on the SWWDB website. Two (2) proposals were received from the following organizations:

- AFL/CIO, LETC, Janesville, WI
- Manpower Government Solutions

Manpower Government Solutions was the successful bidder.

P. 59 Part II.E.4.c. Youth Service Providers

Changes to the service providers of WIA Youth Services is has been updated

Out-of-School Youth

Manpower Government Solutions is the sole provider of WIA Out-of-School Services. Case managers provide services encompassing the 10 youth program element for the purposes credential attainment, placement in employment and/or post-secondary education, and achievement of basic

literacy/numeracy skills.

In-School Youth

- Cooperative Educational Service Agency (CESA #3) – (WIA in-school youth program operator for Grant, Iowa, Lafayette and Richland counties)
- Community Action – (WIA in-school youth program operator for Rock county). Services provided include:
 - Beloit Fresh Start: education and job-training program at-risk youth opportunities for youth to help themselves while helping others in the community.
 - Fatherhood Initiative: Participants develop job skills to become gainfully employed while enhancing their parenting skills.
 - Teen Parent Connections: program offers personalized case management and support groups. Participants are also connected with community resources that can help them in becoming more self-sufficient.
 - Skill Enhancement: skills program designed to increase the income and economic self-sufficiency of low-wage working households by helping adult members, including older youth, acquire the skills they need to obtain high paying jobs with health insurance benefits in demand occupations.
 - Transitional Jobs: program provides residents with subsidized transitional jobs that meet market demands and yield immediate income, transition participants into unsubsidized employment that becomes a source of stable income to support their families, and improve participant’s labor market skills as well as increase their work experience.
 - Provides access to numerous housing programs, emergency food assistance, and childcare.

Other organizations and programs that work with SWWDB to retain and assist youth include:

- Southwest Academy for 21st Century Excellence/Project Lead the Way: consortium of educators, service organizations and local businesses organized to develop and provide STEM curriculum to rural youth.
- Job Center Partners: Out-of-School youth services are provided through the Job Centers directly. Youth have access to all of the workshops and resources available to adult and dislocated worker participants, and are referred to partner agencies for additional services wherever appropriate. In-school youth participants use the resources of the Job Center as well, and enrolled students are brought to the Job Center to familiarize themselves with the services that are available through the Job Center partners. SWWDB is currently working with the local high schools to determine the feasibility of bringing every freshman to the Job Center for an overview of services.
- BTC: Services include:
 - Youth Options: Occupational related courses, that are taken either on campus or online, that are not offered at the local high school;
 - Advanced Standing/College Credit: earning credit for courses that are taken in high school;
 - Adult basic education and literacy; and
 - Post-secondary occupational skill education.

- DVR and Community Solutions: Administrator and service provider for clients with disabilities; works with SWWDB, partner agencies and outside organizations to place individuals (including youth) with disabilities into employment or education.
- County Human Services: Delivers services involving Medical Assistance (MA), FoodShare (FS), Child Care (CC), and Badger Care Plus (BC+) Interim Assistance, Foster Care and Juvenile Justice program.
- Forward Services: (W-2) Wisconsin Works
- Nutrition and Health Associates: nutritional service provider for women and children.

P. 63 Part II.E.8. List of Youth Providers

Attachment V “List of 2012.13 Youth Providers” has been updated.

P. 63 Part II.E.8.a. Youth Provider RFP Process

This section was updated to include the steps taken in Spring 2012 to procure in-school youth service providers for Rock and Green Counties.

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

- SWWDB issues a request for proposal (RFP) generally every three years depending on the performance of youth program operators. The RFP and resulting contract contains provisions to extend the agreement for an additional two one-year period by mutual agreement and based on satisfactory performance. SWWDB last issued RFPs for youth services in 2012.
- Youth council members review proposals and bidder presentations in order to make a recommendation the Board. SWWDB staff also reviews submitted proposals to advise the evaluation team on the completeness of the proposal and address any questions that the evaluation team may have. The Board, considering the input of the local Youth Council and SWWDB staff, is charged with selecting the most appropriate organization for the provision of youth services invites Youth Council members to participate in the evaluation of in-school programs.

Youth services are divided between Rock and Green counties and the other four southwestern counties in the WDA. In 2011, CESA 2, the incumbent in-school youth provider, withdrew its accepted bid for Program Year 11 services necessitating emergency procurement measures to obtain a new provider for the Rock and Green County Areas. Community Action, Inc., a long-time partner of SWWDB, was able to step in and provide services to affected in-school youth through June 2012. To ensure compliance to the SWWDB Emergency Procurement Policy, SWWDB issued a new RFP for the WIA In-School Youth Program (Rock and Green Counties) in the Spring of 2012. Three proposals were submitted. The Board awarded the contracts to Manpower Government Solutions for Green County and to Community Action, Inc. for Rock County.

P. 64 Part II.E.9. Youth Council Membership List 2012

Attachment W “Youth Council Membership List 2012” has been update and an invitation to join the Youth Council has been extended to the local representative of Job Corps.



NA (Not Part of Plan) Youth Incentives

SWWDB does not have a policy on youth stipends and incentives and is waiting for the final DWD Policy. In September of 2012, SWWDB did Operations Memo 11.12 on Youth Stipends/Incentives which outlines. This memo is included at Enclosure 1.

P. 66 Part II.F.1. SWWDB Negotiated Levels of Performance

Program Year 12 negotiated levels of performance replace Program Year 11 standards.

PY 12 Negotiated Levels of Performance

| | |
|---------------------------------|----------|
| Adults | |
| Entered Employment | 75% |
| Employment Retention (6 Months) | 92% |
| Average Earnings | \$10,956 |
| Dislocated Workers | |
| Entered Employment | 91.4% |
| Employment Retention (6 Months) | 97.2% |
| Average Earnings | \$16,786 |
| Youth | |
| Placement Employment/Education | 96.4% |
| Attainment Degree/Certificate | 85% |
| Literacy and Numeracy Gain | 41.7% |

P. 67 Part II.F.4. Use of Performance Data

Section updated to include how performance measures are incorporated into service provider contracts and information the development and dissemination quarterly Performance Memos. Changed the variance for a corrective action plan from 10% to 15% (under plan).

The performance data provided by DWD remains a key element in SWWDB program operations and Common Performance Measure Achievement. Performance goals are incorporated into each service contract. At the beginning of each program year, SWWDB personnel meet with each program operator to review contracted program delivery expectations including Common Performance Measures, ASSET recordkeeping, best practices and areas of concerns. Once DWD releases quarterly performance data, Performance Memos are issued which provide an analytic snapshot of the data. DWD performance data is also compared to internal recordkeeping as SWWDB attempts maintain performance “real-time”. Quarterly program operator meetings are held to update staff on any WIA changes including changes to ASSET, policy changes, etc.

SWWDB staff members also participate in the ASSET Users Group meetings and communicate changes/enhancements to program operators during the quarterly meetings or sooner if necessary.

Additional operational activities related to performance data and management:

- Performance and enrollment numbers are reviewed and recorded monthly by SWWDB staff utilizing ASSET, WEBi and internal data records;
- Services in ASSET are reviewed monthly to ensure clients are receiving the correct hierarchy of WIA services;
- The SWWDB workforce operations manager and program operators utilize ASSET reports to track/manage case load, literacy and numeracy and pending exits;



- Performance data is reviewed during all monitoring visits and file/desk reviews;
- State performance reports are reviewed at all quarterly program operator meetings;
- Regular file monitoring is conducted on a monthly basis with a randomly selected number of client files;
- Full program monitoring is conducted annually at about the mid-program year point;
- All program operators submit a written report on their activity quarterly;
- Actual performance that varies by more than 15% requires a written Corrective Active Plan;
- Program operator training on ASSET and performance measures is conducted quarterly at program operator meetings, as needed, and anytime it is requested by program operators;
- All program operators are expected to attend regular roundtable training provided by DWD; and
- All program operators utilize ASSET when developing required performance/progress reports which serve as a self-assessment.

Through regular file monitoring, and monthly and quarterly report preparation, SWWDB detects any errors or inconsistencies in actual practice that are used to determine training priorities. SWWDB uses that information to identify and prioritize training activities. SWWDB uses several different processes for training staff and providers:

- SWWDB conducts quarterly program operator meetings, with attendance mandatory for SWWDB and program operator staff, where information on ASSET data input elements and processes, and performance measures is presented and openly discussed to ensure clear understanding. The emphasis of this training is on accuracy and accountability. Recent Agendas for the Program Operator meeting are provided in Attachment D
- SWWDB provides technical assistance to program operators on an as needed basis. Fundamentally, SWWDB staff members respond to routine questions to provide immediate and timely training to service delivery personnel.
- SWWDB uses WIA Operations Memos to communicate with program operator personnel regularly and as needed rather than wait until the Program Operator meetings. These memos provide guidance on federal and state regulations and SWWDB policies and procedures. A listing of Operations Memos, by topic, dating back to 2010 is also enclosed in Attachment D.
- SWWDB contracts with program operators require staff to participate in all scheduled DWD sponsored Roundtable Training session to learn the latest processes and systems directly from DWD personnel.

It is the expectation that new staff hired by program operators will be trained on the proper use of the ASSET system by the program operator for whom they work with additional assistance provided by SWWDB as needed.

P. 68 Part II.F.5. Quarterly WIASRD and DRVS

Section updated with text/language changes and updated to reflect the variance (change) for a corrective action plan from 10% to 15% (under plan).

Achieving and a maintaining positive program performance in an ongoing effort that requiring a knowledgeable and accountable staff. Through internal recordkeeping, procedures and exit reviews, SWWDB attempts to manage performance “real-time” so that it is better able to predict achievement



and adjust for any negative tendencies or trends.

All quarterly performance reports are reviewed by the workforce operations manager, who also issues the quarterly Performance Memos to staff, operators and Board Members. All failures are investigated to determine cause and analyze prevention options. Any noted deficiencies are dispersed to the appropriate program operator for correction. If applicable and possible, corrections to performance data are made or requested through the use of DWD Staff Requests. Program operators make necessary corrections which are in turn verified by the Workforce Operations Manager. Performance failures by 15% or more from the negotiated level require a corrective action plan. These plans are reviewed annually during full program monitoring and regular file monitoring and desk reviews. The DWD quarterly reports are also reviewed at the quarterly Program Operator Meetings.

P. 68 Part II. F.6. SWWDB Specific Performance Standards

Section was completed to include how additional performance standards are used in provider contracts.

Additional performance standards are indicated in service provider contract and address enrollment expectations and service delivery. Program operators submit monthly reports comparing actual performance versus the contracted plan. SWWDB has also implemented a Retention/Incentive in every WIA service contract. This plan authorizes a 2% retention on submitted operator expenses. Operators who achieve contracted enrollment numbers and placement performance measures within a 20% variance receive the 2% back. Operators who exceed the goals also receive a 1% incentive on expenses submitted.

3. ADMINISTRATIVE SERVICES COMPLIANCE: PART III

P. 70 Part III.A.5. Board Membership List

Attachment CC “Board Member List 2012.12.17” was updated.

P. 71 Part III.A.8. Current Organizational Chart of WDA Operations

Attachment “SWWDB Organizational Chart 2012.13” was updated to reflect current staffing and functions.

4. PLAN REVIEW, PUBLIC COMMENT AND DOCUMENT: PART IV

P. 78 Part IV.a-d. Public Comment

Attachment Z “Plan Review, Public Comment and Documentation” has been included to reflect all comments, changes (based on public comments), publication notices, and the description used by the local board for public comment.

5. UPDATED DOCUMENTS AND REFERENCED ATTACHMENTS/ENCLOSURES

- Att. A: Business Services Plan
- Att. B: Memorandum of Understanding CJC
(Referenced Documents)
 - Enc. B1 - Collaborative Service Plan CJC
 - Enc. B2 - Site Cost Contribution and Staffing Plan
 - Enc. B3 - Job Center and Program Performance Measures CJC
 - Enc. B4 - Job Center Standards of Service
 - Enc. B5 - RCJC Service Delivery Network
- Att. C: One Stop Comprehensive and Affiliated Sites



- Att. D: SWWDB Technical Assistance and Training Materials
 - Enc. D1 SWWDB WIA Program Guide
- Att. V: List of 2012.13 Youth Providers
- Att. W: Youth Council Members
- Att. Z: Plan Review, Public Comment and Documentation
- Att. CC: Board Member List 2012.12.17
- Att. FF: SWWDB Organizational Chart 2012.13
- Enc. E1: Section 188 Checklist Southwest 2012