Southwest Wisconsin Workforce Development Board, Inc.

Local Workforce Development Plan 2016-2020

The Workforce Innovation and Opportunity Act (WIOA) of 2014 charges all local workforce development areas to develop and publish a plan that defines key strategies, partnerships and resources that will promote local and regional economic health for industry and individuals through the development of a strong and relevant workforce.

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SWWDB Mission

To provide a collaborative talent development system within the region.

SWWDB Vision

Innovative leadership advancing a quality talent development system.

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Executive Summary

The Southwest Wisconsin Workforce Development Board (SWWDB) collaborates with a wide variety of individuals, businesses, and organizations throughout Southwest Wisconsin. Appointed the chief local elected officials in Grant, Green, Iowa, Lafayette, Richland, and Rock counties, SWWDB serves as a strategic convener to promote effective relationships between the workforce development system, economic development, education, and community partners in order to strategically address the talent needs of local employers.

The publication of the Local Workforce Development Plan for Southwest Wisconsin (Local Plan) is the final result of months of industry research, partnership development, resource review, and process improvement. The Local Plan is a living document and changes as workforce needs are identified and, while relatively technical in nature, it is the primary governing document for the workforce development strategies and activities that are carried out in Southwest Wisconsin. Initial development is based on interim guidance from the United States Department of Labor (DOL) and Wisconsin's Department of Workforce Development. Financed through the Federal Department of Labor and as codified in the Workforce Innovation and Opportunity Act (WIOA) of 2014, the four year Local Plan supports the State of Wisconsin's vision and strategic goals and is updated every two years.

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WISCONSIN'S STRATEGIC VISION

Wisconsin will deliver a results-driven talent development system providing the opportunity for the State's job seekers, workers, and businesses to sustain economic viability and self-sufficiency. The system shall respond to changes in industry and sectors, as well as the skills, knowledge, and work ability needs of employers. The system shall also respond to the needs of workers and job seekers, assisting with acquiring new skills and overcoming barriers. Educators and economic development shall serve as partners who have a pressing stake in the system. Alignment of activities with education and regional economic strategies will aid in providing access to self-sufficiency.

The One-Stop delivery system shall provide a "one stop" at which any employer, worker, or job seeker may enter into the aligned resources and programs of the talent development system. The state's job center system shall provide electronic access into the available resources in an integrated manner. Programmatic and evaluation results provide partners and elected officials with data to ensure continuous improvement of system activity.

In order to achieve the State's vision, the following four key strategies have been developed in cooperation with the Council on Workforce Investment:

- Sector partnerships – expand sector strategies to continue enhancing and strengthening Wisconsin's economic vitality through addressing employer and job seeker talent requirements.
- Career pathways – advance career pathways in Wisconsin to greater scale and alignment; credentialing and building better ladders and lattices for adult learners and cultivating a robust talent pipeline for employers.
- Cross-program data coordination – align WIOA services to improve the job seeker's experience and the behind-the-scenes data analysis and subsequent decision-making. WIOA partners will create the conditions in which job seekers can develop greater self-determination and data analysts can enhance reporting.
- Job driven investment – prepare workers for jobs currently available in the region's economy and for emerging occupations. Labor market information and employer feedback will be used to ensure these investments have a deep understanding of regional industries, occupations, populations, and labor markets to formulate effective strategies.

Our Region, Our Workforce

Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment and Opportunity Activities and Assets

In the fall of 2015, SWWDB conducted a Workforce Needs Survey. One hundred and thirty-one (131) area employers responded to the 40 question survey. Throughout this plan document, results from this survey will be communicated and discussed. The information gleaned from this survey is in the process of being incorporated into the SWWDB Strategic Plan, and, when coupled with local labor market information, provides the data to support workforce planning and activities in Southwest Wisconsin.

Local Workforce Needs

1. *Describe the workforce investment needs in the local area as they relate to:*

   a. *Employers / Businesses*

   The SWWDB, in collaboration with our workforce partners, supports an industry partnership structure that enables the workforce development system to be nimble and responsive to the ever-changing needs of the region's businesses. Collectively, the business needs in our region are as diverse as the geography; however, businesses have identified the following common challenges:

   (1) Insufficient number of job seekers with basic employability skills.

   In the fall of 2015, SWWDB conducted a Workforce Needs Survey with area employers. 71% of the employers reported they experienced a low number of applicants for open positions. In addition, nearly 60% reported applicants lacked relevant work experience. Companies indicated that this has resulted in lowered overall productivity, reduced product quality, and in some cases, changes in expansion plans.

   Employers describe the need for training to support "soft skills." This type of training helps job seekers understand effective communication techniques, the importance of working in teams, time management skills, and problem-solving skills. Employer-identified training needs include:

   - Basic skills courses in the areas of math, writing and communications, as well as English language skill.
   - Basic computer literacy including keyboarding and the use of standard business applications.
   - Technical skill courses focused on job-specific knowledge.
   - Training that is easily accessed by employers - training that is convenient and flexible enough to be conducted around work schedules and job requirements.
   - Training conducted in condensed modules to quickly ready job seekers for the job market.
   - In addition, employers report that many job applicants are lacking interpersonal skills such as coming to work as scheduled, common sense, and work ethic.

   (2) Insufficient skill and relevant experience levels of workers due to increasing technology, an aging workforce, and a working age population's lack of advanced education.

   The vast majority (71%) of workers within the region do not have post-secondary degrees despite the fact that within the SWWDB region there are two (2) technical colleges and several universities and private colleges, providing a wide-array of sector-based educational

opportunities. Ensuring that the workforce has the knowledge and skills needed for jobs in the area is one of the most significant challenges facing employers, educators, economic development organizations and the workforce development system in Southwest Wisconsin.

The content and skill requirements of jobs are constantly changing, requiring employers to establish avenues for employees to continually upgrade their education and skills. In order for businesses to remain competitive in a global economy, they must find ways to develop new, more productive, higher value-added systems of production that employ highly skilled workers. The rapidly changing and more technologically advanced job skills require changes in the education and workforce training systems that are more flexible and focused on jobs rather than occupations. This points increasingly to a growing demand for career pathways and retraining of incumbent workers to address new processes. It is clear that workforce training must refocus to develop and implement avenues to lifelong learning for all workers.

b. Job Seekers

Several years after the historic economic downturn and the closure of the largest employer in the region, Southwest Wisconsin is experiencing an economic renaissance. Existing employers are expanding and new employers have been attracted to the region. The rate of new dislocations has diminished and the size of the dislocations has tended to be smaller. The number of unemployed workers in the region is nearing a 15 year low.

This growing prosperity leaves a labor market with a pool of job seekers with significant barriers to employment - work experience in obsolete careers, low academic preparation, high wage/benefit expectations, and/or limited or no work history. It is important to develop the skills of workers in growing industry sectors and the associated in-demand occupations such as healthcare and health services; food processing and agri-business; advanced manufacturing; transportation, distribution and logistics; and local/business services. Equally important, many job seekers will need assistance to develop a support system that will reinforce the development of interpersonal and employability skills.

An increasing number of new jobs, as well as many current jobs, require higher levels of academic preparation, computer literacy, and team-building and problem-solving skills. These requirements only reinforce the need for career pathways so workers can continually develop new job skills and adapt current skills to new processes. Structural changes are occurring in the labor market that will require workers to continually upgrade skills in order to stay employable and grow their incomes.

Job quality challenges exist with the growing number of low-wage/benefit jobs and lack of advancement opportunity within smaller organizations, particularly in the rural areas. Work-based training programs will gain in importance as employers seek a demonstration of knowledge, skill, and ability prior to formal placement. Additional short-term training programs, specific to employer/industry demands, are needed to prepare job seekers quickly for entry-level employment. Simultaneously, opportunities to expand knowledge through career pathway laddering prepares workers for jobs requiring higher skills that result in higher pay.

It is important that local workforce development services are accessible and flexible to job seekers; encompass the resources needed to support participation, achievement, employment, and retention; and are relevant to the needs of employers.

c. Incumbent Workers

Futurists and workforce researchers agree that that the rapid pace of change in the workforce will impact nearly every job in the next ten years: 80% of the jobs needed in the next decade have not yet been created; a worker will have 12-15 jobs in their lifetime; 65% of the jobs will require education beyond high school, but less than a four-year college degree (Anthony R. Carnevale, 2013). In today's fast-changing world, employers will require two distinct supply chains: one that is reactionary to immediate need (zero to three years) and one that proactively projects and prepares for talent required in the longer-term (four to ten years).

While difficult to grasp the complexities of preparing a workforce for jobs that have not yet been created and for technologies that have not yet been invented, investing in incumbent worker training can provide some stability and predictability as:

- Employers are able to assess employees' ability and capacity to learn time-management and problem-solving skills and follow-through.
- Employers are able to identify motivated employees.
- Talent investment promotes loyalty/longevity and reduces turnover.
- Employees have a method to advance.

Simply stated, by developing incumbent workers, employers are able to "grow today" what they will need tomorrow so that when the "unknown" becomes "known," operations are supported by value-added and adaptable employees. For years, employers have petitioned the public workforce system for incumbent worker training assistance, knowing they had the ways (talent potential), but not always the means (resources) for needed talent development. With the passing of the Workforce Innovation and Opportunity Act (WIOA), solutions are close. Under WIOA, up to 20% of local workforce dollars can be used to subsidize training activities for incumbent workers to obtain the skills necessary to retain employment or avert layoffs.

SWWDB is working on the local policy that will authorize this activity for the program year that begins on July 1, 2016. It is expected that WIOA Rules and Regulations will be finalized in June of 2016, and that they will provide further guidance on this training option.

d. Youth

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

- More frequent and better information needs to be shared with parents and students to make them aware of skilled worker shortages and what jobs would make for rewarding and fulfilling careers. Youth also need to be told what occupational training at an associate degree or shorter-term level can and should be used as career pathway tools.
- Guidance counselors and teachers should become more aware of what kinds of workers are needed in their communities and encourage students to prepare for those jobs rather than just push students into a four-year college.
- Businesses need to play a more visible and crucial role by working with high schools through apprenticeships, internships, and other work experience programs to give students the opportunity to experience "real jobs" within the industries of significance within the region.
- A more productive connection to the workplace is needed, one in which youth are prepared with the skills necessary to continue along their chosen educational and/or

career path, which ultimately leads to employment. This can be done by beginning career path planning within the K-12 system.

- The continued incorporation of products like Inspire Rock County, which directly connects secondary students to local employers, focuses students, parents, and teachers on the career opportunities available locally.

Lastly, to capture more disengaged youth, SWWDB is aggressively expanding the local definition of eligible youth. While WIOA made great strides in broadening the scope of the youth program, there remains a vast inventory of youth unable to connect effectively to employment and training. With a more robust definition, SWWDB hopes to increase participation and diversity.

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

- Agriculture as an industry is affected in both education and employment by the number of undocumented alien workers.
- Rural communities are impacted especially hard as youth leave for higher education and infrequently return.
- Employment and training resources for offenders will need to grow as this population is a resource needed by local employers.

3. *Describe how these needs were identified.*

The needs reported were based on conversations with employers, the aforementioned Workforce Needs Survey, EMSI Industry Cluster Reports, LAUS unemployment data and plant closure statistics for the area, along with a review and analysis of the jobs posted on the Job Center of Wisconsin (JCW) website, www.jobcenterofwisconsin.com. Other workforce partners, such as economic development and education, provided input as did the SWWDB board of directors and the members from the Southwest Wisconsin Counties Consortium during the strategic planning process.

Labor Market Information

1. *Provide an analysis of the regional economic conditions including:* (see full response below)
   a. *Existing and emerging in-demand industry sectors and occupations (data will be compiled from the Quarterly Census of Employment and Wages, Occupational Employment Survey, and long-term Industry and Occupational Projections with formatted tables provided in Fall 2015) and;*
   b. *The employment needs of employers in those industry sectors and occupations (data will be compiled from DWD labor exchange sources such as the Job Center of Wisconsin and Help Wanted Online in formatted tables and may be supplemented by the market intelligence of WDB Business Services staff).*

The data provided below (Table 1) compares 2011 average annual employment to 2014 by industry. While it is clear that the ten largest industries account for 85% of all employment, employment alone does not define "driver industries." For example, retail stores and restaurants are a significant source of jobs in most areas, but they normally provide lower wages, very few exports, and smaller multiplier effects. Driver industries must also rank high in industry concentration, competitiveness, exports, and wages.

When ranked by size alone, a few keys points can made:

- Overall employment increased by 5.7% (6,157 jobs).
- Employment increases in Manufacturing (1,709), Wholesale Trade (1,265), and Administrative and Support and Waste Management and Remediation Services (1,115) account for over 67% of employment growth in the past four years (2011 – 2014).

- Employment in the Information and Administrative and Support and Waste Management and Remediation Services industries increased by more than 30%, (34.5% and 30.4%, respectively).
- Several other industries like Management of Companies and Enterprises and Transportation and Warehousing reported employment increases well over the area average.
- Retail Trade, Educational Services, Public Administration, and Real Estate and Rental and Leasing lost the greatest number of jobs (-715, -425, -111 and -78 respectively).
- At the two-digit NAICS code level, no emerging industries are identified.

Table 1: Southwest Workforce Development Area

Annual Average Employment by Sector (Top 20)

NAICS Code	Industry/NAICS Title	2014 Employment	2011 Employment	Change	% Change
44-45	Retail Trade	17,789	18,504	(715)	-3.9%
31-33	Manufacturing	18,352	16,643	1,709	10.3%
62	Health Care and Social Assistance	15,109	14,366	743	5.2%
61	Educational Services	10,610	11,035	(425)	-3.9%
72	Accommodation and Food Services	8,926	8,604	322	3.7%
92	Public Administration	6,047	6,158	(111)	-1.8%
42	Wholesale Trade	7,263	5,998	1,265	21.1%
23	Construction	4,476	4,138	338	8.2%
56	Administrative and Support and Waste Management and Remediation Services	4,971	3,816	1,155	30.3%
48-49	Transportation and Warehousing	4,013	3,398	615	18.1%
81	Other Services (except Public Administration)	2,736	2,840	(104)	-3.7%
52	Finance and Insurance	2,734	2,684	50	1.9%
54	Professional, Scientific, and Technical Services	2,314	2,359	(45)	-1.9%
51	Information	2,902	2,157	745	34.5%
11	Agriculture, Forestry, Fishing and Hunting	2,098	1,712	386	22.5%
71	Arts, Entertainment, and Recreation	1,376	1,334	42	3.1%
55	Management of Companies and Enterprises	1,402	1,146	256	22.3%
53	Real Estate and Rental and Leasing	511	589	(78)	-13.2%
22	Utilities	514	525	(11)	-2.1%
21	Mining, Quarrying, and Oil and Gas Extraction	146	126	20	15.9%
000000*	**All NAICS Subsectors**	**114,454**	**108,308**	**6,146**	**5.7%**

*Due to required BLS suppression, the sum of employment for the listed 3-digit industries may not equal the level reported for all NAICS subsectors '000000'. Suppressed industries not listed. (Source: Longitudinal Employer-Household Dynamics (LEHD), Quarterly Workforce Indicator (QWI). Employment values are an annual average of the beginning of quarter employment for each 3 NAICS-digit industry. Provided by the Department of Workforce Development, Office of Economic Advisors)

Applying the three-digit subsector code to the same set of data reveals greater detail on the region's primary industries at the end of 2014. Table 2 (below) lists the 20 subsectors that experienced the greatest employment gains between 2011 and 2014. The 2014 industry data provided by the Wisconsin Department of Workforce Development (DWD), supplemented by labor market information provided by Economic Modeling Specialists International (EMSI) reveals:

- 77.6% of the employment gains realized in the Administrative and Support and Waste Management and Remediation Services (1,150) came from the Temporary Help industry.
- Manufacturing added 1,709 jobs between 2011 and 2014; 75.5% of this gain can be attributed to three subsectors: Machinery Manufacturing (680 jobs), Food Manufacturing (358 jobs), and Plastics and Rubber Products Manufacturing (253 jobs). Local Breweries and Wineries also grew rapidly at approximately 55.6%.

- 1,265 jobs were added in the Wholesale Trade industry. 60% (739 jobs) of the total gain occurred in the Other Construction Material Merchant Wholesalers industry.
- The Information industry grew by 34.5% (745 jobs). 75% of this growth was due to increased hiring (560 jobs) in the Data Processing, Hosting, and Related Services industry.
- Healthcare and Social Assistance (743 new jobs) showed continued gains. Hospitals and Clinics were the primary drivers behind the increased hiring, responsible for 90% (643) of the new jobs.
- Trucking (364 trucking jobs) and Warehousing (205 new jobs) accounted for almost all (92.5%) of the 615 added to the Transportation and Warehousing industry.

The Agriculture industry was not fully represented in the data provided by DWD as the data seems to have excluded self-employment. In the Southwest Wisconsin Workforce Development area, animal and crop production is an economic driver that provides over 4,400 jobs with an average salary of $29,666. In 2014, 369 new agricultural based jobs were added. Like Agriculture, the Construction industry cannot be overlooked. With self-employment information factored in, this industry is responsible for over 6,200 jobs with an average income of $48,300. Lastly, while the Non-Store Retail industry lost over 1,200 jobs between 2011 and 2014, the industry remains important to the local economy, supporting close to 5,000 jobs at the end of 2014.

Table 2: Southwest Workforce Development Area

Annual Average Employment by Subsector (Top 20)

NAICS Code	Industry/NAICS Title	2014 Employment	2011 Employment	Change	% Change
561	Administrative and Support Services	4,744	3,624	1,120	30.9%
423	Merchant Wholesalers, Durable Goods	4,196	3,274	922	28.2%
333	Machinery Manufacturing	3,552	2,872	680	23.7%
518	Data Processing, Hosting, and Related Services	1,602	1,035	567	54.8%
621	Ambulatory Health Care Services	3,853	3,415	438	12.8%
336	Transportation Equipment Manufacturing	1,456	1,028	428	41.6%
484	Truck Transportation	2,580	2,216	364	16.4%
311	Food Manufacturing	5,121	4,763	358	7.5%
551	Management of Companies and Enterprises	1,402	1,146	256	22.3%
326	Plastics and Rubber Products Manufacturing	1,242	989	253	25.6%
238	Specialty Trade Contractors	2,742	2,494	248	9.9%
622	Hospitals	5,453	5,218	235	4.5%
424	Merchant Wholesalers, Nondurable Goods	2,617	2,389	228	9.5%
493	Warehousing and Storage	542	337	205	60.8%
425	Wholesale Electronic Markets/Agents /Brokers	450	335	115	34.3%
517	Telecommunications	340	241	99	41.1%
519	Other Information Services	216	122	94	77.0%
312	Beverage and Tobacco Product Manufacturing	252	162	90	55.6%
624	Social Assistance	2,219	2,133	86	4.0%
334	Computer and Electronic Product Mfg.	411	328	83	25.3%
000000*	**All NAICS Subsectors**	**114,454**	**108,308**	**6,146**	**5.7%**

*Due to required BLS suppression, the sum of employment for the listed 3-digit industries may not equal the level reported for all NAICS subsectors '000000'. Suppressed industries not listed. (Source: Longitudinal Employer-Household Dynamics (LEHD), Quarterly Workforce Indicator (QWI). Employment values are an annual average of the beginning of quarter employment for each 3 NAICS-digit industry. Provided by the Department of Workforce Development, Office of Economic Advisors)

After careful review of the labor market information provided by DWD and EMSI, SWWDB concludes that the driver industries for the Southwest Wisconsin Workforce Development area are:

Table 3: Southwest Wisconsin Driver Industries - 2014	
o Agriculture (Crop Production) o Construction (Construction of Buildings, Specialty Trade Contractors) o Finance and Insurance (Credit Intermediation and Related, Insurers and Related) o Healthcare (Hospitals, Clinics, Assisted Living) o Information (Data Processing, Hosting and Related, Telecommunications, Publishing – Not Internet)	o Manufacturing (Food, Machinery, Plastics/Rubber, Furniture and Related, Beverages) o Retail Trade (Non-Store Retail, Motor Vehicle and Parts Dealers, Garden Equipment and Supplies) o Transportation & Warehousing (Trucking, Warehousing/Storage) o Wholesale Trade (Merchant Wholesalers – Durable and Non-durable Goods)

Note: Government and Education, though large employers (16,657 jobs), are not considered driver industries. However, to ensure the most comprehensive assessment of local workforce needs, employment projections for these industries are still reviewed regularly. Lastly, the impact self-employment and small business have in the local economy cannot be understated. While not fully addressed in the data provided by DWD, SWWDB will utilize labor market information provided through EMSI to better plan for the need of this cohort.

Emerging Industry: Rock County has a growing concentration of Professional & Business Service firms and jobs. This shift or diversification has impacted the area's GDP and income gains in a very positive manner [Rock County Economic Development].

The long-term projection data, organized by Supersector (Table 4), provides a ten (10) year outlook on employment growth while the area's top ten demand occupations based on expected growth and earning potential are shown in Table 5.

Table 4: Southwest Workforce Development Area-Long Term Industry Projections, 2012-2022

by Supersector

Industry	2012 Employment*	2022 Projected Employment	Change	% Change
Goods-Producing	24,322	25,141	819	3.4%
Natural Resources and Mining	2,912	2,643	-269	-9.2%
Construction	3,896	4,662	766	19.7%
Manufacturing	17,514	17,836	322	1.8%
Services-Providing	84,064	91,698	7,634	9.1%
Trade, Transportation, and Utilities	28,944	30,009	1,065	3.7%
Information	2,326	2,341	15	0.6%
Financial Activities	3,445	3,698	253	7.3%
Professional and Business Services	7,317	8,975	1,658	22.7%
Education and Health Services	21,376	24,499	3,123	14.6%
Leisure and Hospitality	10,189	11,074	885	8.7%
Other Services (except Government)	2,769	3,001	232	8.4%
Education and Hospitals	7,698	8,101	403	5.2%
Self Employed and Unpaid Family Workers, All Jobs	6,218	6,268	50	0.8%
Total All Industries	**114,604**	**123,107**	**8,503**	**7.4%**

*Due to confidentiality, data is suppressed and so detail may not add to totals. Information is derived using annual 2012 QCEW unpublished data from the US Bureau of Labor Statistics and Current Population Survey data from the US Census Bureau was also used. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2012 to 2022. It is important to note that unanticipated events may affect the accuracy of these projections. Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015.

Table 5: Southwest Workforce Development Area-Long Term Occupational Projections, 2012-2022						
Top 10 Demand Occupations						
SOC Code	Occupation - SOC Title	% Change	Average Annual Total Openings	Entry Hourly	Experienced Hourly	Median Annual
29-1141	Registered Nurses	19.2%	92	$ 25.26	$ 33.25	$ 62,536
53-3032	Heavy and Tractor-Trailer Truck Drivers	5.9%	71	$ 14.11	$ 21.56	$ 37,852
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	13.5%	47	$ 15.00	$ 34.59	$ 51,851
11-1021	General and Operations Managers	9.4%	36	$ 20.03	$ 54.93	$ 78,781
43-1011	Administrative Support Workers	6.2%	34	$ 14.76	$ 27.55	$ 43,694
47-2031	Carpenters	23.7%	30	$ 11.59	$ 23.73	$ 36,109
33-3051	Police and Sheriff's Patrol Officers	6.5%	29	$ 15.82	$ 25.24	$ 44,974
51-4011	Metal and Plastic	29.5%	29	$ 12.73	$ 18.78	$ 33,723
41-1011	First-Line Supervisors of Retail Sales Workers	-3.1%	29	$ 11.27	$ 22.14	$ 33,689
47-2061	Construction Laborers	19.4%	28	$ 13.56	$ 20.68	$ 36,159
00-0000	***Total, All Occupations***	***7.4%***	***3,705***	***$ 9.50***	***$ 24.41***	***$ 32,859***

The regional economic condition improved with growth in nearly all industry sectors except Utilities, Retail Trade, and Real Estate. The region's logistical position, between major markets in Chicago and Minneapolis, has supported several business expansions as well as new companies locating to the area. Long-term projections indicate that employers will require a significant influx of 8,503 new workers and 27,000 replacement workers will be needed. According to DWD, "replacement openings are an estimate of the number of job openings expected because people have permanently left a given occupation. Permanent exits occur if someone dies, retires, or otherwise leaves the labor force. Permanent exits also include openings resulting from someone permanently changing occupations. For example, a person leaves their job as a cashier and becomes a truck driver. Openings resulting from people changing employers, but staying in the same occupation are not included" [DWD, WDA 11 LMI Databook].

The 30 occupations with the most projected openings are listed in Table 6. As the area's labor force participation rate (LFPR) continues to decline, meeting this future demand will require collaborative efforts from workforce staff, economic development, and education and, as the declining LFPR is a national phenomenon, the states (and local labor markets) that can effectively and quickly reengage its working age population will see the greatest economic impact.

The estimated labor force participation rate (LFPR) at the end of 2014 was 69.2% for the six-county area. Richland County had the lowest LFPR (65.3%) and Iowa County had the highest LFPR at 73.1%. The area's average is higher than both the state (67.8%) and federal (62.5%) LFPR, but it has been steadily declining since 2001 when the LFPR was 74.9%. The decline can be attributed to several factors: the retirement of the baby boomers, increase in the number of youth going into post-secondary education versus employment, increased disability claims, and most confusingly, there has been an increase in the number of "prime" working age Americans leaving the labor force. Many of these men and women never re-skilled during and after the great recession, and now are unable to compete for the jobs available (Soergel, 2015).

Table 6: Southwest Workforce Development Area-Long Term Occupational Projections, 2012-2022						
Top 30 Occupations with Most Openings						
SOC Code	SOC Title	2012 Employment	2022 Projected Employment	Openings Due to Growth	Openings due to Replacement	Total all Openings
41-2011	Cashiers	3,385	3,351	-34	1,460	1,460
41-2031	Retail Salespersons	3,909	4,008	99	1,340	1,439
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,777	3,119	342	106	448
53-7062	Movers, Hand	2,812	3,033	221	870	1,091
35-3031	Waiters and Waitresses	1,874	1,931	57	900	957
29-1141	Registered Nurses	2,381	2,838	457	46	503
43-9061	Office Clerks, General	3,342	3,467	125	70	195
43-4051	Customer Service Representatives	2,337	2,448	111	640	751
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,253	3,445	192	520	712
39-9021	Personal Care Aides	2,062	2,524	462	150	612
43-5081	Stock Clerks and Order Fillers	2,018	1,909	-109	610	501
31-1014	Nursing Assistants	1,659	1,838	179	320	499
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,563	1,774	211	290	501
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and	1,420	1,611	191	280	471
43-3071	Tellers	786	831	45	370	415
53-7064	Packers and Packagers, Hand	1,202	1,279	77	320	397
35-3011	Bartenders	864	938	74	320	394
11-1021	General and Operations Managers	1,261	1,379	118	240	358
35-2014	Cooks, Restaurant	1,042	1,185	143	210	353
43-1011	Administrative Support Workers	1,140	1,211	71	270	341
43-4171	Receptionists and Information Clerks	909	1,004	95	340	435
51-9111	Packaging and Filling Machine Operators and Tenders	943	1,053	110	220	330
51-2092	Team Assemblers	1,476	1,554	78	230	308
47-2031	Carpenters	845	1,045	200	100	300
33-3051	Police and Sheriff's Patrol Officers	768	818	50	240	290
41-1011	First-Line Supervisors of Retail Sales Workers	1,335	1,294	-41	290	249
51-4011	Operators, Metal and Plastic	501	649	148	140	288
47-2061	Construction Laborers	687	820	133	150	283
31-9092	Medical Assistants	598	744	146	110	256
37-2012	Maids and Housekeeping Cleaners	830	928	98	160	258
	Total - Top 30 Openings	**49,979**	**54,028**	**4,049**	**11,312**	**15,395**
	Total, All Occupations*	**114,604**	**123,107**	**8,503**	**27,440**	**37,050**

Information is derived using May 2014 OES Survey and annual data 2012 QCEW. Unpublished data from the US Bureau of Labor Statistics, CPS and US Census Bureau was also used. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2012 to 2022. It is important to note that unanticipated events may affect the accuracy of these projections.Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015. * Due to confidentiality, data is suppressedand so detail may not add to totals.

2. *Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations (data will be compiled from (a) and (b) and will include common skills and educational requirements as defined in O*Net).*

The knowledge and skills needed to meet the demands of the existing and emerging industries in the Southwest Wisconsin Workforce Development area range from less than a high school diploma to advanced degrees and certifications (Table 7).

Table 7: Southwest Workforce Development Area-Long Term Occupational Projections, 2012-2022			
Job Projections by Entry Education Needed			
Typical Education for Entry	**2012-2012 Job Openings**	**% of Total**	**Entry Wage Avg**
Less than high school	12,171	32.9%	$9.86
High school diploma or equivalent	12,003	32.4%	$13.66
Some college, no degree	225	0.6%	$14.01
Postsecondary non-degree award	2,647	7.1%	$13.55
Associate's degree	1,624	4.4%	$18.00
Bachelor's degree	3,513	9.5%	$21.20
Master's degree	398	1.1%	$19.70
Doctoral or professional degree	716	1.9%	$43.18
Grand Total*	**37,050**		**$16.59**

Information is derived using May 2014 OES Survey and annual data 2012 QCEW. Unpublished data from the US Bureau of Labor Statistics, CPS and US Census Bureau was also used. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2012 to 2022. It is important to note that unanticipated events may affect the accuracy of these projections.Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015. * Due to confidentiality, data is suppressedand so detail may not add to totals.

A significant number of the occupations (32.9%) will require "less than high school," and only a high school diploma or equivalent will be required for 12,003 jobs; however, after careful review of the long-term projections provided by DWD, the high school or less cohort seems to be somewhat misclassified as there are quite a few occupations, if recruited, would require some post-secondary education or training. SWWDB speculates that as these positions are replaced, education and/or work experience requirements will increase to encapsulate the technical skills required by today's employers.

Table 8: Southwest Workforce Development Area-Long Term Occupational Projections, 2012-2022		
Demand Occupations and Typical Education Requirement		
Top 10 Demand Occupations	**Total Opening 10 years**	**Typical Education for Entry**
Construction Laborers	280	Less than high school
Carpenters	300	High school diploma or equivalent
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	60	High school diploma or equivalent
First-Line Supervisors of Office and Administrative Support Workers	340	High school diploma or equivalent
First-Line Supervisors of Retail Sales Workers	290	High school diploma or equivalent
Police and Sheriff's Patrol Officers	290	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	470	High school diploma or equivalent
Heavy and Tractor-Trailer Truck Drivers	710	Postsecondary non-degree award
Registered Nurses	920	Associate's degree
General and Operations Managers	360	Bachelor's degree

Only 16.9% of the future job openings will require an Associate's degree or higher. Likewise, a majority of the area's demand occupations will require no more than a high school diploma (Table 8), based on the data provided by DWD. However, a strong argument can be made that all of the occupations listed as "demand occupations" require some post-secondary training based on feedback from local employers. An occupational/training matrix, based on DWD's projections, is provided in ***Enclosure 01***.

In addition to the education and training requirements provided by DWD and EMSI, SWWDB has direct feedback from local employers regarding talent development needs. As part of the SW Wisconsin Workforce Needs Survey, 131 business leaders from throughout the six-county region

conducted in September 2015, employers were asked a number of questions regarding the skills lacking in applicants for their open positions. Following is a summary of those comments:

- **Which basic skills are applicants generally lacking:**
  - Written Communication (39.5%)
  - Applied Mathematics (25.6%)
  - Reading for Information (23.3%)
  - Locating Information (18.6%)
- **Which hard or occupational skills are applicants generally lacking:**
  - Critical/Analytical Thinking (61%)
  - Basic Communication/Writing Skills (34.2%)
  - Machine Operation (31.7%)
  - Basic Computer Literacy (22%)
  - Safety (18%)
  - Project Management (15%)
- **Which soft or interpersonal skills are applicants generally lacking:**
  - Attendance (71%)
  - Dependability (66%)
  - Motivation (65%)
  - Communication Skills (44%)
  - Accepts Supervision (40%)
  - Time Management (40%)
  - Leadership/Management Potential (32%)
  - Teamwork (32%)
  - Adaptability to Change (30%)
  - Honesty (26%)

A summary analysis of this information shows that employers expect solid communication skills (reading, writing, and computer literacy), problem-solving skills (critical/analytical thinking, locating information, and adaptability to change), workplace integrity skills (attendance, dependability, and honesty), and workplace effectiveness skills (motivation, accepts supervision, time management, and teamwork). Additionally, 32% of the employers surveyed indicated a need for employees with leadership/management potential, a need that will increase given the number of retirements looming over the course of the next five to ten years.

3. *Provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. (Regional economists will provide a series of formatted tables and graphs describing these trends at the WDA and state levels. This data will be compiled from the Local Area Unemployment Statistics program and will be supplemented with data from the U.S. Census Bureau and other sources).*

   WDB leadership must review and incorporate the provided material in order to assess the climate in which the WDB operates prior to inclusion in the local plan. Regional economists will also be available to assist in the creation of any narrative analysis incorporated to support the data elements provided.

   The Southwest Wisconsin Workforce Development Board (SWWDB) region includes Grant, Green, Iowa, Lafayette, Richland, and Rock Counties. The region is very diverse, with Rock County itself being an urban MSA, Green and Iowa counties part of the six-county Madison MSA, and the remaining counties (Richland, Lafayette, and Grant) being primarily rural.

Table 09: WDA 11 Population									
	WDA 11	Grant	Green	Iowa	Lafayette	Richland	Rock	State	Nation
Population									
2010	306,616	51,183	36,852	23,662	16,793	17,894	160,232	5,689,271	309,347,057
2014	307,151	51,272	36,971	23,754	16,847	17,842	160,465	5,721,692	314,107,084
2015 Estimate	308,754	51,844	37,200	23,858	16,864	17,603	161,385	5,778,942	321,252,743
Change	2,138	661	348	196	71	(291)	1,153	89,671	11,905,686
% Change	1%	1%	1%	1%	0%	-2%	1%	2%	4%
Estimated Labor Force Participation Rate (LFPR)									
2010	70.7%	68.5%	74.6%	73.2%	74.5%	66.8%	66.6%	**1990-2014 Change**	
2014	69.2%	65.9%	72.8%	73.1%	71.5%	65.3%	66.4%	-4.9%	
Change	-0.01	-0.03	-0.02	0.00	-0.03	-0.01	0.00		
% Change	-2.1%	-3.8%	-2.5%	-0.1%	-4.1%	-2.2%	-0.2%		
Estimated Employment to Population Ratio (EPOP)									
2010	64.7%	63.3%	68.7%	67.1%	69.2%	60.7%	59.1%	**1990-2014 Change**	
2014	65.7%	62.8%	69.5%	69.3%	68.4%	61.9%	62.3%	-5.4%	
Change	0.01	-0.01	0.01	0.02	-0.01	0.01	0.03		
% Change	1.5%	-0.8%	1.2%	3.3%	-1.2%	1.9%	5.4%		
Other (Estimated) Demographics - 2014									
Med. Age	40	36	42	39	41	44	39	39	37
HSD or Higher	90.5%	90.7%	91.8%	92.4%	89.9%	89.6%	88.4%	90.8%	86.3%
Med. Income	$50,185	$ 47,266	$ 54,868	$ 54,390	$ 50,154	$ 44,785	$ 49,645	$ 52,736	$ 53,482
Foreign Pop.	10,142	688	907	354	406	364	7,423	268,424	41,086,885
Poverty Rate	12.8%	16.6%	9.6%	10.0%	11.2%	14.3%	14.9%	13.3%	15.6%
% Veteran Pop.	7.0%	6.1%	6.2%	6.7%	6.2%	7.4%	7.5%	6.9%	6.6%
% Dis. Pop.	12.8%	10.8%	11.9%	12.1%	10.6%	13.1%	13.9%	11.3%	12.1%
% Male Pop.	49.9%	51.9%	49.5%	50.0%	50.5%	50.5%	49.1%	49.7%	49.2%
% Female Pop.	50.1%	48.1%	50.5%	50.0%	49.5%	49.5%	50.9%	50.4%	50.8%

Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information-LAUS, Office of Economic Advisors, Queried on November 04, 2015 & Current as of Same Date. "Selected Social Charactersitics in the United States". American Fact Finder, US Census Bureau

Table 10: WDA 11 Labor Force and Employment						
	2010	2011	2012	2013	2014	2015 Estimate
Labor Force	164,640	163,165	162,632	163,278	164,262	168,157
Employed	148,826	149,741	150,851	152,080	155,199	161,080
Unemployed	15,814	13,424	11,781	11,198	9,063	7,044
UI Rate	9.6%	8.2%	7.2%	6.9%	5.5%	4.2%

Wisconsin Department of Workforce Development, Bureau of Workforce Training - Labor Market Information-LAUS, Office of Economic Advisors, Queried on November 04, 2015 and February 17, 2016.

The population of the region grew at a slower rate than both the state and the nation and is expected to continue to grow slowly; however, the workforce in the region and state is aging, and employers are noticing a tightening of the labor force. With the December 2015 unemployment rate at 4.2%, the region is moving closer to economic full-employment, a condition in which those who remain unemployed likely possess challenging barriers and/or outdated skill sets. Additionally, as mentioned earlier in this section, increasing the labor force participation rate – i.e. reengaging those who have dropped out of the workforce or moving students more quickly through post-secondary education – would drastically improve labor force supply.

Educational Attainment

Educational attainment in the Southwest Wisconsin area falls relatively in line with the state attainment numbers. The information provided by DWD estimated highest education level attained by age cohort and county. Without historical data, the attainment information is difficult to put into perspective, but a few observations can be made: WDA 11, for the most part, is performing in line with the state. The highest education level achieved for 38.4% of the region's population over the age of 25 is high school, 21.9% have experienced some college but earned no degree, and approximately 28.8% have earned an Associate's degree or higher.

Table 11 WDA 11 Labor Force and Employment

	Wisconsin	WDA 11	Grant	Green	Iowa	Lafayette	Richland	Rock
Total; Estimate; Population 18 to 24 years	553,912	**29,374**	8,792	2,526	1,500	1,271	1,371	13,914
- Less than high school graduate	12.7%	**12.5%**	7.2%	11.5%	16.2%	20.5%	18.0%	14.4%
- High school graduate/equivalent	31.3%	**36.6%**	25.9%	46.3%	44.0%	31.9%	34.3%	41.4%
- Some college or associate's degree	46.7%	**46.0%**	63.5%	33.8%	35.9%	42.4%	43.8%	38.7%
- Bachelor's degree or higher	9.3%	**4.9%**	3.3%	8.4%	3.9%	5.3%	3.9%	5.4%
Total; Estimate; Population 25 years % up	3,827,815	**204,421**	31,566	25,553	16,452	11,365	12,434	107,051
- Less than 9th grade	3.3%	**3.5%**	4.4%	2.6%	2.2%	4.8%	4.1%	3.4%
- 9th to 12th grade, no diploma	6.2%	**7.5%**	5.8%	6.0%	5.6%	5.4%	7.0%	9.0%
- High school graduate/equivalent	32.8%	**38.4%**	40.2%	39.3%	36.2%	44.1%	41.8%	36.9%
- Some college, no degree	21.2%	**21.9%**	20.2%	22.3%	23.7%	20.4%	22.8%	22.0%
- Associate's degree	9.6%	**9.5%**	10.3%	9.2%	10.6%	8.8%	9.4%	9.3%
- Bachelor's degree	17.7%	**12.8%**	11.9%	13.9%	14.8%	11.9%	9.3%	13.0%
- Graduate or professional degree	9.1%	**6.5%**	7.3%	6.6%	6.9%	4.6%	5.6%	6.4%
Total; Estimate; Population 25 to 34 years	724,823	**35,699**	5,333	3,958	2,666	1,857	1,829	20,056
- High school graduate or higher	91.7%	**89.7%**	92.0%	95.4%	92.2%	93.2%	92.4%	87.1%
- Bachelor's degree or higher	31.2%	**20.7%**	19.3%	23.1%	21.2%	21.5%	13.1%	21.1%
Total; Estimate; Population 35 to 44 years	713,866	**37,747**	5,162	4,740	2,960	1,939	1,984	20,962
- High school graduate or higher	92.1%	**91.3%**	91.8%	94.3%	94.4%	88.9%	93.8%	90.1%
- Bachelor's degree or higher	31.7%	**23.7%**	24.7%	25.0%	27.0%	22.2%	16.4%	23.5%
Total; Estimate; Population 45 to 64 years	1,586,873	**85,417**	13,035	11,144	7,322	4,908	5,288	43,720
- High school graduate or higher	92.8%	**91.3%**	93.8%	93.9%	94.9%	92.8%	92.2%	89.0%
- Bachelor's degree or higher	26.5%	**19.4%**	19.3%	20.7%	22.9%	15.4%	15.9%	19.4%
Total; Estimate; Population 65 years & up	802,253	**45,558**	8,036	5,711	3,504	2,661	3,333	22,313
- High school graduate or higher	83.0%	**82.4%**	80.6%	81.5%	85.0%	82.5%	78.9%	83.3%
- Bachelor's degree or higher	19.2%	**14.3%**	15.3%	14.8%	15.2%	10.8%	13.6%	14.2%

The opportunities available to individuals to access education and training through the local workforce system are plentiful. For example, basic education and GED preparation are provided at both job centers and at several technical school outreach locations. Short-term training options are growing, driven by the need to develop specific occupational skills identified by local employers. As the supply of available workers contracts, the opportunities provided by increased education and skill development cannot be understated. From entry level employees who are equipped with positive employability skills to occupations validated through licensing credentials, increasing education attainment will be key to continued growth.

Table 12: WDA 11 Veteran Status				
Veteran Labor Force	18 to 34 years	35 to 54 years	55 to 64 years	Total
Estimated Total Number of Veterans:	1,274	5,132	5,321	11,727
- Veterans: - In labor force:	1,022	4,656	3,305	8,983
% in Labor Force	*80.2%*	*90.7%*	*62.1%*	*76.6%*
- Veterans: - In labor force: - Employed	869	4,399	3,029	8,297
- Veterans: - In labor force: - Unemployed	153	257	276	686
% Unemployed	*15.0%*	*5.5%*	*8.4%*	*7.6%*
- Veterans: - Not in labor force	252	476	2,016	2,744

The unemployment rate for veterans is estimated at 7.6% (Table 12), well above the general population unemployment rate. While priority of service allows veterans and eligible spouses first access to workforce programs, the skills developed while serving in the military need greater recognition as transferable ability in the civilian job market. In addition, while the region is doing better than the state employing disabled persons (Table 13), the region still has a 4.6% unemployment rate for those handicapped persons looking for full-time work, and a 9.3% unemployment rate for those wanting less than full-time employment. Advancing both of these populations in the labor market will help meet the increasing demand of local employers.

Table 13: Labor Force - w/Disability								
Disabled Workforce	Wisconsin	WDA 11	Grant	Green	Iowa	Lafayette	Richland	Rock
Total:	3,535,060	**186,867**	31,732	22,297	14,401	9,949	10,443	98,045
Worked full-time, year round:	1,844,050	**96,805**	15,959	13,036	8,613	6,121	5,410	47,666
Worked full-time, year round: - With a disability	71,505	**4,562**	695	548	402	198	194	2,525
Worked full-time, year round:- No disability	1,772,545	**92,243**	15,264	12,488	8,211	5,923	5,216	45,141
% Employed with a disability	3.9%	**4.7%**	4.4%	4.2%	4.7%	3.2%	3.6%	5.3%
Worked less than full-time, year round:	1,122,232	**59,566**	11,259	6,425	4,015	2,487	3,254	32,126
Worked part-time: - With a disability	87,441	**5,518**	788	672	298	226	260	3,274
Worked part-time: - No disability	1,034,791	**54,048**	10,471	5,753	3,717	2,261	2,994	28,852
% Employed less than full-time with a diability	7.8%	**9.3%**	7.0%	10.5%	7.4%	9.1%	8.0%	10.2%
Did not work:	568,778	**30,496**	4,514	2,836	1,773	1,341	1,779	18,253
Did not work: - With a disability	165,468	**9,970**	1,219	851	564	380	556	6,400
Did not work: - No disability	403,310	**20,526**	3,295	1,985	1,209	961	1,223	11,853

4. Describe any WDA specific labor market characteristics not reported in 1.a. and b.

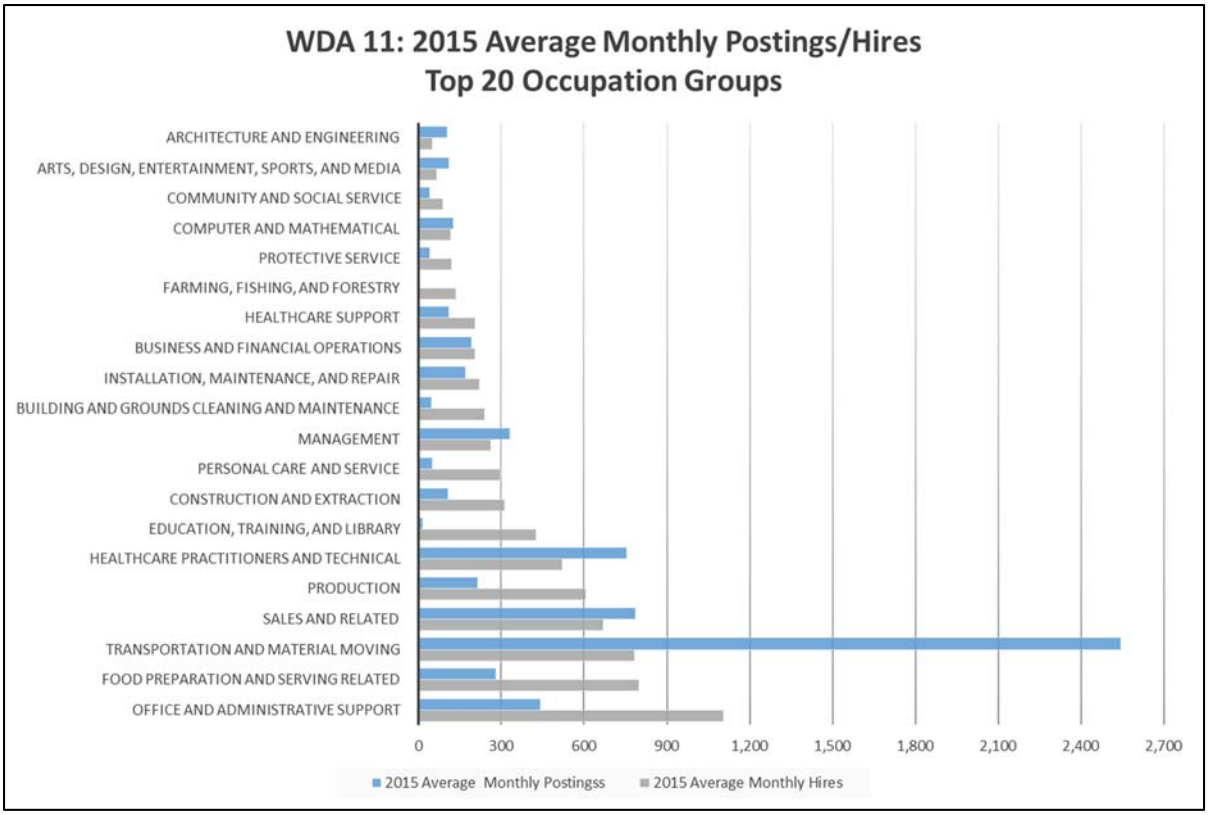
The 2015 Workforce Needs Survey provided the following additional insight into the character of the labor force and opportunities for the future:

- 98 employers expect to have over 1,400 job openings, most of which they hope to fill in the next 12 months.
- 75% of the respondents currently had vacancies.
- 54% have plans to expand and hire additional employees within the next three years.
- 95% hired in the past 12 months and 85% of those indicated that they had difficulty filling those open positions.
- 71% reported that they had a low number of applicants and lack of available skilled workers was the leading constraint preventing area employers from expanding.
- 59% stated that applicants lacked relevant work experience.
- Due to the difficulty in hiring, 51% said they hired a less qualified person.

- Even though for the most part skills required to adequately perform production or support jobs have remained the same, nearly 36% of the respondents indicated that the skills required are increasing.

To stay competitive, many new and expanding employers in Rock County are offering higher-than-average wages. This is well documented by the 2015 Rock County Salary & Benefits Survey and area job postings during most of 2014-2015.

Job posting data also provides a real-time pulse on the regional labor market. When compared to hiring data, conclusions can be drawn pertaining to supply and demand. The chart below compares 2015 monthly (unique) posting averages to monthly hiring averages. The information below provides a quick glimpse at online recruiting intensity.



Lastly, the labor force needs of employers change quickly, requiring a responsive workforce system. Building a talent pipeline is moving from a process of production to one of creative endeavor where solutions are found in the details. The public workforce development system will need to be flexible as there is no "one size fits all" type of solution to the hiring and training needs of local employers.

Assessment of Current Workforce Investment Activities in the Local Area

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

SWWDB has long been a supporter of career pathways as a method through which workers can move up the career ladder by completing short-term certificate training programs that lead to

credentials and upward mobility in their career of choice. This laddering effect, over time, produces a better trained and qualified workforce for local employers, as well as higher wages for employees, which, in turn, creates a positive economic impact on local communities and the state as a whole.

During meetings with employers and other partners, SWWDB explains the concept of sector partnerships and career pathways and bridges, and engages employers in discussions about their industries, training needs, skill gaps, and what they believe their future needs will be. The information gathered during these meetings is used as a catalyst to form industry partnerships and build the short-term trainings, resulting in certificates and credentials in driver industries.

SWWDB will expand the use of employer focus groups to identify job skill needs in the driver industries and demand occupations in Southwest Wisconsin. For example, SWWDB staff members participate in regional human resource groups like the Blackhawk Human Resource Association and the Tri-County Human Resource Association. SWWDB has established a solid relationship with the two technical colleges in the region that has enhanced efforts to align private sector employment needs and educational opportunities.

SWWDB has been successful in building sector partnerships with companies needing CNC (Computer Numerical Control) technicians and welders in the past year. Partners in the development of these "boot camps" include Blackhawk Technical College (BTC), Rock Valley Technical College, Beloit Memorial High School, Manpower Government Solutions, Community Action Inc., Division of Vocational Rehabilitation, Job Service, Food Share Employment and Training program, Veterans Services, and the SWWDB Business Services Coordinator, along with 15 local companies. The companies assisted the technical colleges with curriculum development and the boot camps were held during the summer so that the Beloit Memorial High School CNC equipment could be utilized for the training. The welding boot camp was held at the new BTC Advanced Manufacturing Center located in Milton, WI. Ten adults participated in each class and 85% are working. Some of the students had extreme barriers to overcome and did so because of the collaborative efforts put forth by everyone on the team. Due to the success of these programs, SWWDB is currently working with partners to develop more short-term trainings with input from companies on the skills needed to become part of their workforce.

The difficulty with these types of trainings is the time it takes to build the sector partnership and then ensuring that the curriculum, based on the technical college's current class curriculum, meets the minimum standards for each company. SWWDB has addressed this by having the instructor spend time at each company assessing their entry level requirements for current job openings. Also, companies within the partnership have sent their supervisors to work with the classes.

Locating individuals who can attend a short-term training for up to eight hours per day for seven to nine weeks without providing stipends or other basic resources such as child care is very difficult. We have been able to work through each participant's barriers on a case by case basis, finding solutions through current programming and other community resources. Additionally, through increased coordination of One-Stop partner programs, SWWDB predicts a greater participant pool will be available for future boot-camps and workshops.

2. *Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities. This description must include an identification of successful models of such activities being used and/or planned. [§108(b)(9)]*

Since 2013, SWWDB has worked with the Rock County Economic Alliance, school districts, and local employers to prepare students for future careers with the implementation of Inspire Rock County, a career planning concept that connects students and teachers to local employers via Career Cruising

software that is available in Rock County middle and high schools. The Inspire concept is also gaining momentum in Iowa and Green Counties. As services to in-school youth decrease under WIOA, this career planning and exploration activity returns a leveraged value to all students, schools and employers.

Community Action, Inc. (CAI) serves WIOA-eligible youth in Grant, Green, Iowa, Lafayette, Richland, and Rock Counties. CAI has been successfully serving the youth population with focused employment and training initiatives for over seven years. This includes programs such as Fresh Start, Fatherhood Initiative, Skills Enhancement, and the PATHS housing program for youth involved with foster care. These programs provide assistance to young adults in Rock County that have barriers including: homelessness, high school dropouts, teen parents, criminal justice involvement, youth with disabilities, as well as mental/emotional health challenges.

CAI utilizes the elements of the WIOA youth program to effectively assess personal and academic challenges, provide career exploration and skill development through a range of contextualized learning opportunities, and provide on-going case management support to assist youth in moving toward self-sufficiency while making a difference in their lives through engagement in positive community experiences.

SWWDB, in partnership with CAI and Manpower, has also conducted a summer youth program that features avenues to work experience, leadership training and team building activities, and employer and campus visits. SWWDB will continue these activities in the future and will be planning programming to address the deficiency in "soft skills" that has been identified by local employers.

3. *Describe the strategy to identify business requirements within the local area and provide support in meeting their needs. [§682.320]*

SWWDB participates in and conducts a number of regular activities to ensure that WIOA-eligible participants have the skill sets required by high-demand industries, as well as other employers throughout the region. Chief among these activities is regular surveying of businesses throughout the WDA to determine what their short- and long-term hiring outlooks are and if there are positions that are either difficult to fill or are experiencing higher-than-normal turnover due to skill gaps or deficiencies.

SWWDB has surveyed local businesses to determine their hiring and training needs. SWWDB found this to be a very informative exercise, and intends to follow-up with additional surveys at least annually. Information was gathered using an online survey and companies were asked a series of questions about their current workforce, their anticipated workforce needs in the next 12-18 months, and general questions regarding the employer's impression about the area's available workforce and training needs. The information gathered not only gave SWWDB and its partners a snapshot of current employer needs, but also shed some light on broader issues that may affect the quality of the available labor force.

This data was supplemented by information collected from WANTED Analytics, a web-based tool used by SWWDB to track and monitor online job postings from the immediate area and beyond. One of the benefits of the WANTED system is that it removes duplicate postings in order to provide a more accurate representation of the local job market beyond what is available on JCW. Another benefit is that WANTED provides real-time information on current job openings, which can then be provided to WIOA case management staff for use in counseling clients toward training programs and employment opportunities. Because this information can be nearly instantaneously updated, SWWDB can ensure that WIOA clients are steered toward those existing and emerging demand industries.

4. *Provide a description and assessment of the type and availability of services available to employers in the local area.*

SWWDB and partners provide services and access to www.jobcenterofwisconsin.com (Job Posting, Candidate Searching, Labor Market Research and Info) on-site recruiting and other recruiting assistance, job fairs/hiring events, layoff aversion information, applicant pre-screening, National Career Readiness Certification (NCRC)/Job Profiling.

The One-Stop system will also be re-introducing business lunches/workshops on current topics like labor law, employee retention, local wage and benefits data, etc.

Future services to businesses will be designed to address the concerns and needs identified the 2015 Workforce Needs Survey.

Strategic Focus

Vision and Workforce Development Area Goals

A. *Provide a description of the Board's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [§108(b)(1)(E)]*

Workforce development in Southwest Wisconsin is partnership focused. It draws resources and momentum from multiple sources to provide a collaborative talent development system that engages employers and job seekers at the local level. In the summer of 2015, the strategic intent of the SWWDB was updated to reflect the direction and guiding principles under which the SWWDB will operate in 2016 and beyond. The mission, vision, values, and goals listed below describe the focus of workforce operations in the Southwest Wisconsin Workforce Development area.

SWWDB Mission

To provide a collaborative talent development system within the region.

SWWDB Vision

Innovative leadership advancing a quality talent development system.

SWWDB Values

- Efficient: we practice prudence and precision.
- Inclusive: there is no wrong door to the solutions we provide.
- Responsive: we provide timely and relevant solutions.
- Proactive: we aggressively search for new opportunities.
- Adaptive: we are flexible in action and thought.
- Accountable: we are results-oriented and seek success in every interaction.
- Stewards: we respect the authority behind our resources and protect the integrity of our organization, our team members, our customers, and our partners.
- Collaborative: we forge positive relationships with all workforce stakeholders.

SWWDB Strategic Goals

GOAL 1. Build a talent development delivery system through systematic change, integration of resources, and continuous improvement.

GOAL 2. Build relationships that promote success: engage business, industry, and community to ensure universal contribution and commitment to workforce initiatives and strategies that support regional economies.

GOAL 3. Educate and inform often: disseminate organization, workforce, and career pathway information regularly and opportunistically to foster interest and collaboration.

GOAL 4. Advance financial viability: reinforce the fiscal foundation of the organization to sustain legacy operations and increase diversification.

GOAL 5. Focus and advance universal access to workforce services in all counties with a focus on populations with barriers.

GOAL 6. Connect youth to the workforce system.

Partnership Strategies

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

Representatives from WIOA core programs serve as members of the SWWDB board. Additionally, area directors and managers of the same programs partner with other workforce stakeholders on the Job Center Management Team. Local board representation allows for formal input on the direction of workforce activities and resource alignment while the Job Center Management Team convenes regularly to address Job Center activities, service integration, and the implementation of area wide workforce development initiatives.

The Comprehensive Job Center is located in Janesville, WI and provides universal access to a multitude of agencies, programs, and services. A secondary service site is located on the Southwest Wisconsin Technical College campus in Fennimore, WI. The Service Delivery Network models, ***Enclosure 03*** and ***Enclosure 04***, define the entities and programs partnering at the local job centers to provide employer and job seeker assistance.

Job center partners execute a Memorandum of Understanding (MOU) encapsulating the rules, playing field, and goals of the job center system in Southwest Wisconsin. While expedited by SWWDB, core programs and partners, via the Job Center Management Team, provide input into its development to ensure positive understanding and pro-active execution.

The workforce system is often a confusing marriage of private and public agencies, programs, and services. To enlighten stakeholders and other community partners, SWWDB will be coordinating a system-wide in-service event in early 2016 so that partners can share information related to agency functions, programs, and services and, in turn, meet the needs of job center customers in the most comprehensive manner possible.

Performance Metrics

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

The ultimate measure of progress of a workforce development system relates to the value found in the workforce and the workplace. The difficulty in the calculation of value is that reported impact is often subjective and anecdotal. To promote objectivity while still addressing specific local workforce issues, SWWDB will utilize WIOA accountability measures of performance, business and industry feedback, actual program outcomes, and completion and employment data provided through

workforce development entities and labor market information. Additionally, every strategic goal stated above is supported by a series of strategies that have been prioritized to ensure completion positively impacts not only the stated goal but the outcome of the subsequent initiative.

A full accounting of the SWWDB Strategic Plan, including strategies, can be found in ***Enclosure 05***.

Strategic Planning Process

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

Organization Planning

Members from the Southwest Wisconsin Workforce Development Board (SWWDB), the Southwest Wisconsin Counties Consortium (SWCC), and SWWDB staff met in August 2015 to review and update the organization's strategic focus. As a precursor to local plan development, the Strategic Plan describes the broad intent of the organization and outlines the framework within which SWWDB will execute initiatives and operate workforce programs.

Business Services and Program Planning

1. In the fall of 2015, SWWDB conducted a six-county employer survey. Over 130 employers responded. The intent of this survey was to identify workforce needs from a broad base of local employers, identify trends and shared opportunity, and to establish leveraged workforce strategies addressing top concerns. The analysis of this survey is appropriately incorporated into the SWWDB Business Services Plan to support industry and sector initiatives. The impact of this local industry assessment is also reflected in the SWWDB Strategic Plan in the form of strategic goals and strategies.
2. The SWWDB administrative and program staff, in cooperation with local workforce development partners, have convened to discuss and develop key strategies that support the indicated Strategic Goals. Strategy development is a flexible and step-by-step process that moves the local workforce system closer to goal attainment and vision realization. While operationally responsible for the implementation of the strategic plan, SWWDB members and staff realize that workforce development is a system of many moving parts engineered to produce greater outputs than endeavors directed by a single entity. Strategy development at the partner level ensures system buy-in, ownership, and shared success.
3. Industry sector partnerships reinforce business connections and ensure that the workforce development system in Southwest Wisconsin aligns with regional economic efforts. SWWDB will continue to engage businesses, education, and economic development in the discovery and implementation of workforce solutions related to the following industries:

    Advanced Manufacturing

    The implementation of welding and CNC boot camps have provided entry level access to manufacturing jobs. The Work Today Alliance (business, education, and workforce) coupled with ad-hoc training advisory committees identify the skills needed by area employers. Training is accelerated but supported through intensive case management, tutoring, and aggressive placement and retention activity. Boot camps will continue as the Work Today Alliance explores additional programming to address Information Technology (IT) skills in the manufacturing sector.

    Transportation, Warehousing and Logistics

    SWWDB partners with the Southwest Wisconsin Technical College and area employers to address a workforce resources deficient in logistics knowledge and skills. This partnership

developed the Supply Career Pathway Model. The Supply Chain Management Program at Southwest Technical College (SWTC) utilizes both classroom and on-line instruction to prepare individuals for credentials for careers along two "sub" paths: logistics and materials management. Partners are working to engage interest of both high school and returning adults. Like advanced manufacturing, additional activity will also look at the role IT skill development will play in this industry.

New and Refocused Partnerships

SWWDB will explore new partnerships related to Information Technology as IT skill development, whether basic or complex, is a need shared by multiple sectors. Likewise, small business employers share unique threats and opportunities. Ensuring access to workforce, education, and economic development information and resources will advance this "sector." Lastly, healthcare continues to be the most rapidly changing and advancing industry in Southwest Wisconsin. Whether recruiting employees or students, retraining incumbent staff, or launching new patient treatment technology, the opportunities available in the healthcare field grow daily. SWWDB will seek to reconvene industry stakeholders to assist the diverse healthcare system in Southwest Wisconsin as it expands.

Goal Implementation

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

SWWDB has developed strategies to support the organizational strategic goals, and these are outlined in the SWWDB Strategic Plan, ***Enclosure 05***, that has been approved by the full Board of Directors and the chief local elected officials in Grant, Green, Iowa, Lafayette, Richland, and Rock Counties (Southwest Wisconsin Counties Consortium).

THE SWWDB ORGANIZATION

Governance and Structure

Plan Input and Review Process

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

To provide adequate opportunity for public comment, the Local Board must:

a. Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;

b. Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;

c. Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor;

d. The Local Board must submit any comments that express disagreement with the plan to the Governor, along with the plan, the WDB's response to those comments, and a copy of the published notice; and

e. Consistent with WIOA section 107(e), the Local Board must make information about the plan available to the public on a regular basis through electronic means and open meetings.

The SWWDB 2016-2020 WIOA Local Plan and subsequent updates will be posted on the SWWDB website (www.swwdb.org) for an initial 30-day public comment period. Hard copies will be available at: the Rock County Job Center (RCJC), 1900 Center Ave., Janesville, WI; the SWWDB Administrative Office, 1370 N. Water St., Platteville, WI; and Southwest Wisconsin Technical College, 1800 Bronson Blvd., Fennimore, WI. Notice of this publication and comment period will be announced to the public via the following outlets:

- Publication in area newspapers (The Janesville Gazette, The Beloit Daily News, The Dodgeville Chronicle, The Platteville Journal, The Republican Journal, and the Richland Observer).
- Public Service Announcement will be provided to the County Clerks in Grant, Green, Iowa, Lafayette, Richland, and Rock Counties for court house posting.
- Email notices will be forwarded to the Chairperson of all County Board of Supervisors in the six-county workforce development area and all SWWDB board members.
- One-Stop partners, Blackhawk Technical College, Southwest Wisconsin Technical College, county economic development agencies, and local community based organizations will be notified of the publication and 30-day comment period via email.

The posting period is planned to commence on February 24, 2016 and terminate on March 25, 2016. The published plan, attachments, comments, SWWDB response(s) to comments, and a copy of the publication notice will be forwarded to the Wisconsin Department of Workforce Development in the manner required in the *Workforce Innovation and Opportunity Act (WIOA) Final Local Plan Guidelines.* Public comments can be made to Jimmy Watson, Workforce Operations Manager, either by mail at 1900 Center Avenue, Janesville, WI 53546 or by email at j.watson@swwdb.org.

The SWWDB WIOA Local Plan and updates, board meeting agendas and minutes, and the Southwest Wisconsin Counties Consortium meeting agendas and minutes are available on the SWWDB website (www.swwdb.org). Notices of all public meetings are posted in local newspapers, as well as on the SWWDB website. Copies of the meeting notice are also sent to county clerks for posting in the respective courthouses. Meetings are open to the public. The official meeting announcement includes a notice of how to request special accommodations for anyone planning to attend the meeting.

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

Local workforce partners representing WIOA core and other programs are involved in the development of the Local Plan in a variety of ways. Individuals representing WIOA core programs serve on the workforce development board (SWWDB) along with representatives from local labor federations, economic development and partners who provide services to hard-to-serve populations. SWWDB and SWCC members were invited to the strategic planning sessions that occurred on August 25 and August 28, 2015. Input was solicited from the presidents of Blackhawk Technical College and Southwest Wisconsin Technical College ensuring that the primary providers of occupational skill training in the local workforce area shared in the development of local workforce initiatives. At the end of 2015, area employers were surveyed to provide information on the key concerns related to employment. The results of this survey can be found in ***Enclosure 02***.

SWWDB convenes two job center teams, the Job Center Management Team and the Business Services Team. Initiatives identified in the Local Plan, including the SWWDB Strategic Plan, will be incorporated into team activities and represented in the One-Stop Partner Memorandum of Understanding.

Chief Elected Official(s) (CEO)

1. *Describe the role of the CEOs in the governance and implementation of WIOA in the local area. In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in a WDB/CEO Agreement, please state that it is included in that Agreement and provide the section where it can be found.*

   The Southwest Wisconsin Workforce Development area (WDA 11) consists of the counties of Grant, Green, Iowa, Lafayette, Richland, and Rock. The CEOs of these counties have agreed to jointly implement WIOA activities in the six-county area through the constitution of the Southwest Wisconsin Counties Consortium (SWCC). Robert's Rules of Order govern the procedures of the SWCC.

   The role of the local elected officials (SWCC) relating to the governance and implementation of WIOA in the local area is addressed in ***Attachment 01***, Chief Elected Officials Consortium Agreement, Sections 8 and 9.

2. *Section 683.710(b)(2) states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the CEOs. Please provide this document or specify its location, if it is within another document.*

   Please see ***Attachment 01***, Chief Elected Officials Consortium Agreement, Section 8.

3. *Please submit a WDB/CEO Agreement and/or the CEO Consortium Agreement.*

   These documents are included as ***Attachment 01***, Chief Elected Officials Consortium Agreement, and ***Attachment 02***, WDA 11 WIOA WDB LEO Agreement.

WDB Functions

1. *Describe any roles and responsibilities, as agreed to with the CEO, which may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB/CEO Agreement.*

   Roles and responsibilities of the SWWDB, as agreed to with the chief local elected officials, are found in ***Attachment 02***, WDA 11 WIOA WDB LEO Agreement**,** Section II, III, and IV.

2. *Identify the fiscal agent or entity responsible for the disbursal of grant funds. If a fiscal agent is used, attach the current contract and identify who has signatory authority. Submit the WDB/Fiscal Agent Agreement.*

   The SWWDB has been named as the fiscal agent/entity for grant funds and has been given the responsibility for the disbursal of grant funds by the Southwest Counties Consortium. Please see Section II.C.2 of the WDA 11 WIOA WDB LEO Agreement, ***Attachment 02***.

WDB Composition

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

For the following questions, if the response is provided in the CEO Consortium Agreement, the WDB/CEO Agreement or in the WDB By-Laws, indicate which agreement the description can be found in and the section where it is stated. If not included in any of these documents, provide the response below:

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

   When vacancies occur, the Board notifies the SWCC of the vacancy and of its intent to seek nominations from the appropriate local business organization (i.e. chamber of commerce) or business trade organizations (i.e. Southwest Wisconsin Builders Association). The Board informs the appropriate agencies and provides access to nomination and application materials. Completed materials are then presented to the SWCC at the next scheduled meeting. The SWCC appoints the best candidate to ensure WIOA WDB composition compliance and, when possible, geographic and demographic representation. Lastly, the SWWDB communicates results to nominated individuals and, as appropriate, schedules a new member orientation.

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

   Sound policy and practices ensure that the strategic intent of an organization progresses unburdened by compliance issues, negative surprises, or disgruntled customers or staff. This also allows for a systematic path to problem resolution. The SWWDB authorizes policies that establish internal controls to promote compliance, quality service delivery, and organizational integrity.

   Policy implementation is assigned to the Chief Executive Officer. SWWDB staff conduct annual fiscal and program monitoring and reports results to the board of directors. Regular files reviews are also conducted to promote data entry integrity.

   Please see ***Attachment 03,*** SWWDB By-Laws, Article III, Section 2 and Article IV, Section 3.

3. *Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. [§107(h)(1 & 2)]*

   As indicated in SWWDB Policy B.501 Conflict of Interest (***Attachment 04***), SWWDB requires any board member, official, or employee to disclose whenever the person, or a member of the person's immediate family, have any ownership, interest in, investment in, employment with, contractual relationship with, and/or fiduciary or professional relationship with any organization or entity which receives or may seek to receive funds from or which does business with or may seek to do business with SWWDB.

   SWWDB also prohibits any board member, consortium member, or employee from:

   - Accepting or soliciting any gift, favor, service, or other benefit that could reasonably be construed to influence the employee's discharge of assigned duties and responsibilities;
   - Granting or delivering, in the discharge of his/her duties, any improper favor, service, or object of value;
   - Allowing a personal financial interest, a business interest, or any other obligation to create a substantial conflict with the proper discharge of assigned duties and responsibilities or that creates a conflict with the best interest of SWWDB; and/or
   - Devoting to private purposes any portion of time due and paid by SWWDB; nor shall any outside employment interfere with the performance of SWWDB duties.

4. *Provide a complete and current WDB membership list.*

   The SWWDB Membership List (***Attachment 05***) is provided.

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

   SWWDB uses a form of board structure called Policy Governance which is a conceptual model of board leadership created by Dr. John Carver in the 1980s. It provides a framework enabling board to free themselves from unnecessary, time-consuming details and to focus on the major purpose of governance - creating and sustaining a vision of what the organization contributes to the community.

   In contrast to the approaches typically used by boards, Policy Governance separates issues of organizational purpose (the ends) from all other organizational issues (the means), placing primary importance on those ends. Policy Governance boards demand accomplishment of purpose and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.

   The SWWDB Board of Directors has used a blended approach combining principles of policy governance with traditional board structures. This approach has allowed the SWWDB Board of Directors to focus on the larger issues delegating authority to implement programs and services to management. Management, in turn, reports back to the Board of Directors about organizational accomplishments, performance achievement, and regulation compliance through reports and audits.

   One of the guiding principles of policy governance is the necessity that the board of directors "speak with one voice." SWWDB has taken the position that this means that the full board receives full information on implementation activities and outcomes. Therefore, the approach adopted by SWWDB is that the board of directors acts as a “whole” and not through subcommittees. If an issue requires in-depth study or analysis, ad-hoc committees are created for that purpose. Ad-hoc committees report back to the full board of directors and have no authority beyond the purpose for which it was originally created. Therefore, most issues are brought directly to the full board of directors rather than through committees. In turn, SWWDB has eliminated all standing committees save the Executive Committee and Conference Committee, and all issues are brought to the full board. Please see ***Attachment 06***, SWWDB Meeting Schedule and Diagram.

6. *Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities). [§107(e)]*

   Notices of all public meetings are posted in local newspapers as well as on the SWWDB website. Copies of the meeting notice are also sent to county clerks for posting in respective courthouses. Meetings are open to the public. The official meeting announcement includes a notice of how to request special accommodations for anyone planning to attend the meeting.

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

   When vacancies occur, the Board notifies the SWCC of the vacancy and of its intent to seek nominations from the appropriate local business organization (i.e. chamber of commerce) or business trade organizations (i.e. Southwest Wisconsin Builders Association). The Board informs the appropriate agencies and provides access to nomination and application materials (SWWDB Board Applicant Form and SWWDB Board Nomination Form). Completed materials are then presented to the SWCC at the next scheduled meeting. The SWCC will select the best candidate to ensure WIOA WDB composition compliance and, when possible, geographic and demographic representation.

Lastly, the board communicates results to nominated individuals and, as appropriate, schedules a new member orientation.

8. *Attach the Workforce Development Board By-Laws including date adopted/amended. The by-laws must comply with the parameters listed in Admin Memo 15-05.*

   SWWDB By-Laws are included as ***Attachment 03***.

Youth Standing Committee

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

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

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

1. *Describe the role and responsibilities of the Standing Youth Committee.* Not Applicable.
2. *Describe how the Standing Youth Committee is involved in developing policy.* Not Applicable.
3. *Identify circumstances that constitute a conflict of interest for Standing Youth Committee members and describe how codes of conduct and conflict of interest issues related to Standing Youth Committee members will be addressed. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the conflict of interest policy.* Not Applicable.
4. *Describe how the Standing Youth Committee conducts oversight with respect to eligible providers of youth services in the local area and their role in provider selection.* Not Applicable.

The following is applicable only to the local boards will provide oversight of youth workforce investment activities under WIOA section 129(c).

5. *Describe how the local board will conduct oversight of youth workforce investment activities under WIOA section 129(c).*

   Members of the Southwest Wisconsin Workforce Development Board voted to eliminate all standing committees except for the Executive Committee, including the Youth Council, on December 9, 2015. The SWWDB designates staff to provide oversight of the WIOA Youth Program under section 129(c). Additionally, a strategic goal of the SWWDB is to further connect youth to the workforce system by:

   - Supporting local and regional school-to-work efforts including youth apprenticeships, “Inspire Rock County,” and the mandated development of K-12 Academic Career Plans (ACP).

- Nurturing relationships with local school districts, juvenile offender entities, and foster care operations to improve the referral process of WIOA-eligible youth.
- Providing local labor market data to area middle and high schools, highlighting self-supporting careers.
- Promoting financial literacy education throughout WDA 11.
- Replicating "Inspire Rock County" throughout the region.

Direct activities and tools used to monitor and provide oversight the WIOA youth program include:

- Quarterly Operator Reports: SWWDB requires quarterly operator reports from youth service providers indicating program activity and accomplishments for the respective quarter.
- SWWDB WIOA Program Guide: Standard Operating Procedures for WIOA Programs are outlined in the SWWDB WIOA Program Guide (***Attachment 19***). As SWWDB, State, and Federal policies, rules, and guidelines change, this guide is also updated.
- File monitoring/desk reviews: SWWDB conducts regular file reviews of current and exited youth participants to ensure compliance to service delivery standards and record keeping integrity.
- Annual Program Monitoring: SWWDB conducts in-depth program monitoring of contracted activities. SWWDB looks at contract compliance, service delivery, record keeping, performance outcomes, financial, and Equal Opportunity activities of service providers.

WDB Support and Administration

1. *If the WDB employs staff, identify the number of staff (time percentage), general role, and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provides direct WIOA services. Submit the WDB Staff agreement and/or job description for the WDB Director.*

SWWDB employs the following positions to perform WIOA functions and other workforce-related responsibilities of the board. Staff do not provide direct participant services to WIOA Adult, Dislocated Worker, and Youth Participants, but refer individuals to these programs. SWWDB Business Services Coordinators provide direct services to employers. See ***Attachment 10*** for the Chief Executive Officer Job Description.

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

Finance Manager: 1 FTE - responsible for maintaining financial records; develop and enforce financial policies and procedures; prepare financial reports and budgets; manage property and inventory.

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; responsible for the oversight of the WIOA and FoodShare Employment and Training (FSET) programs including youth activities and One-Stop operations; oversight of the ASSET system to ensure performance; serves as the One-Stop complaint coordinator.

Internal Services Manager: 1 FTE - responsible for WIOA program monitoring and oversight of youth programs with Workforce Operations Manager; case manager to Department of Corrections Pipeline to Work project in four (4) Southwest Wisconsin counties; recruits and orients leased employees; act as Equal Opportunity Officer for WDB.

Business Services Coordinator(s): 1.75 FTE - responsible for the planning and management of various services to businesses and employers in the six-county region; industry sector/labor market and employment data management; website content and organizational social media coordinator; liaison to county and regional economic development and HR associations.

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 Specialist: 1 FTE - responsible for payment of program vouchers through the Payment Authorization System (PAS); administrative support to Board and Chief Executive Officer.

Work Services Coordinator: 1 FTE - responsible for duties associated with the Benefits Analysis program, as well as coordinating Ticket to Work program activities and providing ADA and Section 188 compliance for the job center system of Southwest Wisconsin; assists in WIOA program monitoring.

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; case manager for the Department of Corrections Program.

Community Outreach Liaison: .25 FTE - responsible for the oversight of temporary and grant funded initiatives which the Board is participating in; captures the success stories of WIOA participants.

Financial Assistant: 1 FTE - responsible for the payroll and check distribution for the Board; responsible for administrative and clerical support for organizational and administrative staff.

Job Developer: 1 FTE – builds relations with businesses in order to find suitable prospective employees and understand the needs of employers; runs job fairs; and develops job opportunities. Serves as the connection between local employers and participant populations that are harder to serve.

FSET Program Manager: 1 FTE - responsible for coordination and oversight of the FoodShare Employment & Training program for the six (6) county area; establishing partnerships with all agencies related to the FSET program; implementation of performance tracking systems for FSET.

Program Assistant(s): 1.8 FTE – schedule orientations and appointments for FSET participants; provide tracking services of FSET participants; assist in reporting for FSET data.

FSET Specialist(s): 12 FTE – case managers of the FSET program over the six (6) county area. Provides case manager services to FSET customers, conducts orientations and workshops, record keeping, and program compliance.

FSET Scheduler: 1 FTE – responsible for traffic and communication flow between FSET participants and required program activities, schedules orientations, sends out letters, and places reminder calls.

2. *Include an organizational chart with an 'effective as of date' of WDB staff, administration and support.*

The SWWDB organization chart can be found in ***Attachment 07***.

3. *Provide a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'.*

SWWDB is the Administrative/Fiscal Agent for WIOA funds in WDA 11 and has been given the responsibility for the disbursal of grant funds by the Southwest Counties Consortium. Please see ***Attachment 08*** for an organization diagram of this activity. SWWDB has been the fiscal agent since the implementation of WIA. SWWDB and SWCC reconfirmed the Administrative Entity/Fiscal Agent relationship on December 16, 2015 by executing the LEO/SWWDB Memorandum of Understanding.

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

   Please see ***Attachment 09*** for SWWDB's Cost Allocation Plan.

5. *Describe and submit the WDB's cash management policy and procedures.*

   See ***Attachment 11***, SWWDB Policy C.201 Cash Management Policy.

6. *Is an Indirect Cost Rate or de minimis rate of 10% used?*

   A de minimis rate of 10% has been elected for use after the cost allocation plan has been followed.

7. *Describe fee for service activities and how the funds are accounted for. Submit the WDB's local policy on fee-for-service.*

   See ***Attachment 12***, SWWDB Policy C.110 Revenues and Program Income.

   SWWDB provides fee-for-service activities to support local employers, non-profits, and local government entities. Fees paid by employers to participate in bi-annual job fairs is maintained in a segregated account to pay for advertising and other expenses associated with operating the job fair.

   Fees paid by employers for intensive recruiting are based on direct costs plus an administrative fee of 5% and are completely outlined in a service contract. The direct costs include staff time and expenses such as advertising and applicant assessment if requested by an employer.

   SWWDB also operates a leased employee program that is utilized by many local government entities who are in need of human resources, most often for a limited time. The arrangement is outlined in a master contract supported by a service agreement identifying each position and complete with budgetary information. SWWDB recognizes the revenue, an administrative fee of 7%, by offsetting this against SWWDB Administrative Expenses as outlined in Policy C.110.

   Finally, SWWDB provides Professional Services (Economic Development, Accounting/Bookkeeping, and IT/Computer Assistance). Services are provided via a contract for each arrangement and are accounted for by having a fund tracking both revenues and expenses for each arrangement. Each of these contracts is allocated their fair share of the operating expenses necessary to support the contract.

8. *Employee health and welfare costs incurred in accordance with local board policies are allowed for the improvement of working conditions, employer-employee relations, employee health and employee performance are allowable (2 CFR 200.437). Submit the WDB's policy for the provision of these costs for WDB staff*.

   SWWDB is submitting all personnel policies and procedures, which includes polices related to employee benefits (health insurance, dental insurance, 401(k) etc.). SWWDB does not provide employee incentives or health and welfare cost payment/reimbursements.

9. *Incentive compensation to employees based in cost reduction, or efficient performance, suggestion awards, safety awards, etc*. is *allowable (2 CFR 200.430). Submit the WDB's policy for incentive compensation to employees and/or service provider staff.*

   SWWDB does not provide incentive compensation to employees or service provider staff.

10. *Submit WDB's personnel policies and procedures.*

SWWDB personnel policies are submitted in ***Attachment 13***.

AMERICAN JOB CENTER IN SOUTHWEST WISCONSIN

One-Stop System and Service Delivery

One-Stop Service Delivery

1. *Describe the One-Stop delivery system in your local area, including the roles and resource contributions of one-stop partners. [§121(a)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. Use Form D.*

   Form D is attached.

2. *Is each of the required WIOA partners included in your One-Stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason. [§121(b)]*

   Through regular, structured, cross-agency meetings of the Job Center Management Team, the Business Relations Team, and Program Operator Meetings, information is shared and projects are coordinated to ensure full agency participation and transparency. The Job Center Management Team is composed of representatives of partner agencies and is tasked with the responsibility of ensuring quality in service access and provision in the One-Stop Delivery System. Management team meetings are held monthly to review service provision within the system which makes planning and implementation efforts take place seamlessly. The Business Services Team coordinates services to employers. The Program Operators meeting addresses concerns and information directly impacting programs administered by SWWDB.

   Two required partners are not physically located at the comprehensive job center include Migrant and Seasonal Farmworkers Program (MSFW) and Native America Programs. Neither program is active in the area, but the comprehensive job center does provide referrals to the closest MSFW program. The contact liaison for the Migrant and Seasonal Farmworkers program is:

   - Grant, Iowa, Lafayette, and Richland Counties: Maria Reiland, Monroe County Job Center, 120 E. Milwaukee Street, Tomah, WI 54660, Phone: (608) 785-9138, Fax: (608) 374-7741.
   - Rock and Green Counties: Terry Schuerman, Walworth County Job Center, 400 County Road H, Elkhorn, WI 53121, Phone: (262) 741-5193, Fax: (262) 741-5275.

3. *Identify non-required partners included in the local One-Stop delivery system.*

   Access to the following programs, agencies, and services is provided, though not required, at the comprehensive One-Stop in Janesville, WI:

Program	Provider
Temporary Assistance for Needy Families (TANF)	Forward Services, Inc.
Supplemental Nutrition Assistance Program (SNAP)	Rock County
BadgerCare	Rock County
Long-Term Support	Rock County
Aging and Disability Resource Center	Rock County
Family Care	Rock County
DVR Service Provider	Community Solutions, Inc.

FoodShare Employment and Training Program (FSET)	SWWDB
Ticket-to-Work	DVR (EN) SWWDB (EN)

4. *Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with Section 188 and the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the WDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of the ADA.*

SWWDB is completely focused with complying with Section 188 and the Americans with Disabilities Act (ADA) regarding physical and programmatic accessibility. As part of compliance, SWWDB will conduct an annual review of all One-Stop centers throughout the local area, this includes reviewing and updating the Section 188 assessment.

SWWDB operates WIOA programs and activities in a manner that makes services readily accessible to qualified individuals with disabilities. These efforts include, when appropriate:

- Advertising so various target populations become aware of programs and/or activities:
  - Marketing materials state SWWDB is an equal opportunity employer/program operator, Universal Access and auxiliary aids and services are available upon request to individuals with disabilities, materials also include contact phone number, TRS #711 and email (complaints@swwdb.org).
  - SWWDB will be committed to complying with Section 508 of the National Rehabilitation Act. As part of compliance SWWDB will conduct a yearly review of its web applications and web pages using WAVE (Web Accessibility Evaluation Tool).
- In addition to assuring all programming is accessible, SWWDB will also offer select support services to persons with disabilities. These services include: Ticket to Work (Employment Network), Work Incentive Benefit Counseling, and Community Resource Coordination.
- Sending notices about openings in WIOA programs and/or activities to Job Center partners, schools and/or Community-Based Organizations that serve various populations.
- Consulting with appropriate service groups about ways in which the SWWDB may improve its outreach and service to various populations as well as promoting programmatic co-enrollment.
- SWWDB will encourage and promote continued education and training on topics related to Section 188 and ADA programmatic and facility accessibility (example, At Your Service: Welcoming Customers with Disabilities).

The goal is to ensure SWWDB staff and program operator personnel have the education, training, and experience (skill, ability, and knowledge) to perform assigned duties regarding nondiscrimination and equality of opportunity for persons with disabilities. SWWDB believes that these actions help ensure that communications with individuals with disabilities are as effective and equal to communications with non-disabled individuals.

In the past year, Rock County Job Center had an Access Survey performed by Independence First (Independent Living Facility) on January 20, 2015. The survey and completion of suggested upgrades were funded through the Disability Employment Initiative (DEI) grant, and last spring, the same

grant-funded assistive technology items were purchased for the resource rooms at the job centers in Janesville and Fennimore.

SWWDB currently does and will continue to deliver WIOA programs and services in accessible facilities. SWWDB maintains a Section 188 Checklist (***Enclosure 09***) to track compliance and shares this information during the Job Center Management Team meetings. SWWDB will be working with agency partners to align training requirements and resources.

As part of our ongoing commitment, SWWDB will routinely review accessibility as an element of its annual monitoring process.

5. *Describe the WDB's policies and procedures for resolving grievances or complains files by participants or other interested parties affected by the local workforce system, including one-stop partners and service provider.*

   The SWWDB policy and procedure relating to grievances and complaints are included as ***Enclosure 07*** and ***Enclosure 08***. The documents describe SWWDB's progressive escalation process when assisting individuals who have a complaint or concern.

6. *Helping veterans obtain training and employment is the responsibility of all Job Center staff. The local Job Center must provide priority of service to all veterans and eligible spouses to ensure that the full range of employment and training services are provided in a comprehensive, customer-driven, and seamless manner. Describe processes in place at the point of entry to the system to identify veterans and eligible spouses who are entitled to priority of service (including signage and/or designated areas and staff training). Submit any implementing policies or procedures describing how priority of service is implemented uniformly and appropriately across the local workforce system.*

   Veterans and eligible spouses receive initial priority of service from Job Center Resource Room Staff who make program and service referrals to the most appropriate agency/service provider. Service providers within the Job Center ensure veterans and eligible spouses advance quickly through in-take and assessment activities so that employment and training services can commence. As veterans and eligible spouses meet the criteria for several workforce and social assistance programs, additional referrals are made to ensure the right level of resources produce the best possible outcomes for the veteran and their family.

   Information on Veterans Priority of Service is posted in the lobby and throughout the Job Center. Annual training is conducted by the Office of Veteran Affairs staff to WIOA Title 1 staff.

   The veterans' priority of service policy is provided as ***Attachment 14***.

7. *Please list which career services are provided by which partners to job seekers and employed workers.*

   The purpose of the One-Stop system in Southwest Wisconsin is to offer diverse, comprehensive and unduplicated services to customers that will allow them to compete in the local job market and achieve self-sufficiency. These career services are designed to connect unemployed and underemployed adults and youth to demand occupations in Southwest Wisconsin. Through participation in both self-directed and staff-assisted activities, customers are informed of their rights as job center clients and the opportunities available to them at partner agencies.

   Career services are provided by multiple partners, and a broad overview is provided below. A more detailed diagram is provided in ***Enclosure 03*** and ***Enclosure 04***.

Basic Career Services	Individualized / Staff Assisted Career Services
Job Service Community Action, Inc. Manpower Government Solutions SWWDB Blackhawk Technical College www.jobcenter.org	Job Service DVR Community Action, Inc. Manpower Government Solutions Dynamic ED Office of Veteran Services SWWDB Forward Services

Through the Virtual Job Center www.jobcenter.org, SWWDB provides job center customers virtual access to job center partners, other partnering agencies, program information, and tools and activities related to employment and training.

The goals of the One-Stop system in Southwest Wisconsin are to assist individuals to obtain employment, promote the commitment to lifelong learning, eliminate duplication of services, reduce administrative costs, enhance participation and performances of customers served through the system, and improve customer satisfaction. Achievement of these goals will allow the Southwest Wisconsin WDA to continue building a workforce development system that prepares individuals for high demand, high growth occupations in industry sectors vital to the economic growth of the area and Wisconsin as a whole.

8. *Describe the strategy to identify business requirements within the local area [682.320]. In addition, describe the business services available to area employers through the One-Stop system, and who provides these services. Provide details about any fee-for-service business services.*

In the fall of 2015, SWWDB queried area employers on workforce plans and needs where 131 employers responded to the forty questions in the *SW Wisconsin Workforce Needs Survey*. The final results of this survey will be published in early 2016. Identified needs will be addressed by local workforce partners via the Business Services Team. To properly track progress, the action plan will be incorporated into the SWWDB Strategic Plan.

The Business Services Team seeks to provide assistance to area employees in a coordinated manner to avoid multiple points of contact. The following services are available to area employers:

- Job seeker referrals.
- Recruiting assistance.
- Occupation/industry information and data.
- Info lunches (re-launch in 2016).
- Job fairs/recruiting events.
- Customized assessments.
- Human resources assistance.
- Convening and facilitating industry partnerships to address common talent development issues.

SWWDB will review the option of charging for certain business services as allowed under the WIOA guidelines. Local job center partners are developing the Job Center Memorandum for the 2016 program year, and they will be including a business service section to determine how resources can be leveraged to prevent unnecessary duplication.

9. *Describe how "center-based" business services are provided. This description should include how all programs that conduct business services are included in the system and the coordination practices; and how input and feedback from all partners is received and implemented equitably.*

Business services are provided through the cross-agency Business Services Team (BST). The BST is composed of representatives from each job center partner and organized to address the needs of the business sector. The Job Center MOU will incorporate the details of coordination and, at the very minimum, include:

- Meeting schedule: the BST meets once a month for a formal discussion and review of past and upcoming events, employer visits, concerns, employer recruiting and training opportunities, etc. Additionally, the BST meets every Wednesday for a brief stand-up meeting to share activities that are more immediate in nature.
- Strategic Plan: the goals outlined in the plan and supporting strategies implemented at the team and staff level.
- Regional coordination between partners in all WDA 11 counties.

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

SWWDB makes every effort to provide integration of services and offers collaboration and referrals to partners and programs within and outside of the job center system. As for business customers, the Business Services Team and workforce operations manager work in tandem to refer business customers to the resources and partners that will best meet their needs. In 2016, SWWDB will be working with core partners to further integrate services to ensure the best leveraging of resources and to prevent unnecessary service duplication.

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

As the OSO, SWWDB coordinates services throughout the One-Stop center by gathering managers from each service agency located within the center to form a Management Team. The Management Team oversees center operations and meets monthly to discuss service access, service delivery, staffing, complaints, and job center initiatives. The Rock County Job Center Manual, ***Enclosure 06***, outlines the operations and standards of the Rock County Job Center. This manual is provided to all job center employees.

Through regular, structured, cross-agency meetings of the Management Team, the Business Services Team, and WIOA program operators, information is shared and projects are coordinated to ensure full agency participation and transparency. A strategy of SWWDB and the workforce system in Southwest Wisconsin is the full implementation of the “no wrong door” philosophy, meaning that workforce system partners and staff possess the knowledge and technical skill to assist and refer customers correctly, efficiently, and compassionately. An annual accessibility assessment is conducted to review physical and programmatic assess to job center services by individuals with barriers. SWWDB has also conducted customer surveys seeking feedback from customers of the job center. Lastly, employers receiving services coordinated by the Business Services Team (BST) are asked to complete an evaluation at the conclusion of the event. The information is reported out to the BST and the Management Team. Strategies are developed, as appropriate, to address deficiencies or concerns.

SWWDB will continue these efforts to promote continuous improvement and quality service delivery in the One-Stop system.

12. *Describe how the WDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. [§108(b)(6)(B)]*

SWWDB, as the OSO, and working in tandem with the Management and Business Services Teams, provide oversight to workforce activities taking place at the comprehensive One-Stop site in Janesville, WI and the affiliate site in Fennimore, WI. Given the geographical size of WDA 11, core partners (Job Service, DVR, BTC, SWTC, WIOA Title Providers) also meet with customers at several outreach points within the six-county community (public libraries, community-based organizations (CBOs), and other community centers).

The www.jobcenterofwisconsin.com and www.jobcenter.org websites provide virtual access to many job center activities. The use of social media like Facebook provides a broad and aggressive communication avenue for job center events and services. Labor market information is also available, as is information on occupations and training programs. Further marketing to promote job center services, programs, and partners is needed to provide ease of access and navigation. SWWDB is updating both organizational websites as a first step toward increasing access to services.

13. *Describe the connection between the local board WIOA Youth Program and the Job Center service delivery system.*

Community Action, Inc. (CAI) operates the WIOA youth program throughout WDA 11. The CAI Deputy Director serves on the Management Team, and WIOA youth case managers serve on the Business Services Team. A WIOA youth case manager keeps regular office hours at the comprehensive job center in Janesville, WI and an additional youth case manager meets regularly with customers and partners affiliated with the Career Connections Center in Fennimore, WI.

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/assistance whenever appropriate.

Referrals are made for enrollment in educational programs, admissions counseling and testing, enrollment in remediation training, student housing, transportation, child care, personal and academic counseling, job seeking skills, and employment/job placement. An example of this is the referral process between WIOA youth service providers and Job Corps for eligible youth, addressing additional employment and training needs for in-school youth who have graduated high school. Likewise, due to the restricted funding to serve in-school youth in WIOA Title 1, SWWDB and WIOA service providers are working with the Division of Vocational Rehabilitation so that younger youth with disabilities have access to employment and training services no longer available under WIOA Title 1.

SWWDB feels that it has established a strong and reliable network of organizations such as the local school districts, technical colleges, community action programs, social service agencies, other community agencies, and faith-based groups vital to reaching out and recruiting youth and collaborating in service delivery.

14. *Describe the WDB's activities/actions with local partners to ensure the development and implementation of common intake for all Resource Rooms per State (to be issued). Also include a description of how activities will be coordinated with other points of intake such as the Division of Vocational Rehabilitation.*

SWWDB will collaborate with state partners on this goal. The implementation of common intake is a significant endeavor given the multitude of programs found in the workforce development system and their individual guidelines, limits, and eligibility criteria. However, any form of common intake will support the service strategy of “no wrong door,” which is fully supported by SWWDB members, partners, and staff.

15. *Describe how the end result of the activities described in the previous question show reduced duplication of services for program participants; ease of program accessibility; and identification of gaps the partnership has to address.*

    Common intake will promote teamwork and communication throughout the job center: customers will be able to access information from any partner agency; agency partners will be able to coordinate service delivery to prevent duplication and will be able to identify service inconsistencies or inadequacies, and; case managers will be able to track education and training progress for compliance and performance purposes.

16. *Describe activities to promote Job Center of Wisconsin (JCW), and address the following:*

    a. Any *participant needs for computer literacy as part of a system improvement;*

    All workforce customers have access to BITS, which is a free, online basic computer skills course developed by Fox Valley Technical College with funding provided by the Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program. The link to this online course is www.wisc-online.com/courses/computerskills. Additionally, access is provided to "Professor Teaches," a suite of training activities designed to increase Microsoft Office skills. Likewise, www.gcflearnfree.org provides a wide variety of free, online tutorials encompassing a broad array of topics including computer literacy. Instructor-led skill development is also available.

    SWWDB has found an ongoing need to expose older workers to technology. From computers to smartphones to specific industry-related tools and equipment, the learning curve for some older workers is significant. JCW provides impressive access to employment-related news, topics and activities, and One-Stop staff work to ensure customers have the computer literacy skills to access the information.

    Lastly, SWWDB and job center partner staff are active partners in identifying local paths of instruction throughout the area in community facilities such as libraries, literacy councils, schools, and other access points of service. By coordinating instructional programs, identifying locations of available computer equipment, and leveraging local resources to provide learning labs and on-site tutoring, SWWDB and partners are working to expand computer literacy education in the One-Stop system in Southwest Wisconsin.

    b. *How the WDB is coordinating with workforce partners, including Veterans' Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings.*

    SWWDB requires that the JCW be promoted by all One-Stop partners. Promotional materials for the JCW (brochures and pamphlets) are posted strategically throughout every job center location and these promotional items are distributed widely throughout the six-county region. Posters in the job centers identify job openings and opportunities available on JCW. JCW registration is encouraged in all Southwest Wisconsin job center-sponsored workshops and employer events. Resource room and program operator staff are trained to assist customers in registering and maneuvering throughout the site. Additionally, with the unprecedented use of electronic and social media, JCW links are available from SWWDB and Southwest Wisconsin Job Center websites and Facebook pages.

    The Job Center Management Team will be exploring formal outreach efforts to educate Southwest Wisconsin communities on the services, tools, and activities that are available at the local job centers, www.jobcenterofwisconsin.com and www.jobcenter.org.

17. *Describe how SalesForce will be used to support and enhance JCW rather supplant JCW.*

The Skills Wisconsin-Salesforce initiative is a statewide demand-driven approach to workforce development that recognizes businesses as the primary customer. Skills Wisconsin expands coordination among the public workforce programs administered by the Department of Workforce Development; the Workforce Development Boards (WDBs) and their contracted service providers; and state, regional, and local economic development entities.

Collaboration among workforce development partners will better serve Wisconsin businesses. This collaboration includes coordinated outreach to businesses through a WDA-based Business Services Team and includes:

- Development and commitment to processes for communicating information to and among the team;
- Referrals of job seekers that follow a process designed to meet business needs;
- Participation in training and practice of successful business services skills and behaviors; and
- SalesForce provides a common platform for One-Stop partners to share information and coordinate activity-related employer needs.

The Skills Wisconsin Salesforce platform is used to document and share business outreach and engagement. It improves business intelligence and promotes collaboration among workforce partners. Activities include entering real-time emails, calls, meetings, etc. in Account Activities and documenting real-time (within 72 hours) Services to Accounts.

Job Center of Wisconsin is a great resource for businesses and job seekers alike. Businesses can post open jobs on the site, get labor market information, and review resumes created by job seekers. Job seekers utilize Job Center of Wisconsin for building a resume and searching open positions here and around the state. SalesForce and Job Center of Wisconsin complement one another in many ways and are used with that in mind.

18. *Briefly describe Information Technology (IT) systems in the local area, including:*

    a. *Systems in place to assess and place job seekers (include all IT services owned or subscribed to).*

        - www.jobcenterofwisconsin.com – State of Wisconsin's labor exchange (job postings) and workforce information website for employers and job seekers
        - http://jobcenterofwisconsin.com/ncrc/jobseeker/ - WorkKeys – pathway to National Career Readiness Certificate (NCRC)
        - http://skillexplorer.wisconsin.gov/Search.aspx - links job seekers skills to current opportunities
        - TABEOnline - Adult Basic Education assessment
        - www.xyte.com - self-assessment related to career compatibility
        - www.CareerCruising.com - career exploration and planning assessment

    b. *Systems used for employer management (include all IT services owned or subscribed to).*

        - *www.jobcenterofwisconsin.com* – (see above)
        - *www.salesforce.com* – customer relationship management tool
        - *www.inspirerockcounty.org* – interface bridge between business and youth

    c. *Systems used to track participant services (include all IT services owned or subscribed to).*

        - Automated System Support for Employment and Training (ASSET)/Web Intelligence (WEBI) – State-developed and managed client data management and reporting systems.
        - Payment Authorization System (PAS) – PAS is an internally written and hosted vouchering program that allows SWWDB to track and issue funds to vendors. It also

tracks and prevents over limit obligation of funds for each client and aids in the tracking and usage of fund sources. PAS serves as SWWDB's internal Individual Training Account (ITA) database.

- CARES WorkerWeb – Statewide eligibility, tracking, and case management system for human services programs (FoodShare, FSET, W2, etc.)

d. Coordination of local IT systems with Job Center of Wisconsin, ASSET, and other federally or state provided systems.

SWWDB chairs regularly-scheduled meetings of the Job Center Management Team and Business Services Team. Every partner agency located in the job centers is represented on both teams. In addition, SWWDB holds quarterly meetings with program operators. Through these meetings, SWWDB has communicated that the JCW is to be used and promoted by all One-Stop partners. While other systems may be used and are available in the resource rooms, JCW is the primary system for job search activities.

SWWDB has also promoted ASSET as the official client data/management system and requires partners to use ASSET to record client services and activities. While the local system is used to track and monitor client activities because of easier reporting access, SWWDB acknowledges and has communicated that only client information and services documented in ASSET are accepted as the official record of client activities. SWWDB uses WEBI as the reporting system for ASSET and CARES WorkerWeb to monitor achievement of program outcomes and client data.

e. Other systems the WDB is utilizing and the purpose of these systems.

EMSI – provides data and analysis (industry, occupation, education, job postings) of local economic information that is used in communication/outreach efforts, industry partnerships, local and strategic plan development, and career pathway planning.

Wanted Analytics – like JCW, Wanted Analytics provides job posting data. However, it pulls from all job order boards in the area, not just the job order side of JCW. Additionally, it provides historical information not available on JCW.

f. The assessment process utilized to determine IT needs.

The Job Center Management Team and Business Services Team both meet regularly to discuss issues related to collaboration and coordination of services to job seekers and employers. Routine communications with partners and program operators help identify needed or wanted improvements and assess feasibility of changes or upgrades. SWWDB also contracts with Insight BTR to provide technology support related to IT needs (i.e. software, upgrades, new technology, server functionality) and other services to ensure information is safe, relevant, accessible, and retrievable. In a cost reduction effort, SWWDB is looking to engage Schooley Mitchell, an independent consulting firm, that will look at all telecommunication costs to identity cost-saving opportunities.

Memorandum(s) of Understanding (MOUs)

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

One-Stop Operators (OSO)

1. *Identify the current One-Stop Operator in the local area and attach the current WDB/One-Stop Operator Agreement.*

   Southwest Wisconsin Workforce Development Board, www.swwdb.org, has been designated as the OSO since the inception of WIA. SWWDB has documented performance results as testimony to its success and effectiveness in program operations. SWWDB has received designation as the local area OSO from the Wisconsin Department of Workforce Development ***Attachment 15***, DWD Recertification Approval Letter. SWWDB, as the One-Stop Operator, does not have a separate agreement.

   As indicated in the *Wisconsin Job Center Interim Guidance* provided by the Wisconsin Department of Workforce Development, SWWDB will pursue competitive procurement of an OSO for the program year beginning July 1, 2017. SWWDB is waiting for DWD's guidance on OSO designation through June 30, 2017.

2. *Describe how the WDB is preparing for the competitive process for OSO selection. Describe how market research, requests for information, and conducting a cost and price analysis were conducted as part of that preparation. [§121(d)]*

   For over thirty years, the SWWDB has performed as the One-Stop Operator for the Southwest Wisconsin area (dating back to the Job Training Partnership Act (JTPA)). While SWWDB will pursue maintaining its OSO designation, WIOA does require competitive procurement of the OSO designation. SWWDB sees this requirement as a potential threat to the successful operation of workforce activities in Southwest Wisconsin but understands the role of the competitive process as it relates One-Stop Operator designation. SWWDB will comply with WIOA requirements and begin the competitive process in 2016 by:

   - Defining the role and responsibilities of the One-Stop Operator (WIOA-proposed rules propose that the minimum role of a One-Stop Operator is coordination across One-Stop partners and service providers);
   - Soliciting employer and job seeker input related to One-Stop center services;
   - Collecting partners' positions regarding One-Stop operation and integration of services;
   - Determining schedule of services and estimated costs (actual, shared, in-kind) of One-Stop operation;
   - Exercising a preliminary intention to bid (feasibility) option as there is a high level of uncertainty related to the number of potential bidders in the area;
   - Incorporating and complying to the DWD *Wisconsin Job Center System Interim Guidance* during the planning phase; and
   - Adhering to SWWDB Policy, B.401 Procurement.

3. *Roles and Responsibilities*

   a. *Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center(s) and for service locations in the One Stop delivery system.*

      The role of the OSO is to coordinate the service delivery of required One-Stop partners and service providers within the Comprehensive Job Center (CJC) and the affiliate site located in Fennimore, WI. As SWWDB prepares for the procurement of the OSO, responsibilities, except for those explicitly identified in WIOA, will likely change; however, it is expected that the primary responsibilities of the OSO shall, at a minimum, include:

- Ensuring partner compliance to the job center MOU, including standards of service and cost/in-kind contributions to center operations.
- Coordinate and communicate One-Stop activities, programs, and services.
- Promote integration of One-Stop services.
- Manage protocols to ensure One-Stop operations and services are designed to meet local needs.
- Assess compliance to Section 188 of WIOA.
- Maintain the Job Center and Business Services Teams (schedules, agendas, strategic plans, minutes, etc.).

b. *If there are multiple operators and/or consortia, be specific as to what each agency's role is and which Job Centers are involved with each.*

SWWDB is the only One-Stop Operator in the Southwest Wisconsin Workforce Development area; however, the Management Team and Business Services Team play a key role in the integration of services, event facilitation, customer service, and partner outreach.

Certification and Continuous Improvement

The state's certification policy has not yet been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service coordination than required in order to respond to labor market, economic, and demographic conditions and trends in the local area.

Workforce Engineering: Partners, Process, and Production

Results-Driven Talent Development Systems

One of WIOA's principal areas of reform is to require States and local areas to plan across core programs. This reform promotes a shared understanding of the workforce needs within each State and local area and fosters development of more comprehensive and integrated approaches such are career pathways and sector strategies, for addressing the needs of businesses and workers. The expansion of sector strategies must continue in order to enhance and strengthen Wisconsin's economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional labor market. Wisconsin's system must use labor market information as the basis to map and assess current sector activities; and regional sector partnerships are not defined by artificial boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders. Sector partnerships must be closely aligned with the education system to develop flexible and response career pathways.

Connecting Workforce Programs

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

    - PK-16 Council
    - Local technical colleges

- Local University of Wisconsin campuses
- Regional economic development entities

SWWDB administers several programs and partners with many entities to build a strong talent pipeline that maximizes knowledge, skill, and ability to promote individual and community prosperity. This is an effort in engineering, a process that brings together many moving parts, calibrated to advance forward together.

Key to SWWDB's success is a strong understanding of the labor force needs and expectations of our business partners. With focus on job-driven investments, SWWDB is leading initiatives and programs that prepare workers for jobs currently available in the region, as well as for those that are just emerging. Labor market information and employer feedback is used to ensure that investments in the labor force are driven by a deep understanding of the region's industries, occupations, populations, and labor market.

SWWDB and its partners work with businesses and industries to identify workforce strategies to upgrade current employees' skills, as well as develop skilled job candidates for their future growth. Furthermore, workforce development partners have formed the Business Services Team (BST) to leverage resources and expertise for the benefit of local industry and the local economy. The BST is responsible for the coordinated approach to business services in the region and is key to the success of cross-program data coordination, career pathway enhancements, and industry sector partnership development.

SWWDB, the Business Services Team, One-Stop partners, and other community partners are working toward integration and alignment of activities and service provision to provide a systemized approach in addressing workforce needs identified through existing and new industry partnerships. The activities, agencies, programs, and services described below play an integral role in these endeavors.

SWWDB Programs/Services/Activities

Benefits Counseling (Working with Benefits) – Benefits Counseling is available to assist job seekers receiving federal and state benefits with SDI, SSI, Medicare, FoodShare, Housing Assistance, etc. SWWDB assisted 120 new job seekers in 2014 seeking assistance with Ticket to Work and Benefits Counseling.

Business Services – Provides leadership to the regional Business Services Team by providing labor market information to employers, industry groups, and economic development agencies; conducting hiring events and job fairs for local employers; arranging cross agency workshops and training opportunities; assisting with grant applications; promoting the state of Wisconsin's free labor market exchange system; and working together to resolve employer labor requirements.

Drug Court Program – Involves alternative sentencing for youth convicted on drug charges. SWWDB enrolls participants in the WIOA Adult Program. Progress is monitored by a designee of the court. Participants attend court on a regular basis and report on their activities in lieu of jail time.

Food Share Employment and Training (FSET) Program - Provides services to people receiving FoodShare and is intended to help recipients secure employment that will lead them and their families to self-sufficiency. Services provided through FSET include: Job Search Assistance, Coordinated Work Experience, Workfare, and Education.

Ticket to Work (TTW) Program - A voluntary employment program for persons receiving Social Security Disability Insurance (SSDI) and/or Supplemental Security Income (SSI). Through TTW, job seekers with disabilities receive various services to assist them with finding or retaining employment.

WI Senior Employment (WISE) Program - Places seniors in productive employment. The program provide qualified seniors employment search assistance and work experience. Participants receive part-time paid on-the-job training. In exchange, participants need to make employment contacts, register on jobcenterofwisconsin.com and fulfill job search activities to try to locate unsubsidized employment.

Windows to Work Program – Promotes self-sufficiency for individuals returning to the community after completing time in the criminal justice system, through the development of constructive skills and the modification of thought processes related to criminal behavior. Services include assistance with the cost of Alcohol and Other Drug Abuse (AODA) assessments and counseling, assistance obtaining a valid driver's license, rent assistance, assistance locating employment, transportation for job search and getting to work, purchasing clothing, tools/equipment required for work and/or interviews, and attending school to get a GED/HSED or technical program education.

Work Today Alliance – With leadership and coordination provided by the SWWDB Business Services Coordinator, the Work Today Alliance encourages job growth by moving low-income individuals and job seekers with limited work experience into meaningful employment. The program focuses on providing subsidized training and work in high-demand occupations relevant to the Rock County area, specifically the city of Beloit. This effort is supported by job-related skill and interest assessments, occupational skill training work readiness preparation, enhanced job placement activities, and ongoing job coaching and support services. Alliance membership includes businesses, secondary and post-secondary education entities, community-based organizations, and other non-profits. The primary purpose of this industry partnership is to train and promote individuals struggling with under-employment or unemployment. The Alliance has played a key role in the development of training "boot camps," short-term accelerated training programs directly linked to available occupations in the Rock County area.

Workforce Agencies and Programs:

The information and descriptions below reflect both partner input and SWWDB input:

Community Action Program (CAP) – SWWDB works with two CAP organizations, CAP of Rock and Walworth (http://www.community-action.org) and Southwest WI CAP (http://www.swcap.org). These organizations work aggressively to reduce poverty and improve economic self-sufficiency by providing a variety of childcare, housing, training (adults and youth), health, and outreach services through the six county area. In 2014, CAP of Rock and Walworth provided WIA employment and training services to 103 high school students in Rock County. Beginning July 2015, CAP of Rock and Walworth will be providing WIOA youth services throughout the Southwest Wisconsin Workforce Development area.

County Human Services Partners – Human services staff throughout Grant, Green, Iowa, Lafayette, Richland, and Rock Counties play an often understated role in the workforce development system. Providing assistance to over 30,000 individuals in the six-county area, county economic support staff provide eligibility certification and referrals to programs like W-2 and FSET. County economic support staff are often the first contact in an individual's path toward self-sufficiency, and their continued partnership ensures that workforce development programs are reaching the broadest populations possible.

Division of Vocational Rehabilitation (DVR) (https://dwd.wisconsin.gov/dvr/) – DVR is a state agency that provides employment services and counseling to people with disabilities. They also provide training and technical assistance to employers regarding disability employment issues. DVR offers job seekers the opportunity to learn more about services at a weekly orientation session at the Rock County Job Center. There is at least one Vocational Rehabilitation (VR) Counselor in each

county. In program year 2014, DVR successfully placed and retained workers in 291 positions with an average hourly wage of $10.27 including some supported employment positions. These employees averaged 27 hours a week of work. At any one time, DVR serves approximately 800 individuals in Southwest Wisconsin.

Forward Service Corporation (FSC) (www.fsc-corp.org) – FSC operates the Wisconsin Works (W-2) program in Southwest Wisconsin and offers a wide range of employment, training, and support services to help eligible Wisconsin residents secure and maintain employment. Job seekers are often eligible to co-enroll in two or more employment and training programs. Partnering with agencies like Forward Services prevents service duplication.

Job Corps (www.jobcorps.gov) – Job Corps is a free education and training program that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job. Job Corps assisted 179 young men and women this past program year in Southwest Wisconsin.

Job Service (https://dwd.wisconsin.gov/jobservice/) – A bureau within the Wisconsin Department of Workforce Development (DWD), Job Service is a key partner in the Workforce Development system, providing public labor exchange services to help link employers with Wisconsin's talent, primarily through the DWD managed website, www.jobcenterofwisconsin.com. Job Service assists customers in the Job Center Resource Rooms in both Janesville and Fennimore with career search activities. Over 18,000 individual resource room visits were recorded last year. Job Service also operates the Re-Employment Services (RES) program. RES partners with the Wisconsin Division of Unemployment Insurance to help the unemployed find re-employment quickly. 475 RES sessions were held in the last program year, assisting 1,446 job seekers. Job Service also delivers services through the Trade Adjustment Assistance (TAA) program. TAA is a federal program designed to provide re-training, re-employment, relocation, and wage subsidy services to individuals adversely affected by foreign competition with employers certified as Trade-eligible by the U.S. Department of Labor.

Manpower Government Solutions – Manpower Government Solutions provides career services and access to training to WIOA-eligible adult and dislocated workers. Manpower provides individual assistance to job seekers and holds regular orientation sessions to explain job center services and provide detailed information on WIOA. Manpower staff also provide weekly interviewing and resume writing workshops at the Rock County Job Center and attends RES/REA sessions to explain the services available under WIOA. Manpower served 686 adults and 124 youth in the last program year.

Office of Veteran Services (OVS) (https://dwd.wisconsin.gov/veterans/) – Local OVS staff members work to advance veterans in the workforce through targeted business engagement and effective employment services. The assistance provided by the local OVS team coupled with job center partners' commitment to veteran priority of service ensures that veterans have access to the full assortment of opportunities and benefits available through the job center system in Southwest Wisconsin.

Education Partners

A talent development system that is demand driven requires broad sector support of a talent preparation system that is relevant and responsive to the needs of the community and local economy. To that end, SWWDB is engaging two projects developed to bring education and business closer in scope and purpose: Inspire Rock County and the Business and Education Collaborative.

The Inspire Rock County (www.inspirerockcounty.org) project, supported by all school districts in Rock County, local economic leaders and workforce development, heads into the third year of operation, Inspire Rock County has achieved the following milestones (Otterstein, 2016):

- 95 Rock County participating businesses.

- 218 work-based learning activities requested.
- Over 100 career coaches available to students.
- Business/student interaction – average of 80 unique messages per month.
- Over 5,500 student portfolios have a "Saved" Career & "Higher Ed" Target.

The Inspire platform is now being rolled out across the state, including the entire Madison Region Economic Partnership (MadREP) area. MadREP also convenes the Business and Education Collaborative (BEC), which brings together businesses, community, K-12 school districts, post-secondary institutions, and workforce development agencies. The BEC convenes to promote the following objectives (Madison Region Economic Partnership, 2015):

- Foster educators' understanding of workforce needs facing businesses in the next five to ten years and foster businesses' understanding of the resources educators will require to address those workforce needs.
- Craft unified, consistent, and ongoing messaging to legislators to articulate the value of coordinated K-12 and post-secondary education to the workforce pipeline and business community.
- Build bridges and increase connections between business and education to assist students of all ages in generating the awareness and developing the skills necessary for an effective transition from school to career.

SWWDB supports the above projects and promotes the need to bring business and education closer and networks with the following partners to achieve a talent development pipeline that is robust, community-supported, and relevant to today's employers.

K-12 Education – There are 38 public school districts, 149 public schools, and 29 private schools in the Southwest Wisconsin Workforce Development area. SWWDB and partners share information on career exploration, career pathways, and demand occupation jobs. Programs like Inspire Rock County, sponsored by SWWDB and the Rock County Development Alliance, help connect students to local employers to discuss careers, arrange site visits, and work experience opportunities. In program year 2014, SWWDB and contracted partners provided direct services to 159 high school-aged youth. Working with teachers and counsellors, eligible students and WIA/WIOA Case Managers developed service strategies that promoted work and college readiness.

- **Inspire Rock County** – Inspire Rock County is a web-based career readiness platform developed jointly by Rock County Economic Development and SWWDB. Leveraging career development tools, social media elements, and workforce data into a seamless system, job creators, students, educators, and parents are able to learn about the careers that are available in the local area. The system, which is powered by a licensed product through Career Cruising©, provides a customized information sharing and resource gathering environment.
- **Cooperative Educational Service Agencies (CESA)** – CESAs serve schools and students throughout Wisconsin. There are 12 CESAs in Wisconsin, with CESA 2 (www.cesa2.org) and CESA 3 (www.cesa3.org) having a presence in the SWWDB region. An integral part of the workforce development system, CESAs are able to bring workforce information and initiatives to area high schools. CESA 3 in Fennimore, WI also operates the Youth Apprenticeship Program in Grant, Iowa, Lafayette, and Richland Counties.

Local Technical Colleges – Finally within the SWWDB region, there are two primary technical college districts (Blackhawk Technical College (BTC) (http://www.blackhawk.edu) and Southwest Wisconsin Technical College (SWTC) (www.swtc.edu). Access to needed training is an integral part of the

workforce system and representatives from BTC and SWTC regularly participate in the SWWDB Business Services Team. Training programs relating to high-demand industries and jobs in the SWWDB region are generally provided by BTC (serving Green and Rock counties) and SWTC (serving Grant, Iowa, Lafayette, and Richland counties). In the 2014 program year, 213 WIA/WIOA students accessed training at these two sites. Workforce participants also access training provided by other technical colleges bordering the Southwest Wisconsin Workforce Development area such as Madison College, Gateway Technical College, Madison Area Technical College, Rock Valley College in northern Illinois and Northeastern Iowa Community College. In general, efforts are made to arrange for training to be provided in close proximity to a client's home community, although this is not always possible. SWWDB staff participate in the Southwest Wisconsin School to Work Consortium (SWTC) and the Rock County School to Work Advisory Council (BTC).

UW System – There are two two-year UW college campuses, UW-Rock County (www.rock.uwc.edu) and UW-Richland County (www.richland.uwc.edu), and one four-year UW university campus, UW-Platteville (https://www.uwplatt.edu) in the Southwest Wisconsin area. Training subsidized through the public workforce system has traditionally been provided by technical colleges; however, the university system plays a key role in career pathway development, and it has been through this process that all leaders in post-secondary education are realizing the need for shorter-term training and the offering of industry-recognized credentials. Currently, SWWDB serves on the STEP External Advisory Board for the UW-Platteville College of Engineering, Math and Science. Additionally, the UW Extension (http://www.uwex.edu) system across Southwest Wisconsin offers solutions to businesses, communities, and individuals on several fronts including small business assistance, continuing education, and family literacy and support. The opportunity to further engage the UW System in industry partnership activities and providing referrals to workforce participants is another way SWWDB leverages resources and expertise throughout Southwest Wisconsin.

Economic Development Partners

The alignment of resources and services dedicated to employment and skill development loses its collective impact if not tied to the economic development strategies of a community or region. The talent pipeline developed by workforce partners and the education system needs a destination, and economic development entities provide this target. The relationships that the economic development agencies have with businesses in the region are invaluable to our ability to develop industry partnerships that provide leadership for future talent development initiatives.

SWWDB collaborates with two regional economic development agencies, Madison Region Economic Partnership (MadREP) and Prosperity Southwest, plus several local economic development entities such the Grant County Economic Development Corporation, the Monroe Chamber of Commerce, and the Southwest Wisconsin Regional Planning Commission which provides economic development strategies for Iowa County. Rock County has its own economic development alliance, as well as an offshoot group called Rock County 5.0, a public-private partnership between Rock County Economic Development, the Greater Beloit Economic Development Corporation, the City of Janesville, Forward Janesville, and the Alliant Energy Economic Development.

MadREP serves the eight-county region surrounding Madison. The Southwest Wisconsin counties of Iowa, Green, and Rock are included in this region. Driver industries include advanced manufacturing, agriculture, healthcare, information technology, and life sciences. This organization is well-established and has a great handle on the region's dynamic and diverse economic base, but lacks a clear focus on the needs of Southwest Wisconsin counties. SWWDB has, and will continue to be, involved in MadREP's efforts to further economic growth in the region, especially the group's efforts in Green, Iowa, and Rock counties, but also works quite extensively with Prosperity Southwest, the

organization that provides economic development assistance to counties and municipalities in western half of the Southwest Wisconsin Workforce Development area.

SWWDB attends the monthly Prosperity Southwest membership meetings. The group's industry targets are manufacturing, agriculture, and tourism. Manufacturing aligns with SWWDB's workforce priorities, while agriculture and related food processing and tourism are not on SWWDB's list of high-demand industries but are certainly a major source of employment and economic activity within the Prosperity region. SWWDB is committed to assisting and supporting Prosperity Southwest in all its endeavors.

Expanding Access to the Workforce System

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

Access, inclusion, and integration are three elements addressed aggressively in four of the six SWWDB Strategic Goals:

GOAL 1. Build a talent development delivery system through systematic change, integration of resources, and continuous improvement.

GOAL 2. Build relationships that promote success: engage business, industry, and community to ensure universal contribution and commitment to workforce initiatives and strategies that support regional economies.

GOAL 3. Educate and inform often: disseminate organization, workforce, and career pathway information regularly and opportunistically to foster interest and collaboration.

GOAL 5. Focus and advance universal access to workforce services in all counties with a focus on populations with barriers.

Each of these has a series of implementation strategies that are planned and carried out at the local level. The full scope of these activities can be found in the SWWDB Strategic Plan (***Enclosure 05***)**.**

As the administrator of multiple employment and training programs (WIOA Title 1 programs, Windows to Work for re-entry offenders, the Senior Community Service Employment Program, the Ticket to Work program, the FoodShare Employment and Training Program) plus designated as the One-Stop Operator, SWWDB is uniquely positioned to not only convene stakeholders, but to direct activity internally to ensure customers have the right level of assistance at the right time, to enforce co-enrollment/coordination when appropriate to the needs of the customer, protect customers from service lapses, and reduce service duplication. Coordinating these efforts with partner activities via Management and Business Service Team's efforts will also allow for a broad and universal approach to customer service.

SWWDB will be working with core programs to further integrate customer intake and promote co-enrollment to ensure the best leveraging of resources. Full service integration will require system and policy changes on the part of the Wisconsin Department of Workforce Development, but there are many activities occurring at the local level that will not only expand access, but improve the schedule of services and referral process for customers:

- Provide WIOA/Job Center orientations throughout the workforce development area.

- Develop more specific referral procedures for specific populations that face multiple barriers to employment.
- Educate community partners on how to assist individuals with the www.jobcenterofwisconsin.com website.
- Educate post-secondary education financial aid offices on the training assistance available under WIOA and partner programs like FSET, W-2, and TAA.
- Update the local www.jobcenter.org website to include more robust program information and contact information, including information on the value of credentials and career pathways.
- Review participant release options so that partners can discuss service delivery and employment plans of individual customers and avoid service duplication.
- In regard to adult basic skills/adult literacy customers, SWWDB will also pursue co-enrollment between Title I and Title 2 programs. Depending on eligibility, this could also include other programs.
- Hold a One-Stop partner in-service to expand understanding of programs and eligibility criteria.

Non-traditional Occupations

3. Describe how the WDB will ensure that individuals are informed of non-traditional employment and training opportunities.

Customers are encouraged to explore multiple in-demand career options which would result in meeting their personal and financial needs. During the orientation and assessment process, non-traditional occupations are discussed, and customers are encouraged to investigate non-traditional training opportunities with approved training providers.

Business and Industry Strategies

4. Describe the WDB's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the local area to meet the needs of businesses. [Section 108(b)(4)(B)]

SWWDB offers On-the-Job Training (OJT) to place a participant into a higher-skilled job that would require limited, but intensive, work-based training to gain required skills and competency. A participant eligible for an OJT is someone who would not have been hired for that job due to lack of qualifications and/or skills, and who has been determined to need this type of training as specified in his/her individual employment plan (IEP). OJT's are meant to assist the employer defray the costs associated with lost productivity and direct training expenses. SWWDB has implemented policies and procedures that govern the OJT program.

Customized training is designed to meet the specific training needs of an employer or group of employers through a training curriculum that is "customized" to the employer's needs. SWWDB may develop customized training contracts for employers or groups of employers that are hiring new employees or as a layoff aversion strategy for employed incumbent workers. SWWDB has implemented policies and procedures that govern the Customized Training Program.

Services within the job centers are provided utilizing a career pathway model. A career pathway is a series of learning opportunities that contain connected or "chunked" education courses offered in a modified format that help unemployed or working adults upgrade their skills, complete a credential,

or gain an associate's degree. Career pathways provide "stepping stones," short-term coursework and training programs to help workers gain the skills needed to obtain and advance in an occupation or industry. The career pathway model benefits local business in that job seekers are able to take formalized steps to reach career goals that allow them to engage in both employment and life-long learning.

SWWDB does not have an Incumbent Worker or Transitional Jobs policy but will be exploring both options in Program Year 2016.17. Additionally, the SWWDB and partners will be addressing employer's concerns identified in the 2015 Workforce Needs Survey.

Microenterprise and Entrepreneurial Training

5. *Describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, support programs and co-enrollment, where appropriate, in core programs. [134(a)(3)(A)(i)]*

SWWDB works with local community and economic development partners to provide microenterprise and entrepreneurial training and support. There are several key partners in the region which provide assistance:

- Evansville Inventors & Entrepreneurs Club – Networking and information.
- EIGERlab - Focused to assist start up, early stage growth, and expanding existing businesses, NIU EIGERlab serves as a one-stop resource for both new and existing entrepreneurs and innovators to commercialize new ideas, increase revenues and profits, participate in peer groups, access business services, utilize design engineering and art-to-part rapid prototyping services, learn new skills, meet with dedicated mentors, link to qualified investors, and receive assistance in selling to the government or executing global market expansions.
- Janesville Innovation Center - An incubator facility providing manufacturing/distribution space, offices, mentoring, and financing.
- MERLIN Mentors - The Madison Entrepreneur Resource Learning and Innovation Network (MERLIN) is comprised of experienced business leaders who volunteer their time, knowledge, and experience to help convert entrepreneurs' ideas into developing companies. The overall objective of MERLIN is to create a larger pool of viable entrepreneurs within the Madison community. MERLIN fosters growth in the number and quality of Madison area start-up enterprises by matching new entrepreneurs with experienced business people.
- Small Business Development Center of Southwest WI - Supporting entrepreneurs and business owners through no-cost, professional, confidential consulting and targeted educational programs.
- UW-Whitewater Small Business Development Center (SBDC) - Part of a statewide network supporting entrepreneurs and business owners through no-cost, confidential consulting and targeted educational programs. Regional SBDC experts facilitate improvement and growth for small and emerging mid-size companies and help launch successful new enterprises. A program of UW-Extension providing business outreach through UW universities statewide, the Wisconsin SBDC Network provides education, referrals, sophisticated tools, and resources to help businesses evolve.
- WWBIC - Expertise in business planning, financing, and accessing resources for new and expanding businesses. As a statewide organization, WWBIC works with both women and men by offering relevant business classes, business loans up to $250,000, assistance with personal financial management, and connections to people who can make things happen.

Accessing Apprenticeships

6. *Describe how the WDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's job centers.*

With the closing of the largest employer in our region in 2008 and the downturn in the national economy, the apprenticeship programs were not pushed as a priority of service for our customers. Now that our region has begun the recovery process with new companies moving into our region, SWWDB will work with local technical colleges, employers, and trade organizations to re-invigorate the "learn and earn" training opportunities unique to apprenticeships. SWWDB has reached out to local labor federations to discuss how the workforce system can prepare individuals for apprenticeships. Training "boot-camps" have had very positive results in the recent past, and SWWDB will coordinate like programming that can serve as a bridge to the apprenticeships and the trades. Further guidance from DOL and DWD on how WIOA training resources can be used in the apprenticeship model should clarify the funding strategies; however, until then, SWWDB will apply its current policies to assist individuals interested in apprenticeships. SWWDB continues to have representation relating to apprenticeships on the board of directors.

Industry Partnerships

7. *Describe how the WDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed.*

SWWDB intends to build upon industry partnerships such as Work Today and the Transportation Warehouse and Logistics Group utilizing a "collaborative" approach. In a report presented by the US Chamber of Commerce, it is noted that employer collaborations will be key in order to meet the current and future labor force needs. Successful collaborations will be to identify "Employer Champions" who will convene and lead meeting discussion. SWWDB will work to identify and develop employer champions throughout the region who will help drive the strategies and tasks needed to strengthen the talent delivery system (US Chamber of Commerce Foundation, CEW).

Given skill and talent supply concerns shared by local employers, SWWDB will also be looking at healthcare, information technology, and construction industries for opportunities to collaborate and leverage best practices. An example of this would be to introduce the "Trade Up" campaign in Southwest Wisconsin, a multi-media approach to encourage youth interest in the trades. The "Trade Up" campaign was developed by an industry partnership convened by the Workforce Development Board of Southcentral Wisconsin.

Employer Identified Training Needs

8. *Identify how the WDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations.*

The SWWDB objective of the ITA/Eligible Training Provider (ETP) system is to encourage a market-like environment for adult, dislocated worker, and youth training. ITAs (Individual Training Account) are used to fund training in occupations that will produce the potential of higher earnings within the designated area's driver industries/demand occupations.

In 2011, SWWDB recertified local area approved training programs with a focus on driver industry/demand occupations. This screening process was used to identify the driver industries and

demand occupations that are most in need in the local workforce and regional economy. SWWDB plans to continue this approach, targeting the region's driver industries:

- Agriculture (Crop Production)
- Construction (Construction of Buildings, Specialty Trade Contractors)
- Finance and Insurance (Credit Intermediation and Related, Insurers and Related)
- Healthcare (Hospitals, Clinics, Assisted Living)
- Information (Data Processing, Hosting and Related, Telecommunications, Publishing – Not Internet)
- Manufacturing (Food, Machinery, Plastics/Rubber, Furniture and Related, Beverages)
- Retail Trade (Non-Store Retail, Motor Vehicle and Parts Dealers, Garden Equipment and Supplies)
- Transportation & Warehousing (Trucking, Warehousing/Storage)
- Wholesale Trade (Merchant Wholesalers – Durable and Non-durable Goods)

SWWDB Program Operations

Program Services

Priority of Service

1. *DET will provide a process for establishing priority of service for the Adult program for public assistance recipients, other low-income individuals, and those who are basic skills deficient. Describe any additional priority groups for the adult program other than those required by the Act.*

   In the event of limited funding, priority of service is given to WIOA customers who are enrolled in training as identified in their Individual Employment Plan.

2. *For participants who receive priority of service, WIOA Section 680.600 requires local areas to establish criteria by which the one-stop operator will apply such priority. Criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors. Provide the WDB's local criteria and/or policy. [134(c)(3)(E)]*

   Low income status is identified at the point of entry into WIOA services. Basic skills deficiency is identified during the assessment process. See SWWDB Policy E.030 Priority of Service Policy for Low Income, ***Attachment 16***.

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

   Veterans and eligible spouses are identified at the point of entry into WIOA services. See SWWDB Policy E.070 Veterans Priority of Service, ***Attachment 14***.

Funding

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

SWWDB appreciates the flexibility regarding the fund transfer options between the adult and dislocated worker programs under WIOA. SWWDB will request a transfer when need is determined due to shifting populations/demographics and/or increase in training demand.

2. *If applicable, describe the WDB's plans to utilize up to 10% of local dislocated worker, adult, and youth formula funds toward the pay-for-performance contract strategy.*

   At this time, SWWDB will not be utilizing pay-for-performance contract strategies.

3. *Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for career services and training allocations for the Adult and Dislocated Worker programs.*

   While job seeker demand for occupational skills training has decreased, employer demand for increased skills is increasing. To that end, SWWDB budget WIOA adult and dislocated worker as follows:

	Career Services	Training
Adult	65%	35%
Dislocated Worker	65%	35%

Service Strategies

1. *Describe service strategies the WDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38.*

   SWWDB and contracted providers provide services to the broadest populations possible utilizing the universal access approach outlined in WIOA. As partners in the One-Stop system discuss service integration and common intake, SWWDB foresees more robust service strategies related to individuals with disabilities and other protected populations. In general, SWWDB will work to:

   - Expand awareness of assisting individuals with disabilities and other barriers to employment via:
     - Communication and confidentiality
     - Disclosure and permissions
     - Accommodation requests, equipment, tools, auxiliary aids
     - Inclusive/integrated service delivery that encourages full access and participation in WIOA and One-Stop activities.
   - Review partner activities, policies, etc. related to access and provision of services by individuals with barriers to employment to establish best practices and cross agency standards.

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

   Collaboration with partner programs takes place on a regular daily basis as case managers work together to find the best mix of services for individuals with barriers. The Management Team addresses more formal coordination of program and policies.

   a. *TANF*

      Forward Services, Inc. provides TANF services in the Southwest Workforce Development area. Co-enrollment with WIOA and FSET occurs regularly so that eligible customers have access the level of services needed to improve their chances of positive outcomes.

b. Food Share Employment and Training (FSET)

SWWDB operates the FSET program in Southwest Wisconsin and coordinates regularly with WIOA, TANF, and technical college partners.

c. Adult Basic Education and English Language Learning Programs Authorized by Title II of WIOA

Blackhawk Technical College and Southwest Wisconsin Technical College provides Adult Basic Education and English Language Learning Programs in the Southwest Wisconsin Workforce Development area. Knowing that success in post-secondary education/training depends on basic skill proficiency, customers are referred to Title II refresher services and/or GED education as needed.

d. Registered Apprenticeship

SWWDB will be developing protocols to encourage greater customer exploration of apprenticeships and program funding mechanisms of such arrangements.

e. Jobs for Veterans State Grants Program [38 U.S.C. §4102A(c)]

Veterans and eligible spouses are informed of priority of service and the full scope of services and benefits available in the workforce system. Enrollment into one or more of the employment and training programs available at the One-Stop follows to equip the eligible individual with resources he/she needs to access training and/or employment. Veterans and eligible spouses who meet at least one of the following criteria are also referred to the Disabled Veteran's Outreach Program Specialist (DVOP) for assistance after completing an Office of Veterans Services Employment Services Pre-Screening Form:

- Aged 18-24
- Have a service-connected disability
- Recently separated veteran unemployed for six months
- Homeless
- Offender
- Lacking a high school diploma
- Low income (100% FPL or less)

Resource room staff and WIOA case managers provide the pre-screening forms.

f. National Farmworker Jobs Grant Program

This program is not active in the area.

g. Senior Community Service Employment Program (SCSEP)

SCSEP is the only federally-funded program specifically targeted to serve older adults with employment and training assistance. SWWDB operates SCSEP program (known in the state of Wisconsin as the WISE Worker Program) in the counties of Green, Iowa, Lafayette, and Rock. Experience Works provides the same services to eligible adults in Grant and Richland Counties. Co-enrollment with other employment and training programs is strongly encouraged to ensure customers have access to the resources that will move them toward self-sufficiency.

3. Describe how the local workforce development board will work with local and statewide offender reentry initiatives supported by the Department of Corrections, as required by 2015 Wisconsin Act 55, 106.36(2)(b). The description should include the following: how labor market information and assessment tools will be utilized, how the board will collaborate with local work release facilities, plans for coordination of case management services, and coordination with programs authorized under WIOA Section 225(a).

SWWDB plays an active role in Southern Wisconsin's Window-to-Work program, an employment and training program for offenders that begins six (6) months prior to release and can extend up to one year post release. Once offenders are released, SWWDB promotes co-enrollment in WIOA,

FSET, and other programs to ensure the best level of resources and attention to the needs of the returning offender. Study for the National Career Readiness Certificate is also encouraged.

Labor market information is utilized to assist the individual in determining a career path that will make the individual as competitive in the employment market as possible given that a history with judicial system is a significant barrier to overcome. All customers are also assessed for career compatibility using the Xyte© Insight Assessment, which provides career focus-based information on an individual's innate strengths and preferences, and basic skills if there is concern regarding proficiency. Services are coordinated and an employability plan is developed to move the individual toward opportunities that lead to independence. Addressing the training employment needs of this population is carefully drafted to include assistance related to housing, food, transportation, healthcare, and counselling; remediation and employability skills building; and finally, training and/or employment, in a compounding manner that will reduce the likelihood of recidivism.

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

   SWWDB has found that adults and youth who are basic skills deficient need to establish proficiency before moving into occupational skills training. Oftentimes, these gains can be aggressive given the proper motivation and instruction. As SWWDB does not provide training nor develop curriculum, providing access to these trainings as an approved service under WIOA can offer some financial assistance to the participant to enroll in non-standard training. Additionally, post-secondary entry is regulated by education/training providers. Basic skills and language barriers can often add an extra year or more onto an education plan. While SWWDB does not have any service provision limits, the extra time is normally financially burdensome. As a supporter of career pathways, SWWDB would look to work with local technical colleges and other training institutions to develop additional credentialing benchmarks (short-term training options), so that basic and occupational skills can be developed on a timeline that, as quickly as possible, re-inserts that individual into the labor force, even if only on a part-time basis while continuing education/training.

5. *Provide a description of plans, strategies and assurances to maximize coordination of services provided under the Wagner-Peyser Act and WIOA (for example, WIOA Title 1 staff document workshop services provided by WIOA Title 1 staff in ASSET). The description should include how improved service delivery and avoidance of duplication of services will be achieved. [§108(b)(12)]*

   All job center partner agencies have limits on what services they can provide based on program authority, funding, and staffing levels. SWWDB, as the OSO, coordinates the development of a MOU which delineates roles and responsibilities and minimizes duplication. WIOA program roles and responsibilities are further defined in WIOA program operator contracts. Management Team meetings address service coordination and collaboration throughout the year as issues arise to minimize unnecessary duplication and conflict. To help ensure good coordination, SWWDB has created the Job Center Service Network diagram, a service/relationship model, to help minimize service duplication and communicate partner programs to customers and other stakeholders. System integration at the state would vastly improve integration and reduce duplication as it would provide workforce practitioner's service histories and set up the framework for truly coordinated case-management.

6. *Describe the process used for reviewing and updating Individual Employment Plans (IEP). Include if the process is used for every participant or if there are exceptions, how frequently it is done, and how it is documented in the participant file and ASSET.*

Individual Employment Plans (IEP) are developed at enrollment based on an assessment of need and occupational goals/plans. IEP development is a coordinated process during which both case manager and customer provide input. While IEPs are reviewed during regular meetings with customers, formal updates are conducted at least annually. IEPs and subsequent updates are entered into ASSET for tracking purposes and then printed and signed by the participant and the case manager. Signed IEPs are maintained in the participant's file.

7. *Attach the WDB's Policy on Needs Related Payments, or indicate that the WDB does not use this provision.*

   SWWDB does not provide Needs Related Payment beyond what is allowable by the SWWDB Training and Support Payment policy.

8. *Attach WDB's supportive services policy.*

   Please see SWWDB Policy E.420 Training and Support Service Payments, ***Attachment 17***.

9. *Describe the process for contacting active participants (adults/dislocated workers and youth). Include if the process is required for every participant or if there are exceptions, how frequently contact attempt is required, how it is documented, and what the procedures are for successful contact attempts.*

   SWWDB requires case managers to contact active participants at least once a month by phone call, email, mailed letter, or other method (Facebook, text, etc.). All contact attempts are case noted in ASSET with a description of the dialogue and whether or not the contact attempt was successful. Successful contact attempts are those where actual dialogue between the participant and the case manager takes place.

10. *Describe the criteria used by the WDB to determine the appropriateness of exiting a participant (adults/dislocated workers and youth). For example, no contact with case manager, employment plan goals have been met, participant becomes employed at the locally-defined self-sufficiency wage or certain percentage of federal poverty limit, has been employed for minimum number of days, etc.*

    SWWDB takes the approach of exiting participants seriously, believing that every exit should be the result of a positive outcome. SWWDB encourages case managers to attempt to reach those participants who have had no contact utilizing the most common methods of communication (phone, email, and letter) over a three month period. If no contact is made, case managers should exit participants as of the last day of contact or contact attempt. Every exit is documented in ASSET case notes.

    For those who have met program goals through employment or education, all necessary documentation is collected and placed in the participant's file and services shall be closed as of the date of entrance into employment or education, or last contact date, whichever is most appropriate to the circumstances. This starts the 90-day clock for complete exit from the system. If events take place during that 90-day period that would cause the participant to lose employment or drop out of education, services can be re-opened to ensure participants meet their goals.

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

    See **Attachment 18**, SWWDB Exit and Follow-up Procedures.

    The SWWDB Program Guide, ***Attachment 19***, encapsulates SWWDB's direction to case managers and service providers regarding the provision of WIOA services including intake, assessment, IEP development, service delivery, exiting, and follow-up (list is not inclusive).

Dislocated Workers

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

   An individual is deemed unlikely to return to her/his previous industry or occupation when an individual:

   - Lacks the necessary skills due to technological or other changes in the occupation; or
   - Cannot return to his/her previous industry or occupation because he/she has physical or mental disabilities which prevent him/her from returning to his/her previous industry or occupational area; or
   - Has exhausted his/her unemployment compensation benefits and has been unable to find a job in his/her previous industry or occupation; or
   - Has been long term unemployed (12 weeks) and has been unable to find a job in his/her previous industry or occupation; or
   - Has been assessed by a WIOA service provider as being unable to find employment in his/her previous industry or occupation or to find employment at a compensation level comparable to his/her previous occupation; or
   - Has been determined by the WIOA service provider as needing additional assistance in order to retain employment.

2. *Describe WDB policies and procedures to support Re-employment Services (RES) activities. For example, participation in RES in-person sessions.*

   WIOA adult and dislocated worker case managers attend RES in-person sessions to provide an overview of programs and present contact information. Referral and assessment forms are provided along with WIOA applications. SWWDB strongly encourages participants to explore training options as the knowledge and skills demanded by local employers is steadily increasing.

3. *Describe the process for providing rapid response services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed. [§134(a)(2)(A)] This description must include how the local area disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected dislocated worker applying for them.*

   When providing rapid response services to employers and employees, Job Service and SWWDB ensure that the possibility of filing a Trade petition is discussed. Every employee receives the flyer "Getting Back to Work after a Trade Related Layoff" during a Rapid Response session. The flyer is reviewed in depth with employee groups who have petitioned for TAA benefits.

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

   a) *WIOA Local Plan Guidelines*
   b) *Identification of WDB and Job Service leads (Rapid Response Practitioners)*
   c) *Clarification of roles and responsibilities for the WDB and Job Service*
   d) *Mechanisms for routine communication between the WDB and Job Service*
   e) *Integration of the minimum level of required transition services (see list on the Rapid Response Practitioners' webpage, https://workweb.dwd.state.wi.us/det/bwt/dw/default.htm)*
   f) *Identification of flexible and innovative services and solutions to address both employers' and workers' transition needs*

g) *Mechanisms for leveraging staff and other resources*

h) *Effective utilization of materials*

i) *Engagement of appropriate partners*

j) *Describe the mechanism to identify local area Rapid Response practitioners responsible for carrying out rapid response activities in the local area.*

The WDA 11 Rapid Response Service Agreement (***Attachment 20***) provides the framework of WDA 11's Rapid Response activities.

Due to the geographical size of the SWWDB region, as well as other demographic features, the Rapid Response efforts are coordinated by two individuals, in collaboration with Job Center partners, depending upon the counties of residence the affected workers reside in.

Rapid Response Contacts	
Grant, Iowa, Lafayette, and Richland Counties Ron Coppernoll r.coppernoll@swwdb.org 608-342-4220, Ext. 361	Rock and Green Counties Gail Graham g.graham@swwdb.org 608-314-3300, Ext. 304

When notification of a plant closing or mass layoff is received, the SWWDB Rapid Response Coordinator will assist the company with a coordinated response to the dislocation event and coordinate an on-site meeting to assist workers facing a job loss. The following information and services are provided to employers and affected workers:

Employers

- Engage in on-site contact with the employer, worker representatives, union representatives (if applicable), and other partners to determine the potential for averting the layoffs and gather background information on the affected workforce.
- Schedule employee Rapid Response sessions.
- Provide information on unemployment insurance benefits, Job Service, and employment and training opportunities.
- Provide on-site WIOA enrollment services (if requested).

Employees

- Provide specific information on unemployment, TAA, WIOA, FSET, healthcare, services for Veterans and individuals with disabilities, and training/retraining.
- Schedule on or off-site appointments to fast-track assessment and enrollment.

5. *Describe the mechanisms that are currently in place or will be in place to identify employers at risk of layoffs. [§682.330(g)(1)]*

Typically, employers and the Wisconsin Department of Workforce Development does not communicate with the local board until after lay-off aversion measures are too late to be put into place. SWWDB will take a more proactive position in advertising policy, procedure, and programs related to lay-off aversion. SWWDB maintains a robust Business Services Team that will serve as the conduit of layoff aversion techniques to area employers.

The team will work toward:

- Identifying industry sector economic trends
- Identifying potential needs in growth industries

- Exploring incumbent worker training options
- Coordinating activity and information with economic development

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

   The description should include all phases of the dislocation response process, such as rapid response on receipt of petition notice, participation in program orientation, assessment and Employment Plan development, preparation for re-employment and skill training, and provision of placement services.

   SWWDB, Job Service, and WIOA Title 1 program operators are coordinating the process of providing a seamless service delivery system to TAA participants. The goal of co-enrollment is to ensure clients receive the access to the full battery of employment and training services available in the workforce development system while acknowledging the key roles job center partners play in participant success.

   The WIOA case managers will provide career services to eligible co-enrolled TAA participants before and after their TAA-funded training and will serve as an alternate provider of career services during training participation. Eligible clients will complete the WIOA application and intake process and provide a full assessment to determine training needs. Once a training plan has been established, this information will be provided to a TAA case manager. The TAA case manager will develop the TAA training contract and share a copy with the NEG/WIOA case manager. Services at this point will be provided by the TAA case manager. Once the client completes training, an NEG/WIOA case manager will provide employment placement and follow-up services.

   This coordinated, up-front co-enrollment also eliminates problems down the road if the client does not maintain full-time training status or is unable to enroll in a full course load. For example, dislocated worker training and support funds can step in to meet the needs of the client(s) which are outside of the parameters of TAA.

   SWWDB has always been a willing partner in Rapid Response efforts and communicated with the employer and employees when a dislocation might qualify for TAA. As all Rapid Response activities will now be coordinated at the local level, SWWDB looks forward to even greater coordination between WIOA and TAA and the opportunity to expand delivery of services with the Trade Adjustment Assistance program.

   Upon layoff notification, SWWDB will coordinate an initial meeting with the employer to determine the scope of the dislocation and share TAA information. Layoff aversion is also discussed and employee information session are set. A sample employee packet is left with the employer.

   On-site meetings are arranged during which One-Stop partners share program and services information. Job Service staff, as the TAA service provider, provide details on the TAA program. Job Service and WIOA staff discuss the benefits co-enrollment.

   Program orientations are coordinated for TAA participants. At this point, the following services to individuals interested in co-enrollment follow this process:

Task/Service	Program
WIOA/One-Stop Orientation Coordinated with TAA Orientation	WIOA/TAA
Career Planning/Assessment	WIOA
Registration/Enrollment	WIOA
Employability Plan Development	WIOA

Ongoing Case Mgmt./Placement Services (or) Referral to TAA (if training needed)	WIOA
Training Program Determination	TAA
Supportive Services Need Established and Shared with WIOA	TAA
Supportive Services Provided	WIOA (or other program)
Case Management through Training	TAA
Referral to WIOA for Placement Services	TAA
Placement/Work Search Services	WIOA
Follow-up	WIOA

Title I Basic Career Services

1. *Describe any basic career services that will be provided in addition to those specified in Sec. 134(c)(2)(A)(i) of the Act and TEGL 3-15.*

   SWWDB has not identified any additional career services that will be provided.

2. *Describe the WDB's design for Title I basic career services.*

   As SWWDB and partners move toward greater integration of services within the One-Stop system, it is expected that the delivery of career services will change. Currently, initial access to basic career services is gained through the resource room. Job Service is the lead agency responsible for resource room activities and is supported by WIOA Title 1 program staff. Meaningful assistance and program access and referrals (including virtual access) to the following is provided in the resource room:

   - Eligibility information on WIOA and partner programs.
   - Program/service referrals.
   - Job skills needed for open jobs.
   - Occupation overview – skills, training, earnings, advancement opportunities.
   - Information on non-traditional occupations.
   - Training program information – types, cost, performance and outcomes, providers.
   - Information and referrals to supportive services/assistance: FoodShare, BadgerCare, transportation, childcare, TANF, etc.
   - Work-based learning – i.e. OJT, work-experience, apprenticeships, transitional jobs.
   - Unemployment.
   - Applying for financial aid.
   - Financial literacy.
   - Computer literacy.
   - Job Center schedules – workshops, testing, information orientations, community events.
   - Information on other community programs.
   - The value of the One-Stop system – how the one-system is performing.

3. *Under WIOA, there is no requirement that a participant must receive career services prior to training services. However, at a minimum, to be eligible for training, an individual must receive an eligibility determination for training services. Describe how the WDB will manage this for participants being fast-tracked into training. [§680.220)].*

Training services are available to WIOA participants who cannot find employment leading to self-sufficiency. Once eligibility is established, WIOA case managers will assist participants in progressing quickly through the following steps:

- Identify need for training (based on a comprehensive assessment of work history, skills, education, career, and occupational information.
- Determine appropriate career path via career interest and compatibility assessments.
- Identify resources (WIOA and other, financial, and other) needed to complete training.
- Certify requested training program is directly linked to a locally identified in-demand industry sector or occupation.
- Certify participant is unable to obtain other or sufficient grant assistance, including Pell.
- Participant must apply for federal financial aid (FAFSA).
- Satisfy any additional training program criteria (i.e. testing, physicals).

Individualized Career Services

1. *Describe any individualized career services that will be provided in addition to those identified in Section 134(c)(A) (xii) of the Act and TEGL 3-15.*

   SWWDB has not identified any additional individualized career services.

2. *Describe how individualized career services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers.*

   All job center partner agencies have limits on what services they can provide based on funding and staffing levels. SWWDB, as the OSO, coordinates the development of a MOU which delineates roles and responsibilities and minimizes duplication. WIOA program roles and responsibilities are further defined in WIOA program operator contracts. The Management Team addresses service coordination and collaboration throughout the year as issues arise to minimize unnecessary duplication and conflict. To help ensure good coordination, SWWDB has created the Job Center Service Network diagram, a service/relationship model, to help minimize service duplication and communicate partner programs and clientele. The Job Center Service Network diagrams for the RCJC and the SWTC Job Center are attached as ***Enclosure 03*** and ***Enclosure 04***.

3. *DET is currently developing a statewide definition for economic self-sufficiency, including the process for applying the definition. Until that is implemented, WDBs are to use their current definition and processes. WDBs are required to adopt the State's definition and processes once it is issued. The following language should be added to the WDB's local plan: "The WDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic self-sufficiency' definition, policy, and process for application have been issued. Once issued, the WDB will cease using its local definition and adopt the uniform definition, policy and process for application." Attach the WDB's previously approved self-sufficiency definition/policy.*

   SWWDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic self-sufficiency' definition, policy, and process for application have been issued. Once issued, SWWDB will cease using its local definition and adopt the uniform definition, policy, and process for application. Please see ***Attachment 21***, SWWDB Policy E.100 Self-Sufficiency Criteria.

4. *The State's economic self-sufficiency policy allows local areas to place individuals into training programs that may not immediately lead to economic self-sufficient employment. Describe the*

general instances or circumstances where this would be allowable and the procedure that will be used to allow these exceptions. Otherwise, confirm that this is not an allowable process within the local area.

SWWDB's current self-sufficiency policy does not address this option; however, there are four instances that could fall under this scenario:

- Career pathways initial milestones.
- Individuals who may not have the ability to complete occupational skills training in a demand occupation due to permanent barriers.
- Training for youth: occupational skills training that is conducted in high school is often limited to training that would lead to entry level, very low wages.
- Entrepreneurial Training.

SWWDB will explore this option more fully when further guidance is available.

Training Services

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

   SWWDB allocates 35% of adult and dislocated worker funds for training. At this time, training funds are not further itemized.

2. *Describe any plans for using up to 20% of local area dislocated worker and adult formula funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. Submit the local policy and forms, including an itemization of the non-federal reimbursement share [§680.800, 134(d)(4)(A)(i) and TEGL 3-15]*

   SWWDB will be exploring incumbent worker training as a Board-approved training option; however, no services, policies, or procedures have been developed or provided at this time.

3. *Describe any plans for using up to 10% of local area dislocated worker and adult formula funds to provide transitional jobs, including the process to identify individuals with barriers to employment, chronically unemployed or have an inconsistent work history; identify appropriate employers, planned reimbursement amounts, what supportive services will be included, and any limits on duration. Submit the WDB's local policy and forms. [134(d)(5), §680.840a and TEGL 3-15]*

   SWWDB will be exploring transitional jobs training as a Board-approved training option; however, no services, policies, or procedures have been developed or provided at this time.

4. *Describe how the WDB will, with representatives of secondary and postsecondary education program, economic development agencies and industry, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. Information about Wisconsin Career Pathways, formerly the RISE Initiative, can be found at https://www.wicareerpathways.org [§101(d)(5)]*

   SWWDB supports career pathways as a method through which workers can move up the career ladder by completing short-term certificate training programs that lead to greater credentials and upward mobility in their career of choice. This laddering effect, over time, produces a better trained and qualified workforce for local employers, as well as higher wages for employees, which, in turn, creates a positive economic impact on local communities and the state as a whole.

   SWWDB and partners will work with local economic development agencies and education/training entities to explore further development of career pathways that support driver industries in the

Southwest Wisconsin Workforce Development area, focusing on bridge and short-term training options that support a formal and supported path to employment in high-demand occupations.

Partner input is invaluable when assessing ease and paths of access to career pathways. Incorporating basic skills education, refresher training, work experience, and tutoring as support activities diminishes the impact of barriers. With employment the ultimate goal, activities and resources must be provided to that end. With a greater emphasis on serving individuals with barriers, SWWDB predicts there will be greater need in the area of basic skill development and support services.

SWWDB will continue to convene workforce stakeholders to further develop the career pathways to include more hands-on training. While classroom instruction provides solid foundational support, the application of skills, especially those skills identified by employers, will improve outcomes for individuals with barriers to employment. Incorporating and utilizing work-based training options allowable under WIOA like internships, job shadowing, and transitional jobs will provide a workplace experience that can advance overall learning.

5. *Describe the WDB's policy for its Individual Training Account (ITA) system including limits on duration and amount. This description (and policy) must include the (1) specific process and/or method used by which WIOA training funds are coordinated with other sources of funding for training and, (2) process by which WIOA funds are utilized if other sources of funding are pending approval, and how those WIOA funds are accounted for when other sources of funding are approved/disapproved. Submit the WDB's ITA policy.*

SWWDB's policy on training limits is found in SWWDB Policy E.420 Training and Support Service Payments, (***Attachment 17***). The maximum lifetime and support limit is set at $12,500. The lifetime maximum authorized training limit is $10,000, and the lifetime maximum authorized support service limit is $2,500. While there is no duration limit on the ITA, WIOA customers are expected to make regular progress toward employment plan milestones, including training goals.

It is the policy of SWWDB to coordinate the use of WIOA and other program funds to pay training costs for eligible participants. SWWDB approves and allocates WIOA funds when participants are unable to obtain grant assistance from other sources to pay the costs of their training or require assistance beyond that available under grant assistance from other sources. SWWDB further directs that program operators and training providers must coordinate the funds available to pay for training to avoid duplicate payment of costs when an individual is eligible for both WIOA and other assistance.

SWWDB requires all WIOA customers eligible for training at approved training institutions to apply for financial aid prior to the start of classes. Customers will be directed to complete the Free Application for Financial Aid (FAFSA), thus ensuring access to all available financial assistance. Customers are also directed to work with the training provider of their choice, as well as other agencies for which they are eligible and who provide training assistance, to identify alternate training funds and to make application to those funds.

SWWDB will allow a WIOA-eligible participant to enroll in WIOA-funded training while his/her application for a Pell Grant or other financial assistance is pending, as long as the case manager has made arrangements with the training provider and the participant regarding allocation of these resources once the funds are subsequently awarded.

Please see SWWDB's policy on fund coordination, E.421 Fund Coordination Policy (***Enclosure 10***).

5. *Describe and attach the WDB's policy and procedures for adding, monitoring and removing training providers from the ITA list.*

SWWDB activities associated with adding, removing, and monitoring training providers are contained in SWWDB policy E.040 - Eligible Training Provider Approval Policy, ***Attachment 22***.

Generally, SWWDB uses the ITA guidelines and forms outlined on the DWD ITA website but also requires applicants to submit an addendum to the state application. When an application is received, SWWDB reviews and summarizes the application to present to the Board for action. Programs approved by SWWDB are forwarded to DWD for inclusion on the state list.

SWWDB abides by the State's policy and process for receiving, approving, and forwarding new training applications to the State for inclusion on the State's ETP list. When SWWDB becomes aware of a program name change or deletion, those changes are also forwarded to the State so that the State's ETP list may be updated.

SWWDB will be updating the Eligible Training Provider Approval Policy to incorporate changes required under WIOA once the State has issued its final policy guidance.

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

   a. *Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount. Submit the WDB's OJT policy and customized training policy.*

      Please see SWWDB policies E.330 On-the-Job Training (***Attachment 23***) and E.340 – Customized Training (***Attachment 24***).

   b. *If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services.*

      SWWDB has determined that there is a sufficient number of eligible providers within the WDA.

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

      SWWDB serves individuals with multiple barriers to employment in standard programming, addressing mitigation efforts with their Individual Employment Plans. Often, assistance is provided by more than one program/partner. In the event that specialized training is needed for individuals with multiple barriers and that training is not available or assessable with WIOA programs or other One-Stop programs, SWWDB will establish criteria to determine the effectiveness of community-based or other private organizations before pursuing this type of programming. At a minimum, the local organization would need to show performance related to completion, placement, and post-participation income.

7. *Describe the documentation required to demonstrate a "need for training."*

   The customer's need for training is based on a comprehensive assessment of work history, skills, education, career, and occupational information and earnings potential. The need is documented in the Individual Employment Plan.

Youth Program

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

1. *Since WIOA requires 75% of youth funds to be spent on out-of-school individuals, please provide the following information:*

a. *WDB's approach to meeting the required 75% minimum youth expenditure, including the planned program design.*

SWWDB recognizes that it is important to move out-of-school youth into employment that is tied to in-demand occupations and self-sufficient wages. To that end, youth provider contracts require a minimum of 75% of WIOA youth resources, excluding work experience, be spent on out-of-school activities.

b. *Current and planned recruitment strategies to expand and market services to out of-school youth.*

Access to the WIOA youth provider and services, including JCW, is directly available at the job center located in Janesville and the affiliated site in Fennimore, WI. 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. By leveraging the relationships with other community service providers, the WIOA youth program operator is taking aggressive steps to recruit youth presently receiving services from organizations such as United Way, area churches, shelters, and human service organizations. The WIOA youth provider also seeks referrals from local foster care programs, juvenile offender entities, and secondary education institutions. As the administrator of the FoodShare Employment and Training Program, SWWDB provides information to individuals and families about the WIOA youth program and how it can help eligible (youth) family members. SWWDB has considered providing WIOA services to out-of-school youth only; however, there still remains a need for in-school services in the local area.

c. *Current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth.*

SWWDB's standard practice is to provide year-round services to all youth participants. Additionally, during the summer months, SWWDB has directed the youth service provider to increase out-of-school youth enrollments by increasing the number of leadership and career development activities offered to potential youth participants to spark interest in the youth program. SWWDB and service providers assist enrolled youth until employment plans are achieved.

d. *Current and planned strategies to encourage 16-17 year old dropouts/non-attenders to return to school.*

The most important strategy SWWDB has maintained relates to a full understanding of the opportunities available in the youth program, which are robust and easily adaptable to individual strengths, weaknesses, and overall employment goals. Specifically addressing the needs of students who have dropped out of secondary education requires a comprehensive "root-cause" analysis of the drop-out/delinquency. This process often defines the type of supportive assistance needed to maintain the youth's commitment to achieving a high school diploma or GED.

Subsequent steps include working with local high schools to provide WIOA information to students (and families) in jeopardy of dropping out. SWWDB will also be working with local juvenile justice authorities to provide career assessments at the local level, giving WIOA youth and partner staff the opportunity to engage the youth in the workforce system. SWWDB and the WIOA youth provider will also utilize work experience opportunities and incentives to encourage youth to re-engage in education, acknowledging that many young men and women thrive with a sense of financial independence.

Lastly, achieving a high-school diploma or GED is a single accomplishment that paves the way for greater success. The youth program must provide the opportunity for increasingly better outcomes as tomorrow's workforce cannot stop at a high-school diploma.

e. Current and planned retention strategies to retain out-of-school youth in employment or post-secondary education.

The single most effective retention strategy is "fit." Moving a youth into employment and/or education requires due diligence on the part of the youth and case manager to find the best career, training, and job suited to the youth's true interest, preference, and ability. Following "fit," WIOA youth should leave the program with solid coping and decision-making skills so he or she can manage life's interruptions versus allowing interruptions to manage life. While there are many strategies available to improve education and employment retention, many youth will benefit from co-enrollment in the WIOA adult program, at least for the period of time needed to verify true adjustment and achievement. Lastly, maintaining robust contact in the role of a mentor during the follow-up period to discuss progress, basic needs, and other pressures related to education and employment is important.

f. Current and planned service strategies for assuring that out-of-school youth deficient in basic reading/writing and math will increase one Educational Functioning Level.

Out-of-school youth who are basic skills deficient in reading or math benefit from tutoring and progress assessment that occurs more frequently than once a year. SWWDB has also seen success in tying basic skill development and progression to incentives. Additionally, while SWWDB wants to see youth move onto occupational skills training, basic skills proficiency is a prerequisite to most training. Seldom are youth approved for WIOA-funded training if they have not achieved basic skills proficiency.

g. Strategies to ensure career pathways information will be included in the participant's Individual Service Strategy.

A major part of completing the youth's Individual Service Strategy is to identify career interests and to develop a career pathway plan for attainment. Career guidance is key to this attainment. SWWDB utilizes the Xyte© Insight Assessment, which provides career interest validation to all participants, as the primary indicator of career/occupation "fit." Once complete, youth case managers incorporate the results into the Individual Service Strategy (ISS), a roadmap that identifies the path and the resources needed to achieve the education and career goals. The ISS identifies both short and long-term occupational goals, identifying the opportunities, or pathways, to career development.

2. Provide the name of the assessment tool(s) the local board will administer to in-school and out-of-school youth to assess their academic levels.

SWWDB administers the Test of Adult Basic Education (TABE) to assess youth academic levels.

3. Describe how the local board will assess the youth for occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs.

SWWDB utilizes the following assessment tools to prepare a youth's Individual Service Strategy:

- SWWDB Applicant Assessment - A basic inventory of questions completed during the application period.
- Xyte© Insight Assessment - A powerful online assessment tool used to identify natural strengths of individuals and determine how they think, behave, work, process information, and communicate with others. It also provides career options that match these innate behaviors and inclinations.

- Career Cruising Assessment – A self-exploration and planning program that helps people of all ages achieve their potential in school, career, and life. It is primarily used by in-school-youth.
- Career Roadmap – A SWWDB process document developed to guide the participant through the career/training/employment decision-making process.

SWWDB allows case managers to use a combination of the assessment tools to determine the best fit for youth as they determine their career path.

4. *Describe the activities the local board will provide that lead to the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential.*

In addition to these strategies identified in questions 1 (c-f) above, SWWDB encourages building positive and proactive relationships between the case managers and youth that are based on respect, trust, and objective discourse. SWWDB also utilizes incentives for credential achievement. During the summer, WIOA youth are encouraged to take part in multiple leadership development activities, along with college campus and employer visits, believing that young men and women, especially those struggling with barriers, need to experience the world beyond their neighborhood. SWWDB will be exploring additional programming related to career camps which are available at many colleges and universities throughout southern Wisconsin and northern Illinois. Lastly, SWWDB supports community-based volunteer opportunities for youth.

In essence, SWWDB's approach to credential attainment is to remove/diminish the barrier(s) blocking attainment while focusing a youth's attention on the opportunities that arise after attainment.

5. *Describe the activities the local board will provide to prepare the youth for post-secondary educational and training opportunities.*

The focus of the WIOA youth program in Southwest Wisconsin is on out-of-school, and while the long-range goal for all WIOA participants is full-time, regular, self-sufficient employment, preparing youth for post-secondary education and training involves all of the strategies identified in the previous questions. However, there are additional activities that prepare youth for college and careers:

- Inspire Rock County: By 2017, every public school district must incorporate career planning into curricula. Academic career plans are "a student-driven, adult-supported process in which students create and cultivate their own unique and information-based visions for post-secondary success, obtained through self-exploration, career exploration, and the development of career management and planning skills" (Wisconsin Department of Instruction). Public middle and high schools in Rock County formerly implemented this process almost three years ago utilizing the Career Cruising platform augmented with the Inspire product that allows students to connect locally to employers. This product is now being rolled out throughout the Southwest Wisconsin Workforce Development area due to workforce, education, and economic development efforts.
- Youth Apprenticeships: SWWDB will continue to support youth apprenticeship programs throughout the area. Youth who engage in youth apprenticeships learn, earn, and receive high school credit for the work performed outside of school. This work-based learning activity provides on opportunity to "fully" experience occupations of interest, substantiating a youth's decision to pursue (or not) certain career paths.
- Pre-Apprenticeship: Preparatory apprenticeship activities provide an actual bridge to adult apprenticeship. SWWDB will continue to support this training as a pathway to advanced learning and self-sufficient income.

- SWWDB will work with local school districts to provide "mini One-Stops" in targeted high schools, a practice promoted by the Department of Labor, wherein One-Stop staff work with school counsellors to promote and coordinate career exploration, work experience, and student leadership opportunities.

6. *List the agencies and/or organizations the local board will partner with to provide services to youth that are:*
   a. *Subject to the juvenile or adult justice system;*
   b. *Homeless;*
   c. *Runaway;*
   d. *Pregnant or parenting;*
   e. *Individuals with a disability;*
   f. *Foster children;*
   g. *Aging out of foster care;*
   h. *English language learners;*
   i. *School dropouts; and*
   j. *Within the age of compulsory school attendance, but have not attended school for at least the most recent complete school year quarter.*

   See the table in question 7.

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

   Through referrals and/or co-enrollment, SWWDB and contracted youth service providers will work with the following organizations (not inclusive) to address the employment and training issues/barriers of area youth:

Organization	Youth who are…	Services
Blackhawk and Southwest Wisconsin Technical Colleges	All	GED/HSED instruction and certification, basics skill and remedial instruction, English Language Learner (ELL) instruction, occupational skills training, short-term training, and youth apprenticeships.
Community Action of Rock and Walworth Counties, Inc.	All	WIOA Service Provider – WIOA Services, Fresh Start program, child care provider, parenting classes, summer youth program, transportation assistance, shelter/homelessness assistance, and AmeriCorps. PATHS Program - Serves homeless or imminently homeless youth ages 17-21 who are in, or have been in, foster care. The program focuses on permanent connections, academics, training and employment, housing, and social & emotional well-being to achieve self-sufficiency.
Community Solutions, Inc.	Individuals with a disability	DVR service provider, work experience, and case management.
Cooperative Education Service Agencies (CESA) 2 & 3	Individuals with a disability Pregnant and Parenting	Program referrals, assessment and accommodation assistance, youth apprenticeship, ACT Prep, pre-employment skills training, job development services, Supported Employment Program, Developmental Disabilities Follow-up Program, integrated training services, and the Learning Lab.

County Human/Social Services Depts.	Subject to the juvenile or adult justice system Foster children Pregnant and parenting	Program referrals, assessment, counselling, independent living skills, transition skills, summer programs, mentoring, foster care, economic support, economic support, healthcare/BadgerCare, FoodShare, family planning, and childcare.
DOC & Regional Juvenile Corrections Offices	Subject to the juvenile or adult justice system	Provides correctional supervision in communities throughout Wisconsin after youth leave a juvenile corrections facility.
DWD Division of Vocation Rehabilitation	Individuals with a disability	Transitioning services, summer program, tuition assistance, and transportation.
Forward Services, Inc.	Pregnant and parenting	Program Referrals, TANF Provider, economic support, work experience, case management, and Upward Bound.
Local Literacy Councils	ELL	Literacy and basic skills instruction, and ELL instruction.
Local Law Enforcement/Juvenile Justice	Subject to the juvenile or adult justice system Non-school attending youth	Program referrals, truancy programming and supervision, and re-entry services.
Local School Districts	Non-school attending youth; Subject to the juvenile or adult justice system Foster children English Language Learners Aging out of Foster care	Program and service referrals, instruction, education, youth apprenticeships, academic career plans, transition assistance, career fairs, and AmeriCorps.
Lutheran Social Services (RAYS)	Homeless Runaway	Runaway and Homeless Youth Services (RAYS) serves youth ages 11-17 and their families through crisis intervention, short-term counseling, street/community outreach and education, a 24-hour helpline, and temporary shelter. Independent living programs for older youth and transitional living services are also available.
Project 16:49	Homeless Runaway	Securing access to safe and stable housing. Providing case management and support to youth as they work to complete an individual goal plan. Provision of basic needs: housing, food, clothing, access to health care, and safety.
Rock County Youth Network	Non-school attending youth	Free assessment and referral services to youth in Rock County. Screenings for mental health, substance abuse,

	Subject to the juvenile or adult justice system	peer and family relationship, and other issues. Community Service Program assists youth in meeting the requirements of a court-approved community service commitment. The Truancy Project provides services for middle school and high school youth with truancy issues. Groups and individual services are provided at the schools. Youth must be referred by the School District of Janesville.
Southwest Wisconsin Community Action	All	Program referrals, transportation assistance, food bank, health services, and housing assistance.
University of Wisconsin Colleges (and Extensions)	All	"Teen Court," financial literacy, family literacy, remedial education, post-secondary education, ELL assistance, Youth Options, Trio Program for low-income and disabled students, and parenting classes.

8. *Describe how the local board will ensure that parents, participants and other members of the community with experience relating to the programs for youth are involved in the design and implementation of these programs.*

   Community stakeholders will have the opportunity to comment on youth activities during the 30-day Local Plan comment period. Additionally, SWWDB will be holding community meetings to discuss key strategies identified in the Local Plan in the spring of 2016. Representatives from local youth service providers also serve on the SWWDB board, and information on youth activities is also on SWWDB's websites and Facebook pages. While SWWDB has many partners related to assisting youth, SWWDB has no authority over other entities programming/services.

9. *Describe how the local board will ensure that each participant be provided information on the full array of applicable or appropriate services that are available through the local board or other eligible providers or one-stop partners.*

   The full array of services open to youth under WIOA and partner programs is available on the www.jobcenter.org website. Additionally, WIOA case managers review program and partner services during orientation. Programs and services assisting youth are incredibly extensive and growing; updates are made when changes are known.

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

    a. *YouthBuild;*

       YouthBuild is currently being operated by Community Action, Inc., whom SWWDB partners frequently. Community Action, Inc. is also the contracted service provider for the WIOA youth program in Southwest Wisconsin (AmeriCorps National Program).

    b. *AmeriCorps;*

       There are several AmeriCorps Projects taking place in Wisconsin; many are not related to youth services. SWWDB provides referrals to AmeriCorps programs and vice versa.

    c. *Job Corps;*

       Job Corps is One-Stop partner program. SWWDB and Job Corps provide referrals to programs and work together on the management team to addresses concerns and opportunities related specifically to youth.

    d. *Youth Apprenticeship;*

SWWDB supports three youth apprenticeship programs in an advisory capacity: Rock County School to Work Program (Blackhawk Technical College), Southwest Wisconsin School to Work Program (CESA 3), and the Milton-Edgerton School to Career Partnership. Eligible students can receive transportation assistance.

e. Registered Apprenticeship.

SWWDB and the local One-Stop system, including www.jobcenterofwisconsin.com and www.jobcenter.org, provide information on apprenticeships and contact information. Whenever possible, SWWDB uses its partnerships with employers, unions, and technical colleges to promote adult apprenticeships. Promoting adult apprenticeships will gain even greater momentum as SWWDB works with the Workforce Board of South Central Wisconsin to launch the Trade Up campaign in Southwest Wisconsin, a formal effort to communicate the opportunities available in the construction industry.

11. *Describe any regional efforts the local board is involved with or is planning with regarding youth initiatives.*

While no specific activities are planned at this time, SWWDB looks forward to future collaboration.

12. *Describe how the local board will provide the fourteen required program elements for the WIOA youth program design.*

The purpose of the WIOA youth program is to provide effective and comprehensive activities to in-school and out-of-school youth seeking assistance in achieving academic and employment success.

The fourteen (14) WIOA-required program elements will be made available to all eligible youth. These program elements provide the foundation upon which WIOA case managers build a service strategy for youth clients in SWWDB. Youth participants come into the program with unique challenges and strengths. Youth case managers are directed to assess these needs and traits and develop individual service strategies utilizing any or all of the WIOA youth program elements.

13. *Describe the process for reviewing and updating the Individual Service Strategy (ISS), including frequency and documentation requirements.*

SWWDB views the ISS as a working tool that serves as a roadmap to attaining the goals identified through the assessment process. It is to outline a logical sequence of activities and services that will assist the youth with achieving their goals. It describes the services and activities that will be provided as well as the expectations for the participant. It must be completed upon completion of the youth's initial assessment. The ISS shall remain current. It is to be updated at least annually but should be updated whenever activities change, goals are attained, or additional services are identified.

14. *Specify if the local area plans to offer incentives or stipends for youth. If yes, attach the local policy (refer to WIA Policy 13-02: Youth Incentive Awards and Stipend Payment Policy for additional information).*

Please see SWWDB Policy C.740 Incentive Award and Stipend Payment, ***Attachment 25***.

15. *Describe the WDB's approach to comply with the required minimum 20% expenditure for work experience. [§129(c)(4)]*

SWWDB sees work experience as a valuable part of getting youth involved with the world of work. SWWDB has contracted with Community Action, Inc. (CAI) to provide all WIOA youth program elements, including work experience. To comply with the 20% work experience requirement, SWWDB and CAI will work to:

- Review and update employability skills instruction.

- Increase student participation in work experience.
- Increase work experience subsidized wage rate as appropriate to the placement.
- Tie youth work experience projects to community projects.
- Provide transportation, childcare, and other supportive assistance.
- Conduct occupational skill boot-camps that have work-based learning components.
- Explore how WIOA resources can be leveraged with youth apprenticeship.

SWWDB will work with and will place both In-School and Out-of-School Youth in work experiences based on the youth's career interest whenever possible. The flexibility with this concept allows for a broader use of WIOA funds to be spread to where the need is warranted. This would support the minimum requirement of 20% expenditure of local youth funds on work experience.

16. *Provide the WDB's definition of the in-school youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the in-school youth.*

    A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment is locally defined as one who possesses at least one of the following characteristics:

    - One or more grade levels behind;
    - Suspended from school in the past three months;
    - Has a diploma but is in need of additional education or training;
    - Has not held a full-time job (30 hours or more) for more than six consecutive months;
    - Poor work history, to include no work history;
    - Fired from a job in the last six calendar months;
    - Lacks work readiness skills necessary to obtain and retain employment;
    - Being raised by someone other than biological parent;
    - Child of a parent offender;
    - Lacks occupational and/or educational goals/skills;
    - Chronic behavior problems at school;
    - Youth at-risk of court involvement;
    - Gang affiliation;
    - Refugee/immigrant;
    - Substance abuse, current or past;
    - Family history of chronic unemployment;
    - Resides in an area of high unemployment or crime;
    - Victim/witness of domestic violence or other abuse; or
    - Child of a veteran.

17. *Provide the WDB's definition of the out-of-school youth eligibility criterion – "A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the out-of-school youth.*

A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment is locally defined as one not currently enrolled in a program of study and who possesses at least one of the following characteristics:

- Lacks high school diploma or equivalent;
- Post-secondary educational program drop-out during the past 12 calendar months;
- Has a diploma but is in need of additional education or training;
- Has not held a full-time job (30 hours or more) for more than six consecutive months;
- Poor work history, to include no work history;
- Fired from a job in the last six calendar months;
- Lacks work readiness skills necessary to obtain and retain employment;
- Being raised by someone other than biological parent;
- Child of a parent offender;
- Lacks occupational and/or educational goals/skills
- Expulsion from school;
- Youth at-risk of court involvement;
- Gang affiliation;
- Refugee/immigrant;
- Substance abuse, current or past;
- Family history of chronic unemployment;
- Resides in an area of high unemployment or crime;
- Victim/witness of domestic violence or other abuse; or
- First generation high-school graduate.

18. *Attach a list of the current youth service providers.*

Please see ***Attachment 26***, WIOA Youth Provider List.

Community Action, Inc. of Rock and Walworth County provides WIOA services throughout the entire Southwest Wisconsin Workforce Development area.

New Service Strategies for WDAs Failing Performance Measures

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

SWWDB is not failing any local accountability measures.

Strategies for Faith-based and Community Organizations

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

SWWDB staff is involved in a variety of community-based organizations, committees, and groups. The staff's involvement in these groups increases community awareness of the workforce development system and job center services and increases economic development partnerships. Community outreach activities are also a role of WIOA service providers as part of their contract with SWWDB. These types of efforts have proven successful to identify and educate potential WIOA-eligible individuals and other community service providers of available services at the job centers, so that these agencies may act as an advocate and referral partner for job center partners and programs.

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

SWWDB is planning community meetings in March of 2016 to explain workforce programs and services available in the job center system. This will also include a discussion on the Local Plan.

The Business Services Team has developed a job center orientation presentation that is being shared with local faith-based and community partners.

SWWDB will further encourage staff to apply for committee or board positions at community-based organizations.

Service Providers and Oversight

Selection of Service Providers

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

The competitive process used to award sub-grants and contracts for local workforce activities under WIOA Title 1 is described in SWWDB Policy C.401 Procurement, ***Attachment 27***.

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

   a. *Career services*

   Manpower Government Solutions will provide a full array of career services at the Rock County Job Center in Janesville, WI and the Southwest Wisconsin Technical College Career Center in Fennimore, WI. Services are provided in appointment settings, group workshop settings, and training institutions for and at employer sites for work-based training. Career services staff also arrange to meet WIOA participants at community sites (i.e. public libraries) when appropriate and expedient. WIOA orientation/information sessions are held throughout the community.

   b. *Youth services*

   Community Action, Inc. will provide all youth services at the Beloit Eclipse Center in Beloit, WI, Rock County Job Center in Janesville, WI, and the Southwest Wisconsin Technical College (SWTC) in Fennimore, WI. Participant meetings are also held at the SWTC Outreach site in Richland Center and Platteville Business Incubator in Platteville, WI. For youth with transportation issues, case managers arrange meeting at sites most convenient to the youth. Services are also provided at local education and training providers and at employer sites for work-based learning and training. Leadership activities are scheduled throughout the year at training sites throughout Southern Wisconsin and Northern Illinois. College campus and employer visits are also scheduled throughout the year.

Oversight and Training of Service Providers

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

   On-site monitoring is conducted at least annually and includes review of these activities:

   - Administrative – A review of the administrative functions highlights whether sub-recipients are compliant with all provisions in their provider contract.
   - Financial – A review of the financial functions ensures the adequacy of internal controls and the reliability of the sub-recipient's financial management system as they relate to the contract.
   - Programmatic – A review of the programmatic functions ensures that the implementation of WIOA programs is compliant with all applicable regulations.

   At the conclusion of the on-site visit, a written monitoring report will be developed for each sub-recipient monitored. If there are findings or observations, a written corrective action plan must be submitted by the sub-recipient according to the timeframe set forth by SWWDB.

   A quarterly review of participant files is also used to randomly assess completeness of eligibility and case documentation, services provided, customer notes, and exit information on the selected participants. All exited files are monitored to assess the completeness of the information contained therein. SWWDB also requires service providers to submit quarterly reports related to service provision, performance, and enrollment.

   SWWDB also conducts quarterly operator meetings during which training is conducted, policy and procedure changes are introduced, and best practices are identified.

   Please see SWWDB Policy C.510 Grantee Monitoring, ***Enclosure 11***.

2. *Provide a brief description of how the WDB will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and job seekers. [§108(b)(6)(A)]*

   SWWDB strives to create an integrated, customer-centered, and seamless workforce system for business and job seeker customers. This is aligned with the objectives of the SWWDB Strategic Plan. Through on-going collaboration, SWWDB continually improves to develop consistent service definitions, business practices, and efficiencies that will allow improvement of the customer experience for both business and job seeker customers.

   SWWDB engages in regular and consistent communication in order to assess the needs of business customers and insure that service delivery is efficient. The SWWDB Board has a strong and varied representation of the business community in our six counties. SWWDB staff is actively involved on advisory committees of both of the technical colleges in our region. The Business Services team and job developers maintain regular communication with business, governmental, and agencies in the area that we serve.

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

   At the beginning of each program year, SWWDB personnel meet with each program operator to review program delivery procedures including ASSET reporting issues. Additionally, quarterly program operator meetings are held to update staff on any policy and procedure changes, including changes to ASSET, state, federal and local operations. SWWDB staff also participate on the monthly

ASSET User Group meetings and communicate changes/enhancements to program operators during the quarterly meetings or sooner if necessary. It is the expectation that new staff hired by program operators will be trained on the proper use of the ASSET system by the program operator for whom they work with additional assistance provided by SWWDB as needed.

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 are presented and openly discussed.
- Second, SWWDB provides technical assistance to program operators on an as-needed basis. Fundamentally, SWWDB staff respond to routine questions to provide immediate and timely training to service delivery personnel.
- Third, SWWDB uses 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.
- Fourth, SWWDB contracts with program operators to require staff to participate in all scheduled DWD-sponsored Roundtable Training sessions to learn the latest processes and systems directly from DWD personnel.

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

   A quarterly review of participant files is used to randomly assess completeness of eligibility and case documentation, services provided, customer notes, and exit information on the selected participants. An on-going monitoring of files by colleagues, within the service providers staff, is in place so that all files are reviewed on an on-going basis.

5. *Describe any local data systems in use to record and track participant services.*

   The Payment Authorization System (PAS) is used to voucher funds and track funding levels. This system also documents participant services as tied to funding. Post program employment information is also tracked in the system.

Performance and Accountability

Local Area Developed Performance Standards

If the WDB has developed performance standards, in addition to those required by WIOA, describe the criteria used to develop these local area performance standards. Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations.

SWWDB has not developed additional performance standards.

Use of Performance Data

Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures.

At the beginning of each program year, SWWDB personnel meet with each program operator to review program delivery procedures including ASSET reporting issues. Additionally, quarterly program operator meetings are held to update staff on any WIOA changes, including changes to ASSET. SWWDB staff also participate on the monthly ASSET User Group meetings and communicate changes/enhancements to program operators during the quarterly meetings or sooner if necessary. It is the expectation that new staff hired by program operators will be trained on the proper use of the ASSET system by the program operator for whom they work with additional assistance provided by SWWDB as needed.

Also, SWWDB takes the following steps to review, manage, and correct performance:

- Performance and enrollment numbers are reviewed and recorded monthly by SWWDB staff utilizing ASSET, WEBI, and internal data records;
- 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;
- Performance Memos are published quarterly discussing current performance, areas of concern, trends, and interventions needed to promote positive performance;
- State performance reports are reviewed at all quarterly program operator meetings;
- File monitoring is conducted on a bi-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 and WEBI when developing required performance/progress reports which serve as a self-assessment.

Maximizing Performance

Describe how your local area's program design will maximize performance on the WIOA primary indicators of performance outlined in Section 116(b). After setting adjusted levels of performance with the State, update the Local Plan to provide the adjusted targets.

WIOA service providers are contracted to meet or exceed the primary indicators of performance. SWWDB tracks program performance on a quarterly basis. SWWDB compares local follow-up information to DWD's exit data. This allows SWWDB and program operators to predict/project performance well before the DWD-certified results are made available. Regular follow-up assistance to exited participants can identify possible negative outcomes, allowing case managers ample opportunity to intercede before final performance results are established and reported. To ensure SWWDB staff and program operators remain focused on performance, SWWDB reviews results during every program operator's meeting by discussing trends, gains, and areas of concern. Once WIOA performance protocols and practices are finalized, SWWDB will provide training to program operations staff.

SWWDB and partners will be facing a learning curve related to the new WIOA performance measures. More frequent oversight will be required by SWWDB to ensure program operators are properly trained

in concept, application, and entry of performance-related data. Given that the WIOA program and SWWDB as a whole have experienced little turnover in the past five years, expectations are high that SWWDB will continue to meet and exceed performance goals.

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List of Forms / Attachments / Enclosures

Required Forms

Form A Assurances and Signatures
Form B Certification Regarding Debarment and Suspension
Form C Lobbying Certification
Form D One-Stop Service Delivery

Required Attachments

Att 01 Chief Elected Officials Consortium Agreement
Att 02 WDA 11 WIOA WDB LEO Agreement
Att 03 SWWDB By-Laws
Att 04 B.501 Conflict of Interest Policy
Att 05 SWWDB Membership List
Att 06 SWWDB Meeting Schedule and Diagram
Att 07 SWWDB Organizational Chart
Att 08 Fiscal Admin Organizational Chart
Att 09 SWWDB Cost Allocation Plan
Att 10 SWWDB CEO Position Description
Att 11 C.201 Cash Management Policy
Att 12 C.110 Revenues and Program Income Policy
Att 13 Personnel Policies and Procedures
Att 14 E.070 Veterans Priority of Service
Att 15 DWD Recertification Approval Letter
Att 16 E.030 Priority of Service for Low Income
Att 17 E.420 Training and Support Service Payments Policy
Att 18 Exit and Follow-Up Procedures OM 05.14
Att 19 SWWDB Program Guide
Att 20 WDA 11 Rapid Response Service Agreement
Att 21 E.100 Self-Sufficiency Criteria
Att 22 E.370 Eligible Training Provider Approval Policy
Att 23 E.330 On-the-Job Training OJT

Att 24 E.340 Customized Training Policy
Att 25 C.740 Incentive Awards and Stipend Payment
Att 26 List of Youth Providers WDA 11
Att 27 C.401 Procurement Policy

Local Plan Enclosures

Encl 01 Occupational - Training Matrix 2015
Encl 02 2015 Workforce Needs Survey Summary
Encl 03 Service Delivery Network Rock County
Encl 04 Service Delivery Network SW
Encl 05 SWWDB 2016 Strategic Plan
Encl 06 RCJC Manual
Encl 07 E.110 Complaints Grievances and Appeals Policy
Encl 08 110.1 Complaints Grievances and Appeals Procedure
Encl 09 Section 188 Checklist Southwest
Encl 10 E.421 Fund Coordination Policy
Encl 11 C.510 Grantee Monitoring Policy