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# **Workforce Innovation and Opportunity Act (WIOA) Local Plan**

## **Wisconsin WDA #2 Program Years 2020-2023**

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- 1. Provide an analysis of regional labor and economic conditions in the local area including:**
  - a. Existing and emerging in-demand industry sectors and occupations; and**
  - b. The employment needs of employers in those industry sectors and occupations**

Not applicable due to the Wisconsin Department of Workforce Development (DWD) guidance: *For those local Workforce Development Boards (WDBs) that are part of a planning region, question 1 can be removed from the local plan submission since it duplicates the question in the regional plan.*

- 2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs of in-demand industry sectors and occupations.**

#### Knowledge, Skills, and Certifications

An analysis of occupations that are expected to have growth by 2026 shows that 49% require a high school diploma or less, 16% require some formal training (post-secondary diploma or associate degree) and 35% require a bachelor's degree or more. Analysis of jobs identified by DWD as having above average median salary, above average % growth, and most projected job openings (**Table 3**) reveals that 72% of the hot jobs/in-demand positions require a bachelor's degree or higher. To prepare jobseekers in Milwaukee County for available positions in growing industries and occupations, Industry Advisory Board employers and EMSI job posting analytics cite the following common skills needed: management, communication, customer service, coordination, detail orientation, professionalism, critical thinking, decision-making, leadership and computer literacy.

#### *Employ Milwaukee (EMI) analyzed high demand industries and their associated top skills:*

- The healthcare industry needs workers with nursing, basic life support, CPR, home care, and medical records management.
- Hospitality (food service and retail trade) needs workers with hard skills in merchandising, selling techniques, customer experience, food safety and loss prevention.
- Transportation and warehousing industry employers need workers with flatbed truck operation, warehousing, forklift operation, shipping and palletizing experience.
- The finance industry needs workers with experience in financial services, loans, auditing, selling techniques, and risk management.
- Manufacturer's need workers with automation, new product development, and packaging and labeling experience.
- The construction industry needs workers with HVAC, subcontracting, carpentry, and customer relationship experience.
- The information technology (IT) industry is looking for candidates with SQL agile software development, Java, and computer science experience.

Source: EMSI Job Posting Data, EMSI, 2020.1-QCEW, Non-QCEW, Self-employed, Milwaukee County

#### Employment Needs of In Demand Industry Sectors

Milwaukee County is the largest urban population center and labor market in Wisconsin, with approximately 530,292 jobs - 17% of total jobs in Wisconsin. Milwaukee County is expected to see 3.6%

growth by 2026<sup>1</sup>. EMI targets high demand industries by analyzing labor market information to identify a critical mass of jobs, positive projected growth rates, and substantial quantity of annual job openings. Using this methodology, EMI has identified the following high demand industries:

1. Healthcare and social assistance (NAICS 62)
2. Manufacturing (NAICS 31-33)
3. Accommodations, Food Service, and Retail (NAICS 72 and 44-45)
4. Transportation, Distribution, and Logistics (NAICS 48-49)
5. Financial Services (NAICS 52)
6. Information Technology (NAICS 51)

Healthcare and social assistance accounts for 18% of all the jobs in Milwaukee County and has the greatest overall growth rate of the top 15 employing industries. Manufacturing has negative projected growth rates in Milwaukee County; however, it has a large quantity of jobs and a rapidly aging workforce (28% are ages 55 or older) that will need to be replaced in the coming 10 years.

An analysis of subsectors indicates that EMI's targeted industries are growing in Milwaukee County (**Table 1**). Of note, the subsector with one of the highest growth rates is arts, entertainment and recreation industry which has seen immense public and private investment in downtown Milwaukee the past four years including, but not limited to, the new Fiserv Forum and Deer District Entertainment area which opened in 2018.

Table 1: Top 15 Industries in Milwaukee County				
NAICS	Description	2019 Jobs	2026 Jobs	2019-2026 Projected Growth
<b>62</b>	<b>Health Care and Social Assistance</b>	<b>98,793</b>	<b>108,313</b>	<b>10%</b>
622210	Psychiatric and Substance Abuse Hospitals	1,253	1,789	43%
624120	Services for the Elderly and Persons with Disabilities	19,972	25,809	29%
622310	Home Health Care Services	4,775	6,029	26%
<b>31</b>	<b>Manufacturing</b>	<b>51,829</b>	<b>48,857</b>	<b>(6%)</b>
311920	Coffee and Tea Manufacturing	717	1,049	46%
311111	Dog and Cat Food Manufacturing	174	249	43%
339112	Surgical and Medical Equipment Manufacturing	498	675	36%
<b>44</b>	<b>Retail Trade</b>	<b>42,515</b>	<b>40,307</b>	<b>(5%)</b>
442110	Furniture Stores	967	1,346	39%
446120	Cosmetic, Beauty Supply Stores	552	760	38%
454110	Electronic Shopping	731	990	35%
<b>72</b>	<b>Accommodation and Food Services</b>	<b>41,114</b>	<b>43,885</b>	<b>7%</b>
722310	Food Service Contractors	3,362	4,157	24%
722513	Limited-Service Restaurants	12,345	13,039	6%
722511	Full-Service Restaurants	15,290	16,116	5%
<b>56</b>	<b>Administrative and Support and Waste Management and Remediation Services</b>	<b>39,421</b>	<b>40,415</b>	<b>3%</b>
561110	Office Administrative Services	1,334	2,078	56%

<sup>1</sup> DWD Bureau of Workforce Training, Office of Economic Advisors, December 2018



562111	Solid Waste Collection	266	406	53%
561210	Facilities Support Services	421	633	50%
<b>81</b>	<b>Other Services</b>	<b>27,661</b>	<b>27,134</b>	<b>(2%)</b>
812113	Nail Salons	630	842	34%
812910	Pet Care (except veterinary)	454	545	20%
811111	General Automotive Repair	1,474	1,622	10%
<b>61</b>	<b>Educational Services</b>	<b>26,126</b>	<b>28,281</b>	<b>8%</b>
611610	Fine Art Schools	845	1,007	19%
611310	Colleges, Universities,	17,133	19,002	11%
611110	Elementary and Secondary Schools	5,819	6,212	7%
<b>54</b>	<b>Professional, Scientific, and Technical Services</b>	<b>24,988</b>	<b>25,232</b>	<b>1%</b>
541513	Computer Facilities Management Services	253	326	29%
541512	Computer Systems Design Services	1,258	1,558	24%
541611	Administrative Management and General Management Consulting Services	1,513	1,816	20%
<b>52</b>	<b>Finance and Insurance</b>	<b>24,327</b>	<b>22,623</b>	<b>(7%)</b>
524292	Third Party Administration of Insurance and Pension Funds	1,495	2,226	49%
523920	Portfolio Management	871	986	13%
524210	Insurance Agencies	2,300	2,386	4%
<b>48</b>	<b>Transportation and Warehousing</b>	<b>19,032</b>	<b>20,582</b>	<b>8%</b>
492210	Local Messengers and Local Delivery	1,640	2,427	48%
485320	Limousine Service	898	1,205	34%
493110	General Warehousing and Storage	1,240	1,517	22%
<b>55</b>	<b>Management of Companies and Enterprises</b>	<b>17,574</b>	<b>17,425</b>	<b>(1%)</b>
551114	Corporate, Subsidiary and Regional Managing Offices	17,033	17,253	1%
<b>42</b>	<b>Wholesale Trade</b>	<b>16,423</b>	<b>15,130</b>	<b>(8%)</b>
424480	Fresh Fruit and Vegetable Merchant Wholesalers	392	461	18%
423430	Computer and Computer Equipment and Software Wholesalers	544	613	13%
424490	Other Grocery and Related Products Merchant Wholesalers	1,154	1,219	6%
<b>23</b>	<b>Construction</b>	<b>13,857</b>	<b>14,455</b>	<b>4%</b>
236118	Residential Remodelers	1,482	1,769	19%
236229	Commercial and Institutional Building Construction	1,365	1,532	12%
238220	Plumbing, Heating and Air Conditioning Contractors	2,406	2,568	7%
<b>71</b>	<b>Arts, Entertainment and Recreation</b>	<b>9,845</b>	<b>11,661</b>	<b>18%</b>
711211	Sports Teams and Clubs	2,190	3,029	38%
711310	Promoters of Performers Arts, Sports and Similar Events	1,218	1,567	29%
713940	Fitness and Recreation	2,405	2,857	19%
<b>51</b>	<b>Information</b>	<b>8,527</b>	<b>7,699</b>	<b>(10%)</b>

519130	Internet Publishing and Broadcasting, Web Search Portal	151	235	56%
511210	Software Publishers	709	749	6%
518210	Data Processing, Hosting and Related Services	2,711	2,885	5%
EMSI, 2020.1-QCEW, Non-QCEW, Self-employed, Milwaukee County				

Driver industries in Milwaukee County are those that have a location quotient (LQ) greater than 1.0, meaning there is a high concentration of employers. An analysis of subsectors (**Table 2 and 3**) shows that Milwaukee County has a high concentration of manufacturing, finance and insurance, healthcare, and transportation/distribution/logistics.

Table 2: Top Highly Concentrated Industries in Milwaukee County		
NAICS	Description	2019 Location Quotient
335	Electrical Equipment, Appliance, and Component Manufacturing	3.76
316	Leather and Allied Product Manufacturing	3.09
518	Data Processing, Hosting, and Related Services	2.45
551	Management of Companies and Enterprises	2.30
624	Social Assistance	2.26
333	Machinery Manufacturing	2.15
323	Printing and Related Support Activities	2.09
485	Transit and Ground Passenger Transportation	1.95
611	Educational Services	1.91
711	Performing Arts, Spectator Sports, and Related Industries	1.86
622	Hospitals	1.84
332	Fabricated Metal Product Manufacturing	1.77
814	Private Households	1.74
492	Couriers and Messengers	1.56
EMSI, 2020.1-QCEW, Non-QCEW, Self-employed, Milwaukee County		

### **Employment Needs of In Demand Occupations**

“Hot jobs” are occupations identified by DWD as having above average median salary, above average % growth, and most projected job openings (**Table 3**). In demand occupations are determined by in demand industry skill needs.

Table 3: Hot Jobs in Milwaukee County				
SOC Code	Occupation	Employment 2016 (1)	Percent Change (2016-2026)	Typical Entry Education, Hard Skills and Other Certifications
29-1141	Registered Nurses	13,620	5.10	Bachelor of Nursing; Nursing, basic life support, intensive care unit, CPR
11-1021	General and Operations Managers	5,940	6.40	Bachelor's degree; Operations management, strategic planning, accounting, forecasting;

				Master of Business Administration; Project Management Professional
13-2011	Accountants and Auditors	5,250	11.60	Bachelor's degree; Auditing, accounting, financial statements, general ledger; Certified Public Accountant
49-9071	Maintenance and Repair Workers, General	4,980	4.20	High school diploma; Plumbing, HVAC, preventative maintenance. Power tool operation; CDL, HVAC certification, Certified forklift operator
13-1161	Market Research Analysts and Marketing Specialists	2,300	21.70	Bachelor's degree; Digital marketing, market research, customer relationship management, business development, Salesforce certification
13-1111	Management Analysts	2,770	15.20	Bachelor's degree; SQL, Business requirements, project management, Agile software development, strategic planning; Project management professional certification, Oracle master certification
13-1071	Human Resources Specialists	2,790	5.70	Bachelor's degree; Applicant tracking systems, talent sourcing, onboarding, customer relationship management, SHRM-CP
25-1071	Health Specialties Teachers, Post-secondary	2,650	19.60	Doctoral or Professional Degree; Advising, curriculum development, lesson planning, program evaluation;
15-1121	Computer Systems Analysts	2,920	15.40	Bachelor's degree; Project management professional certification, ITIL certification, certified business analysis professional, Cisco certified network associate
15-1132	Software Developers, Applications	2,360	25.80	Bachelor's degree; Certified information systems security professional, Scrum Master, Salesforce certification, Cisco certified security professional; Software engineering, Java, SQL, C#, .NET framework, Amazon web services
23-2011	Paralegals and Legal Assistants	1,890	6.90	Associate degree; Legal research, docketing, medical records,
11-3031	Financial Managers	2,090	18.70	Bachelor's degree; Accounting, financial analysis, auditing; CPA, MBA, Chartered Financial Analyst
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	1,680	5.40	Bachelor's degree; Learning platforms, student engagement, classroom management;
27-3031	Public Relations Specialists	1,670	10.80	Bachelor's degree; Public relations, marketing communications, press releases, event planning, Master of Business Administration, Facebook blueprint certification
15-1151	Computer User Support Specialists	2,310	8.20	Some college; Technical support, help desk, operating systems; Microsoft Certified

				Professional; CompTIA Network+; CompTIA A+; Cisco Certified Network Associate
11-9111	Medical and Health Services Managers	1,890	7.90	Bachelor's degree; Nursing, health administration, quality management; Bachelor of Nursing
47-2061	Construction Laborers	1,330	14.30	No formal education; CDL, tanker endorsement, certified forklift operator; Carpentry, sawing, power tool operation, safety standards, demolition
11-3011	Administrative Services Managers	1,490	11.40	Bachelor's degree; Facility management, budgeting, purchasing; Certified facility management; LEED Professional
13-2052	Personal Financial Advisors	1,650	12.70	Bachelor's degree; Series 7, Series 66, certified financial planner
47-2031	Carpenters	1,510	9.30	High school diploma; Carpentry, power tool operation, drywall
21-1021	Child, Family, and School Social Workers	1,400	7.10	Bachelor's degree; Licensed clinical social worker, Licensed professional counselor; Social work, psychology, case management, crisis intervention, trauma
11-9051	Food Service Managers	1,300	6.90	High school diploma; SERV Safe certification, alcohol certification, food handler's card, food safety manager certification
11-3021	Computer and Information Systems Managers	1,530	14.40	Bachelor's degree; Project management, agile software, strategic planning; Certified Information Security Manager, ITIL Certification
23-1011	Lawyers	3,180	4.10	Doctoral or professional degree; Lawsuits, intellectual property; MBA, certified fraud examiner
41-1012	First-Line Supervisors of Non-Retail Sales Workers	1,330	6.00	High school diploma; Sales management, selling techniques, customer relationship management
Source: Department of Workforce Development, Bureau of Workforce Training, Office of Economic Advisors				

**3. Provide an analysis of the workforce in the local area, 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 local area, including individuals with barriers to employment.**

All data below is sourced from U.S. Census Bureau, American Community Survey (ACS), 2018- 1-year estimates, unless noted otherwise. Milwaukee County has an estimated population of 948,201 which is 16% of the state's population. According to DWD's Office of Economic Advisors, as of December 2019, there are an estimated 473,560 individuals in the labor force and 455,716 employed individuals, with a labor force participation of 63.9% (**Table 4 and Table 5**).

Analysis of the age distribution shows that 40.67% of individuals are prime working age (25-54), 25.92% are greater than age of 59, and 33.42% are under the age of 24. Milwaukee County has diverse

demographics: approximately 59.7% of individuals are white, 26.4% black, 14.6% Hispanic, 4.5% Asian and 8.9% other race or two or more races.

There are 36,600 veterans in Milwaukee County and 17,091 between the ages of 18-64 (**Table 6**). According to the Census Bureau, 2018 5-year estimates, approximately 9.3% of veterans are living below the poverty line and 29.2% of veterans in Milwaukee County have a documented disability.

There are an estimated 115,704 individuals of all ages living with a disability in Milwaukee County. This equates to 12.2% of the Milwaukee County total population. Of the individuals living with a disability aged 18-64, 18,401 are employed 2,243 are unemployed and 40,472 are not in the labor force (**Table 7**).

<b>Table 4: Labor Force and Unemployment Data, Milwaukee County</b>				
<b>Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019 (10-month average)</b>
<b>Labor Force</b>	477,610	476,163	472,701	473,560
<b>Employed</b>	453,900	457,018	455,544	455,716
<b>Unemployed</b>	23,710	19,145	17,157	17,844
<b>Unemployment Rate</b>	5.0%	4.0%	3.6%	3.8%
Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, Queried on 12/5/19				

<b>Table 5: Labor Force Participation Rate (LFPR) and Employment to Population Ratios (EPOP), Milwaukee County</b>				
<b>Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>LFPR</b>	65%	65.1%	65%	63.9%
<b>EPOP</b>	61.2%	61.8%	62.4%	61.6%
Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, Queried on 12/5/19				

<b>Table 6: Veterans Labor Force, Population 18-64 years old</b>						
<b>Location</b>	<b>18-34 years old</b>		<b>35-54 years old</b>		<b>55-64 years old</b>	
	<b>Veteran</b>	<b>Nonveteran</b>	<b>Veteran</b>	<b>Nonveteran</b>	<b>Veteran</b>	<b>Nonveteran</b>
<b>Milwaukee</b>	2,638	242,190	7,148	224,443	7,395	107,160
<b>Wisconsin</b>	21,937	1,260,944	63,515	1,379,492	57,227	767,464
Source: US Census Bureau, 2018 American Community Survey 1- year estimates, Table S2101						

<b>Table 7: Disability Labor Force, Milwaukee County</b>		
<b>Disability and Employment Status</b>	<b>Milwaukee County</b>	<b>Wisconsin</b>
<b>Employed, with a disability</b>	18,401	135,105
<b>Unemployed, with a disability</b>	2,234	12,551
<b>Not in labor force, with a disability</b>	40,472	174,516
Source: US Census Bureau, 2018 American Community Survey 1-year estimates, Table DP02		

In Milwaukee County, 88.7% of individuals have a high school diploma or greater. This is greater than the national average of 87.7%, but lower than the Wisconsin average of 92.3% (**Table 8**). Educational attainment levels correlate with earnings and poverty level (**Table 9**). Although educational attainment

levels in Milwaukee County are near the national average, there are disparities seen between races (**Table 10**).

<b>Table 8: Educational Attainment Comparisons age 25 and over, Milwaukee County</b>					
<b>Location</b>	<b>Less than HSD</b>	<b>HSD</b>	<b>Some College</b>	<b>Associates Degree</b>	<b>Bachelor's Degree or greater</b>
<b>Milwaukee County</b>	11.4%	28.7%	20.9%	8.2%	30.7%
<b>Wisconsin</b>	7.9%	30.6%	20.5%	11.0%	30.0%
<b>United States</b>	11.7%	26.9%	20.3%	8.6%	32.6%
Source: US Census, 2018 American Community Survey, 1-year estimates, Table S1501					

<b>Table 9: Earnings and Poverty Level Status by Educational Attainment Individuals 25 and over, Milwaukee County</b>		
<b>Educational Attainment Level</b>	<b>% living below poverty level</b>	<b>Median Earnings Last 12 months</b>
<b>Less than HSD</b>	32.9%	\$24,020
<b>HSD</b>	19.1%	\$30,057
<b>Some college or associate degree</b>	13.0%	\$34,426
<b>Bachelor's Degree or higher</b>	5.0%	\$57,160
Source: US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1501		

<b>Table 10: Educational Attainment by race, Milwaukee County</b>		
<b>Race</b>	<b>High school diploma or higher</b>	<b>Bachelor's degree or higher</b>
<b>White</b>	94.7%	40.5%
<b>Black</b>	84.4%	13.1%
<b>American Indian</b>	83.5%	14.7%
<b>Asian</b>	77.4%	41.4%
<b>Other race</b>	65.0%	7.2%
<b>Two races or more</b>	93.2%	31.0%
<b>Hispanic or Latino</b>	69.3%	11.7%
Source: US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1501		

The unique economic and demographic characteristics of Milwaukee County means EMI has clients that may face significant barriers to employment and may require additional support and special services. These populations include, but are not limited to:

**ALICE (Asset Limited, Income Constrained, Employed) Population<sup>2</sup>:** ALICE households are those that earn more than the federal poverty level, but less than the basic cost of living for the county (ALICE threshold). Approximately 29% of Milwaukee County households are living below the ALICE threshold.

**Low Income:** There are approximately 175,379 individuals in Milwaukee County living below the poverty line, which is 18.9% of the total population (**Table 11**). There are 143,029 individuals in the City of Milwaukee living below the poverty level, which equates to 24.9% of the total population.

<sup>2</sup> United Way, United for ALICE, Point in Time Study, 2016

Table 11: Poverty Level by Race		
Race	City of Milwaukee	Milwaukee County
White	13.5%	9.4%
Black	33.7%	33.6%
American Indian	NA	17.9%
Asian	32.6%	23.8%
Some other race	26.6%	24.5%
Two or more races	25.7%	25.6%
Hispanic or Latino	25.4%	22.8%
Source: US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1701		

**Youth and Young Adults (16-24 years old):** Youth ages 16-19 years and young adults ages 20-24 in the city and county of Milwaukee have higher unemployment rates and lower labor market participation rates than the state (Table 12). The city of Milwaukee population is 592,002, which is approximately 62.4% of Milwaukee County's population. The city is comprised of a younger and more diverse population when compared to the county, surrounding suburbs, and state<sup>3</sup>, making it a prime source for future workers.

Table 12: Youth Employment in Milwaukee County				
Location	Unemployment Rate		LFPR	
	16-19	20-24	16-19	20-24
City of Milwaukee	12.0%	9.5%	39.1%	76.7%
Milwaukee County	10.8%	8.6%	40.3%	78.3%
Wisconsin	9.2%	5.2%	51.9%	80.8%
Source: US Census Bureau, 2018 American Community Survey 1-year estimates, Table S2301				

**Individuals Involved with the Criminal Justice System<sup>4</sup>:** Admissions are defined as physical admissions to Wisconsin Department of Corrections (DOC) Adult Prisons which does not include individuals on a temporary hold. In 2018, there were 9,224 admissions into the justice system in Wisconsin and 2,250 admissions in Milwaukee County. Milwaukee County continuously held the greatest percentage of admissions from 2000-2018. Releases are defined as physical releases from DOC adult prisons. There were 2,398 individuals released back to Milwaukee County in 2018 which represented 26% of all releases in Wisconsin.

**Homeless Individuals<sup>5</sup>:** Milwaukee County continuum of care homeless services determined there were 885 individuals experiencing homelessness at the point in time count on January 23, 2019.

**Limited English Proficiency<sup>6</sup>:** In Milwaukee County there are 160,191 individuals over the age of 5 that speak a language other than English. Of those individuals, 36.1% speak English less than very well (as defined by the US Census Bureau).

<sup>3</sup> US Census Bureau, 2018 American Community Survey, 1-year estimates, Table DP05

<sup>4</sup> DOC, Data and Reports Dashboards, 2018 data. (<https://doc.wi.gov/Pages/DataResearch/DataAndReports.aspx>)

<sup>5</sup> Milwaukee County Continuum of Care (<https://city.milwaukee.gov/Mayor/News/2020-News/Milwaukee-Continuum-of-Care-to-Complete-Annual-Count-of-the-Homeless.htm#.Xpyk8cg3n6Q>)

<sup>6</sup> US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1601

**4. Provide an analysis of the workforce development activities (including education and training) in the local area, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services to address the identified education and skill needs of the workforce and the employment needs of employers in the local area.**

EMI is the state-certified Workforce Development Board (WDB) serving Milwaukee County, also referred to as WDA 2. EMI invests and leverages federal, state and local funding to serve and connect unemployed, under-employed and incumbent workers to businesses and industry.

EMI convenes and collaborates with partners to lead efforts in WDA 2 to align workforce development services and investment with education and training programs to supply skilled and educated workers to employers. The WDA 2 labor supply is represented by organizations and agencies serving on the Coordinating Council who engage with job seekers and students to connect clients to the workforce system and to promote career pathway and training programs and recruitment/hiring events. The WDA 2 labor demand is represented by employers and associations serving on Industry Advisory Boards who define occupational skills, credential and certification requirements, and request customized training and candidate recruitment services from EMI's business services staff.

The WDA 2 workforce system extends across county lines and WDA boundaries to connect Milwaukee County's workforce to regional employers and education/training partners. Milwaukee County employers are also connected to regional labor supply through the adjacent local workforce development boards and systems within the Milwaukee 7 region.

EMI has a robust workforce development system supported by a diverse set of service providers, programs and services, and partnerships and collaborations. EMI routinely measures customer satisfaction and looks for areas of continuous improvement to ensure services are being delivered effectively and efficiently.

WDA 2 is home to numerous post-secondary training providers who offer a range of program types, costs, lengths, and job placement programs. There are youth programs, literacy programs designed for those with very low basic skills, bridge programs for those who need to upgrade basic skills, short- and long-term training programs, technical and associate degree providers, two- and four-year colleges and universities, and graduate programs.

*Workforce development activities include:*

**Community Outreach:** Beginning in PY20, WDA 2 Title I service providers are asked to partner with community- and faith-based organizations and other entities (Delegate Agencies) to more effectively provide workforce services to job seekers and businesses through a place-based approach, especially in high poverty, high unemployment areas and focused on target populations needing assistance as identified in Question 3 above.

**Career Services:** All required WIOA elements for basic and individualized career services are provided through the various partners of the workforce system in WDA 2, with the majority provided by core partners within the American Job Center (AJC) system. Basic and individualized career services include a wide range of service types including those specific to adults, dislocated workers, and youth. Examples include assessments, job search assistance, career counseling, referrals to other programs and services,



provision of labor market information, individual employment planning, career planning, financial literacy, mentoring, and more. WIOA-eligible clients seeking individualized career assistance are assigned to a Career Planner who serves as a case manager and career coach. These services are delivered through a human-centered perspective, with an understanding of regional employer demand, and focus on industry-specific skill needs, career pathway exploration, upskilling, and job matching. All Career Planners, regardless of funding stream, work one-on-one with clients, beginning with the delivery and interpretation of a comprehensive/objective assessment, development of an Individualized Employment Plan (IEP) and/or Individual Service Strategy (ISS). The Career Planner follows the client's experience, beginning with their engagement with the AJC and followed by other workforce services that are administered and documented in either a group or one-on-one session. Interactions continue with the client until successful job placement occurs, at which point the Career Planner provides follow-up services for a duration of time to assist the client with job retention needs.

**Training and Work-Based Learning Services:** For clients needing skills development beyond the resources available at American Job Centers, Career Planners recommend occupational skills training and/or work-based learning. Training is provided through certificate or degree-based programs that include career pathways and stackable credentials when possible. Training types include virtual learning, short-term training boot camps, customized industry-recognized cohorts, and traditional post-secondary programs funded through Individual Training Accounts (ITAs). Training services are offered by multiple providers and partners within the local workforce system. Eligibility and program requirements are unique to each funding source. Partners work together to coordinate service delivery to effectively maximize resources. Examples of work-based learning include On-the-Job Training, Registered Apprenticeship, Youth Apprenticeship, YouthBuild, transitional jobs, and various types of paid work experience opportunities.

**Career Pathways Training:** Career Pathways Training programs are typically cohort-based, skills training programs that are demand driven within focused industry sectors. Training reflect the needs of the sector, whether attracting new workers, training the existing workforce, or advancing incumbent workers. In PY20, EMI requested that WIOA Title I providers demonstrate strong employer relationships that ultimately lead to career advancement opportunities for job seekers. These clients would be offered a Career Pathways Training program curriculum that includes an embedded industry-recognized credential.

The overall goal is to improve WDA 2 job seekers' employment prospects and industry competitiveness to promote economic development for the region. EMI has identified two types of Career Pathways Training programs:

#### *Occupational Training*

Occupational Training Programs are cohort-based, skills training programs that are demand driven within EMI's focused industry sectors and connect job seekers to employment. Occupational Training Programs offer advanced vocational training instruction to job seekers and eliminate the need to issue Individual Training Account (ITAs) vouchers to clients. EMI supports occupational training programs that:

- Equip clients with the skills and credentials necessary to secure middle-skilled employment along a career pathway.

- Place clients in training-related occupations that exceed EMI's WIOA performance wage outcomes and current average placement wage rates for adults and dislocated workers.
- Engage employers who provide input for the training curriculum and program design.
- Collecting and reporting job retention data for up to one year after placement.

#### *Bridge Programs*

Bridge Programs transition low-skilled individuals to either advanced education or training, or entry-level jobs. Bridge Programs target clients with basic skills deficiencies in literacy and numeracy, (i.e., those whose test scores are between fifth and below ninth grade levels, as indicated by the Test of Adult Basic Education (TABE) or other assessment tools). The objective is to advance clients to a ninth-grade level or above as required for admission to many technical colleges and occupational training programs. EMI recognizes that in the open-exit pathway model, clients may choose to exit the pathway right after the bridge program to pursue employment. EMI supports occupational training programs that have a strong track record of:

- Addressing low-skilled individuals' literacy and numeracy skills and advancing them to at least a 9.0 level in literacy and numeracy.
- Contextualizing the adult education curriculum to a specific industry and occupation that is aligned with EMI's demand industry sectors.
- Transitioning bridge program completers to advanced training at either a technical college or a vocational training institution.
- Collecting and reporting job retention data for up to one year after placement.

**Business Services Team:** EMI's Business Services Team (BST) coordinates business services and solutions with workforce system partners to provide a comprehensive and streamlined approach that reduces duplication and maximizes resources to employers. EMI's BST meets regularly to collaborate to ensure that employers receive the best services available. Current services include, but are not limited to:

- *Recruitment and Placement:* EMI BST offers a full range of services to assist businesses and employers with their hiring needs. Services include, but are not limited to, pre-screening, recruitment and hiring assistance, conducting/hosting hiring events, job postings on Job Center of Wisconsin, tax incentives, labor market information, job accommodations, and more.
- *Training:* EMI's BST offers several training programs and incentives to help local businesses and employers stay competitive in today's economy. Services include, but are not limited to, On-the-Job Training, Incumbent Worker Training, transitional jobs, Registered Apprenticeships, Youth Apprenticeship, internships, work experiences, and more.
- *Talent Retention:* EMI's BST provides educational opportunities for employers on retention issues to keep businesses informed. Services include, but are not limited to, Incumbent Worker Training, human resource strategies, employee coaching, and more.
- *Business Recruitment and Expansion:* The growth and expansion of area businesses contributes to the economic well-being of the region. EMI's BST connects businesses and employers to expansion resources including tax credits, grants, capital finance, and more.

- *Mass Layoffs and Business Closings:* When a business closes or experiences a mass layoff, a special process referred to as Rapid Response is used to quickly assess the reemployment needs of affected workers and to get information to those workers. Services include, but are not limited to, information sessions, planning sessions, onsite services for affected employees, and more.

**Placement and Follow Up:** Sustainable, long-term placement in high quality jobs is the goal for all EMI programs. Once clients are placed into unsubsidized employment and have a planned exit to employment, EMI and AJC staff maintain routine contact to ensure they are receiving necessary job retention assistance or services. Career Services staff document and ensure that clients successfully meet their planned outcome goals and successful outcomes on the WIOA performance measures. Career Planners, when appropriate, also provide services necessary to help prevent job loss and support job retention.

*Key strengths of EMI's workforce system include:*

- *Reentry Services:* As documented in Question 3, WDA 2 has a significant number of individuals who are incarcerated or have been previously involved in the criminal justice system. EMI responds to this critical need by providing pre- and post-release services in local and state correctional facilities using a variety of employment and training service strategies. EMI has staff with criminal justice expertise, uses assessments that reflect the correlation between job readiness and risk of recidivism to customize reentry service delivery, and continuously pursues additional funding to support reentry programs and initiatives. EMI's CEO coordinates with local, state, and national departments and organizations involved in criminal justice initiatives to stay apprised of evidence-based best practices and communicate local successes and challenges.
- *Youth Employment:* EMI has a long-standing partnership with the City of Milwaukee to provide the Earn & Learn summer youth employment program, which has given up to 2,500 youth each year job readiness training, enrichment activities, and paid work experience at community work sites and with public and private employers. EMI has obtained federal discretionary funding to support initiatives that include paid work experience for a wide variety of youth who are enrolled in high school, are disconnected from school and work, and have been involved in the criminal justice system at some level.
- *Registered Apprenticeship:* EMI has embraced apprenticeship as a job-driven training strategy and as such, has obtained discretionary federal funding to advance the expansion of Registered Apprenticeship in WDA 2, particularly for women and minorities who are underrepresented in this area. EMI partners with the DWD Bureau of Apprenticeship Standards (BAS) on grant programs and initiatives and participates in Youth Apprenticeship consortia throughout WDA 2.
- *Demand Intelligence:* EMI's BST convenes Industry Advisory Boards (IABs) in high demand industry sectors. IABs provide timely labor market information (developed through input of its employer partners) and create an inventory of available positions so the skills of job seekers can be matched to employers' needs. This business-led model optimizes best practices in workforce training and advances a "demand and supply" model that identifies and connects employers' real-time hiring needs with effective systems and partners to screen, train, and match workers for those positions.

*Challenges for EMI's workforce system includes:*

- *Data-Driven Planning and Performance Management:* EMI will continue to enhance its workforce service delivery outcomes by using business intelligence obtained through the Efforts to Outcomes (ETO) and ASSET systems to develop efficient, effective service delivery plans and improve performance management and monitoring. EMI's goal is for programs to be consistently outcome-driven with established benchmarks, developed through data and program analysis, that can be shared with staff and system partners who provide services within the core programs.
- *Lack of Common Intake/Data Systems and Competing Outcome Measurements:* The variety of service providers, programs, services, and funding streams in WDA 2 have unique sets of eligibility requirements and outcome measurements which can be difficult to coordinate and can create confusion for clients. Many of the programs and services in WDA 2 have their own set of reporting requirements. Most funders have a unique data entry system and intake paperwork. The lack of having a common intake and data system across the workforce system creates an additional burden for the client, partners, and workforce development staff.
- *Lack of a regional public transportation system:* The seven-county Southeastern Wisconsin region has many job opportunities; however, its public transportation system has a limited reach outside of Milwaukee County (last mile or no service), limited times available (3rd shift/weekends), inadequate funding, and little alignment with other regional systems. This precludes many of the region's businesses and job seekers from being able to connect. EMI leadership continually seeks ways to overcome this challenge by collaborating with local and regional planning agencies, transportation initiatives, and other partners.

**5. Describe the local WDB's strategic vision and goals for preparing an educated and skilled workforce (including individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in WIOA Section 116(b)(2)(A) to support economic growth and economic self-sufficiency.**

EMI's vision is to develop workforce solutions that promote regional economic growth and employment opportunity for all job seekers by convening leaders from business and industry, economic and workforce development, education and training as well as community partners and policy makers.

EMI's mission is to build a strong workforce development system by planning, coordinating, convening, collaborating and monitoring workforce initiatives with businesses, partners and community stakeholders at the local, regional and state level to ensure a skilled and productive workforce for the 21st Century.

EMI's goals are to connect job seekers to employment opportunities, to provide education and training options in high-growth, high-demand sectors, and to provide a skilled and sustainable workforce to attract, retain and grow diverse businesses in the seven-county Southeastern Wisconsin region.

The above vision, mission, and goals support EMI meeting or exceeding all of its WIOA performance accountability measures.

A Board of Directors Strategic Guidance process conducted in February of 2019 produced five (5) core values to serve as a guiding force for the work EMI does with clients, partners, and employers:

- People-centered
- Rooted in equity & opportunity
- Networked with intentional partnerships
- Regionally responsive
- Growth and system-oriented

These strategic goals help prepare individuals with barriers to employment for the workforce by ensuring a customer-focused approach where all individuals have equitable access to opportunity, resources for barrier remediation through a wide variety of intentional partnerships within the Milwaukee County public workforce system, employment and training programs connected to jobs that are growing regionally, and a desire to develop funding to serve more and varied individuals with barriers to employment, with EMI's system partners, over the next four years.

**6. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:**

**a. What outreach activities are planned to increase business engagement in your local area?**

EMI's Business Services Team (BST) has strong partnerships with businesses in high growth, high demand sectors through staffing and support of Industry Advisory Boards (IABs) in Manufacturing, Construction, Health Care, IT, Finance, Hospitality and Transportation/Distribution/Logistics. In addition, BST staff attend and participate in several area Chambers of Commerce whereby EMI has invested in memberships, including the South Suburban Chamber of Commerce, Wauwatosa Chamber of Commerce, City of Milwaukee Business Improvement Districts (BIDs), the Wisconsin LGBTQ Chamber, and the Milwaukee Metropolitan Chamber (MMAC). IAB and Chamber meetings and events provide staff with opportunities to outreach to employers and offer the full menu of BST service offerings. These include, but are not limited to, candidate recruitment, onsite hiring events, job fairs, On-The-Job and Incumbent Worker Training, Pre-Apprenticeship and Apprenticeship programs, Labor Market Information, customized training, layoff strategies and support, etc. This also gives staff the opportunity to connect businesses to other workforce system partners, economic development entities, education partners (K-12, technical and other higher education), and training partners.

*Outreach to businesses can be increased through:*

- Focused targeting and outreach to businesses by BST staff to improve promotion of products, particularly On-The-Job Training and Incumbent Worker Training.
- Moving some onsite hiring events to virtual settings to maximize business participation, especially for small and medium-sized businesses that have less staff capacity to attend onsite events.
- Continue to strengthen and refine the collaborative process of multiple partners working with the same business through Job Center of Wisconsin (JCW) Business.
- Continue to convene the Job Developer Cooperative (JDC) monthly or more often as needed. The JDC is a meeting of front-line Job Developer staff to meet and share information about job openings, hiring opportunities, training and business intelligence. BST staff from participating organizations are informed of our respective organizations' employer engagement efforts and

ensure that workforce needs from businesses are being shared with organizations' program clients, so they are fully informed of employment and training opportunities. BST staff participating in the JDC include, Job Service, DVR, OVS, MAXIMUS, America Works and all other organizations that have a contract/agreement with EMI that includes job placement, and Milwaukee Area Technical College (MATC).

- Expand employer relationships through industry specific associations, either existing or new (e.g., WI Tool, Die & Machining Assoc., WI Motor Carriers Assoc., WI Restaurant Assoc., WI Bankers Assoc., etc.).

**b. How will the Business Services team be utilized for this purpose?**

EMI's BST team will continue to drive employer engagement, serve as the staff and support of the IABs, and will actively participate in all the above-mentioned outreach activities. EMI BST will use employer champions as a critical engagement strategy. BST will continue to share the needs of employers and types of training/certifications that are preferred/required for their respective industries with its programs department to ensure participants have the best chance possible for their open positions.

**c. How will the members (particularly business members) of the local WDB and Youth Council/Committee support these efforts?**

EMI's Board members, as well as IAB members, will support the outreach activities through their existing networks and continue to connect the BST with other businesses and associations. Board and IAB members will further lend their expertise and industry knowledge to strengthen and focus the work of the BST team.

EMI's By-Laws codify the Youth Committee as a Standing Committee of the Board. Section 4.5(b) of the WDB By-Laws outlines the authority and responsibility of the Youth Committee, stating, "The Youth Committee shall assess the needs of the youth populations as they relate to future workforce preparation, and encourage the coordination of services, activities, and support that enable youth to successfully attain their career goals. The Youth Committee shall make policy recommendations for and assist in the oversight and accountability of WIOA-supported youth programs". EMI's Youth Committee is chaired by a Board member, meets bimonthly, and will continue to assess the needs of the youth populations as they relate to future workforce preparation. They will encourage the coordination of services, activities, and support that will enable youth to successfully attain their career goals. They will also evaluate and assess the industries, employers, and employment opportunities that are youth and young adult friendly.

**d. How will sector partnerships be utilized for this purpose?**

EMI's Industry Advisory Boards spread the word to other members of the business community regarding programs, grants, resources and additional opportunities available through EMI and our partners. Increased employer engagement by the BST will bring more partners and ultimately help to expand overall services to businesses in the WDA and region. The Hospitality/Retail IAB has developed significantly due to the efforts around short-term industry recognized credentials. The same holds true for the launching and success of the BankWork\$ program in the Finance sector and the TechHire grant in the IT sector. These programs, in particular, have relied upon sector partnerships to promote short-term credentialed trainings and have resulted in strengthening and growing EMI's relationships and reputation in the

respective sectors. Additionally, EMI serves as the fiscal agent for the Center for Healthcare Careers of Southeast Wisconsin (CHCSEW) and assists in the collaboration of CHCSEW partners in the healthcare sector.

**e. What are the goals and objectives for these activities?**

The overall goal of these activities is to ensure that the business community has access to talented and qualified job seekers, as well as business solutions, and resources to help them thrive and expand. Increased connections, provided by EMI, between businesses, education and vocational providers, adult basic education providers, economic development entities and other public workforce system partners can provide a measure of progress to meet the overall short- and long-term goals.

**7. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local WDB's strategy, including:**

- **Work-Based Learning Programs: Explain how the local area will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities during the planning period.**

Work-based learning has shown to be an effective way for clients to learn new skills, quickly acclimate to a new employer's processes and procedures, and improve retention outcomes. EMI utilizes incumbent worker training, on-the-job training, internships, Registered Apprenticeship, Youth Apprenticeship, and work experiences. EMI works with workforce system partners to promote these opportunities to job seekers and employers. Promotion occurs through various methods including in-person meetings, group presentations, newsletters, fliers, websites, and more.

EMI and its service providers set specific goals and funding objectives related to work-based learning. EMI, in partnership with its service providers, strategically plans to spend no less than 35% of adult and dislocated worker program funds on training which includes work-based learning, and no less than 20% of youth funds on work experience activities.

EMI has participated in U.S. Department of Labor (DOL) funded transitional jobs demonstration projects, partners with the City of Milwaukee and State of Wisconsin Department of Children and Families (DCF) to provide the Compete Milwaukee transitional jobs program, and is evaluating WIOA transitional jobs guidelines to develop a local service strategy, Board-approved policy, and funding resources.

- **Sector Partnerships Participation: Explain how the local area will utilize the relationships built by the Business Services Team to enhance or expand participation in Sector Partnerships and expand business services efforts. Indicate specific planned objectives and measurable outcomes for PY2020.**

To determine the employment needs of the key industry sectors in the local area, EMI convenes Industry Advisory Boards (IABs), analyzes the results of IAB meetings, conducts local employer surveys, participates in meetings with employers, industry associations, Chambers of Commerce, Business Improvement Districts, and economic development organizations, analyzes state labor market information (LMI), and researches evidence-based best practices and studies. Information is used to make informed decisions on service delivery and programming for employers.

In addition to convening IABs, EMI participates in or supports existing sector partnerships that have been established by other local WDBs, economic development organizations, businesses alliances, and local Chambers of Commerce. By integrating segmented partnerships, more stakeholders are brought to the table which can lead to better results.

Enhancing and/or expanding participation in IAB's can be achieved by continuing and potentially expanding short-term training opportunities as these have been the strongest drivers of EMI's success in sector partnerships (see Question #6, d.). Success is measured by the commitment of businesses to hire successful graduates of these trainings, as well as placements tracked via The Work Number (TWN).

EMI expects additional sector partnership participation efforts to occur amongst the regional BSTs once the WIOA Regional Plan for WDAs 1, 2, and 3 is complete in the fall of 2020. Sector partnerships have evolved to a more regional approach over the last four years due to the regional labor market and the number of employers who have locations in WDAs 1, 2, and 3.

- **Sector Partnerships - Status and Objectives: Identify what sector partnerships the local area is currently engaged in or plans to engage in during PY2020? Indicate the current status of those partnerships, (active, emerging, or exploring), plus PY2020 planned objectives and measurable outcomes.**

*Active sector partnerships in WDA 2 currently include:*

1. Healthcare
2. Manufacturing
3. Hospitality and Retail
4. Transportation/Distribution/Logistics
5. Financial Services
6. Information Technology
7. Construction

EMI is currently exploring the Educational Services industry due to its critical mass of jobs, projected high growth rates, job openings with career pathways leading to family-supporting jobs, and strong local partnerships.

EMI's Research and Planning Team routinely analyzes labor market information and considers local industry demands to ensure the appropriate mix of sector partnerships. EMI is open to developing or supporting new sector partnerships by leveraging resources and existing partnerships.

PY2020 planned objectives include expanding IAB-driven short-term training as mentioned in the section above (Sector Partnerships Participation), as well as increasing On-The-Job Training and Incumbent Worker Training with business partners. Outcomes are measured by OJT and IWT contracts as well as placements tracked via The Work Number (TWN).

Once the WIOA Regional Plan for WDAs 1, 2, and 3 is complete in the fall of 2020, EMI will define its regional sector partnerships.

- **Career Pathways: Explain how the local area will utilize information gathered through its Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships,**



**and how this information will be used to inform changes to or development of Career Pathways in the local area. Indicate specific PY2020 planned objectives and measurable outcomes.**

The Wisconsin Technical College System (WTCS), through a collective experience with DWD, Wisconsin Department of Public Instruction (DPI), Workforce Development Boards (WDBs) and Wisconsin Economic Development Corporation (WEDC) introduced Career Pathways as a clear sequence of connected coursework and credentials supported by employer demand. Through this network, mechanisms are in place to capture employment and wage data for student/employee completers as well as employment and promotion status, and employer feedback.

EMI works closely with local technical colleges and WTCS to support current pathways and future pathway development. They stay abreast of stackable, portable and embedded credentials as well as and multi-entry and exit points in pathways. EMI provides insight from industry partners relative to hiring expectations, skill gaps and training needs. Further they share feedback relative to employer satisfaction. EMI refers WIOA and other clients to Career Pathway opportunities and provides wrap around services to Career Pathway users to facilitate their success.

As indicated in Question #4 above, for PY20 EMI requested that WIOA Title I providers demonstrate strong employer relationships that ultimately lead to career advancement opportunities for job seekers. These clients would be offered Career Pathways Training program curriculum that includes an embedded industry-recognized credential.

Once the WIOA Regional Plan for WDAs 1, 2, and 3 is complete in the fall of 2020, EMI expects to align local efforts in WDA 3 with the regional efforts of the other local WDBs for maximum impact.

**8. Describe how the local WDB, working with the entities carrying 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 local board will:**

- a. Facilitate the development of career pathways;**
- b. Facilitate, as appropriate, co-enrollment in core programs; and**
- c. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

EMI is strategically positioned to ensure expanded access to employment, training, education, and supportive service for eligible individuals, particularly eligible individuals with barriers to employment. EMI's talent development system is designed to respond to employer needs by drawing on strong employer partnerships between workforce, economic development, and education providers. Its implementation plan to improve cross-program strategies will maximize consumer choice with respect to education and career services. EMI is exploring the following activities as potential elements of its long-term implementation strategy:

**Common Intake Policy:** Develop a WDA-wide common intake policy to support use of the state's common intake form to reduce duplication, gaps in services, and ensure that individuals with barriers to employment receive an informed choice and an accurate assessment of how they might be best served. This policy will be considered following issuance of state guidance on the common intake system.

**Professional Development:** Conduct training for job center staff, One-Stop partners, and other service providers to standardize intake, assessment procedures and available services. This will ensure seamless intake and equitable sharing of information across the system. This includes working with the DWD to assess the effectiveness of providers on the Eligible Training Provider List (ETPL), strengthening performance standards, and when possible, recruiting new organizations to compete in the provision of services.

**Coordination:** Continue refining the coordination of services through co-enrollment of WIOA Title I clients with system partners including TANF, Adult Education and Literacy, Division of Vocational Rehabilitation (DVR), Trade Adjustment Assistance, and the FoodShare Employment and Training (FSET) programs, when individuals are eligible. This will help to leverage resources and ensure that individuals are serviced effectively and able to achieve and maintain positive outcomes.

**Access to Recognized Postsecondary Credentials:** Work with DWD, the Wisconsin Technical College System and other state and local partners to implement recognized post-secondary credentials across programs that are desired and endorsed by employers and align to career pathways. Strategies include:

- Use Eligible Training Provider List (ETPL) of vetted providers.
- Select training providers that meet the requirements set forth in the WIOA State Plan, which includes skill attainment, certification or degrees. Furthermore, EMI staff has advised the OSO and Title I-B service providers of ETPL vendor performance to ensure that Title I-B program training funds are utilized efficiently and that clients can expect job placement at the completion of ETPL training programs.
- Job Service staff and Title I-B Career Planners provide career services to incorporate post-secondary education and technical skill set training when appropriate for the career pathway. This includes sharing the educational attainment earnings impact and labor market data when counseling clients.

**Career Pathways:** Under WIOA, EMI's approach to training services places a greater emphasis on work-based learning, stackable credentials, and career pathways. EMI will leverage the career pathways that have been expanded by local technical colleges and the Wisconsin Technical College System (WTCS). In order to collaborate successfully across agencies, systems, and customers, EMI will provide guidance, align practices between stakeholders, including business and industry partners, and engage in information sharing as allowed. EMI will build on our career pathways foundation by continuing to coordinate learning and professional development for system, partner agencies and training of staff through its Regional One Stop Operator. Finally, EMI will participate in and leverage state-endorsed career pathways developed through DWD's JPMorgan Chase New Skills for Youth (NSFY) grant.

**9. Describe the strategy employed to work with adult education providers funded under Title II of WIOA and vocational rehabilitation providers funded under Title IV of WIOA to align resources available to the local area to achieve the strategic vision and goals described in question 5.**

With a focus on the creation of a workforce that can meet the expectations of the future economy, EMI has developed many successful relationships with area adult education providers offering Title II services. EMI leads this network of partners in the enhancement of services as aligned with the provision of WIOA. Collaboratively, they strive to combine resources and examine labor market data and industry research

to determine skills needed in the workforce. Moreover, they developed the following strategies that address basic skill deficiencies which are significant in the Milwaukee area and constrain labor market development.

First, MATC's President serve as a member on the EMI Board of Directors and its subcommittees (Personnel/Finance; Program; Governance/Compliance). A representative from Division of Vocational Rehabilitation (DVR) holds a member seat as well. The input of education partners provides a broad view of their mission and an understanding of their challenges. Their participation also leads the way for EMI staff to have access to education administrators within those institutions for the purpose of planning, program/client management, grant collaboration, and continuous improvement strategies. As reflective of WIOA Title II requirements, these second-tier relationships foster a better alignment of services and connection of clients to work-related training and education. Subsequent opportunities for adult education collaboration include EMI's creation of the WIOA Partners Group that includes education partners from MATC.

Second, EMI worked with DWD, Wisconsin Technical College System and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and align to career pathways. This also included work-based learning opportunities with employers such as on-the-job training programs (OJT), customized training, internships, transitional jobs, pre-apprenticeship and Registered Apprenticeships. Including DVR in these conversations and requesting their input, responds to better delivery of services under WIOA Title IV. EMI continues to utilize the Eligible Trainer Provider List (ETPL) of vetted providers. They developed rigorous criteria for selection that meets the requirements set forth in the WIOA State Plan for skill attainment, certification or degrees; career pathways and stackable credentials; and labor market information by sector and demographics. Furthermore, their assessment includes a review of provider placement history as well as a comparison of vendor programs and outcomes.

Third, EMI did what it is imperative in career planning – trained staff on the benefits of providing nontraditional occupations information to clients. With fields for which individuals from one gender comprise less than 25% of the overall count, EMI staff members strive to provide equitable and unrestricted information to all clients. In collaboration with adult education providers and aligned with career pathways, this process includes but is not limited to referral activities that are not based on stereotypes of what is considered traditional women's and men's work. Those clients who utilize their interests and skills often find intrinsic gains or high-wage opportunities that can provide a way out of poverty for many. Grant opportunities such as Tech Hire, American Apprenticeship and BankWork\$ promoted nontraditional pathways to occupations.

Fourth, EMI maintains a minimum standard of annual staff training on Equal Employment Opportunity (EEO) and Civil Rights Compliance (CRC) requirements which includes ADA accessibility and meeting the training and workplace needs of clients with disabilities. The organization's Equal Opportunity Officer conducts onsite monitoring and reviews documents for content, effectiveness and timely delivery. EMI also offers these professional development opportunities to its network of education partners.

Finally, EMI provides oversight of the AJCs in Milwaukee County and recognizes the need for clients to have seamless access to these services. EMI has installed technology-based kiosks at all AJCs and is refining a referral process between core programs so clients can more readily access core programming and the resources of the AJC system.

**10. Describe the strategies and services that will be utilized to strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

Many individuals visiting the AJC system are those who are receiving or seeking to receive Unemployment Insurance (UI) benefits, need assistance understanding eligibility and requirements, and attend Re-Employment Services (RES) sessions. DWD Job Service staff assist individuals in workshops, the resource room and/or one-on-one meetings. DWD Job Service staff and EMI's Rapid Response staff collaborate to present Onsite Information Sessions which include information about the dislocated worker program, JCW, health insurance programs, Veteran's benefits, and Unemployment Insurance (UI), onsite hiring events, and other activities/resources to businesses experiencing a layoff, reduction of workforce, or closure. This partnership helps individuals problem-solve immediate issues, before referring someone directly to UI or other resources, and assists those wishing to explore further job training or a career change.

EMI plays a key role in strengthening the linkage between the one-stop delivery system, UI and dislocated worker programs, by ensuring WIOA providers are actively engaged and participating in the delivery of services to individuals that are seeking unemployment insurance assistance. In addition, service providers are identifying individuals who are receiving Title III services via ASSET and noting that they have applied for UI benefits and may be interested in other career planning services.

In addition, EMI's Rapid Response Coordinator serves as a convener of local partners (i.e. including UI staff as requested) on a weekly, monthly, or as-needed basis to meet the needs of employers and their employees. This connection is vital during a time when resources, benefits, and requirements for benefits are changing rapidly.

**11. Describe how the local WDB will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the planning region and promote entrepreneurial skills training and microenterprise services.**

EMI has a strong relationship with local economic development entities to advance the common goal of long-term economic prosperity for businesses and job seekers in Milwaukee County, as well as the seven-county Southeastern Wisconsin region. These entities include WEDC, Milwaukee 7, Milwaukee Metropolitan Association of Commerce (MMAC), Milwaukee Economic Development Corporation (MEDC), City of Milwaukee Department of Community Development, Business Improvement Districts, Chambers of Commerce, and economic development staff in suburban municipalities. BST staff serve on boards, committees, and provide updates on public workforce system resources, as well as seek opportunities to collaborate on rapid response activities, growing local businesses, retaining small businesses, and recruiting new, expanding, or relocating firms into the region.

EMI's BST engage in the following activities to ensure a strong linkage between workforce and economic development:

- Engaging in sector strategies
- Conducting regional planning
- Gathering and communicating local and regional labor market trends

- Learning about business practices and employer expectations
- Finding out about industry events and conditions
- Tapping data on building permits, expansions, unused facilities and utilities
- Staying up to date on new business recruitment efforts and relocating companies
- Understanding the business establishment tax and incentive environment
- Communicating how EMI can assist with vacancy postings, job fairs, referrals, applicant screening and job description writing
- Engaging in city and suburban community development planning

Small businesses are the backbone of Milwaukee County's economy. EMI supports youth and adults in gaining the entrepreneurial skills through skills and education training, career awareness and counseling, and services providing labor market and employment information about in-demand industry sectors. Career planners are encouraged to refer clients to a wide variety of resources, including but not limited to, the Minority Business Development Agency, U.S. Chamber of Commerce, U.S. Small Business Administration, Wisconsin Women's Business Initiative Council (WWBIC), WEDC, Veterans Chamber of Commerce, Milwaukee Economic Development Corporation (MEDC), City of Milwaukee Office of Small Business, and other organizations. EMI partners and collaborates with city-wide initiatives and neighborhood community-based organizations that provide entrepreneurial resources to individuals and support microenterprise services.

**12. Provide a description of the workforce development system in the local area that:**

- **Identifies the programs that are included in that system; and**
- **Describes strategies used by the local WDBs to engage with the required WIOA partners to provide core service alignment and to increase awareness of career pathways and the critical role that workforce development plays in ensuring that everyone has access to educational and career pathways that result in meaningful employment.**

*Programs available through the WDA 2 workforce development system include:*

- WIOA Adult, Dislocated Worker, and Youth Programming
- Reentry Employment Opportunities (REO) (Second Chance Act 2007)
- Windows to Work Programming
- Motivated to Apprenticeship Pathways (MAP) Youth Reentry Program
- YouthBuild
- Specialized Grant Programming (e.g., DOL TechHire, America's Promise, and American Apprenticeship Initiative)
- Post-Secondary Career and Technical Education Programming
- Community Services Block Grant Employment and Training Assistance
- HUD Employment and Training Programs
- Veterans Employment Services
- National Farmworker Jobs Programs/Migrant Seasonal Farmworker Programs
- Senior Community Service Employment Programming (SCSEP)
- WIOA Wagner-Peyser Labor Exchange and Re-Employment Services
- Trade Adjustment Assistance
- Unemployment Compensation Assistance
- WIOA Rapid Response Programming

- WIOA Title I Job Corps
- WIOA Native American Programming
- WIOA Adult Education and Family Literacy Act Programming
- WIOA Vocational Rehabilitation Programming
- English Language Learner and English as a Second Language Programming
- FoodShare Employment and Training Programming
- Wisconsin Works Programming

The providers of core services in the local area are all actively engaged partners in the one-stop center. Core partners meet routinely to solidify working relationships, partnerships, and align services as well as explore opportunities to leverage resources to best support clients.

In addition to prioritizing Career Pathway Training programs with Title I service providers, job seekers are provided with career pathway education and information upon enrollment in WIOA programs so that job seekers can view long-term career pathways with educational options for vertical advancement. Career pathway awareness has increased in recent years as more pathways have been developed. Career planners in all core programs play a key role in educating job seekers on their options for industry-recognized credentials which helps the client make an informed choice that best meets their individual needs. Job seekers receive labor market information with projected job openings and salary levels to assist their understanding of the various steps along a career pathway.

Since October 2019, MAXIMUS has been the provider of FoodShare Employment Training (FSET) in Milwaukee County. With three locations, they consistently engage their clients in the way they prefer – whether by phone, email, text, mobile app or in-person in order to provide a streamlined experience. EMI has a contractual agreement with MAXIMUS and is coordinating efforts to co-enroll FoodShare recipients to receive support services, career guidance, and job-readiness services. EMI uses MAXIMUS co-enrollment data to structure program planning and service delivery performance standards.

MATC provides Adult Basic Education and English Language Learning (ELL) Programs in WDA 2. These services, open to the public, are readily available to eligible WIOA program clients. EMI also maintains a service provider list inclusive of programs authorized by Title II of WIOA at WDA 2 Job Centers. All providers must demonstrate innovative, student-centered and outcome-focused services as well as offer individualized and classroom instruction in a variety of subject areas; and/or offer instruction that meets the needs of English Language Learners (ELL). They must also use academic, career, and personal assessment of students as part of academic and career counseling. These services are inter-connected through the AJCs and program service providers. EMI utilizes these relationships to further link adult learners through bridge programs into career pathways that offer jobs or post-secondary credentials.

EMI, in partnership with representatives from Milwaukee Public Schools (MPS) and MATC works to identify, create and develop career pathway opportunities with the local area by integrating efforts into EMI's sector-based strategies. Chief Executive Officers from MPS and MATC serve on the EMI Board of Directors. As such, the organization has access to multiple levels of academic administrators at the schools. Thus, when MATC moved from a sequential Adult Basic Education/English Language Learner (ABE/ELL) model to an integrated ABE/ELL design, EMI's input was important. In this model, students would be concurrently enrolled in ABE/ELL courses making educational gains or earning their secondary credential. Concurrently, students would be also enrolled in a post-secondary program and earning

college credits. Students would then have greater course completion rates and their college credits would be embedded into post-secondary career pathway diplomas and associate degrees. EMI also joined in conversations about creating learning laboratories for ABE/ELL students at the AJCs and another college-sponsored educational center in the near south side of Milwaukee (Walker's Square). Last, EMI worked with MATC to ensure that the new model, ABE/ELL Integrated Comprehensive Services is aligned with the Plan and focuses on the credentials within the seven high demand job clusters: Construction, Finance, Healthcare, Hospitality, Information Technology, Manufacturing and Transportation.

**13. Describe the one-stop delivery system in the local area, in particular:**

**a. Identify the locations of the comprehensive physical one-stop center(s) (at least one) within the local area, and list the location(s) of networked affiliate sites, both physical and electronically linked, such as libraries.**

The locations of comprehensive and affiliate American Job Centers in WDA 2 are listed in **Table 13**.

<b>Table 13: WDA 2 American Job Center Locations</b>			
<b>Job Center Central (Comprehensive) (One Stop Operator)</b>	<b>Milwaukee Southeast Job Center (UMOS) (Affiliate)</b>	<b>YWCA Southeast Job Center (Affiliate)</b>	<b>Walker's Square Job Center (Affiliate)</b>
4201 N. 27th St. Suite 400 Milwaukee, WI 53216	2701 S. Chase Avenue Milwaukee, WI 53207	1915 N. Dr. Martin Luther King, Jr. Drive Milwaukee, WI 53212	816 W. National Ave. Milwaukee, WI 53204

Staff at AJCs meet with clients on- and off-site, including locations within the greater workforce system such as libraries within the City of Milwaukee library system and Milwaukee County Federated Library System.

**b. Identify key strategies for integrating the core programs, as well as all required partner programs (Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education, Community Services Block Grant, Department of Housing and Urban Development employment and training programs FSET, and TANF), within the local one-stop system of comprehensive and affiliate offices.**

EMI's designated One-Stop Operator (OSO) is responsible for facilitating integration efforts and convening all required partners in the one-stop system. Primary activities include:

- *Required Partners:* Front-line supervisors or managers from each core and partner program meet quarterly to discuss individual program updates, areas of common need, and strategies to align and/or integrate service delivery.
- *WDA 2 BST:* Business services representatives from all core and partner programs convene at least monthly through the Job Developer Cooperative (see Question #6, a.) to discuss business needs, employer services, and opportunities to align and/or integrate service delivery.

- *All-Staff Meetings:* Meetings for all staff who are part of core and partner programs are convened quarterly to provide and/or receive workforce system updates, participate in shared training, and more.
- *All-Career Planner Meetings:* Career planners from core and partner programs are convened at least annually to participate in program updates, shared learning, and discuss co-enrollment and areas for alignment.
- *Other:* Lunch-n-Learn events and topical educational and training events are held on an as-needed basis for front line and supervisory staff of core and partner programs to enhance service delivery.

All required partners services are in WDA 2 and provide services on site at American Job Center locations through service referrals and/or through information provided by trained staff:

- Title I
- Title II
- Title III
- Title IV
- Title V
- Carl D. Perkins Career and Technical Education
- Community Services Block Grant
- FSET
- Jobs for Veterans State Grants
- Native American
- TANF
- Trade Adjustment Assistance
- Unemployment Compensation
- Department of Housing and Urban Development employment and training programs
- Job Corps
- Migrant and Seasonal Farmworker
- Reentry Employment Opportunities
- YouthBuild

**c. Describe the roles and resource contributions of each of the one-stop partners.**

The roles and resource contributions can be found in the annually updated WDA 2 WIOA Memorandum of Understanding (MOU) for American Job Centers. A copy of the fully executed document is available at EMI and each American Job Center location.

**d. Describe how the local WDB will facilitate meaningful access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.**

WDA 2 partners use [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) as an effective tool used for shared job search and data management of both required Wagner-Peyser and WIOA staff. American Job Center staff utilize [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) for intake and some case management for all clients, jobseekers and businesses. Self-registration and referral through [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) is available from



anywhere in the WDA 2 where there is internet access and the extensive resources available through the DOL website, city and county websites, technical college websites, State of Wisconsin websites, etc.

WIOA paperwork can be emailed and filled out by individuals remotely. Career planners can email and/or text individuals for appointments and resources. EMI has video conferencing capacity for case management or for conducting workshops for job seekers. All WIOA partners maintain a web presence and Zoom/Skype and teleconferencing is used whenever appropriate to provide services. EMI hosts podcasts to provide information on innovation and programming to employers and stakeholders near and far. EMI and its regional counterparts are piloting Virtual Hiring Events. EMI continues to analyze and pursue opportunities to utilize technology to provide and/or enhance services.

Ongoing partnership with the City of Milwaukee and Milwaukee County Federated library systems provides web linkages, materials, workshops, and reciprocal training. The American Job Center system has a network of community partners with complementary services who are given technical assistance on navigating [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) are provided information on American Job Center resources that can be displayed in their locations.

Beginning in PY20, WDA 2 Title I service providers are asked to partner with community- and faith-based organizations and other entities (Delegate Agencies) to more effectively provide workforce services to job seekers and businesses through a place-based approach, especially in high poverty, high unemployment areas and focused on target populations needing assistance as identified in Question 3 above.

Relationship building and outreach remain a top method of communicating services beyond the American Job Center physical and virtual locations. EMI's Community Relations staff canvas neighborhoods and events to connect Milwaukee County job seekers and workers to employment and training opportunities. Activities are carried out using a people-centered strategy, with team members equipped with public workforce system information (technology-based, physical locations, network partner and skill development), mobile devices, and strategic collateral materials. Team members develop partners, onboard and refer individuals to partner services and skill development programs, and provide employer referrals

**e. Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.**

Career planners across programs assess clients' basic skills, occupational skills, interests and aptitudes, areas of strength, work history, education, employment barriers, financial resource needs, and supportive service needs. Assessments vary across programs based on program-specific requirements. Assessments also vary in formality.

EMI's most highly utilized assessments include:

- Test of Adult Basic Education
- CASAS
- Career Locker
- Career Cruising

- WorkKeys
- Provelt!
- Skills Explorer
- Work Readiness Assessment (provider-specific)
- CEPT Individual Employment Plan Tool: Job Fit Review
- Online Work Readiness Training (OWRA)

Efforts are made across providers to avoid duplicating assessments. At enrollment and throughout program participation, clients are asked about involvement with other workforce-related programs and services. If a client co-enrolls into a program, the Career Planner(s) inquire about assessments that may have already been completed.

If any other assessment is used beyond the ones listed, it must be one of the tests that are prescribed by DWD WIOA Policy and/or approved by EMI's Chief Executive Officer (CEO). Alternative tests may be used only if an individual cannot be properly assessed with DOL - approved tools and needs an accommodation under the Americans with Disabilities Act (ADA).

**f. Describe strategies that will be utilized in the one-stop system to improve accessibility and services for limited English proficient individuals/English Language Learners.**

EMI, the OSO, and American Job Center partners ensure all required notices and postings are displayed prominently in the American Job Center system buildings. EMI utilizes a Babel notice in American Job Centers and with client paperwork. A Babel notice is a short notice included in a document in multiple languages informing the reader that the communication contains vital information and explains how to access language services to have the contents of the communication provided in other languages.

Outreach material are designed to engage target populations by using similar demographic images. WIOA outreach flyers and hiring information is provided in both English and Spanish. WIOA service providers aim to recruit qualified bilingual staff who can provide first-hand assistance when feasible. Additional services, including translation, are available upon request.

As noted in Question 18, there are strong partnerships in WDA 2 among WIOA Title I and English Language Learning Programs. Career planners and one-stop partners refer clients to English Language Learning providers as needed. EMI uses the Wisconsin Relay System and a Language Line to provide on-demand language interpretation services.

**g. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.**

EMI conducts an annual Section 188 review of the comprehensive one-stops. The annual review examines physical and programmatic accessibility of facilities, programs and services, materials, and technology. Technology is often the area where the most changes occur and require the most attention.

When needed, American Job Center system partners consult with the DVR to meet the needs of individuals with disabilities.

EMI, in partnership with the OSO, conducts annual reviews of facilities, programs, technology, and materials for compliance. Additionally, training is provided on an as-needed basis to ensure staff are aware of all resources available to clients and to ensure compliance. Ongoing training is also provided during interagency All Staff meetings. At minimum, the one-stop partner staff are expected to:

- Recognize the importance of making people with disabilities feel welcome and a basic awareness of how to meet the needs of clients with disabilities.
- Know how to assist people with disabilities during emergency evacuations, including the evacuation of persons with mobility impairments.
- Know how to procure and use various equipment and materials for assisting people with disabilities, including the one-stops' telecommunications devices for the deaf (TT/TTY/TDD), accessible work stations, accessible materials, etc.
- Understand the list of the American Job Center's auxiliary aids and services for communication, assistive technology devices, and material in accessible formats is provided in writing for those who request it.
- Includes a presentation of clients' rights to nondiscrimination and equal opportunity, including the right to file a complaint, during orientation sessions.
- Ensure that communication with clients and potential clients with disabilities is as effective as communication with other clients.

American Job Center partners do not discriminate on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or for beneficiaries, applicants, and clients only, citizenship status, or because of an individual's participation in a program or activity that receives financial assistance under WIOA. All protected classes are protected.

**h. Provide a description of how the local WDB will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and jobseekers.**

EMI ensures continuous improvement by setting goals and expectations with the OSO, staff, management, and service providers:

- Shared vision and strategy across all programs and services
- WIOA Common Measures
- Performance Management Dashboards
- Implementation of Quality Assurance Procedures and Reports
- Utilization of DWD Case Management Data & Reporting Tools

Service provider standards and goals are written into contract scopes of work. The OSO, American Job Center management staff, and EMI executive staff routinely discuss strengths and opportunities for improvement. Regular meetings with service provider management review all contract and performance terms noting necessary corrective actions. EMI, partners, and provider staff offer joint trainings and meetings.

EMI monitors all WIOA Title 1-B programs during the program year and provides feedback to the provider on strengths and weaknesses. EMI meets with service providers regularly to discuss program performance, technical assistance needs, and program updates. Additionally, the EMI participates in comprehensive annual State monitoring including fiscal, data validation, equal opportunity, and program compliance. EMI and State monitorings include the analysis of client files and corresponding ASSET entries. Any issues needing correction are addressed through a corrective action process which often includes WDB-provided training.

In order to ensure informed consumer choice in the selection of training program, EMI will ensure WIOA's 13 required elements for career services are maximized. Career services support customers making informed decisions about their career choices and to understanding the resources needed and available to assist them with pursuing their goals. All core programs participate in career services as much as possible through co-location at job centers.

EMI will use consumer outcome data and consumer surveys to ensure quality service delivery throughout the American Job Centers. Continuous improvement activities will provide an ongoing cycle of identifying, planning, executing, and reviewing improvements to service delivery. Information gathered from consumer data outcomes, consumer satisfaction surveys, and staff brainstorming will be used to identify inefficiencies, points of consumer dissatisfaction, unmet performance measures, and staffing challenges.

The OSO will share data collected from customer surveys and AJC Sign In systems with the EMI Board of Directors and American Job Center System partners. An annual review process will identify successes, implementation barriers, and unsuccessful strategies. The lessons learned through the review process will inform the identification process of the next cycle. Employer engagement and satisfaction is tracked for large scale events or efforts and through a workforce survey.

**i. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. Include any ITA limitations established by local WDB policies and how they are implemented in a manner that does not undermine WIOA's requirement that training services are provided in a manner that maximizes customer choice in the selection of an ETP. Also describe any exceptions to ITA limitations that are provided for individual cases if included in WDB local policy.**

EMI provides multiple options for training services through the various American Job Center system providers and partners. Currently, the following offerings are available to clients who meet all program- and/or service-specific eligibility criteria, and in alignment with individual employment plans, documented needs, and local or regional occupational demand:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Incumbent worker training
- Transitional jobs
- Programs that combine workplace training with related instruction, including apprenticeships
- Skills upgrading and retraining

- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities

Occupational skills training under WIOA Title 1-B is provided through individual training accounts following EMI's Individual Training Account (ITA) policy. ITAs may only cover training programs for an in-demand occupation or sector, as substantiated by labor market information, including that provided on the State of Wisconsin Department of Workforce Development's Hot Jobs List located on <https://www.jobcenterofwisconsin.com/wisconomy>. ITAs for completion of a Baccalaureate (Bachelor's) Degree will be considered only when the participant can provide documentation from the training provider that the degree can be completed in four semesters or less. ITAs may not be used to pay for costs associated with Post-Graduate Degrees. One individual training voucher may not exceed six (6) months of training. Multiple vouchers for the same course of study may not exceed four (4) consecutive semesters. Individuals receiving a training voucher may not receive another for a different course of study until 12 months after the first training program has been completed. Dollar limitations detailed below are measured in seven-year increments, regardless of an individual's exit from and subsequent reentry into a WIOA Program. WIOA participants in WDA 2 may not receive training services that exceed \$4,000 in costs. There are limited exceptions, outlined below, which allow the maximum cost to exceed this amount up to a total of \$7,000. The WDA 2 training cap is based on a seven-year look back period. The voucher shall document training costs covered by the ITA (tuition) and by Supportive Services (books, fees and other educational materials and supplies). An exception to Employ Milwaukee's requirement that a training program be for an in-demand occupation or sector will be considered when provided with a justification statement accompanying the voucher packet. An exception to Employ Milwaukee's duration limitation per individual will be considered when provided with a justification statement accompanying the voucher packet. An exception to Employ Milwaukee's \$4,000 training cap per individual will be considered when provided with a justification statement accompanying the voucher packet. In such cases where an exception to the \$4,000 maximum is approved, a participant's training costs may not exceed \$7,000 in total.

Other locally approved training programs (e.g., GED/HSED provided in combination with another service) that meet EMI's criteria can also be provided through individual training accounts. Other training services such as On-the-Job Training and incumbent worker training are provided through individual cost-reimbursement contracts with employers. These contracts must follow EMI policy which includes contract monitoring and reimbursement requirements.

EMI may consider utilizing contracts for other types of training services should the WDB determine there is an insufficient number of training providers, there is a program of demonstrated effectiveness, or it would be most appropriate and cost efficient to contract with an individual provider for the training of multiple individuals. In each of these instances, EMI will follow the requirements outlined in WIOA 680.320. EMI is currently evaluating WIOA transitional jobs requirements and may allocate future funds to this type of training after a Board-approved policy is established.

EMI ensures clients have relevant information to make an informed choice for employment and training. EMI and its providers utilize credible sources to provide labor market information, employment projections, and information on the performance of training providers. DWD's Long-Term Occupation Projections List for WDA 2 is utilized to provide individuals access to a wide breadth of training choices for

local in-demand occupations. For occupations that do not have sufficient data available on [www.wisconomy.com](http://www.wisconomy.com), Career Planners must utilize other credible resources (e.g., EMSI, Talent Neuron, Bureau of Labor Statistics, CareerOneStop) to determine positive projected openings and/or median wages. Career planners are trained to understand how to access, utilize, and explain information in a manner that is understandable by all clients.

**j. Describe how the local area will conduct outreach to individuals with barriers to employment. Include strategies for engagement with the local WDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups. What additional strategies will be utilized to reach out to these groups? What are the objectives and goals for this effort?**

With 40+ members that provide workforce development, related services and funding, EMI's Coordinating Council is an efficient mechanism for increasing the awareness of services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups.

EMI's Youth Committee is comprised of a broad spectrum of representatives from youth-serving organizations, K-12 education, post-secondary institutions, and other key areas. Members of the Youth Committee receive information on available youth services and serve as ambassadors in the community in order to spread the word.

Through Veterans Priority of Service, EMI will ensure services are made available and provided to eligible veterans, transitioning service members, Chapter 31 veterans, Native American veterans, and other groups targeted for special consideration like significantly barriered veterans on a priority basis.

EMI will seek Title I set aside funds to work with DWD to pilot programming for services to special populations and groups, including homeless populations, foster care clientele, opioid addicted clientele and targeted barriered military veterans and their spouses.

As the planning and convening entity for the public workforce system in Milwaukee County, EMI and its leadership staff are leading and participating in several reentry initiatives aimed at providing more equitable access to resources and better service delivery for individuals involved in the criminal justice system.

In addition, EMI Community Relations staff canvas neighborhoods and events to connect Milwaukee County job seekers and workers to employment and training opportunities. Activities are carried out using a people-centered strategy, with team members equipped with public workforce system information (technology-based, physical locations, network partner and skill development), mobile devices, and strategic collateral materials. Team members develop partners, onboard and refer individuals to partner services and skill development programs, and provide employer referrals. EMI program staff conduct additional outreach for program enrollment including direct contacts at various community-based organizations and providing presentations as well as one-on-one meetings about WIOA and non-WIOA programs and services.

Outreach materials have been created to visually appeal to targeted audiences. Mass communications through newsletters, websites, and social media of available services and programs are provided on a

regular basis. Fliers and other materials are distributed at local libraries and resource centers. American Job Centers host workshops and information sessions for targeted audiences.

**14. Provide a description of how the local WDB will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.**

EMI actively promotes increased coordination of activities and services, as outlined in WIOA Title II, with its secondary and post-secondary education partners.

Through their Board of Director's membership which includes the above collaborators to second-tier workgroups comprised of EMI staff and education partners administrators, EMI leads the task of continuous improvement strategies. This strategy, that includes regularly scheduled meetings and discussions, ensures multiple layers of communication to circumvent duplication of services.

Examples of coordination include plans that identify, create, and develop career pathway opportunities within the local area by integrating efforts into EMI's sector-based strategies. Information developed through Wisconsin Career Pathways, used as a staff resource, is available at <https://pathwayplanit.com> and offers exploration in Science, Technology, Engineering; Health Science; Architecture and Construction; Human Services as well as an Interest Profile Assessment and Career Cluster Interest Survey.

Other tactics include strengthening linkages between the American Job Center System (America Works) and a variety of services to individuals with at-risk clients, including cross referrals and Benefits Planners; educating the network of providers and employers on workplace needs and barriers to employment, and cross-program coordination for WIOA clients.

EMI worked with DWD, Wisconsin Technical College System and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and align to career pathways. This also included work-based learning opportunities with employers such as on-the-job training programs (OJT), customized training, internships, pre-apprenticeship, and Registered Apprenticeships. Including DVR in these conversations and requesting their input, responds to better delivery of services under WIOA Title IV.

In addition, EMI formed the Coordinating Council that serves as the place where partners strategize how the workforce system can serve employers more effectively through the AJCs. Members of the group include Division of Vocational Rehabilitation (DVR) and MATC. Again, the team shares education and workforce issues that support the framework of collaborating efforts, addressing business issues and avoiding duplication of services.

**15. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. In particular, identify how the local area will expand services to dislocated workers utilizing all sources of formula and discretionary funds targeted to the dislocated worker population.**

*Please see answer to Question #4 for full detail of description of services available to adult and dislocated worker populations.*

Activities and services available in the local area for adults and dislocated workers include:

- Apprenticeships
- Assessments
- Basic skill instruction
- Career exploration and readiness
- Case management services
- Childcare and transportation assistance
- Disability related services and programs
- Economic support programs
- English as a second language instruction
- Financial literacy services
- Follow-up and retention services
- GED and HSED
- Internships
- Job search assistance
- Job skills training
- Labor market information
- Occupational skills training
- On-the-job training
- Rapid response and re-employment services
- Referrals
- Support services
- Training (classroom, work-based learning)
- Workshops
- Work experience, both paid and unpaid

EMI's strategy to maximize services to dislocated workers includes early intervention and comprehensive pre-lay off assistance, when allowed through partnership of a willing employer, to quickly identify and service individuals who may need job placement, training, and/or supportive service assistance. EMI has formed collaborative partnerships with regional WDBs and economic development agencies to identify and design appropriate interventions including but not limited to, workshops, onsite registrations, orientations and intakes for WIOA and TAA, and hiring events at which dislocated workers are connected with companies hiring for similar positions. Funding for this strategy and services will be provided utilizing formula and discretionary funds.

Additional services to adult and dislocated workers include providing candidate resumes directly to EMI's employer partners, on site hiring events for both populations, and opportunities for short-term, credentialed training in high demand, high growth sectors. Further collaboration exists between the FoodShare Employment and Training (FSET) program, Wisconsin Works (W2) Program, Energy Assistance, Veterans Services, DVR, and other community-based organizations to maximize opportunities for program clients.

Due to unprecedented layoffs and closures that occurred in response to the COVID-19 global pandemic, additional resources will be needed to adequately serve the dislocated worker population for both short- and long-term recovery, especially in the Hospitality/Retail sector. Other sectors will be impacted as well. Ongoing evaluation of existing and new grant opportunities will be conducted.



EMI has a strong capacity to provide a wide range of adult and dislocated worker services due to the proximity of a large number of partners and service providers in Milwaukee County, which has the largest population of any county in the state. EMI continues to refine its American Job Center system service and investments through strategic planning that includes assessment of the economy, review of unemployment rates and labor market participation, review of mass layoff information, analysis of demographic data, employer input, and American Job Center system service providers and partners. EMI continuously identifies opportunities to coordinate and leverage resources to support target populations, which include adult and dislocated workers.

One of EMI's strengths is the ability to co-enroll adult and dislocated worker participants in discretionary grants that it pursues and receives funding for, which include but are not limited to, philanthropic funding that supports paid training and retention services, U.S. Dept. of Labor H-1B mid- and high-skill occupational skill training, Registered Apprenticeship, and reentry services for youth and adults. Co-enrollment strategies maximize and leverage resource sharing across WIOA programs, which strengthen customer service and support the public workforce system overall by scaling delivery across target populations and throughout the region.

**16. 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. Include an identification of successful models of such youth workforce investment activities. In addition, indicate how services to out-of-school youth will be expanded and enhanced to incorporate additional work-based learning opportunities.**

There is a wide range of workforce development activities and services available for youth workers across the WDA 2 public workforce system. EMI's Youth Committee has ranked and prioritized youth barriers to employment, which has allowed EMI to evaluate the activities and services available for youth workers across Milwaukee County based on their strengths or weaknesses in addressing the barriers. EMI's Director of Programs works with youth service delivery agencies to convey this information and ensure service delivery is aligned with the assessment.

Compared to many other WDBs in Wisconsin, EMI has traditionally used most of its youth funding to service Out of School youth due to the high demand for these services within Milwaukee County, and EMI's strong partnerships with government, community-, and faith-based youth serving organizations. In order to continue to expand Out of School youth delivery, EMI will continue to conduct outreach to the youth population via social media, convene and work with youth serving organizations, and pursue discretionary grant funding, such as Youth Build and other U.S. Department of Labor grants, to expand service through sector strategies in construction and other high demand industries.

Activities and services are provided by public workforce and local government agencies, private nonprofit workforce agencies, and community-based organizations. There is a strong history of providing high-quality, results-oriented services to youth. Activities are designed to be accessible to all clients including those with disabilities, have been involved in the criminal justice system, experienced trauma, or have other barriers to employment.

*Activities and services available in the local area for youth include the 14 WIOA program elements:*

- Adult mentoring

- Alternative secondary school services or high school dropout recovery services
- Career awareness, counseling, and exploration (e.g., labor market information, assessments)
- Comprehensive guidance and counseling
- Education offered concurrently with and in the same context as workforce preparation and training
- Entrepreneurial skills training
- Financial literacy services
- Follow-up services
- Leadership development opportunities
- Occupational skills training
- Post-secondary preparation and transition activities
- Support services
- Tutoring, study skills training, instruction, and dropout prevention and recovery services
- Work experience, both paid and unpaid (e.g., pre-apprenticeship programs, internships, on-the-job training)

EMI utilizes several successful models for youth workforce activities. EMI partners with the City of Milwaukee to provide a summer youth employment program. EMI has received DOL YouthBuild grants for over a decade to provide occupational skill training, paid work experience, GED/HSED, mentoring, leadership development, and community service learning projects. EMI has received multiple youth reentry grants which provide employment and training services while assisting youth with diversion and expungement activities. EMI's WIOA ISY and Brighter Futures programs provides industry-focused career exploration and enrichment activities to Milwaukee County high school students. EMI participates on and collaborates with local Youth Apprenticeship consortia.

Local partner agencies provide nutritional assistance, economic assistance, and family support services. Milwaukee County literacy service providers can give basic skills education for significantly barriered youth. There are parenting support services in Milwaukee County for young parents and homeless shelters specifically for youth. For youth with disabilities, the DVR staff provides assessment, training, job placement, job coaching, and vocational counseling services. EMI's youth service provider staff partners plan to work more cohesively with DVR staff to capture those youth with the desire to received additional workforce services via co-enrollment in youth programming. State, county, and local government entities and nonprofit organizations provide trauma informed care for individuals and training for service provider staff.

EMI has a strong history of providing work experience opportunities for youth program clients though paid and unpaid work experience, internships, Youth Apprenticeship and on-the-job training. With the pending retirements and skills shortages, businesses are increasingly providing more opportunities for work-based learning opportunities.

EMI is conducting research into innovative youth service models including comprehensive achievement academies and project-based learning in high demand industries.

**17. Provide the local area's definitions of the "requires additional assistance" eligibility criterion for:**

**a. In-school Youth; and**

**b. Out of School Youth.**

As detailed in EMI's board-approved Policy 18-02, EMI defines a youth or young adult "who requires additional assistance to complete an educational program, or to secure or hold employment" as an individual with at least one of the following characteristics. These characteristics may be substantiated by a client's self-attestation.

- Has experienced or witnessed a recent traumatic event, including domestic violence or abuse, or resides in an abusive environment.
- Has ever been dismissed or had a non-voluntary separation from employment.

Additionally, an applicant to the WIOA In-School Youth (ISY) Program can meet this definition if the below characteristic applies. This characteristic must be substantiated by a school record, which may include a documented statement from a school official.

- Has previously dropped out, been suspended or been expelled from school. The youth must have returned to school.

**18. Provide a description of how the local WDB will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local WDB will carry out, consistent with subparagraphs (A) and (B)(i) of Section 107(d)(11) and Section 232, the review of local applications submitted under Title II.**

EMI has established history of working in close collaboration with Adult Basic Education (ABE) and English Language Learning (ELL) programs to improve literacy skills that include reading, writing, math, and/or English Language Learners. This network of collaboration extends beyond the local technical college and includes additional diverse recognized purveyors of educational services with expertise in working with adults.

Specifically, the coordination of activities begins when the local technical college, Milwaukee Area Technical College (MATC), selects these partners through a competitive procurement process in which EMI staff are included as evaluators. Bidders must demonstrate past effectiveness by providing performance data that indicates a substantial record of improving skills of eligible individuals, particularly those who have low literacy in the above-named subjects. Successful providers are required to adhere to the terms of agreement in a Memorandum of Understanding and provide their expertise in digital and family literacy, workforce preparation activities, and integrated education and training services. These factors are included to ensure that eligible individuals can accelerate their education and ensure learning gains.

The procurement process requires that providers deliver instruction based on best practices and technologies that help individuals acquire knowledge and skills to transition in their education and achieve economic self-sufficiency. For English Language Learners, providers must emphasize functional language skills that assist individuals to obtain workforce competencies.

Providers must make available information regarding their outcomes for individuals related to employment, attaining a high school diploma or equivalent and transition to post-secondary education

and training. To expand its intake system, EMI engages WIOA partners in data sharing, co-enrollment opportunities, and continuous quality improvement to align services and avoid duplication. Vital documents are provided in both Spanish and Hmong.

EMI's Equal Opportunity Officer (EOO) completes mandatory Equal Opportunity and Civil Rights Compliance onsite monitoring and ensures annual training is available to WIOA partners. Each provider is required to maintain a minimum standard of annual staff training on EEO and CRC requirements. EMI reviews this documentation for content, effectiveness, and timely delivery. The EEO conducts training with WIOA partner staff on how and when to refer a program applicant or client to a provider of Adult Basic Education and English Language Learner programs.

**19. Describe how executed cooperative agreements and MOU(s) define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local One-Stop delivery system. This includes cooperative agreements [WIOA section 107(d)(11)] between the local Workforce Development Board (WDB) or other local entities [WIOA section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B))] and the Division of Vocational Rehabilitation, or other relevant entities [Title I of the Rehabilitation Act (29 USC 720 et seq.)], with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

The One-Stop Memorandum of Understanding (MOU) fulfills the WIOA requirements to document and reach agreement among State and other required parties for negotiating cost sharing, service access, service delivery and other matters required and essential to the establishment of the local one-stop delivery system. The MOU describes the commitment of the parties to provide integrated workforce services at Comprehensive and Affiliate American Job Centers.

AJC partners work together to engage in integrated service delivery strategies to better serve job seekers and employers. Routine meetings and convenings assist with resource and information sharing, cooperative efforts with employers, and common staff training, among other collaborative benefits. EMI's designated OSO is responsible for facilitating integration efforts and convening all required partners in the AJC system.

*Please see primary activities listed in Question #13 b.*

**20. Provide a description of how the local WDB will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.**

Supportive services, including transportation, can play a critical role in the success of a client. EMI, in partnership with its service providers and many other AJC partners, ensures clients are informed on all available supportive services available through its board-approved Supportive Services policies. EMI ensures WIOA Title I policies support clients' needs and budgets including adequate funding for the provision of supportive services. AJC partners inform clients of support services they may be eligible to receive as well as make referrals to other programs and services for co-enrollment to maximize benefits.

Career planners maintain up-to-date knowledge of transportation options as this can be a key component in helping a client obtain and retain employment. Career planners assist clients navigate the public transportation system including assistance with researching modes, schedules, costs, and reserving rides. Transportation resources include bus passes, gas cards, taxi tickets, ride-sharing gift cards, and others as allowable by each individual program. EMI continuously reviews and adds transportation options to provide the most appropriate supportive services to clients.

**21. Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.**

The primary universal access services are the “core” services delivered through the American Job Center staff under the Wagner-Peyser and WIOA programs. EMI will coordinate closely with the Job Service Director and Staff for WDA 2 to ensure services are not duplicated while individuals arriving at American Job Centers receive the services they need. Examples of coordinating services include directing inquires to Job Service staff and resource rooms, giving joint presentations to community partners, such as the library system, to ensure the roles and responsibilities of each agency are understood, and conducting joint activities including workshops and hiring events.

EMI’s Program Committee is responsible for reviewing, evaluating, and recommending programmatic proposals, contracts, and policies, as well as convening local partners of the local workforce system.

Maximum coordination of services, improved service delivery, and eliminating duplication of services for clients is done primarily through EMI’s Coordinating Council. Improved service delivery and eliminating duplication of services for businesses is conducted through EMI’s Job Developer Cooperative. The Coordinating Council is a 40-plus member association of organizations that provide workforce development, related services and funding. Its mission is to collaborate to improve employer access to skilled workers by communicating employer needs identified by EMI’s Industry Advisory Boards, remediating system wide barriers, exchanging best practices, and collaborating on funding opportunities.

*Members of the Coordinating Council include:*

- City of Milwaukee Community Development Block Grant Office
- Housing Authority of City of Milwaukee (HACM)
- Social Development Commission (SDC)
- Job Corp
- Milwaukee Area Technical College (MATC)
- United Migrant Opportunity Services (UMOS)
- Goodwill Industries of S.E. Wisconsin
- YWCA of Greater Milwaukee
- M-7 (Regional Alliance)
- Center for Veteran Issues (CVI)
- Hmong American Friendship Association (HAFA)
- Milwaukee Area Workforce Funding Alliance (MAWFA)
- MAXIMUS

- Ross Innovative Employment Solutions
- America Works
- ResCare
- State Department of Vocational Rehabilitation (DVR)
- State Division of Children and Families (DCF)
- State Department of Workforce Development (DWD)
- Milwaukee County Office of Child Support
- Wisconsin Regional Training Partnership/Big Step (WRTP/BIGSTEP)
- African- American Chamber of Commerce
- Hispanic Chamber of Commerce

Subcommittees and work groups include but are not limited to, Milwaukee Job Ride Collaborative, Driver's License Recovery Initiative, Community Workforce Partnership, and Milwaukee Reentry Network (MREN).

EMI proposes to coordinate RES sessions with Title I Information Sessions in order to provide a more streamlined service for job seekers. EMI will use data collected from technology-based kiosks at AJC locations to identify and contact individuals utilizing resource rooms.

**22. Identify the administrative entity and/or fiscal agent responsible for the disbursement of Title I funds in the local area, as determined by the chief elected official or the Governor.**

*Administrative Entity and Fiscal Agent:* Employ Milwaukee, Inc.

**23. Describe the competitive process used to award the sub-grants and contracts in the local area for the WIOA Title I activities.**

EMI has documented its procurement procedures in its board-approved Fiscal Policies and Procedures Manual, which is designed to meet the mandates of Federal laws and standards identified in 2 CFR parts 200.317 through 200.326. EMI's procurement policies are followed during the competitive process used to award subgrants and contracts in the local area for activities carried out under WIOA Title I.

**24. Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.**

Table 14: WDA 2 WIOA Performance Indicators		
WIOA Program	Performance Measure	PY19-20 Negotiated Level
Adult	Q2 Unsubsidized Employment	68%
Adult	Q4 Unsubsidized Employment	63%
Adult	Median Earnings	\$4,100
Adult	Credential Attainment Rate	60%
Dislocated Worker	Q2 Unsubsidized Employment	72%
Dislocated Worker	Q4 Unsubsidized Employment	71%
Dislocated Worker	Median Earnings	\$6,100
Dislocated Worker	Credential Attainment Rate	52%
Youth	Q2 Unsubsidized Employment	58%

Youth	Q4 Unsubsidized Employment	57%
Youth	Credential Attainment Rate	58%
Youth	Median Earnings Q2 Exit	Baseline

*Definitions of Primary Indicators of Performance:*

**Q2 Unsubsidized Employment:** The percentage of program clients who are in unsubsidized employment during the second quarter after exit from the program. Employment includes unsubsidized employment, Registered Apprenticeship and military service. For the Youth Program, this also includes clients who were in educational programs including occupational skills training, post-secondary education, and secondary education.

**Q4 Unsubsidized Employment:** The percentage of program clients who were in unsubsidized employment during the fourth quarter after exit from the program. Employment includes unsubsidized employment, Registered Apprenticeship and military service. For the Youth Program, this also includes clients who were in educational programs including occupational skills training, post-secondary education, and secondary education.

**Median Earnings:** The median earnings of program clients who are in unsubsidized employment during the second quarter after exit from the program, as established through direct unemployment insurance wage record match, Federal or military employment records, or supplemental wage information.

**Credential Attainment Rate:** The percentage of clients who obtain a recognized post-secondary credential during participation or within one year after exit from the program. Participants who receive a secondary school diploma or equivalent are successful if the client was also employed or entered post-secondary education within one year of program exit.

**25. Provide a description of the actions the local WDB will take toward becoming or remaining a high-performing board, including but not limited to:**

- **Local WDB Roles:** Identify the role of the Local WDB and Youth Council/Committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will be taken to ensure that these areas are a priority for the local area? What actions and commitments will be made of the local WDB or Youth Council/Committee members (in particular those representing business) to support these initiatives?

EMI's Board of Directors and committees, along with its collaborative regional partnerships, support its efforts to become and remain a high-performing WDB. The following activities will be a prime focus in PY2020 through PY2023:

- **Data-Driven Planning and Performance Management:** EMI will continue to enhance its workforce service delivery outcomes by using business intelligence obtained through the Efforts to Outcomes (ETO) and ASSET systems to develop efficient, effective service delivery plans and improve performance management and monitoring. EMI's goal is for programs to be consistently outcome-driven with established benchmarks, developed through data and program analysis, that can be shared with staff and system partners who provide services within the core programs.

These efforts will include the analysis of local area and regional economic conditions to be proactive in the provision of sector and career pathway services.

- *High-Performing Business Engagement Strategies:* EMI will support business services, sector partnerships, career pathways and work-based learning by continuing to develop and maintain a high-performing BST. Activities will include convening, brokering and leveraging support among stakeholders, including local businesses, for workforce development activities conducted in WDA 2.
- *Planning and Coordination Functions:* Both community partners and employers have actively asked EMI to be a convening leader in advancing solutions that address systemic racial employment disparities and challenges of Milwaukee County's residents through conversation, partnership, advocacy, and investment. EMI will seek to strategically and incrementally assert a more intentional community presence, with a goal of establishing credibility as a thought leader and practitioner on matters consistent with the agency's mission.
- *Board and Committee Engagement:* Board of Director and Youth Committee meetings will include specific topics to solicit discussion and advance strategies that support business services, Sector Partnerships, Career Pathways, and Work-Based Learning. Board and Youth Committee members will be asked to support and provide work-based learning opportunities including the Earn & Learn summer youth employment and Registered Apprenticeship, serve on IABs to provide information on current job and skill needs, and collaborate with their network to communicate the benefits of the public workforce development system.
- *Innovative, Evidence-Based Best Practices:* EMI's CEO and staff are engaged with national, state, regional, and local associations, collaboratives, and initiatives in a variety of focus areas including reentry and youth opportunities. EMI will evaluate evidence-based service delivery models and program designs and implement those that advance the agency's mission, values, and goals, as well as the economic self-sufficiency of individuals and economic growth of employers.
- **Local WDB Participation: Describe how the local WDB will make businesses in the local area aware of opportunities to participate on the local WDB to ensure representation of industry sectors with the greatest labor force demand. Describe how the local WDB will maintain a minimum of at least 51% of businesses as active members and clients on the local WDB.**

EMI seeks to maintain a balanced membership that is representative of the interests of Milwaukee County and submits an updated Board roster to DWD for certification every two years. Board vacancies are communicated to DWD in between certification periods and new member information is provided when the seat is filled.

EMI's By-Laws establish that Board members are appointed to three-year terms. Those terms are staggered to ensure continuity of operations and leadership. Annually, EMI staff formally notifies the CEO and Board Chair of upcoming terms and works with the CEO to ensure re-appointments or new appointments are made in a timely manner. In the event a Board member chooses to resign from the Board, a formal letter of resignation is requested and the vacancy is communicated to the CEO, along with appropriate information relative to the seat and whether it is a private sector or mandated partner position. EMI utilizes labor market information and considers local industry demands to support the



appropriate mix of industries on the board. EMI complies with WIOA requirements by routinely tracking board membership to ensure private sector business representation is always at or above 51%.

EMI's board nomination form is posted on its website and distributed at Board, partner, and employer meetings. Board opportunities are marketed to individual employers, Industry Advisory Boards, industry associations, local and regional economic development agencies, Business Improvement Districts, Chambers of Commerce, and other business organizations. Most vacancies are filled quickly due to EMI BST's close working relationship with the business community.

**26. Describe the process used by the local WDB to provide an opportunity for public comment, including comment by representatives of businesses and representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.**

Consistent with section 108(c), EMI posted the local plan for public comment for thirty (30) days via the following methods:

- A public notice in the Milwaukee Journal Sentinel, Milwaukee Community Journal, and El Conquistador, which covers Milwaukee County and the city of Milwaukee.
- A notice and the plan on EMI's website.
- Hard copies of the plan were available in each AJC in WDA 2. (Note: To ensure the health and safety of AJC clients and staff, hard copies were not provided during the COVID-19 pandemic.).

Input into the development of the local plan happened through various channels including:

- EMI strategic planning and discussions at WDB meetings.
- Individual meetings and/or communication with local workforce system partners and Industry Advisory Boards.
- An online survey distributed to WIOA, community, and business/labor partners for input prior to the Draft plan being posted for public comment.
- EMI will have copies of the draft local plan available (hard or digital) for board members at the May Program and Executive Committee meetings. This will enable the local plan to be shared with business members, labor organizations, and education entities and allow for their respective organizations to review and make comments.
- Comments could be made via email or in writing with specific instructions included in the public notice.
- A section will be added to the bottom of the local plan which will contain the comments received during the 30-day comment period. No changes were made due to the comment period.



# Workforce Innovation and Opportunity Act (WIOA) Regional Plan

## *Regional Workforce Alliance* Wisconsin WDAs 1, 2 and 3 Program Years 2020-2023

**Draft Date: November 1, 2020**

The Regional Workforce Alliance is an Equal Opportunity Employer and Service Provider. Auxiliary aids and services are available upon request to individuals with disabilities. If you need this information interpreted to a language you understand or in a different format, please contact Carrie Hersh ([Carrie.Hersh@employmilwaukee.org](mailto:Carrie.Hersh@employmilwaukee.org) or 414-270-1700). Callers who are deaf or hearing or speech-impaired may reach us at Wisconsin Relay Number 711.

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**Planning Region:** Regional Workforce Alliance (RWA)

**Local Areas Included in this Planning Region:** Workforce Development Areas (WDAs) 1, 2, and 3.

**Plan Period:** Program Years 2020-2023

1. **Provide an analysis of the regional labor market data and economic conditions, including:**
  - a. Existing and emerging in-demand industry sectors and occupations; and
  - b. The employment needs of employers in those industry sectors and occupations.

**The analysis may include:**

- An assessment of industry sectors that are considered mature but still important to the regional economy.
- A discussion of regional geographic factors (advantages or disadvantages) that may impact the regional economy and the distribution of employers, population, and service providers in the region.

**Data will be compiled from the Quarterly Census of Employment and Wages, Occupational Employment Survey, and long-term Industry and Occupational Projections and from DWD labor exchange services such as Job Center of Wisconsin. DWD Regional Economists will provide information that may be supplemented by WDB Business Services Staff.**

The 7-County Southeastern Wisconsin region includes WDA 1, 2, and 3. This area of Wisconsin holds the greatest number in jobs in the State, accounting for 35% of all jobs in the State. The jobs numbers in the region have seen approximately 4.5% growth since 2014, however this is 3.4% below the national growth rate of 7.9%<sup>1</sup>. The largest employing industry in the region is Healthcare and Social Assistance, providing 15% of all jobs in region. Manufacturing remains a strong industry in area due to the quantity of jobs and a rapidly aging workforce (28% are 55 and older), despite an expected 5% decrease over the next 10 years (Table 1). Manufacturing plays a significant role in the region with over 60% of all highly concentrated subsectors (Subsectors with LQ greater than 1.25) falling within the manufacturing sector (Table 2). The regional WDB's will focus workforce strategies and initiatives on in-demand industries that have a high quantity of jobs and/or are a key industry in the region, including, healthcare, manufacturing, hospitality (accommodations, food service and retail trade), construction, finance, information technology and transportation. As of 2019, there were 60,148 pay rolled business locations in the region<sup>1</sup>. The 7-County region is home to 13 companies on the 2020 Fortune 1000 list. Of those companies, six are from sectors that represent a key industry including Briggs & Stratton, AO Smith, Rexnord, Generac, Rockwell Automation, and Quad Graphics.

Table 1. Top Employing Industries in 7-County Region (WDA 1, 2, 3)				
NAICS Code	Industry Description	2020 Jobs	2030 Jobs	Expected 10-year growth rate
62	Health Care and Social Assistance	172,711	194,430	13%
31	Manufacturing	157,275	148,766	(5%)
90	Government	113,734	111,684	(2%)
44	Retail Trade	102,469	101,037	(1%)
72	Accommodation and Food Services	88,563	95,160	7%
56	Administrative and Support and Waste Management and Remediation Services	68,051	68,030	(0%)
81	Other Services (except Public Administration)	55,661	56,609	2%
54	Professional, Scientific, and Technical Services	52,601	55,822	6%

23	Construction	48,578	53,102	9%
42	Wholesale Trade	45,673	44,716	(2%)
52	Finance and Insurance	45,576	43,209	(5%)
48	Transportation and Warehousing	40,986	42,901	5%
61	Educational Services	39,709	43,943	11%
55	Management of Companies and Enterprises	30,638	32,540	6%
71	Arts, Entertainment, and Recreation	21,378	23,908	12%
51	Information	14,668	13,557	(8%)
53	Real Estate and Rental and Leasing	14,112	14,015	(1%)
11	Agriculture, Forestry, Fishing and Hunting	4,157	4,275	3%
22	Utilities	2,743	2,219	(19%)
Source: EMSI, 2020.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed				

Table 2. Key Industries (LQ Greater than 1.25) in 7-County Region (WDA 1,2 & 3)		
NAICS	Industry Description	Location Quotient
335	Electrical Equipment, Appliance, and Component Manufacturing	5.79
323	Printing and Related Support Activities	4.02
316	Leather and Allied Product Manufacturing	3.42
333	Machinery Manufacturing	3.23
332	Fabricated Metal Product Manufacturing	2.83
326	Plastics and Rubber Products Manufacturing	2.14
331	Primary Metal Manufacturing	2.08
518	Data Processing, Hosting, and Related Services	1.89
551	Management of Companies and Enterprises	1.88
322	Paper Manufacturing	1.75
325	Chemical Manufacturing	1.58
624	Social Assistance	1.54
485	Transit and Ground Passenger Transportation	1.52
334	Computer and Electronic Product Manufacturing	1.45
311	Food Manufacturing	1.39
611	Educational Services	1.37
622	Hospitals	1.34
339	Miscellaneous Manufacturing	1.31
423	Merchant Wholesalers, Durable Goods	1.27
Source: EMSI, 2020.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed		

Annually, there are an average of 138,000 openings across all occupational groups. The top 5 posted occupational groups are transportation and material moving (53-000), sales and related (41-000) healthcare practitioner (29-000), management (11-000), and office and administrative support (43-000)<sup>1</sup>. Occupational groups with the greatest number of openings and an expected growth are food preparation (35-000), transportation and material Moving (53-000), healthcare support (31-000), business and financial (13-000) and educational instruction (25-000)<sup>1</sup>. The greatest need for workers tends to be in occupations with lower hourly rate (median rate \$15.76) and less educational attainment required (Table 3). Out of the 40 occupations anticipated to have a growth rate and greater than 500 annual openings, 63% require some college credits or less.

Table 3. Occupations with greatest number of openings and growth rate. 7-County Region (WDA 1, 2, & 3)							
SOC	Occupation	2019 Jobs	2030 Jobs	Growth Rate	Annual Openings	Median Wage	Typical Entry Education
31-1128	Home Health and Personal Care Aides	37,106	48,735	26%	7,859	\$24,152.83	High school diploma or equivalent
35-3023	Fast Food and Counter Workers	27,165	31,003	12%	6,113	\$20,115.07	No formal educational credential
29-1141	Registered Nurses	24,089	26,477	8%	1,575	\$72,738.06	Bachelor's degree
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	21,979	22,454	1%	3,189	\$33,052.13	No formal educational credential
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,001	19,070	5%	2,550	\$26,513.91	No formal educational credential
53-3032	Heavy and Tractor-Trailer Truck Drivers	14,265	15,074	4%	1,771	\$48,772.19	Postsecondary nondegree award
35-3031	Waiters and Waitresses	13,816	14,683	5%	2,825	\$19,883.24	No formal educational credential
11-1021	General and Operations Managers	12,394	13,385	6%	1,215	\$123,112.61	Bachelor's degree
49-9071	Maintenance and Repair Workers, General	12,496	13,000	3%	1,287	\$41,634.42	High school diploma or equivalent
31-1131	Nursing Assistants	11,440	11,671	2%	1,322	\$30,935.50	Postsecondary nondegree award
25-2021	Elementary School Teachers, Except Special Education	10,429	10,635	2%	805	\$59,814.75	Bachelor's degree
25-1099	Postsecondary Teachers	9,454	10,361	8%	946	\$89,529.11	Doctoral or professional degree
43-4171	Receptionists and Information Clerks	9,867	10,217	3%	1,388	\$31,874.90	High school diploma or equivalent

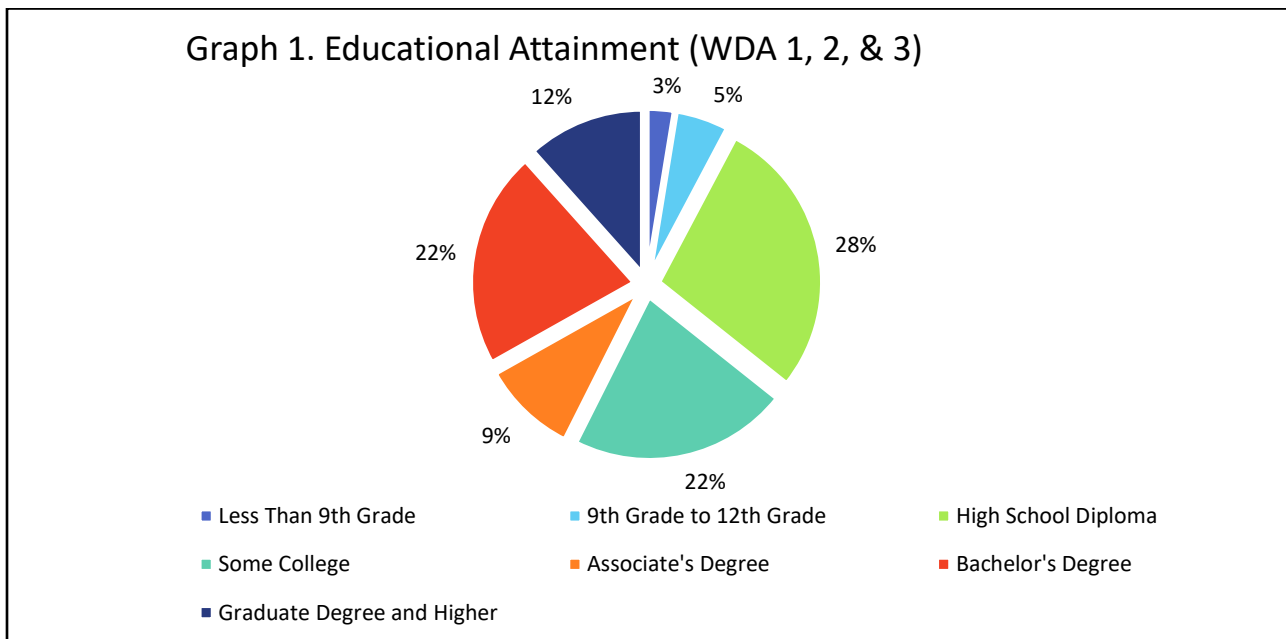
35-2014	Cooks, Restaurant	8,323	9,828	15%	1,425	\$27,329.26	No formal educational credential
25-9045	Teaching Assistants, Except Postsecondary	9,592	9,825	2%	1,045	\$32,589.68	Some college, no degree
13-2011	Accountants and Auditors	9,525	9,811	2%	931	\$66,120.12	Bachelor's degree
37-2012	Maids and Housekeeping Cleaners	9,216	9,318	1%	1,277	\$24,817.25	No formal educational credential
37-3011	Landscaping and Groundskeeping Workers	8,007	8,799	8%	1,164	\$33,007.61	No formal educational credential
35-3011	Bartenders	8,215	8,749	5%	1,548	\$21,872.55	No formal educational credential
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	7,713	8,527	9%	707	\$92,778.95	Bachelor's degree
13-1198	Project Management Specialists and Business Operations Specialists, All Other	7,781	8,139	4%	799	\$55,019.84	Bachelor's degree
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	8,092	8,136	0%	1,052	\$54,321.80	High school diploma or equivalent
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	7,108	7,746	7%	1,202	\$31,483.53	High school diploma or equivalent
53-3058	Passenger Vehicle Drivers, Except Bus	6,346	7,368	13%	965	\$28,885.88	High school diploma or equivalent

	Drivers, Transit and Intercity						
47-2061	Construction Laborers	6,465	7,250	10%	835	\$41,807.72	No formal educational credential
53-3033	Light Truck Drivers	6,538	7,161	7%	847	\$29,629.04	High school diploma or equivalent
47-2031	Carpenters	6,366	6,699	4%	714	\$50,608.38	High school diploma or equivalent
41-1011	First-Line Supervisors of Retail Sales Workers	6,460	6,529	1%	739	\$39,840.89	High school diploma or equivalent
13-1111	Management Analysts	5,915	6,337	6%	616	\$85,266.64	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	5,498	6,297	12%	677	\$59,863.25	Bachelor's degree
39-5012	Hairdressers, Hairstylists, and Cosmetologists	5,853	6,121	4%	786	\$26,647.48	Postsecondary nondegree award
25-2011	Preschool Teachers, Except Special Education	5,295	5,445	2%	561	\$26,086.41	Associate's degree
31-9092	Medical Assistants	3,922	4,877	21%	574	\$37,724.37	Postsecondary nondegree award
35-2021	Food Preparation Workers	4,315	4,768	9%	832	\$20,877.07	No formal educational credential
47-2111	Electricians	3,985	4,645	13%	571	\$70,732.33	High school diploma or equivalent
39-9032	Recreation Workers	3,960	4,148	4%	694	\$25,884.53	High school diploma or equivalent
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	3,569	3,834	6%	875	\$19,548.68	No formal educational credential
35-2012	Cooks, Institution and Cafeteria	3,289	3,622	8%	520	\$29,539.37	No formal educational credential

35-9021	Dishwashers	3,218	3,364	4%	538	\$20,147.97	No formal educational credential
39-9031	Exercise Trainers and Group Fitness Instructors	2,673	3,145	14%	531	\$33,417.11	High school diploma or equivalent
Source: EMSI, 2020.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed							

**2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs of in-demand industry sectors and occupations.**

An analysis of occupations that are expected to have growth by 2030 shows that 48% require a high school diploma or less, 15% require some formal training (post-secondary diploma or associate degree) and 37% require a bachelor's degree or more<sup>1</sup>. Reviewing the educational attainment of citizens, a close match can be found. Approximately 36% have a high school diploma or less, 31% have some college or an associate degree and 33% have a bachelor's degree or greater (Graph 1). The region needs to focus on helping citizens complete their educational programs. There is a significant portion of the population that has some college (22%) but has not necessarily earned a certificate or degree. Although this region has slightly better educational attainment outcomes than national levels, workforce initiatives should be focused on helping citizen's achieve credentialing. Additionally, workforce initiatives and programming need to include some basic professional skills. Employers continue to express the need for employees to have common professional skills, such as, ability to work with others, active listening, aptitude for technology, coordination, critical thinking, customer service, effective communication skills, problem solving and decision making skills, and time management.



Source: US Census Bureau, American Community Survey, 2018 5-year, Table S1501



An analysis of jobs identified by DWD as ‘Hot Jobs’, those having above average median salary, above average % growth, and most projected job openings, shows similar ‘Hot Jobs’ between the WDAs. The common hot jobs are registered nurse, general and operations managers, accountants, maintenance workers, software developers, and market research analysts. Approximately, 39% of all hot jobs require a high school diploma or less, 5% require some postsecondary education and 56% require a bachelor’s degree. The types of certifications and experience required to enter some of the outlined hot jobs include project management professional, certified public accountant, HVAC, forklift operator, customer relationship management, ITIL, Cisco Certified Network Associate, and Scrum Master.

Table 4. Hot Jobs			
Number	WDA 1	WDA 2	WDA 3
1	Customer Service Rep	Registered Nurse	Sales Representatives
2	Sales Representatives wholesale, manufacturing	General & Operations Managers	Heavy and Track trail truck drivers
3	Inspectors, Testers, Sorters	Accountants and Auditors	General and Operations Managers
4	First-line supervisors of production and operating workers	Maintenance and Repair Workers	Maintenance and Repair General Workers
5	Maintenance and Repair Workers	Market Research Analysts and Marketing Specialist	Registered Nurses
6	General and Operations Managers	Management Analyst	Accountants and Auditors
7	Accountants and Auditors	Human Resource Specialists	Market Research Analyst
8	CNC, Tool Operators	Health Specialties Teachers	Software Developers
9	Welders, Cutters, Solderers	Computer Systems Analysts	Construction laborers
10	Industrial Engineers	Software Developers, Applications	Securities, Commodities and Financial Services

**3. Provide an analysis of the workforce in the region including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.**

According to the US Census Bureau, the estimated population of the 7-County region is 2,042,648. The region comprises of approximately 35% of the State’s total population. Approximately, 975,750 individuals are employed and 73,807 are unemployed (Table 5). The labor force participation rate and employment to population ratio for the region is greater than that of both the State and national average. (Table 6). An analysis of the age distribution reveals that 38% of the population is of prime working age (25-54), 30% is 55 and older, and 32% is 24 and under<sup>2</sup>. The retirement risk for this region is close the national average. Approximately, 44% of the workforce across all occupations is aged 45 and up. Occupations with the greatest retirement risks, more than 50% of workforce above age 45, are

management occupations, legal occupations, installation occupations, architecture and engineering and production occupations<sup>1</sup>. Unemployment rates had been decreasing steadily before the COVID-19 led to a spike in unemployment and joblessness. However, the long-term pressures that have been leading to tighter and tighter labor markets will continue to be pressing as the economy recovers. Employers in the region will need to continue to work harder to find the right candidates with the right skillset. A lack of access to technology can act as a barrier to employment and education/training. The workforce system needs to ensure that individuals re-entering the workforce have basic digital literacy and employability skills to meet entry level job requirements. As the workforce continues to age, employers will need to begin looking at other untapped talent pools the region. Workforce initiatives and strategies must include populations that have potential barriers to employment, including veterans (Table 7), persons with disabilities, individuals reentering society and those classified as the ALICE population. There are approximately 47,823 veterans of working age and 121,982 persons with disabilities of working age<sup>3</sup>. According to the Wisconsin Department of Corrections, in 2019, there were 4,122 individuals returning to the region. On average, 21% of households in the 7-County region are characterized as ALICE (Asset-Limited, Income-Constrained, Employed). ALICE households are those that earn more than the federal poverty level, but less than the basic cost of living for the region (ALICE threshold)<sup>4</sup>. There will also be a need to watch for new barriers that arise from the economic recovery after the COVID-19 pandemic.

**Table 5: Labor Force and Unemployment Data, 7-County Region**

WDA County	Labor Force	Employed	Unemployed	Unemployment Rate
Kenosha	88,499	82,200	6,299	7.1%
Milwaukee	463,420	425,483	37,937	8.2%
Ozaukee	47,963	45,366	2,597	5.4%
Racine	97,155	90,104	7,051	7.3%
Walworth	56,322	52,906	3,416	6.1%
Washington	75,700	71,445	4,255	5.6%
Waukesha	220,498	208,246	12,252	5.6%
<b>M7</b>	<b>1,049,557</b>	<b>975,750</b>	<b>73,807</b>	<b>7.0%</b>

Source: Wisconsin Department of Workforce Development, State Economist, 2020

**Table 6. Labor Force Participation Rate and Employment to Population Ratios**

Location	Labor Force Participation Rate	Employment to Population Ratios
Kenosha	67.2	61.2
Milwaukee	65.8	60.4
Racine	64.9	60.0
Ozaukee	67.6	65.2
Walworth	67.3	67.3
Washington	70.9	68.1
Waukesha	68.9	66.3
<b>M7 Average</b>	<b>67.5</b>	<b>64.1</b>
<b>Wisconsin</b>	<b>66.9</b>	<b>63.2</b>
<b>United States</b>	<b>63.5</b>	<b>58.4</b>

Source: US Census Bureau, 2018 American Community Survey, 5- year estimates, Table S2301

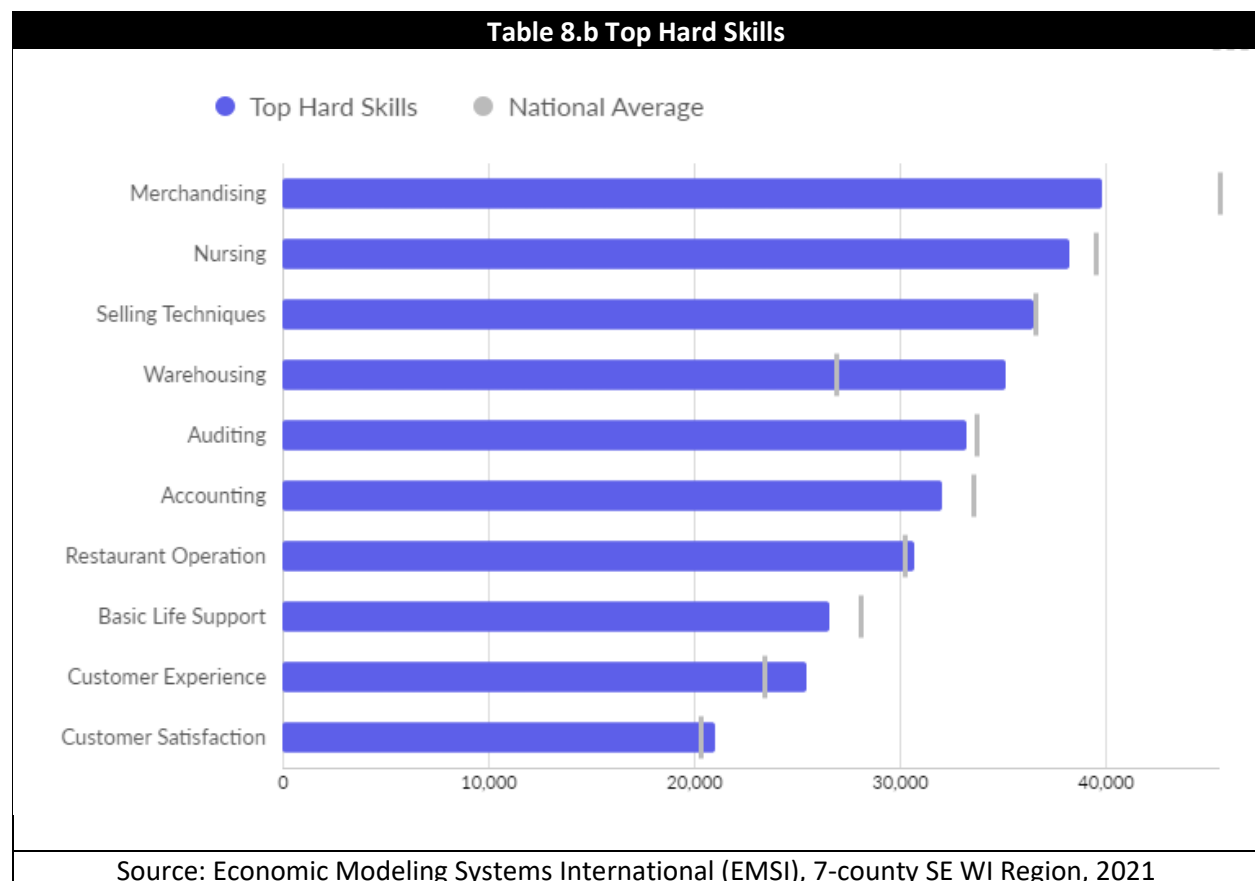
**Table 7. Veteran Labor Force (18-64)**

Location	Aged 18-34	Aged 35-54	Aged 55-64
<b>M7</b>	<b>7,929</b>	<b>21,226</b>	<b>18,668</b>

Source: US Census Bureau, 2018 American Community Survey, 5- year estimates, Table S2101

The 7-County region 92.2% of individuals have a high school diploma or greater and 33.2% have a bachelor's degree or higher. This is greater than both the national average of 87.7% and 31.5%, and Wisconsin averages of 91.9% and 29.5%, respectively (Table 8.a.). Top hard skills include merchandising, nursing, sales, warehousing and auditing. The region has a competitive advantage in warehousing, restaurant operation, customer experience, and customer satisfaction compared to national averages (Table 8.b.) As mentioned in Question 2, this closely matches the needs of growing occupations in the region, however initiatives must focus on helping citizens complete credentialing programs.

<b>Table 8.a.: Educational Attainment Comparisons age 25 and over, WDA 1, 2 &amp; 3.</b>						
<b>Location</b>	<b>Less than HSD</b>	<b>HSD</b>	<b>Some College</b>	<b>Associates Degree</b>	<b>High School Diploma or Higher</b>	<b>Bachelor's Degree or Higher</b>
<b>M7</b>	7.7%	27.9%	21.7%	9.42%	92.2%	33.2%
<b>Wisconsin</b>	8.1%	30.9%	20.7%	10.7%	91.9%	29.5%
<b>United States</b>	11.7%	26.9%	20.3%	8.6%	87.7%	31.5%
Source: US Census Bureau, American Community Survey, 2018-5 year estimates, Table S1501						



- Describe efforts that have taken place, or are anticipated during the planning period, to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements. In addition:

- a. **Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers;**
- b. **Describe how the planning region will strategically coordinate workforce development activities with all required partners (Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education, Community Services Block Grant, Department of Housing and Urban Development employment and training programs FSET, and TANF);**
- c. **Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs; and**
- d. **Provide a description of how the planning region will coordinate workforce development activities carried out in the region with statewide rapid response activities, as described in Section 134(a)(2)(A).**

The Regional Workforce Alliance (RWA) is an alliance between the three Workforce Development Boards (WDBs) serving the 7-county Southeastern Wisconsin region. The RWA believes that workforce development is economic development. The RWA seeks to align its investments with regional economic growth strategies in a way that establishes pathways for job seeker customers to advance and achieve success, which serves both the supply and demand sides of the labor market. The RWA works collaboratively with its regional economic development and planning counterparts - the Milwaukee 7, the South Eastern Wisconsin Regional Planning Commission (SEWRPC) - to provide input into and help implement regional economic development plans. The RWA also coordinates at the local level within each respective WDA with economic development agencies and alliances, industry associations, Business Improvement Districts, Chambers of Commerce, business and industrial park organizations, and business service organizations such as Kiwanis and Rotary to identify key strategies. The RWA Directors share local economic development strategies during planning meetings to identify shared opportunities that can be scaled regionally.

Representing the 7-county Southeastern Wisconsin region, and operating within the same labor shed and within close geographic proximity, the RWA has long acknowledged the importance and benefits of regional service strategies. The three workforce areas, seven counties, and ten locations are diverse and unique with complex and disparate approaches at the direct service level. Business customers cross government jurisdictions. Increased value is placed on authentic collaboration, benchmarking, learning, idea sharing, and shared focus on the customer. RWA directors and executive staff conducted strategic planning sessions and there was a group consensus that a 7-county Regional One Stop Operator (OSO) would be the optimal regional service delivery approach.

To this end, the RWA conducted a competitive procurement process in early 2020 and contracted with a Regional One Stop OSO to ensure the coordination of local and regional service delivery in the American Job Center (AJC) system. The Regional OSO's work includes convening partners, training, and coordinating activities associated with Memorandums of Understanding (MOUs), WIOA Local Plans, American Job Center certification, and the directives of the RWA. The planning region will strategically coordinate workforce development activities with all required partners through the following four point strategy.

**Q1: LISTEN, LEARN, SHARE.** Interviews, surveys, partner-led information gatherings, MOU and WIOA plan reviews, and investigations into OSO best practices will be conducted to identify areas of strengths across the WDAs as well as to identify areas of opportunity.

**Q2: ENGAGE, INTEGRATE, INNOVATE.** Information and resources collected will be analyzed and disseminated to the partners. Efforts will be focused on developing relationships among partners across the three WDAs. The goal will be to strengthen relationships and to develop a shared vision for the future of the regional workforce system. The optimization of virtual and remote service offerings, decentralized points of access, and physical space location-based services will be investigated.

**Q3: ANALYZE, AGREE, BUILD.** Regional metrics, scorecards, and standardized methods of data collection will be developed. Baseline measures will be calculated along with templates for standardized data collection. An approach will be developed to present regional workforce system information in a meaningful format.

**Q4: ACTUALIZE, ENVISION, ENACT.** The regional vision, goals, and metrics will be incorporated into aligned action within WDAs, MOUs, and the American Job Centers system.

Customer count information, agency referrals, customer satisfaction surveys, and Limited English Proficiency (LEP) connections will be used to measure progress towards goals of:

1. Improved customer experience,
2. Enhanced partner engagement, and
3. Advancement of macroeconomic system outcomes.

The primary goal of the Regional OSO will be to develop relationships built on trust with all required partners which include Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education, Community Services Block Grant, Department of Housing and Urban Development employment and training programs FSET, and TANF. The Regional OSO will develop distribution lists and approaches to communication that are varied and tailored to the preferences of partners. Approaches will include emails, texts, voice calls, visits, briefings, and curating helpful information to assist leaders and practitioners. “Rounding” is a quality principle associated with organizational excellence and will be an ongoing method of checking in with key partners.

The RWA’s Regional OSO does not provide direct services of any type within the American Job Center system. Its sole role is to act as a neutral facilitator. This ensures that no service, program, agency, or funding stream will dominate the design of services. Alignment and integration of services will be accomplished through the following approach:

- Analysis of the current partner approaches, constraints, needs
- Crosswalk to legislative requirements and local workforce plan goals
- Training and information sharing on methods and best practices
- Use of LEAN tools and quality principles to help partners jointly developing efficiencies in systemic and measurable ways.
- Appreciative inquiry and consensus decision-making.
- Ongoing “rounding” to check in with partners in a consistent targeted way.

Intentional functional interagency connections at different levels within the American Job Center system will be promoted. Partners' capacity to participate in collaborative activities beyond their key program deliverables will be encouraged. To make partnerships effective, the RWA and its Regional OSO will use the following strategies:

- Functional collaboration will occur in four areas: top level advisory, operational supervisory, business services, and front-line points of access.
- Convenings and agendas will be topic driven with repetition in areas of compliance, labor market information, and customer information. Featured topics will respond to partner interests.
- "All system all partner activities" will be open to everyone with agendas of universal interest.
- Post surveys will be used to evaluate helpfulness and satisfaction of all partnership activities.

Daily management of the American Job Center system will support local delivery systems in place and assist local partners in enhancing services based on local needs and capacity. Approaches to improve integration will be developed in partnership with center managers and system partners. These will be focused on alternative points of access to American Job Center system services such as through libraries, community locations, and through remote technology and web-enabled methods. Projects that will improve and expand the system in these areas include:

- The creation of digital approaches to intake, enrollment, and client meetings within centers, to allow for distancing and safety, and through secure remote connections based on post-pandemic service delivery. These solutions were already in development pre-pandemic and will change the design of services post pandemic.
- Expand web-based live chat hours and offer hybrid types of help.
- Expand the use of the public library system as service sites.

One-stop centers in Wisconsin pre-date federal legislation and three successive pieces of legislation have informed the design, terminology, and regulatory expectations of centers. As a result, there are many approaches to the provision of basic services, business services, and services for individuals. The MOUs and WIOA Local Plans approved by the Workforce Development Boards (WDBs) describe the approach to the services for each center. The Regional OSO will support partners in carrying out agreed upon plans and creating improvements that focus on customers. The Regional OSO will act as a facilitator and provide support through the curation of information, resources, tools, best practices, guidance from other areas, technical support entities, and trainers. Information will be shared with WDBs and the RWA to inform policy and directives. In particular:

- A focus on functional service delivery of career and individual services will combine services across partners based upon partner consensus, involvement of all agencies, relationship building, continuous review of customer input, interagency projects, technical assistance, and shared learning
- Business Service Teams will develop a regional menu of business services, hold business resource fairs, including a regional virtual job fair.
- Methods of ongoing electronic communication will be developed to facilitate sharing job leads and employer information.
- A universal referral form will be created for the region. Approaches used by 211 and other navigation - style customer serving industries, along with best practices in the country, will be researched.

Continuous improvement methods will be developed and implemented by the Regional OSO throughout the regional American Job Center system. Specifically:

- A locally created workforce system staff certification program will be offered virtually through Zoom technology to interagency staff across the region. This program will focus on system knowledge, tools and resources to help customers, laws and regulations impacting programs, and customer service innovation. It will include pre- and post-tests, certificates of completion, and a customer experience improvement capstone project that is presented to system leaders.
- Project management training will be offered to create a common language and tools for vetting and working on system integration projects. This will ensure projects include measurable and attainable goals, timelines, clear roles, and effective communication.
- Customer satisfaction measurement will be collected through surveys offered through multiple approaches at all locations and online. Results will be reviewed and shared with supervisory level staff monthly.
- Partner input and satisfaction will be systematically gathered through online survey software as a standard follow-up to all convening, presentations, training, and partnership activities.
- At least one learning opportunity will be available in all areas monthly. Preference will be given to promoting partner-led opportunities.
- Learning opportunities will be aligned to system-level agendas, such as workforce development month, career awareness month, national disability awareness month, and apprenticeship week.
- Training topics will encompass labor market, job demand, industry sectors; unconscious bias, accessibility, and accommodations; quality principles of excellence including us/we, 5/10 rule, hand over; technology skills & approaches to customer services; best practices in universal intake and concurrent and sequential enrollment.
- Projects to improve the customer experience will utilize LEAN six sigma methods and Human-Centered Design based on consensus of partners on focus along with willingness and commitment to participate.

Many first time visitors to American Job Centers are often individuals who are receiving or are attempting to receive unemployment insurance. In some cases, the unemployment insurance program requires individuals to visit an American Job Center and attend a Re-Employment Services and Eligibility Assessment workshop. In other cases, individuals need assistance with understanding their eligibility for unemployment insurance or with their application. In all scenarios, DWD Job Service staff assist individuals in the workshop, the resource room, and/or through one-on-one meetings. In addition to DWD Job Service staff, other American Job Center partner staff attend unemployment insurance training to be able to effectively help clients navigate the unemployment insurance program. The RWA will strengthen linkages between the one-stop delivery system and unemployment insurance programs through its Regional OSO, who will ensure that American Job Center staff receive appropriate unemployment insurance training, will communicate mass layoff or closure events across the region to ensure a comprehensive and cohesive service delivery to dislocated workers, and will provide technical assistance to any required partner so that appropriate referrals to services are carried out.

When a business experiences a mass layoff or a closure, the Rapid Response team provides onsite information and/or workshops to affected individuals. Information sessions are often held to discuss unemployment insurance benefits, alternative pension and insurance programs, occupational skills training course availability, reemployment services, and Veteran's benefits. Staff assist affected individuals with understanding their eligibility for the unemployment insurance program as well as how to apply for benefits. Additionally, there are other situations where a client or employer needs assistance with navigating the unemployment insurance program or understanding their responsibilities. In these cases, American Job Center staff assist to the extent feasible and then refer the individuals to the unemployment insurance program.

The Rapid Response Coordinators for all three WDA's will coordinate delivery of services to businesses and affected workers particularly since many employees may live in a different county or WDA than the business location. These Coordinators will work together to determine which team, or combination of teams will provide onsite information and/or workshops to affected individuals. Information Sessions include basic presentations on Unemployment Insurance benefits, alternative pension and insurance programs, occupational skills training course availability (Dislocated Worker Program), reemployment services, Veteran's benefits and registration on Job Center of Wisconsin.

**5. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region and explain how sector partnerships will be utilized to facilitate the engagement of employers in workforce development programs.**

**Regions should consider:**

- a. Current in-demand industry sectors and occupations within the region;**
- b. The status of regional collaboration in support of sector initiatives;**
- c. Regional sector priorities based on data driven analysis; and**
- d. Business involvement and public-private partnerships in current initiatives.**

For current in-demand industry sectors and occupations within the region, see Table #1 (Employing Industries in 7-County Region), Table #3 (Occupations with greatest number of openings and growth rate in 7-County Region) and Table #4 (Hot Jobs, by WDA). This data will provide the sector priorities for the region.

The workforce system extends across county lines and WDA boundaries to connect the 7-County region workforce with employers and education/training partners. Business Services teams from the three WDA's have strong partnerships with businesses through Industry Advisory Boards, Chambers of Commerce, local business clubs and local economic development organizations, and regular employer engagement.

Sector partnerships have evolved to a more regional approach and collaboration over the last four years due to the regional labor market and the number of employers who have locations in all three WDA's.

Regional collaborations in support of sector initiatives include:

- Partnerships on Industry Advisory Boards (IAB's): Information Technology, Transportation & Logistics, and Finance (WDA's 2 and 3), and the healthcare sector through the Center for Healthcare Careers for Southeast Wisconsin.
- DOL H-1B grants: TechHire, American's Promise, and the American Apprenticeship Initiative grants (U.S. Dept. of Labor) are an example of current regional collaboration, particularly with WDA's 2 and 3. This collaboration include industry partnerships with the Higher Education Regional Alliance (HERA), MKE Tech Hub, and employers throughout the 7-county region.

The DOL H-1B grants can serve as a model for the region on how sector partnerships can be utilized for employer engagement and coordinating around in-demand occupations.

In order to meet the challenges of the 21<sup>st</sup> century global economy, WDA's 1, 2 and 3 have a long-standing regional association through the RWA (see #4). The WDA's and the RWA's sector priorities will focus on the region's top industries and occupations as described in the first paragraph of #5.

Business involvement and public-private partnerships in current initiatives include:

- Employ Milwaukee's Industry Advisory Boards. Leadership and staff from WDA 3 are included in



these convenings.

- Through the American Apprenticeship Initiative mentioned above, WDA's 1 and 2 have been able to expand non-traditional apprenticeships with Advocate Aurora, Children's Hospital and Froedtert. Each hospital system has increased the use of the apprenticeship model to meet their workforce needs. Advocate Aurora has also started a culinary arts apprenticeship; Children's Hospital has employed Data Analyst apprentices; and Froedtert started two cohorts of Pharmacy Technician apprentices. In addition to strengthened employer relationships, all three WDA's work closely with local post-secondary institutions on new and upcoming initiatives, including re-entry programming, early childhood education apprentices, and continuation of the TechHire IT bootcamps through WIOA funding.

- 6. If determined appropriate by the planning region, describe how administrative cost arrangements have been/will be coordinated, including the pooling of funds for administrative costs, or discuss why these are not appropriate for the planning region at this time. Regions may consider current or proposed resource leveraging agreements or establishment of a process to evaluate cost sharing agreements.**

20 CFR 679.510(a)(1)(v) states that Local WDBs and Chief Elected Officials (CEOs) within an identified planning region must [coordinate the] administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. The CEOs in each WDA and the workforce development boards do not consider it appropriate to coordinate or pool administrative resources currently. The RWA is sharing costs for the provision of a Regional OSO, engages in joint sector initiatives, and partners on discretionary U.S. Department of Labor grants to enhance service delivery throughout the region. Overall, there is a high level of regional coordination that exists between the workforce boards through their long-term partnership and coordinated initiatives. At the same time, separation allows each area to respond to the unique requirements of the job seekers and employers in the respective WDAs.

- 7. If determined appropriate by the planning region, describe the coordination of transportation and other supportive services, or discuss why these are not appropriate for the planning region at this time. Regions may consider:**
  - a. Establishing a process to assess coordination of transportation and other supportive services delivery; and**
  - b. Whether, and if so, how, to enhance the delivery of transportation and other supportive services delivery.**

The RWA understands that for the region to thrive, its entire workforce must have access to affordable, convenient, and geographically comprehensive transportation. The RWA coordinates and collaborates with regional transportation planning groups, such as the Regional Transit Leadership Council and SEWRPC, to assess transportation systems and availability, identify opportunities and challenges, and enhance job seeker access to transportation through a variety of methods, including but not limited to, identifying and providing multimodal transportation options, supporting drivers license recovery initiatives, advocating for bus lines to suburban employment centers, and communicating low cost car loan programs and other assistance programs.

The Regional OSO will establish a process for assessing and coordinating transportation and other supportive services delivery. This many include convening RWA leadership, WDB staff, American Job Center required partners, job seekers, and employers to discuss gaps in services, conducting surveys to identify key needs, and reporting the results system-wide to ensure solutions are identified and implemented, as needed.

**8. Describe other strategies and services that will be used in the planning region to support a local workforce development system that meets the needs of businesses in the planning region.**

All three WDA's conduct analysis of sector focus group meetings, business surveys and industry partnership meetings, etc. Continued sharing of that information will strengthen the regional workforce development system to meet the needs of businesses. In addition, continued outreach to businesses about grants such as Wisconsin Fast Forward and work-based learning programs, such as OJT's, IWT's, Apprenticeships and specialized training will be used.

**9. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.**

The RWA will leverage the career pathways that have been expanded by local technical colleges and the Wisconsin Technical College System (WTCS). The RWA will continue to work with DWD, WTCS and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and align to career pathways. The RWA will continue to participate in and leverage state-endorsed career pathways developed through DWD's JPMorgan Chase New Skills for Youth (NSFY) grant. Information developed through Wisconsin Career Pathways, used as a staff resource, is available at <https://pathwayplanit.com> and will be widely distributed.

The RWA and its Regional OSO will identify career pathway opportunities within the region by integrating efforts with sector-based strategies. Under WIOA, the RWA's approach to training services places a greater emphasis on work-based learning, stackable credentials, and career pathways. Registered Apprenticeship, On-the-Job Training, incumbent worker training, and other work-based learning opportunities will be offered to job seekers and employers to help support career pathway progression and upskilling.

The RWA via its Regional OSO will provide guidance, align practices between stakeholders, including business and industry partners, and engage in information sharing. The Regional OSO will promote opportunities to convene partners to focus on sequential and concurrent enrollment to support career pathways. The RWA will build on the existing career pathways foundation by continuing to coordinate learning and professional development for system, partner agencies and training of staff through its Regional OSO.

**10. Describe the agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c) for local areas or the planning region. Describe if the planning region is negotiating performance as a region or as individual local areas.**

The RWA's Regional OSO will gather information on existing approaches to defining the system including reporting, tracking, and performance management. The Regional OSO will work with WDBs and the RWA to develop system impact targets in areas of customer experience, partner engagement, and macroeconomic system outcomes. Baseline measures will be gathered, and formats for reports and scorecards will be developed relative to both required and desired Regional OSO activities and deliverables.

For the planning period, PY 2020-2023, WIOA performance levels will be negotiated as individual local WDAs. There are unique aspects to the three WDAs that would be difficult to account for in a single regional plan.

**11. Briefly describe the activities and steps taken to develop this regional plan.**

In 2018-19, the WDBs in the RWA participated in two technical assistance sessions hosted by DWD and facilitated by the consulting agency Maher & Maher. The sessions provided an opportunity to learn about regional planning, meet WIOA partners across WDAs, and begin discussions around shared opportunities and challenges.

Using the technical assistance as a foundation, the regional plan was developed through a multi-step process that focused on identifying stakeholders, strengths, and areas of alignment, while preserving the uniqueness of customer-focused service delivery within each WDA that depend on understanding and responding to WDA-specific local conditions.

The three WDB directors, in consultation with their respective staff, developed an engagement plan that would accommodate social distancing and public health requirements in place during the COVID-19 global pandemic. Engagement activities were conducted in virtual formats and included three online surveys, as well as a series of video conference convenings hosted by the Regional OSO:

- Regional service delivery meetings attended by supervisors and directors from American Job Center partner programs in all 7 counties and each WDA.
- A convening on the economy, labor market, and economic connections with invitations to all American Job Center partner program leaders and staff.
- A convening on workforce systems connections with the technical college system. Invitations were sent to American Job Center partner program leaders and staff, Wisconsin Technical College System Leaders, and directors, and staff from Gateway Technical College, Milwaukee Area Technical College, Moraine Park Technical College, and Waukesha County Technical College.

The RWA directors met biweekly throughout the process to conduct strategic planning, review the results of engagement activities, and provide comments on draft plan documents. The final draft plan was reviewed by the directors, Regional OSO, and other relevant staff. The final draft was presented for approval to each respective WDB and their Local Elected Officials and Consortiums.

**12. Describe the process used by the local boards in this planning region to provide an opportunity for public comment, including comment by representatives of businesses and representatives of labor organizations, and other public input into the development of the plan prior to its submission.**

Consistent with section 108(c), the RWA posted plan for public comment for thirty (30) days via the following methods:

- A public notice in the Milwaukee Journal Sentinel which covers the 7-County region.
- A notice and the plan on Employ Milwaukee's website, [www.employmilwaukee.org](http://www.employmilwaukee.org).
- Normally, hard copies of the plan would be made available in each American Job Center in the RWA's respective areas; however, to ensure the health and safety of American Job Center

clients and staff, hard copies were not provided during the COVID-19 pandemic, but were available virtually on the website and upon request.

Input into the development of the regional plan occurred through various channels including:

- RWA strategic planning and discussions at the director, executive staff, and board levels.
- Individual meetings and/or communication with workforce system partners and employers/Industry Advisory Boards.
- An online survey was distributed to WIOA, community, and business/labor partners in all three WDAs for input prior to the draft plan being posted for public comment. The RWA collected and analyzed the results. Feedback was incorporated into the plan.
- The RWA shared digital copies of the draft plan with board members so they could share widely.
- Comments could be made via email or in writing with specific instructions included in the public notice.

## WIOA Primer for Boards

◆ Passage of the Workforce Innovation and Opportunity Act (WIOA) is a watershed moment in the development of the Workforce system:

WIOA is an important catalyst for change that encourages a wide range of stakeholders to collaborate more effectively both within and in partnership with Workforce Boards. WIOA seeks to streamline and strengthen the strategic roles of Workforce Development Boards by making state and local boards more agile and well-positioned to meet state, regional and local employers' workforce needs. State and local boards must coordinate and align workforce programs to provide coordinated, complementary, and consistent services to job seekers and employers. Under WIOA, business continues to contribute to strategic development and other activities by maintaining a leadership role on the boards and forming the majority of workforce board membership. The streamlining of board membership will make it possible for Boards to be more agile and flexible; however, the Act does specify 13 functions for Local workforce boards, and 12 functions for State workforce boards. (For more information - link to the WIOA Governance Fact Sheet, <http://1.usa.gov/1Pk9cqs>)

WIOA drives a vision for more strategic action by Workforce Boards, with particular focus on a unified vision for workforce development shared by all levels of Boards within a state, more extensive collaboration with partners and employers, and expanded accountability and transparency. In the realm of strategic activities, Boards will want to consider items such as:

- the impact of common performance measures,
- new employer measures,
- career pathways for adult and youth populations,
- sector strategies,
- the re-envisioning of American Job Centers (AJC),
- staff capacity building,
- One Stop / AJC procurement, cost sharing, and certification, along with many other issues.

This brief seeks to examine some of the most critical topics for Boards to consider in framing its new role, along with providing links to promising practices, with the additional goal of outlining the key themes of WIOA and areas of focus within the Strategic Boards Tool Kit.

“WIOA makes it easier for the public workforce system to help workers acquire the skills employers need and help employers access the talent pool they need to compete and win in a global economy. The new legislative provisions are designed to help workers, including those with barriers to employment, access employment, education, job-driven training and support services; enhance program coordination, streamline service delivery and increase flexibility for governance; improve services to employers; and align programs across common goals and increase accountability and transparency. WIOA provisions also emphasize quality training that leads to credentials, regional planning and service coordination and implementation of targeted sector-based strategies and career pathways.” - <http://bit.ly/1UqDHfW>

## Strategic vs. Tactical Boards

In part because there was an emphasis on compliance as WIA was implemented, many state boards focused on ensuring that local workforce development areas met minimum standards. This alone represented a great deal of work. The role of a local Board under WIA was mainly to develop implementation plans and set funding priorities for their individual workforce area. WIOA challenges Workforce Boards to think more strategically and regionally about necessary policy changes and places tactical, operational planning more within the purview of program and agency managers. In addition to tactically asking how workforce development will be accomplished, with a focus on current conditions, real time analytics, and managing processes, the Board should also ask the strategic questions of why, and what, in connecting activities to the Workforce Development Vision and Mission statements, and focusing on emerging trends and patterns. (See “What is a Strategic Board” and “How to Lead a Strategic Meeting” presentation materials in the Strategic Boards Tool Kit)

## Vision and Mission

Board members are expected to develop a vision for their workforce system that is market-responsive, facilitates public-private partnerships, and serves as the **strategic** connection point for elected officials, workforce development providers, educators, employers, and stakeholders. That vision should be developed to incorporate successful workforce strategies such as sectors and career pathways that advance opportunities for all workers and job seekers. Boards also serve as a forum to develop a collective Vision and Mission that generates buy-in from all key stakeholders across

institutions, including the employer community, at the local, regional, and state levels. (Link to WIOA <https://www.doleta.gov/wioa/>, Quick Start Action Planner [http://www.workforcegps.org/QSAP\\_App](http://www.workforcegps.org/QSAP_App), and the promising practice New Jersey Blueprint for Talent Development <http://bit.ly/21cpNCR>)

### **Nominating a WIOA Compliant Board**

WIOA streamlines membership requirements for workforce boards, while maintaining a majority of business representation. Board membership must have a minimum of 51% of its members from the business sector, 20% representing existing workforce, and the remaining 19% representing service providers, including the required participation of Vocational Rehabilitation, Adult Education, Registered Apprenticeship, with optional participation of educational institutions, economic and community development, and higher education. The National Association for State Workforce Agencies (NASWA) has developed a template to assist Boards in ensuring compliance, which can be found here: <http://bit.ly/1ZE25yJ>

### **Educating Board Members**

As Workforce Boards shift to an even more strategic role under WIOA, it becomes increasingly critical that members understand the expectations for the positions they hold. Members are asked to serve as a critical lynchpin in ensuring that workforce training and investments are aligned with the needs of the state and local economy through the design, delivery, and oversight of the workforce development system. Boards may find it useful to develop a members' manual with information directly related to the changes between WIA and WIOA for existing members, and a comprehensive manual for new members. (Link to promising practice, Texas Workforce Solutions New Board Member Guide, <http://bit.ly/28pXFBL>)

### **Working with Local Elected Officials**

Under WIOA, it is expected that local workforce plans will support both economic growth and labor force needs; Boards and Elected Officials are encouraged to develop a more streamlined, strategic,

and comprehensive, system, which complements both Regional and State Plan Strategies. WIOA also provides an opportunity, but not a requirement, for local elected officials to restructure local workforce boards. This is a critically important opportunity that could facilitate the development of a strong, cooperative, working relationship between the Workforce Boards and Local Elected Officials, particularly as regional and local plans are aligned. (For more information, link to the Quick Start Action Planner <http://bit.ly/21csc0j>)

### **One Stop Certification and Competitive Bidding**

WIOA requires the certification and continuous improvement of one-stop centers by Workforce Boards and elected officials. It is the responsibility of the State and Local Boards to assist in developing the criteria and metrics by which the function of the one-stop centers will be measured. While some areas of the country already participated in competitive bidding for One Stop services, for many the introduction of this requirement under WIOA has stimulated the need for the development of guidance related to the procurement process for local areas to begin competitive bidding. (For more information, link to One Stop Fact Sheet, <http://1.usa.gov/1QUJA8d>)

### **Sector Strategies**

Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. While the approach is not new, there is a growing body of evidence showing that sector strategies can simultaneously improve employment opportunities for job seekers and the competitiveness of industries. As such, a number of national initiatives and federal laws are driving workforce organizations, and Workforce Boards in particular, to embrace these approaches, to meet both the needs of workers and the needs of the economy.

At the heart of sector strategies are sector partnerships (sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances, among others). These partnerships are led by businesses—within a critical industry cluster—working collaboratively with workforce areas, education and training, economic development, labor, and community organizations to identify and solve pressing human resource and other challenges. Boards may often act as an intermediary or convener for these efforts. Sector partnerships are the vehicle through which businesses voice their



talent needs and regional partners collaborate to develop customized solutions to meet those business needs.

For more information, link to the WorkforceGPS Business Engagement Collaborative Sectors Resources <http://bit.ly/1WYyvG2>)

## Identifying Industry Need

Experience tells us that a Board looking to build a demand driven solution must begin with the best labor market information available. Often, the best information is the data compiled and reported through the State's Employment Security Administration (SESA). States should offer assistance to Boards through a labor market analyst producing reports on the local and/or regional labor markets, perhaps even delineated by industry sector to assist with the identification of industry workforce needs. However, even the best quantitative information has its limitations and challenges. It is also critical that the local Workforce System have access to qualitative data, gathered through direct communication with private sector employers, in order to assess current and future demand for skills and talent. (For more information, link to the WorkforceGPS Business Engagement Collaborative Sectors Resources, briefs on Understanding Supply and Understanding Demand <http://bit.ly/1WYyvG2>)

## Employer Engagement

The Board will need to establish criteria that identifies training investment opportunities in industries and occupations that appear to offer the greatest opportunity for alignment with industry demand, and ultimately, the greatest opportunity for workers to gain the skills or credentials they need to be competitive in the job market. Labor Market Information can lead the way in identifying likely candidates, but this information must be verified by qualitative information. The best way to validate this information is through direct connection with industry employers. To effectively engage employers in Workforce efforts, it is critical that there is a clear Return On Investment (ROI) for their participation in the process. A recent report from the US Chamber of Commerce underscores the importance to employers of participating in workforce development processes. (For more information, link to US Chamber report <http://bit.ly/1RegkPQ>, and Industry Champions brief on WorkforceGPS Business Engagement Collaborative <http://bit.ly/1WYyvG2>)

## Partnerships with Stakeholders

Under WIOA, the development of effective partnerships with workforce development stakeholders becomes increasingly important as Boards have included partnership goals into their Unified or Combined State Plans. Many Boards have already established relationships with partners; however, the development of a unified vision for workforce development at the state, regional, and local levels which has buy in from all partners, can be challenging. Some states have done this well, and provide some opportunities for replication. (For more information, link to Partnerships QSAP

<http://bit.ly/1UqG3eS>, as well as the National Fund for Workforce Solutions Partnership Guidance Tool, <http://bit.ly/1RZblHJ>, and the National Governor's Association Workgroup Plan for Building Partnerships to Get Results, <http://bit.ly/1UarOxj>)

## Career Pathways

Throughout WIOA, there is a clear emphasis on the development of Career Pathways, for which all programs will utilize the same agreed-upon, detailed career pathways in order to better serve their respective populations. Although the state Board is not directly responsible for developing the pathways themselves, it may want to consider brokering and adopting a statewide career pathways definition. The state Board may also want to identify and/or select a career pathways framework for development and implementation, and a set of priorities for the implementation of the framework. (For more information, link to Colorado Promising practice, <http://1.usa.gov/1PPaoHN>, CLASP's Opportunities for Action Career Pathways and the ETPL <http://bit.ly/1Uas8w1>, Career Pathways Tool Kit <http://1.usa.gov/1syD7qa>)

## Youth

WIOA removes the requirement for a state or local area Youth Council; however, state Boards should consider developing system wide requirement for the planning and oversight of local youth programming which includes the establishment of Youth Standing Committees. As the majority of funding shifts from a focus on in school youth to the more problematic cohort of out of school youth, it will be critical that both the state and local Boards provide oversight and alignment with the new youth related priorities under WIOA. (For more information, link to the Youth Fact Sheet, <http://1.usa.gov/1TZttnb>, Youth Council Tool Kit, <http://bit.ly/1UatQNW>)

## Performance Measures

WIOA establishes a new requirement for common measures across all titles of the Act. Boards should consider the review and adoption of a policy for a data integration plan to ensure performance accountability and data integrity. Also worthy of consideration is a policy for an annual review of primary indicator targets to ensure system accountability, as well as a policy to review the outcomes of Eligible Training Providers (ETP) along with the adoption or revision of standards governing the ETP list. (For more information, check the WIOA site for Performance related updates at <https://www.doleta.gov/wioa/>)



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2019

# A Call TO Action

FOR  
Workforce  
Development  
Boards



The work **you** do is **vital** to the **success**  
of **your** regional **economy**.

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# A Call to Action

## FOR WORKPLACE DEVELOPMENT BOARDS

Talent is the lifeblood of economic growth, and as the economy continues to create jobs, companies will need more help than ever in finding, training and retaining talent. Businesses across industry sectors continue to report they're having a hard time finding workers with the right skills for their jobs. Your work as part of a Workforce Development Board (WDB) plays a central role in building the talent pipeline for the future.

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

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*WIOA positions State and Local WDBs as the chief architects of the workforce system and greatly expands the strategic and operational functions of boards to encourage this type of leadership.*

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The Employment and Training Administration (ETA) challenges State and Local WDBs to continue to shift the thinking from focusing on programmatic issues (e.g. Title I, youth programs) to a focus on building the talent pipeline with a focus on system agility, business engagement, and meaningful connections across partners. We hope you will take full advantage of the new tools and guidelines in WIOA to tackle the important workforce issues all along the talent development continuum.

Your task as a Strategist; as a Convener; as a Manager; and as an Optimizer, is to design a system that provides economic opportunity for everyone who wants to go to work, find a better job, or improve their skills to succeed in the 21st century workforce. This document provides guidance for your board's role under WIOA.

Technical assistance resources related to the roles of State and Local WDBs are available in the [Strategic Boards Toolkit](#). There are relevant links to resources throughout this document to help clarify technical issues and provide background to help inform your decisions.

## Expanding Roles, Meeting Challenges, Exploring New Opportunities

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Based on the reform principles in WIOA, ETA has developed a vision for the impact of State and Local WDBs in transforming and improving the workforce system and building a sustaining system for board excellence. It outlines four strategic roles that all high-performing boards will play. Working together, board members will ensure that the board has the capacity to perform the functions associated with each of these roles. As you develop and expand your board's membership, you can use this guidance to recruit members who have specific expertise or interest in one or more of these roles.



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**FIGURE 1** ♦ *Four strategic roles played by all high-performing workforce boards*

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## 1. THE STRATEGIST:

### *UNDERSTANDING TRENDS, SETTING THE COLLECTIVE VISION*

The role of Strategist requires boards to smartly plan for and implement regional talent pipelines, understanding the demand picture (via strong industry sector partnerships) and responding through career pathways systems development. Boards must be aware of trends that will impact businesses and are charged with developing the vision of a nimble and responsive talent delivery system that meets current needs and anticipates future challenges. It's the state and local workforce development boards that set the agenda with a bigger picture of community success in mind. As the Strategist, the board becomes the regional backbone of the workforce system, helping to create a collective vision and coordinating regional organizations to implement it.

Data is the key to understanding the economic, demographic and workforce trends that will determine workforce strategy. Access to current labor market intelligence and other relevant data will help you stay current on issues and make decisions on training policies that prepare a skilled workforce and help industries compete in a changing economy.

#### **What methods might you use to gather data to determine board strategies?**



Surveys, polls, social media, customer feedback, focus groups, meetings, demographics of population, commuting patterns, UI rates, education levels, available training programs and providers, etc.

Collecting and sharing workforce data will help many constituencies: students and workers looking for information on occupations and training programs; policymakers who want to make informed decisions;

business leaders who want to understand where to find a skilled workforce; and educators who want to better understand how their graduates are faring after they leave the educational system.

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#### *Partnerships with Policymakers*

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As strategic leaders, WDBs must build strong partnerships with governors and chief elected officials to develop a common vision of the role of workforce development in support of thriving regional economies. Meeting with local and state officials will help you understand the economic, demographic and employment trends that the workforce system needs to prepare for



and successfully confront. This will help you set the agenda with an informed and inclusive vision of community success. When government officials understand more about your role and your mission, they will be able to offer support for your important initiatives, and help you attract talent for your board and partners.

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### *Fostering Innovation*

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More than ever, WDBs are tasked with identifying great practices and fostering truly innovative solutions. From technological solutions (e.g. to integrate data platforms across agencies) to program solutions, such as developing career pathways for sectors; identifying the hard to serve populations within the community; and how best to streamline operations and service delivery. WDBs can spearhead the implementation of innovative solutions.

The Department believes that the public workforce system functions at its best when the State Board exercises strong leadership and builds solid working relationships with Local WDBs to achieve effective implementation of WIOA and the State's goals. The nature of this relationship will determine the extent to which the State, regions, and local areas are successful in building talent pipelines. This requires strong coordination on multiple fronts:

- ✓ **Nominating Quality Board Members:** Local WDBs may assist the State Board by (1) nominating individuals for membership on the State Board, (2) advising the State Board on policy formulation, and (3) providing local and regional perspectives on the identification of regions.

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### **How State and Local WDBs Align and Work Together to Maximize Impact**

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#### **State Workforce Development Board**



#### **Local Strategy Setting and Service Delivery**

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**FIGURE 2 ♦** *The continuum aligns policy and planning vertically from state to local levels and back again*

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✓ **Negotiating Performance**

**Standards:** The State applies the objective statistical adjustment model in negotiating levels of performance for each local area. Negotiated performance levels may differ from historic levels based on each local area's service design and strategic plan. They might decide to focus services on hard to serve populations, populations with significant barriers to employment, or to implement co-enrollment strategies with other partner programs (e.g., Temporary Assistance to Needy Families (TANF)).

✓ **Enhancing Collaboration:** State WDBs advise and assist the Governor in establishing policies and procedures that facilitate and strengthen partnership and collaboration among local areas.

State and Local WDBs can work together to support regional collaboration within economic development areas and ensure that career pathways, sector strategies, and expansion of apprenticeship and other earn-and-learn approaches address the needs of business.

✓ **Promoting Innovative Policies:** State and Local WDBs can work together to champion policy changes that support innovation in the partners' common shared vision for the system.

✓ **Testing New Models:** Local WDBs can challenge and empower American Job Centers to test new models of service delivery that accelerate innovation. They can encourage ideas that bring workforce development and education together to meet the most pressing community and labor market challenges. WIOA encourages increased innovation and creativity in the public workforce system but does not prescribe how it is accomplished. That leaves plenty of room for new ideas, but Local WDBs need the full support of the State Board as they create and test new models.

### Sector Strategies and Career Pathways: The Foundation for Talent Pipelines Strategies

Sector strategies and career pathways are key foundational system strategies led by Boards. ETA has developed comprehensive resources, including a Career Pathways Toolkit. For more information, look for the link to the toolkit in the resources section of this guide, as well as WorkforceGPS

◆ [ION Focus Area – System Alignment](#)

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## *State and Local Board Functions are Both Strategic and Operational*

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As a Strategist and a Manager, State and Local boards must tackle both strategic and tactical roles and responsibilities. Below are a few key roles and responsibilities. For more information on State and Local Board Functions, please refer to the [Appendix](#).

### **Strategic Roles**

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- ◆ Create an agile system that identifies and responds quickly to the needs of focus industries and populations
- ◆ Identify regions and local areas
- ◆ Define sector partnerships
- ◆ Develop career pathways between industries and sectors
- ◆ Strengthen connections between core programs
- ◆ Promote proven and promising practices
- ◆ Effective use technology to streamline systems and processes

### **Key Tactical Responsibilities**

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- ◆ Develop and implement state/local plan and performance measures
  - ◆ Develop and align policies with partners and programs
  - ◆ Develop a One-Stop certification process
  - ◆ Coordinate on an infrastructure cost sharing agreement with partners
  - ◆ Procure service providers
  - ◆ Assess Eligible Training Providers and Programs
  - ◆ Develop a data collection database or management information system
- 

## **2. THE CONVENER:**

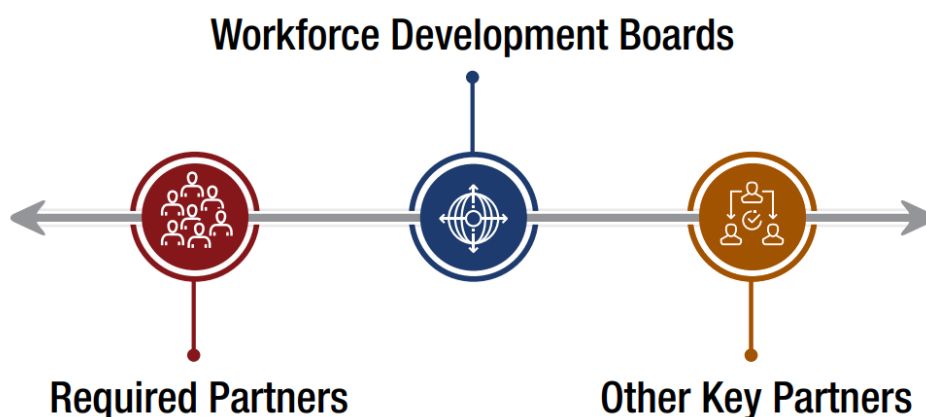
### *BRING PARTNERS TOGETHER, ALIGN SERVICES AND VISION*

The role of Convener requires boards to build and nurture strong local partnerships with community organizations, including business, education, one-stop partners, and economic development. Implied in the Convener role is the premise that the WDB is not the only entity responsible for building a world class workforce system. The power lies in being able to set the vision and convene the right partners together to broker a more comprehensive set of solutions for business and job seeker customers.

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## State and Local WDBs Align Strategies Across all Key Stakeholders.

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**FIGURE 3** ♦ *This continuum aligns planning, services, and messaging across WDBs with the communities, including core one-stop partners, community-based organizations, businesses, and other stakeholders.*

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The Department envisions collaborative and consensus-driven WDBs that increase civic engagement around key issues. Under WIOA, WDBs convene, collaborate, and host statewide and community conversations that help board members understand the complexity of their regional markets and make decisions about how to align workforce resources.

State and Local WDBs have a variety of ways to engage partners:

- ♦ expanding the use of standing committees;
- ♦ establishing ad hoc committees to address issues and find solutions;
- ♦ convening groups to resolve workforce related issues that don't require Board leadership; and
- ♦ taking advantage of technology including social media, to gather a wide range of input from specific groups or the public at large.

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## *Developing Comprehensive Plans*

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States align programs and promote integrated services through a Unified or Combined State Plan and bring partners together in a system with aligned goals and shared governance. Every State brings together core programs (Adult, Dislocated Worker and Youth, Wagner-Peyser, Adult Education and Vocational Rehabilitation), One-Stop partner programs, and other stakeholders to create a single strategic Unified or Combined State Plan. States govern the core programs as one system, assessing needs and aligning them with service strategies to ensure the workforce system meets employment and skill needs of all workers and business customers. Local WDBs develop regional and local plans in order to optimize coordination and to integrate service delivery to support the State's vision and goals.

WDBs may accomplish this by maintaining solid working relationships with a variety of economic and business associations, educational institutions, and community stakeholders. WDBs should have strong partnerships and maintain affiliations with entities that support the public workforce system and provide guidance, technical assistance, performance improvement and other issue-specific expertise, as well as coaching upon request.

While working from a comprehensive plan, local WDBs must also be ready to develop systems and procedures that quickly and nimbly adapt to the volatility of regional labor markets. WDBs can strengthen their relationships with traditional partners by engaging them in new ways that draw upon their knowledge and expertise in serving customers.

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## *Engaging Business and Community Partners*

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The Department envisions WDBs as high-performance entities that are recognized as the experts in workforce development and engage a wide-range of stakeholders to increase the prosperity of business and communities.

WDBs can build sector-based, regional, and “cross-discipline” teams and exploit the increased flexibility under WIOA to engage business. WDBs can engage the business community through providing business services and as a partner in sector strategies, apprenticeships, and work-based learning. Business is willing to invest in the workforce development system, particularly when it understands the relationship between growing a business and taking advantage of world-class workforce development services. Working with businesses directly gives WDBs information about industry needs and challenges, allowing them the opportunity to develop additional services uniquely designed to solve issues and build sector strategies.

Hosting summits around specific sector and talent pipeline issues is a way to bring business together with other partners and raise awareness and understanding of the workforce programs and systems. Educators, community agencies, foundations, and other partners benefit when they hear directly from business about what is happening in the marketplace and how they are dealing with recruitment and retention issues. For example, work-based learning and registered apprenticeships opportunities allow business to set training goals and benefit from partnership with the public workforce system. Hosting a business summit would provide the community with

a venue to discuss common talent pipeline issues and solutions, which can lead to discussions on the benefits and value of work-based learning and apprenticeships.

Outcomes that bring a strong return on investment for business will result in positive word of mouth among industry associations and business leaders. Success brings more opportunities for innovative programs that help companies grow their own talent and lower the cost of recruiting and turnover.

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### *Looking at Traditional and Non-traditional Partnerships*

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WDBs can also reach out to non-traditional partners that can contribute to human resource development. Partnerships are essential to tackle critical tasks that would not otherwise be undertaken or accomplished. The Board can also expand its reach by connecting with organizations that have an interest in talent development but are not often engaged as partners by the public system. These may include:

- ◆ Public and private and research organizations, such as universities and colleges
- ◆ Organizations that support entrepreneurship
- ◆ Philanthropic organizations
- ◆ Financial institutions
- ◆ Business and industry associations

Within both local areas and State-designated regions, WIOA provides that the Local WDBs are to act as the lead conveners of workforce development activities and strategies, consistent with the vision and goals outlined in the Unified or Combined State Plan. However, a Board's convening role does not start and stop with the formal WIOA planning process or at board meetings. These convening opportunities with business and partners in the community should be an activity that WDBs orchestrate regularly.

## **3. THE MANAGER:**

### *DESIGN AND MANAGE CUSTOMER-CENTERED SERVICE DELIVERY*

The role of Manager requires the Board to make sure the system—including American Job Centers—are responding to local and regional workforce needs, by putting our customers' needs at the center of service delivery, processes and customer flow. The Board is tasked with oversight of the entire workforce system, ensuring that it runs efficiently, and that funding is managed responsibly.

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### *Designing and Operating a Customer-Centered System*

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In developing State and local plans, WDBs establish both a strategic long-range vision and operational goals for the workforce development system. The plan outlines the ways in which the Board and staff work together to design a customer-centered system where the needs of



business and workers drive workforce solution and deliver state-of-the-art services for all customers through the American Job Center network, including those with barriers to employment.

Previously, WDBs often focused on aligning staff and resources to deliver services most efficiently. WIOA encourages WDBs to employ the principles of customer-centered design, which places the emphasis on customer experience. It requires WBD staff to listen carefully to customer feedback and incorporate what they learn into a policy framework around service delivery and design. This approach to design ensures that any improvements implemented actually improve the system for our customers.

For instance, instead of providing just one instruction at a time for registration for services (“next, we’ll need you to take this assessment”), providing a roadmap of the whole process at once so a participant can see what’s coming next and how long the overall process may take. It also means proving the “why” along with the “what” so customers understand the underlying reasons for taking the next steps and feel included in the decision-making process.

WDBs are uniquely qualified to develop a strategy that engages business because of the diversity of employer groups represented on each State or Local Board, including representatives of Registered Apprenticeship programs. One of the most important strengths of the workforce system is its private sector representation. These members play a key role in helping the board understand the needs of their industries and making connections with other business leaders in the community. The information the board gathers will help identify what business needs to grow, and in developing additional services, address these needs. By continuing to listen to the needs of the business community, WDBs can improve existing modes of service delivery and establish industry and sector partnerships to provide a skilled workforce, particularly for those industries projected to grow or that have significant replacement needs.

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### *State and Local WDBs as Stewards of Federal and non-Federal Funds.*

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State and Local WDBs are expected to be good stewards of the funds entrusted to them on behalf of the American people. This fiduciary responsibility requires paying careful attention to important measures of success for programs and grants. WDBs must ensure that good management practices and controls are in place for the proper expenditure of funds and verifying program outcomes. In this capacity, WDBs are responsible for:

- ◆ Establishing and maintaining foundational documents, such as Memoranda of Understanding, Joint Powers Agreements, Charters, or other legally binding documents that outline basic operational structure and governance procedures;
- ◆ Budgeting, including setting up proper fiscal controls and auditing procedures for the Board and its sub-recipients;
- ◆ Assessing, reporting, and seeking to improve program outcomes; and
- ◆ Contracting for One-Stop operators and service providers (Local WDBs).

Good stewardship consists of more than just managing the Board's current funding. Effective Boards are also looking for ways to expand opportunities for investment from other sources. Funding from non-government sources such as foundations, industry associations and research universities give Boards the ability to experiment with innovative ideas and serve populations not directly tied to WIOA programs.

Private industry may also invest in the workforce system once they see that partnership may help solve specific workforce challenges. For instance, programs that are proven to shorten claimants' time on Unemployment Insurance can impact the State's Unemployment Insurance (UI) Trust Fund and save employers thousands of dollars in UI tax. Companies for which UI Tax is a significant issue (such as staffing agencies) may be open to funding programs that help workers return to work faster, earn more, and stay on the job longer.

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### *Hiring and Inspiring Talented Members*

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Under WIOA, State and Local WDBs may also hire staff. Additionally, it authorizes Local WDBs to establish standing committees to assist the Local Board in carrying out its responsibilities. The Department encourages the use of standing committees to expand opportunities for stakeholders to participate in Board decision-making, particularly for representatives of organizations that are not formal members of the board or that may no longer sit on the Local Board but continue to have expertise and a stake in the success of board decisions. Such committees also expand the capacity of the board in meeting required functions and must be chaired by a member of the local board. (WIOA sec. 107(f) and 20 CFR 679.400; 20 CFR 679.360)

Investments in system capacity building and professional development of board members and staff is integral when introducing transformational thinking, or when reinforcing existing principles. The good news is that the Board does not need to play all the key roles at once. Effective onboarding and continuous learning are keys to the Board's success. Individual members may bring specific talent or passion for some roles or projects; it's important to help board members acquire knowledge of and exposure to other roles or functions in order to contribute at the highest level. Standing committees or groups convened around special projects, grants, or initiatives can offer members the chance to focus on one role or a specific group of functions at a time, allowing them to build expertise and confidence as they gain experience.

Strong boards are diverse in many ways, including industry experience, background, and approach to solving complex problems. Diversity in Board

composition is a source of strength as members draw on personal, experiences, current industry affiliation, and creative approaches to solving problems in service to the entire decision-

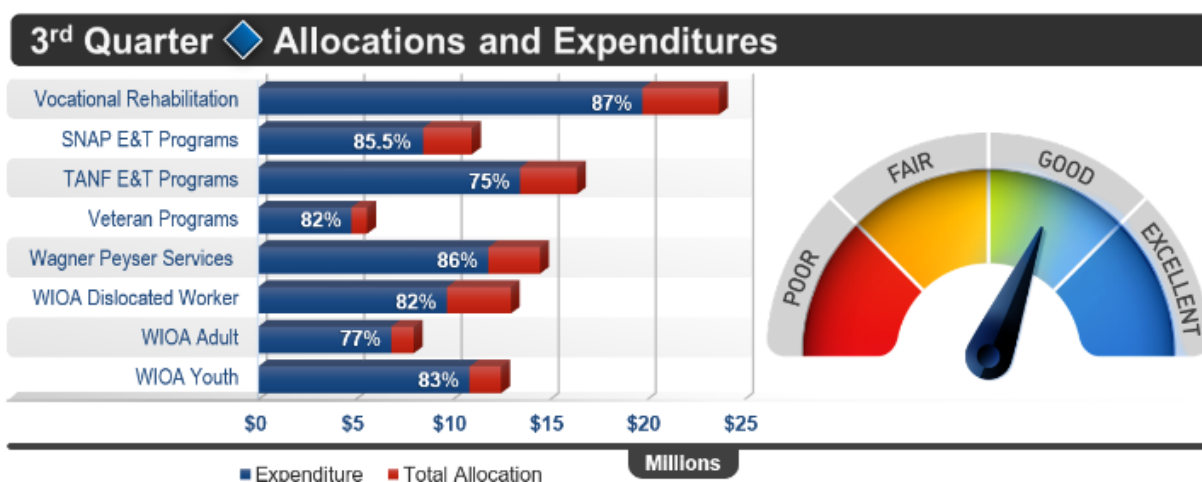


making body. Finding, developing and retaining talented and engaged board members is one of the most important responsibilities of Board leadership.

#### 4. THE OPTIMIZER:

##### *USE DATA TO DRIVE DECISIONS, CONTINUOUS IMPROVEMENT*

The role of Optimizer requires boards to continuously monitor performance and adjust the system in anticipation of the trends or in response to them. Boards as Strategists use data to examine macroeconomic trends, looking for patterns that will impact the workforce system and ensure outcomes. Data should come from many sources for a comprehensive analysis. This may include feedback from businesses, along with reviewing economic trends; labor market data; program performance outcomes; workforce and educational indicators; and other information relevant to the community.



**FIGURE 4 ♦** *Workforce Development Boards use data to plan and make strategic decisions on economic expansion and training needs within a sector or throughout their community. An easy way to communicate data is through visuals, such as a dashboard. The dashboard above depicts and rates the overall health of all funding streams by reviewing the total allocations and expenditure levels.*

WDBs use data to drive strategic planning and operational efficiency; data-driven decisions can ensure that workforce, educational, and economic development strategies are based on accurate assessments of regional labor markets and can inform improvements to customer experiences. State and Local WDBs can work together to maintain a data collection system and conduct analyses to identify business needs for talent. It's also critical to understand which industries and occupations anticipate growth or transitions and determine to what extent the talent pool meets business requirements. The one-stop system and partner agencies have

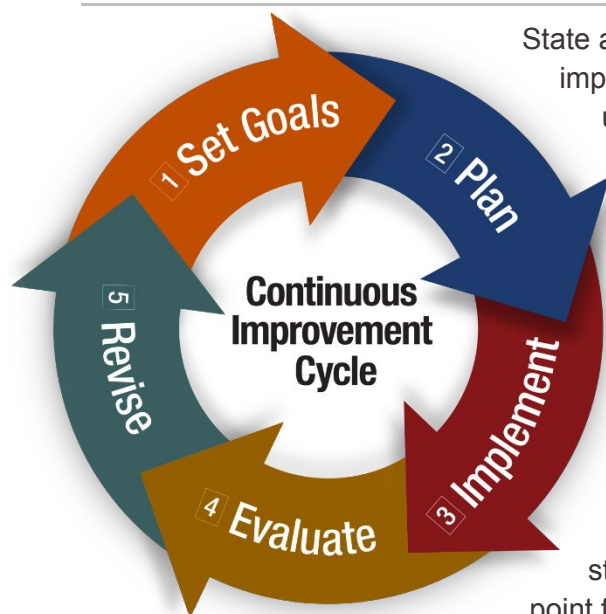
program performance measures that evaluate the success of programs individually, as well as those delivered on an integrated basis. These measures provide an initial and common understanding for national performance results. As an optimizer, the WDBs role is to determine the most appropriate measures that allow for transformational and sustainable change for your state and regions, including ways to position and attract additional investments into the workforce system and community, being aware that no single organization has the resources to solve all issues for all industries. WDBs may leverage public investment with commitments from industry, labor, public and community partners to implement new ideas and strategies.

Economic development and numerous demography partners, such as the Bureau of Labor Statistics, Census Bureau and many others, can be very helpful in data collection and analysis of workforce indicators. They often have staff expertise and software that can produce reports on key issues such as educational attainment, income, and worker migration, and commuting patterns. In some regions, WDBs and economic development organizations jointly fund the software and share usage. This allows WDBs to base decisions about talent development approaches on current and sophisticated analyses. Timely and accurate workforce intelligence provides the critical information necessary for periodic assessment of the public workforce system and should serve as a basis for the State's continuous improvement program.

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### *Optimizing Systems: Motivating staff to constantly seek ways to improve performance*

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State and Local WDBs, recognizing the critical role continuous improvement plays in the transformation of the system under WIOA, promote its application throughout the workforce system, and infuse this concept in internal operations and the culture of the State's workforce system at large.

Continuous improvement requires the board to consider the "big picture" view of what is happening in the State's system currently and what should be done to achieve the commitments outlined in the State Plan. The process of developing the State Plan allows WDBs to assess the overall effectiveness of the workforce investment system in relation to its strategic vision and goals. Writing the plan is the starting point for setting system wide goals for continuous

improvement. The State Plan formally advises the system and the public of these goals, and the modification required at the end of two years reports to the public on how the State achieved these goals. In responding to the priorities set out under WIOA, States can target business engagement, alignment of services, and services to individuals with barriers.

Continuous improvement typically involves the following: (1) articulating specific goals, including meeting federal common measures; State goals; and Board-driven performance measures

based on local goals, (2) developing a plan, with defined roles, actions, and timelines (3) implementing the goals defined in the plan, (4) evaluating how the system is doing in achieving the identified goals, and (5) developing a revised plan, based upon the evaluation; the process continues with the revised plan, repeating steps one through five.

Continuous improvement of the local system is driven by internal data, coming from within the system itself. Measures of program inputs, outcomes such as skill attainment and completion rates, customer awareness and satisfaction measures, and market penetration can all contribute to the Board's knowledge of how effective the system is and where improvements might be made. The Board may also monitor cost and efficiency measures that address goals for using resources in a cost-efficient and cost-effective way, including allocation of staff resources. Boards may also consider equity of access measures that address goals for serving relevant customer subpopulations, such as minority groups, veterans, individuals with disabilities, older workers, or particular types of businesses.

The Board should place a strong emphasis on data-driven decisions and encourage staff to learn about and employ proven measurement and improvement systems such as dashboards or scorecards.

The Board can play a key role in making performance improvement an important part of the WDB's culture by encouraging discussion, asking about key improvements and outcomes, and stressing the importance of communication up and down the organization on these issues. Staff members at all levels of the organization should understand key performance indicators and how their individual contribution plays a role in achieving performance.

## IN SUMMARY

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Under the legislation and regulations, WDBs have a tremendous opportunity to move toward excellence and innovation while bearing in mind the required functions of State and Local WDBs. Strong boards manage all four roles: Strategist, Convener, Manager, and Optimizer, by creating a culture where members trust and challenge one another and engage directly with senior managers on critical issues. Keep in mind, there are many roles and functions that the board plays, and many of the day-to-day functions are not necessarily addressed in this guidance.

**Interested in What High-Impact Boards Do?**  
Learn more in the [Strategic Boards Toolkit](#) and [High Impact Boards](#) resources.

### Envision Your Board Role



This guidance is designed to help you and your Board think deeply about your roles and take a new look at the important work you do to build tomorrow's talent today. We welcome your feedback.

## Inquiries

Questions regarding this guidance should be directed to your State and/or Local Board staff or you may contact your Employment and Training Administration [regional office](#) for any inquiries or feedback.

# RESOURCES

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- ◆ [Workforce Innovation and Opportunity Act of 2014](#) – Access to WIOA Law of 2014
- ◆ [Federal Register](#) – Access to the Preamble and Final Rules of WIOA
- ◆ [ETA Advisories](#) – Access to the most current Training & Employment Guidance Letters and Notices, along with Unemployment Insurance Program Letters
- ◆ [WorkforceGPS](#) – An interactive online communication and learning technical assistance platform designed to communicate with and build the capacity of the public workforce investment system
- ◆ [WorkforceGPS - Innovation and Opportunity Network \(ION\)](#) - Designed to help you find the resources you need to successfully implement the vision of the Workforce Innovation and Opportunity Act (WIOA)
- ◆ [ION -WIOA Focus Areas](#) - Quickly find all the latest WIOA Implementation Training Resources in 11 focus areas, as identified by ETA
- ◆ [Quick Start Action Plan \(QSAP\)](#) - Self-assessments that help organizations look for ways to transform the system by identifying areas of strength and challenge
- ◆ [Strategic Boards Toolkit](#) - This toolkit is intended to assist WDBs in becoming more strategic and effective and equip them with the knowledge and tools needed to become key players in growing and sustaining regional economies.
- ◆ [Career Pathways Toolkit](#) - To create a career pathways system that works effectively for program participants and employers, many organizations, agencies, and businesses work together to align their systems and services in pursuit of a shared mission.

# Appendix: Specific Functions of the Board

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## State Workforce Development Board *(20 CFR 679.130)*

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- ◆ Development and implementation of a comprehensive 4-year Unified or Combined State Plan
- ◆ Review of statewide policies, programs, performance measures, and recommendations on actions to align workforce development programs and services and support a streamlined one-stop delivery system
- ◆ Identification and dissemination of promising practices for programs, partners, and systems
- ◆ Development of objective criteria and procedures for the Local WDBs to use in evaluating the effectiveness, physical and programmatic accessibility, and continuous improvement of American Job Centers.
- ◆ Establishment of guidance for the implementation and continuous improvement of the workforce development system. For example:
  - developing career pathways within industries and sectors
  - defining sector partnerships identifying regions and local areas
  - engaging and understanding business needs
  - identification and removal of system barriers for customers
  - improving outreach and customer access
  - addressing coordination and alignment of partners, stakeholders, state and local areas
  - providing technical assistance
  - developing a shared case management information system
- ◆ Improvement in access and quality of services for all one-stop programs and customers using technology such as:
  - common intake
  - data collection
  - case management information
  - report processes
- ◆ Development of allocation formulas for the distribution of funds to local areas
- ◆ Development of statewide workforce and labor market information systems
- ◆ Streamline and align the workforce development programs and services through review and analysis of statewide policies, programs, and recommendations.



## Local Workforce Development Board *(20 CFR 679.370)*

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- ◆ Conduct research and regional labor market analysis that will help to define and guide the board's vision and objectives
- ◆ Develop a 4-year local/regional plan and annual reports
- ◆ Promote and advance the State Board Strategic Plan and/or Regional/Local Plans with Chief Elected Officials, businesses, labor and community representatives. Be an ambassador for the workforce development system
- ◆ Negotiate and agree upon local performance indicators with the CLEO and the Governor.
- ◆ Negotiate with chief elected official(s) and required One-Stop partners on the methods for funding One-Stop infrastructure costs
- ◆ Lead efforts to engage with a diverse range of employers and other entities in the region to meet the demands of business and the vision of WIOA
- ◆ Implement and leverage support for workforce activities by convening local workforce development stakeholders and expertise in committees or summits
- ◆ Develop and implement sector strategy and career pathway models, in partnership with business and education partners and programs
- ◆ Conduct oversight of WIOA formula programs and entire one-stop delivery system in the local area. This includes the appropriate use and management of funds to maximize performance outcomes.
- ◆ Certify all American Job Centers in the local area
- ◆ Select and evaluate providers: Youth services, education and training services, One-stop operators, etc.)
- ◆ Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system
- ◆ Promote and share proven promising practices and strategies for meeting the needs of business, workers, and job seekers

# Governor's Council on Workforce Investment

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Aligning Wisconsin's Workforce Needs with Its Economic Development Goals and Strategies



## 2022 – 2026 STRATEGIC PLAN





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May 15, 2022

Governor Tony Evers  
115 East Capitol Drive #1  
Madison, WI 53702

Dear Governor Evers:

On behalf of the Council on Workforce Investment (CWI), it is our honor to submit the 2022 – 2026 Council on Workforce Investment Strategic Plan for your review. Through the 2019 Executive Order #6, you tasked the CWI with aligning Wisconsin's workforce needs with its economic development goals and strategies. This Council exists to help Wisconsin employers find the skilled talent that they need while providing resources, training, and reskilling for workers to access in-demand careers necessary to obtain family-supporting jobs and help move Wisconsin's economy forward.

Much has changed since the CWI developed our last strategic plan four years ago; however, the charge of the CWI remains the same and the significance of our work has never been more important. Aside from difficulties finding and hiring new workers, there are several other issues impacting businesses such as lack of access to childcare, broadband, transportation, and housing. All these issues directly or indirectly impact employers and their ability to acquire and retain talent. As Governor, you have emphasized "connecting the dots" and that is exactly what we hope to accomplish through this plan.

The 2022 – 2026 CWI Strategic Plan outlines the key priorities and recommendations of the Council for outcome-based, workforce development strategies that are data-driven and reflective of employer demands. It is our intention that this plan will lay the foundation for continuing enhancements that will benefit Wisconsin businesses and workers.

With your support, the CWI intends to maintain the 2022 – 2026 Strategic Plan as a living document for use in continuing to shape and advance Wisconsin's workforce policies, strategies, and desired outcomes. Review and updates to the plan will be a standing agenda item at Council meetings throughout the course of the plan; and the recommendations may evolve over the next four years to ensure they reflect input from key stakeholders and incorporate new strategies to meet the state's ever-changing workforce and economic development landscape.

Under your direction, CWI members stand ready to serve as communication and implementation ambassadors for the 2022 – 2026 CWI Strategic Plan.

Kind Regards,

A handwritten signature in dark ink, appearing to read "S. Mark Tyler", is positioned above the typed name.

S. Mark Tyler, Chair  
Governor's Council on Workforce Investment

# GOVERNOR'S COUNCIL ON WORKFORCE INVESTMENT

## COUNCIL MEMBERS

<b>Governor Tony Evers</b> Governor State of Wisconsin	<b>Amy Pechacek</b> Secretary-designee Department of Workforce Development	<b>Emilie Amundson</b> Secretary Department of Children and Families
<b>Rebecca Bartoszek</b> President/CEO Fox Cities Chamber of Commerce	<b>Scott Bertschinger</b> Vice President, Human Resources Spancrete Group	<b>David Brukardt</b> Associate Vice President, Economic Development University of Wisconsin Systems
<b>Andrew Disch</b> Political Director North Central States Regional Council of Carpenters	<b>Michele Erikson</b> Executive Director Wisconsin Literacy Inc.	<b>Dr. Morna Foy</b> President Wisconsin Technical College System
<b>Ann Franz</b> Executive Director NEW Manufacturing Alliance	<b>Shah Haqqi</b> President/CEO S&L Global Consulting USA	<b>Carver Harries</b> Executive Director Ashland Area Development Corporation
<b>Amanda P. Hoefling</b> Executive Vice President, Human Resources Dairyland Power Corporation	<b>Missy Hughes</b> Secretary/CEO Wisconsin Economic Development Corporation	<b>André Jacque</b> Senator, Senate District 1 Wisconsin State Legislature
<b>Mark Kessenich</b> CEO Associated General Contractors of Greater Milwaukee	<b>Mark Johnson</b> Director, Consulting CGI	<b>Seth Lentz (ex-officio)</b> Executive Director Workforce Development Board of South Central Wisconsin
<b>Terrance McGowan</b> President/Business Manager International Union of Operating Engineers	<b>Dan Mella</b> District Superintendent Plymouth School District	<b>Delora Newton</b> Administrator, Division of Vocational Rehabilitation Department of Workforce Development
<b>Saul Newton</b> Founder/Executive Director Wisconsin Veterans Chamber of Commerce	<b>Alan Petelinsek</b> CEO Power Test Inc.	<b>Warren Petryk</b> Representative, Assembly District 93 Wisconsin State Legislature
<b>Pravin Raikar</b> President Lockstep Solutions LLC	<b>Janis Ringhand</b> Senator, Senate District 15 Wisconsin State Legislature	<b>Sara Rogers</b> Business Services Manager Employ Milwaukee
<b>Nora Roughen-Schmidt</b> Executive Director StartingBlock Madison, Inc.	<b>Kathi Seifert</b> President Katapult, LLC	<b>Katrina Shankland</b> Representative, Assembly District 71 Wisconsin State Legislature
<b>Sachin Shivaram</b> CEO Wisconsin Aluminum Foundry	<b>S. Mark Tyler (CWI Chair)</b> Chairman OEM Fabricators	<b>Dr. Rolf Wegenke</b> President/CEO Wisconsin Association of Independent Colleges & Universities
<b>Ann Zenk</b> Senior Vice President, Workforce and Clinical Practice Wisconsin Hospital Association	<b>Corey Zetts</b> Executive Director Menomonee Valley Partners	



## STRATEGIC PLANNING PROCESS/BACKGROUND

In early 2021, to further advance its mission to align Wisconsin's workforce and talent development initiatives and investments with its economic development strategies, the Governor's Council on Workforce Investment (CWI) initiated the process for developing its next four-year strategic plan. The plan would be centered around outcome-based, workforce development strategies that are data-driven and reflective of the needs of employers and workers. The Council took several proactive steps to ensure its newly developed strategic plan would be as strong as possible and bring about a positive impact throughout Wisconsin.



(Left to Right: CWI Chair Mark Tyler, Governor Tony Evers, DWD Secretary-designee Amy Pechacek, DWD Deputy Secretary Pam McGillivray, and DWD Assistant Deputy Secretary Danielle Williams)

The Council collaborated with the Wisconsin Department of Workforce Development (DWD) and the University of Wisconsin – Oshkosh to conduct a business climate survey that was distributed to over 60,000 Wisconsin employers. The survey centered on gathering information about the needs and constraints facing Wisconsin businesses, as well as employers' input on potential recommendations for solutions to those issues. The CWI also enlisted the expertise of staff from the National Governors' Association to share best practices of innovative state workforce boards, offer federal-level insight, and help facilitate the discussion among CWI members to support the making of a high-performing strategic plan. These efforts culminated in a two-day strategic planning retreat where members of the CWI were joined by various program experts and key stakeholders to establish specific objectives and action items to advance the priorities of the strategic plan.

Leading up to the retreat, the CWI Executive Committee identified four priority areas to be the foundation of the Council's strategic plan and delegated to each CWI committee a priority to be their area of focus. Those focus areas include:

- Education
- Employers
- Workforce
- Organization & Resource Alignment

As the CWI committees met in the months that followed the retreat to work on the details for their respective focus areas of the strategic plan, they were tasked to not constrain themselves to things that have been done in the past, but to expand their thinking to issues not traditionally associated with workforce development such as improving access to child care, broadband, transportation, and housing.



(DWD Secretary-designee addresses members of the Governor's Council on Workforce Investment and program area experts at the two-day CWI Strategic Planning Retreat)

## STATE OF THE ECONOMY

The COVID-19 pandemic has been the primary influence on the economy and workforce activity in Wisconsin since March of 2020. The two-month recession attributable to COVID-19 ended the longest economic expansion on record. Reactions to COVID-19 affected every industry and geography in the state. The results were evident in stark terms over the course of a few months and throughout the following year. Job numbers plummeted. Unemployment insurance claims skyrocketed. The workforce sagged but remained fairly intact. The state's unemployment rate dramatically increased from near record lows in March 2020, to over 14% the following month. As of this writing, the state's unemployment rate is at a record low (2.8%, March 2022).

The outlook for the state's economy is positive, although the ramifications of new viral strains are yet to be determined. Wisconsin's fourth quarter 2021 real gross domestic product (GDP) exceeded pre-Covid levels and state job numbers have returned to 98% of pre-pandemic levels. Other positive indicators are that employment levels in a few industries, such as manufacturing, construction, and professional business services, are back near pre-pandemic levels or higher; and, as of March 2022 data, Local Area Unemployment Statistics (LAUS) employment is above pre-pandemic levels. Wisconsin's employment-to-population ratio and labor force participation rate (LFPR) continue to exceed the national figures. After bottoming at 65.8% in April 2020, the state's LFPR is currently a seasonally adjusted 66.5% (March 2022), which is 4.1 percentage points higher than the national rate of 62.4%.

Wisconsin's labor force held relatively steady even at the onset of the pandemic, decreasing from 3.1 million in February 2020, to 3.087 million in April 2020. It has since increased to 3.145 million as of March 2022. The jobs situation, in contrast, was severely impacted by the pandemic and has not fully recovered. Total nonfarm jobs were 2.996 million on a seasonally adjusted basis for February 2020. By April 2020, 404,300 jobs had been lost. As of March 2022, jobs totaled 2.928 million, still down approximately 68,000 from February 2020 levels.

The unemployment rate path was equally volatile. Wisconsin's March 2020 seasonally adjusted unemployment rate tied a then historic low at 2.9%. By that April, it had risen to 14.1%. It has since decreased to a new record low 2.8% as of March 2022. All industries have been affected by COVID-19 in some manner, yet some including manufacturing, construction, and warehousing and distribution have recovered more quickly than others. Even so, workers are scarce. Businesses' pursuit of workers has brought about wage and benefit increases along with signing bonuses and other incentives to try to attract the talent they need. The identification of other workforce barriers such as transportation, dependent care, and housing affordability also needs to be addressed.

The primary long-term challenge facing Wisconsin's economic future is workforce quantity. The demographic situation facing Wisconsin, other upper-Midwest states, and most of the western economies will advance unaltered in the coming decades. While the state's population will continue to grow over the next 20 years, the workforce faces serious constraints. The labor force trend began to flatten in 2008 as the first Baby Boomers (those born in 1946) reached age 62 and began to leave the workforce. Baby Boomers continue to exit the workforce in great numbers; and, with home prices surging and investment portfolio values elevated, older workers may decide, as many did before the housing bubble burst in 2007, to leave the workforce now and permanently. The number of retiring Baby Boomers nearly matches the influx of new workers, resulting in a slow-growing workforce and placing constraints on the ability of employers across industries to secure talent. Many businesses report that the lack of available workers has hindered expansion, and in some cases, even curtailed the ability to meet current business needs.

According to the Current Population Survey, in 2021 (annual average), 1.57 million or 33.5% of the Wisconsin civilian, non-institutionalized population aged 16 and over did not participate in the labor market. The large majority of this population (95.8%) indicated that they did not want a job, though barriers may exist that if addressed could decrease the "not want a job" share. This cohort includes 172,700 residents between the ages of 16 and 24, many likely not participating due to educational commitments. Additionally, there are 1,085,400 residents over the age of 55 who likely have largely gone into retirement. This demonstrates two key facts of labor force non-participation, namely that large numbers of age-eligible individuals have either not yet entered the active workforce or have aged out of it.<sup>123</sup>

## BUSINESS CLIMATE SURVEY

The strategies presented in this plan were developed to face the current economic conditions of the state and address the significant challenges expressed by Wisconsin employers. These challenges were identified not only by the expertise of the business representatives on the CWI, but reinforced through business climate surveys conducted by the CWI in collaboration with the Department of Workforce Development (DWD) and the University of Wisconsin – Oshkosh.

Among the questions in the survey, businesses were asked what they felt were their most significant resource constraints over the past year, what are their most immediate/pressing needs for their business to succeed, and what they anticipate being their largest resource constraint over the next three years. The results indicated that – regardless of past, present, or future – the most significant needs cited by employers were access not only to skilled workers but available workers in general. These responses reaffirm that the demand for workers pre-dates the pandemic and is a continued need to be addressed moving forward.

The survey also measured awareness among the employer community on a wide variety of workforce development services offered by DWD and other partner programs. The raw data reflected a general lack of awareness by employers of the workforce and education programs that the state offers to assist with worker recruitment, retention, and training needs. Follow-up questions related to employers' likelihood to utilize the such programs indicated the respondents were more confident in their ability to hire individuals from populations with which they had previous experience, showing a correlation between lack of awareness of targeted programs and hesitancy to utilize available workers from underutilized populations (e.g., justice-involved individuals, individuals with disabilities, etc.).

The survey results also indicated a lack of access to child care and affordable healthcare as the two most common policy and services concerns cited by respondents. However, several other issues ranging from transportation to

<sup>1</sup> WI Department of Workforce Development, Office of Economic Advisors. "2021 County Workforce Profiles: 2021 Wisconsin Overview." January 2022.

<sup>2</sup> Source: Office of Economic Advisors, Wisconsin Department of Workforce Development (Feb. 2022)

<sup>3</sup> U.S. Department of Labor (USDOL), Bureau of Labor Statistics. *Current Population Survey Data*, URL: <https://www.bls.gov/cps/>

substance abuse and the presence of a criminal record were also frequently noted. While some of these issues may present bigger challenges than others, they need to be approached holistically to address the underlying causes and develop a workforce system that is sustainable and connects the dots to provide opportunities for everyone to move the state forward.

## Fast Facts

### Education

#### *Early Childhood Education*

- The average price of infant care represents 18.5% of the median family income in Wisconsin (\$67,786), and 83.3% of the yearly wages of a minimum wage worker (\$15,080).<sup>4</sup>
- The average annual income of Wisconsin child care workers was \$2,000 less than the national average.
- A Wisconsin child care provider with an Associate Degree in Early Childhood Education earns less than other professions with a similar degree.
- These low wages have led to an annual turnover rate of 40% in the workforce, making it difficult for child care providers to sustain high-quality programs.<sup>5</sup>
- According to a Fall 2021 survey of employers, participants reported that employees' lack of access to childcare over the previous 12 months contributed to<sup>6</sup>:
  - Employees changing or reducing hours: 45%
  - Difficulty hiring new employees: 43%
  - Employees taking more paid leave: 43%
  - Employees taking more unpaid leave: 42%
  - Employees leaving the workforce (temporarily or permanently): 34%
  - Employees working remotely: 31%
  - Lost revenue due to staffing shortages: 20%
  - Employees changing roles for greater flexibility: 19%
  - Reduced hours or business closures due to staffing shortages: 15%
  - Other impacts (primarily reduced productivity or bringing a child/children to work): 4%

#### *Career Pathways*

- In 2020, Wisconsin had 185,736 companies, but only 944 (0.5%) are reported as supporting Regional Career Pathways (Source: DPI data)
- Eighty-five percent of students participating in dual enrollment in Wisconsin are taking a dual credit course offered at their high school, and only 15% are taking a dual credit course that takes place at a college campus. However, Early College Credit Program funding only applies to courses taken on a college campus.
- For the 2020-21 school year, the 4-year graduation rate for all Wisconsin high school students was 89.5%, while the 4-year graduation rate for CTE Concentrators (a student who has completed at least two Career & Technical Education courses in a single career pathway throughout high school) was 95.9% (Source: DPI data)

#### *Career Pathways – Adults*

- The most economically disadvantaged students, those who persistently qualify for free and reduced-price lunch, are 35 percentage points less likely to attend a baccalaureate college (4-year) than students who never qualify.

<sup>4</sup> Center for American Progress. "Wisconsin Early Learning Factsheet." September 16, 2019.

<sup>5</sup> WI Department of Children and Families. "Preschool Development Grant Birth to 5: Statewide Needs Assessment Summary." October 2020.

<sup>6</sup> WI Department of Children and Families, Wisconsin Economic Development Corporation. "Project Growth's 2021 Wisconsin Employer Perception of Early Care and Education Survey: Comprehensive Research Findings." January 28, 2022.



Even adjusting (or controlling) for differences among students in high school academic achievement, the most economically disadvantaged students are 12 percentage points less likely to attend.<sup>7</sup>

- Member institutions of Wisconsin Private Nonprofit Colleges and Universities (WAICU) awarded over 13,000 degrees in 2019-20, which accounted for 23% of all bachelor's degrees and 34% of all advanced degrees in the state.<sup>8</sup>
- In FY2020-21, the Wisconsin Technical College System (WTCS) granted a total of 26,731 credentials<sup>9</sup> (see below):

Fiscal Year	Associate of Arts/ Associate of Science <sup>1</sup>	Applied Associate Degree	Two-Year Technical Diploma	One-Year Technical Diploma	Short-Term Diploma	Total <sup>16</sup>	Percent Change
2011-12	387	10,969	526	4,767	11,518	28,167	1.2%
2012-13	460	10,745	522	5,000	10,667	27,394	-2.7%
2013-14	390	10,160	578	5,205	10,563	26,896	-1.8%
2014-15	453	10,063	590	5,582	11,385	28,073	4.4%
2015-16	443	10,175	604	5,679	10,637	27,538	-1.9%
2016-17	420	9,679	617	5,839	11,318	27,873	1.2%
2017-18	528	9,554	602	6,237	11,615	28,536	2.4%
2018-19	527	9,516	571	6,180	12,189	28,983	1.6%
2019-20	546	9,255	433	6,344	11,103	27,681	-4.5%
2020-21	658	9,102	395	6,107	10,469	26,731	-3.4%

<sup>7</sup> UW-Madison School of Education, Wisconsin Center for Education Research. "WCER Working Paper No. 2018-6; College Attendance among Low-Income Youth: Explaining Differences across Wisconsin High Schools." April 2018.

<sup>8</sup> Wisconsin Association of Independent Colleges & Universities (WAICU). "2022 WAICU-pedia." January 24, 2022.

<sup>9</sup> Wisconsin Technical College System (WTCS). "2020-21 WTCS Fact Book: Student Data." November 2021.

<sup>10</sup> National Student Clearinghouse. "Completing College: National and State Reports." February 3, 2022.



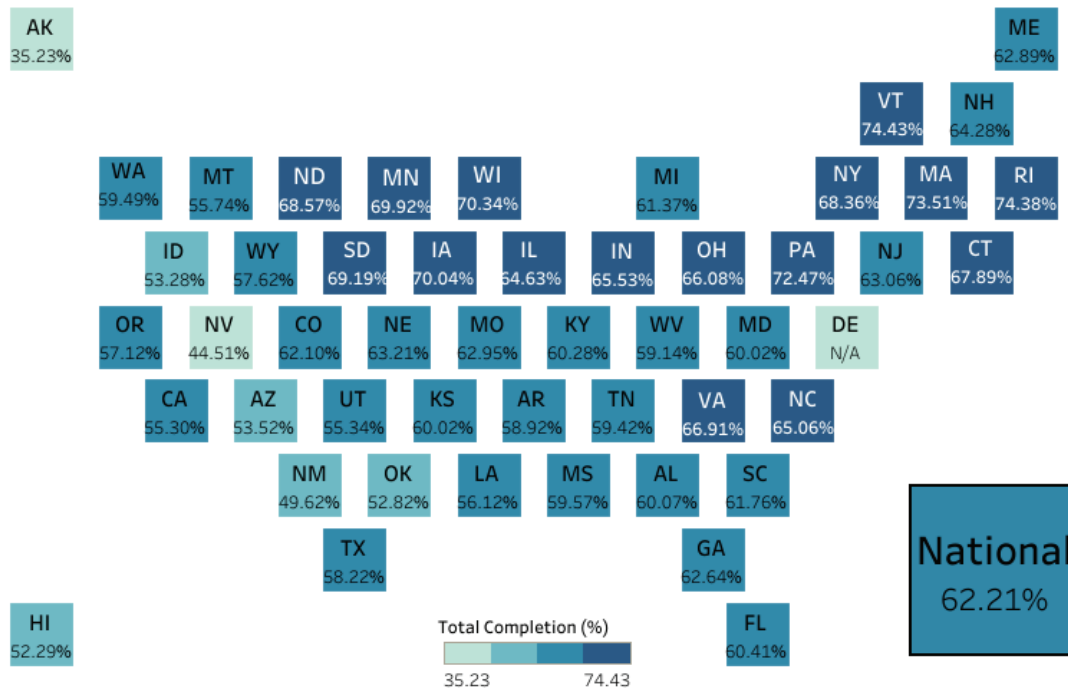
- The Wisconsin six-year completion rate for the fall 2015 beginning cohort is 70.34%, surpassing the national average of 62.2%.<sup>10</sup>



2022 Advocates  
in 2022 #WIGrants

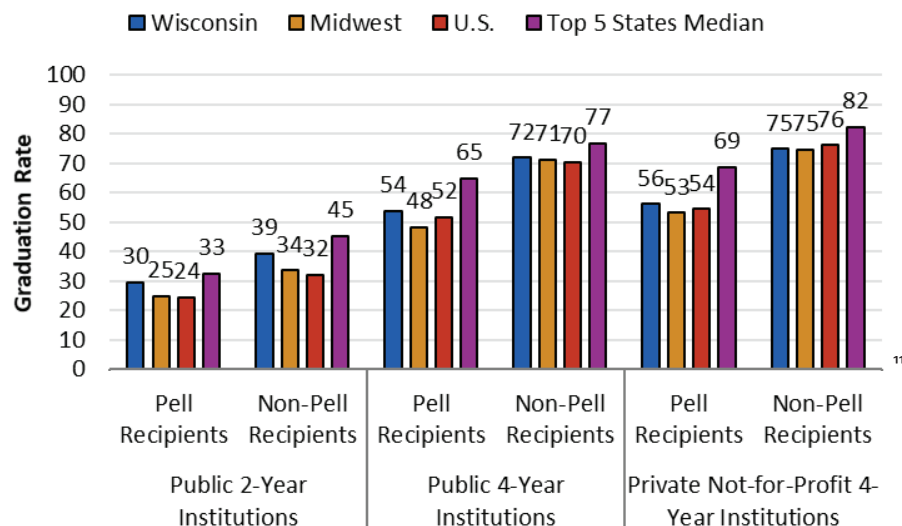
### Six-year college graduation rates at Wisconsin colleges and universities surpassed the national average

Graph: Six-year college completion rates by state at first entry: 2015 entering cohort



Source: National Student Clearinghouse Research Center, Completing College: National and State Reports, 2022 (Delaware's data is not available)

- The graduation rates of both low-income and higher-income colleges and universities in Wisconsin are above the Midwest and national averages. However, the graduation rates of low-income students lag the graduation rates of higher income students at both two- and four-year institutions.



<sup>11</sup> Midwestern Higher Education Compact. "2021 State Performance Update – Wisconsin." 2021.

## Employers

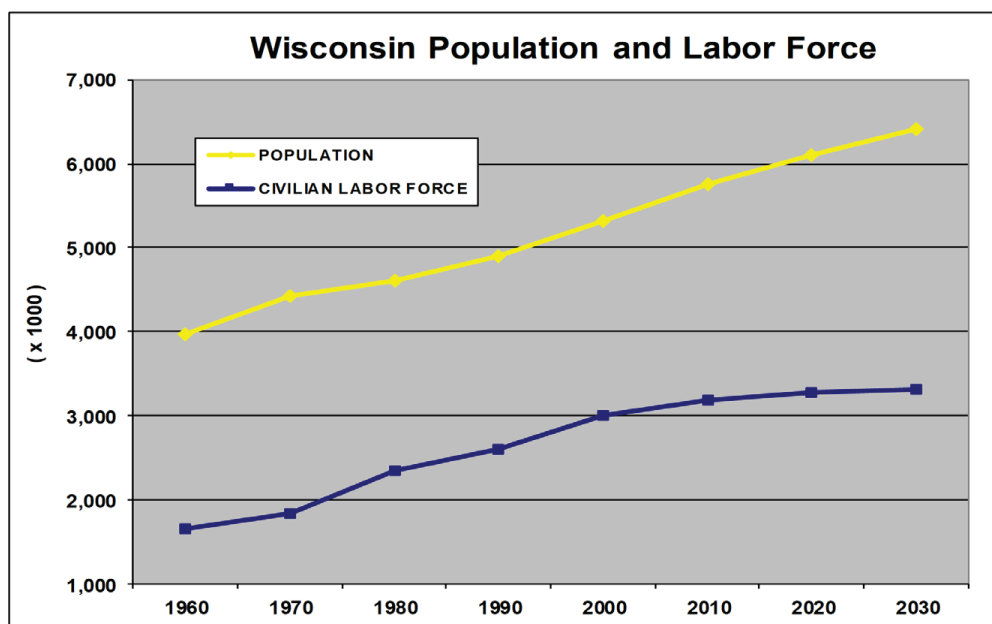
- Upon completion of their programs, Wisconsin apprentices earn an average of \$80,000. Apprenticeship opportunities are available in the traditional construction, manufacturing, utility, and service sectors, as well as emerging areas like health care, information technology, finance, transportation, biotech, and agriculture.<sup>12</sup>

### Job Openings

- In WIOA PY2020, there were 212,942 internal job postings on Job Center of Wisconsin representing 396,040 job openings.<sup>13</sup>
- As of February 2022, there are more than 2.5 job openings per unemployed person in Wisconsin – a near record high.<sup>14</sup>

### Working Age Population

- Wisconsin's working age population is expected to remain relatively stable from 2010 to 2040, while the share of Wisconsin's population that is elderly is projected to increase.
- State projections show virtually no growth in the state's working-age population (ages 25-64) through 2040. A decline in the ratio of employed people to the working-age population, reflects a long-term trend in Wisconsin — an aging population that is leaving the workforce in greater numbers than new workers are arriving.



- The percentage of Wisconsin's population 65 years and older was 18.0% in 2020, and that percentage is expected to increase to 23.7% in 2040. Meanwhile, the percentage of the working age population (18 – 64) goes from 60.4% in 2020 to a projected 55.1% in 2040.

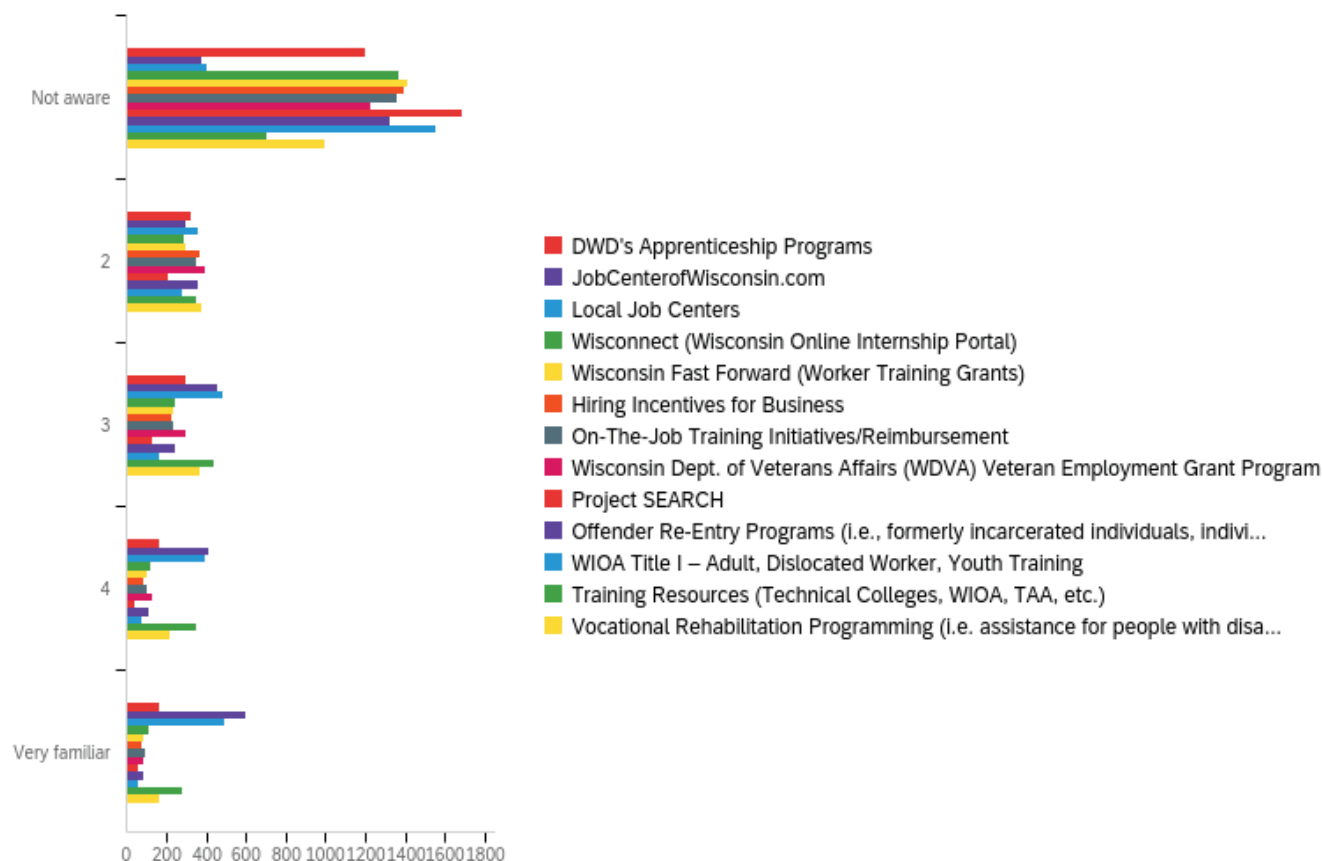
<sup>12</sup> WI Department of Workforce Development. "[Press Release: DWD Announces a New Resource for Wisconsinites: Apprenticeship Navigators](#)." May 10, 2021.

<sup>13</sup> WI Department of Workforce Development, Governor's Council on Workforce Investment. "[Wisconsin's Workforce Innovation and Opportunity Act \(WIOA\) Annual Report: Program Year 2020](#)." November 30, 2021.

<sup>14</sup> WI Department of Workforce Development. "[Job Center of Wisconsin: Wisconomy – Monthly Job Openings and Labor Turnover Survey Data](#)." February 2022.

### Employer Feedback

- Results from a business climate survey conducted in July 2021 showed a significant share of businesses (42.59%) believe that the presence of incentives would increase hiring of selected populations.
- Results from the same survey also showed a low level of awareness among the business community of training and educational programs offered by the state.



## Workforce

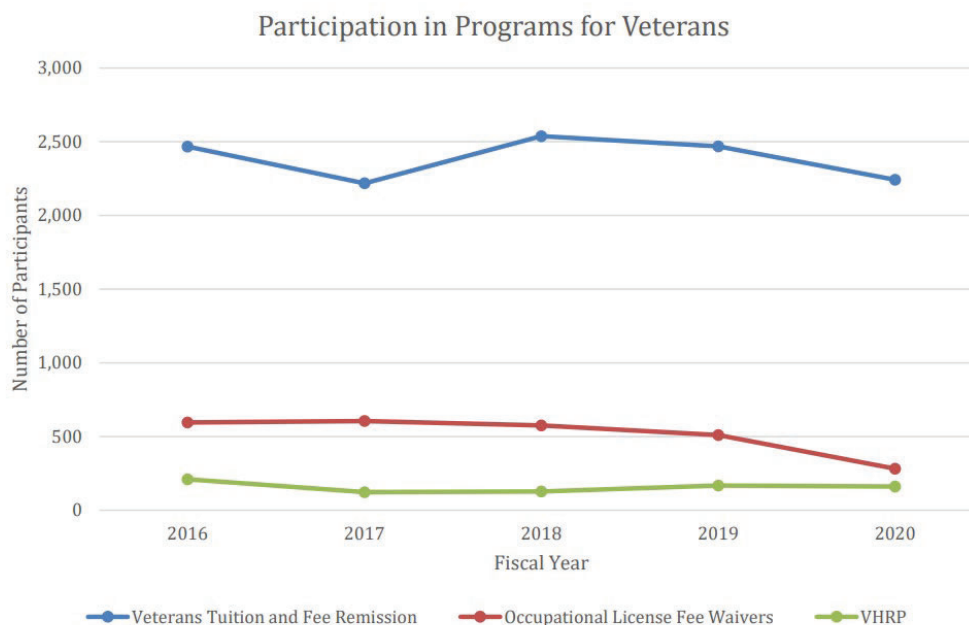
### Individuals with Disabilities

- There are 677,250 individuals in the civilian, non-institutionalized population in Wisconsin that self-identify as having a significant disability, according to the 2019 American Community Survey.
- Almost half of these individuals (328,444) are of working age, generally defined as between the ages of 18 and 64. This constitutes almost 10% of the state's total working age population. From that population, 144,156 individuals are employed and an additional 12,961 reported being unemployed (are actively seeking work). This results in an 8.3% unemployment rate within this group – a rate that is more than 2.5 times the state average over the same period.



### Veteran Population

- Wisconsin's veteran population is a recognized priority in the provision of workforce development services. There are more than 140,000 veterans of working age in Wisconsin, representing another vital potential workforce resource.
- The unemployment rate of Wisconsin's veteran population between the ages of 18 to 64 is slightly lower than that of the overall population (3.0% compared to 3.1% - 2019 American Community Survey); however, that population's labor force participation rate is slightly lower than the state as a whole (by 1.4 percentage points).
- Over 16% of veterans in this age range experience some type of disability, compared to 9.1% for nonveterans.



### Justice-Involved Individuals – Persons in our Care

- Another notable group that faces barriers to employment in Wisconsin is its incarcerated population. Over 23,500 inmates were under the custody of the Department of Corrections (DOC) at the start of 2020.
- Over 9,000 persons in our care (PIOC) are released back to their community each year.
- Of the PIOC population, 75% of the male population and 69% of the female population have a high school education or less.
- As of August 31, 2020, 591 PIOC completed a training in Career & Technical Education (CTE)/Vocational Programs to better prepare them for employment opportunities in high-demand fields (see details in table).<sup>16</sup>

Number of Participants	Number of completions*	Released and eligible for work*	Employed at some point following release	Average Days to First Employment	First Average Starting Wage
<b>CNC Operator (Gateway Technical College, MATC-Milwaukee)</b>					
300	275	206	187 (91%)	58.4	\$14.01
<b>Welding (SWTC, Nicolet Area Technical College, WITC, MATC-Milwaukee, Moraine Park Technical College)</b>					
159	138	89	69 (78%)	53.4	\$14.67
<b>Industrial/Mechanical Maintenance (Madison College, NATC, Gateway Technical College, NWTC, Western Technical College)</b>					
150	133	62	49 (79%)	28.9	\$16.23
<b>Construction/Carpentry (Madison College)</b>					
24	23	14	12 (86%)	13	\$21.72
<b>Dairy Worker Training (Moraine Park Technical College)</b>					
16	16	15	13 (87%)	27.7	\$14.06
<b>Refrigeration Essentials (Wisconsin Indianhead Technical College)</b>					
6	6	1	1 (100%)	27	\$13.50
<b>All Programs</b>					
655	591	386	331 (86%)	51.2	\$14.67

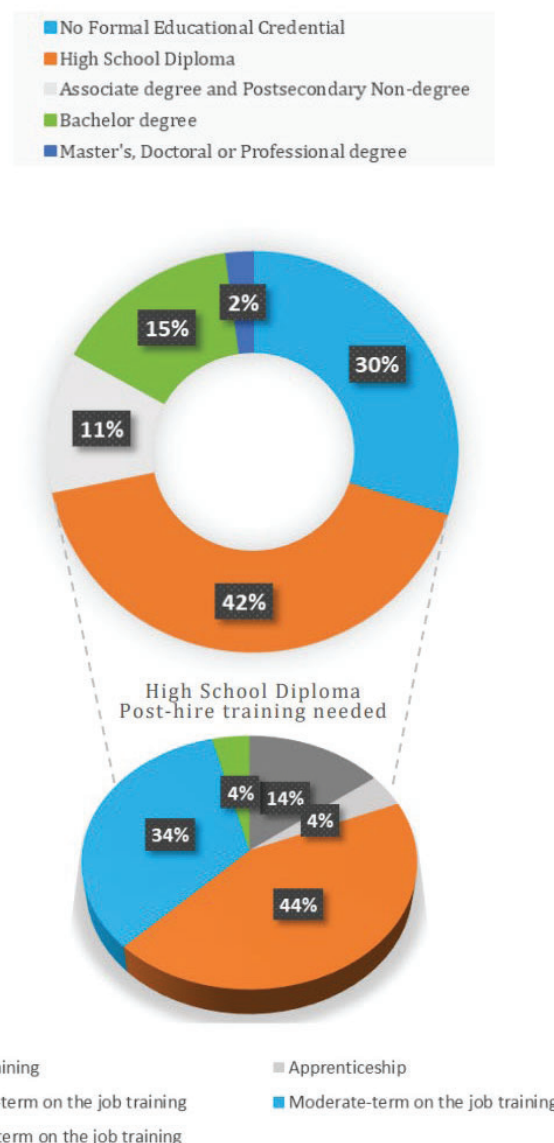
<sup>15</sup> Kelley, Margit; Lauer, Ethan & Koss, Tom. "The Organization of Wisconsin's Workforce Development System." Legislative Interim Research Report, Wisconsin Legislative Council. July 2021.

<sup>16</sup> WI Department of Corrections. "Becky Young Community Corrections Recidivism Reduction Annual Report Fiscal Year 2020."



### Projected Education and Training Needs

- Of the top 20 fastest growing occupations, those paying more than the state median annual wage of \$38,000 all require some post-secondary education such as technical college, university, apprenticeship, or professional degrees.<sup>17</sup>
- For the job openings that Wisconsin is projected to have through 2028, estimates for typical education or training that will be required are as follows<sup>18</sup>:
  - No formal educational credential – 30%
  - Associate, Bachelor, Master's, or Doctoral degree education – 28%
  - High school diploma but no postsecondary education – 42%
  - For those job openings requiring only a high school diploma, about 86% percent will require some additional training as follows:
    - Apprenticeship – 14%
    - Short-term on-the-job training – 44%
    - Moderate-term on-the-job training – 34%
    - Long-term on-the-job training – 4%



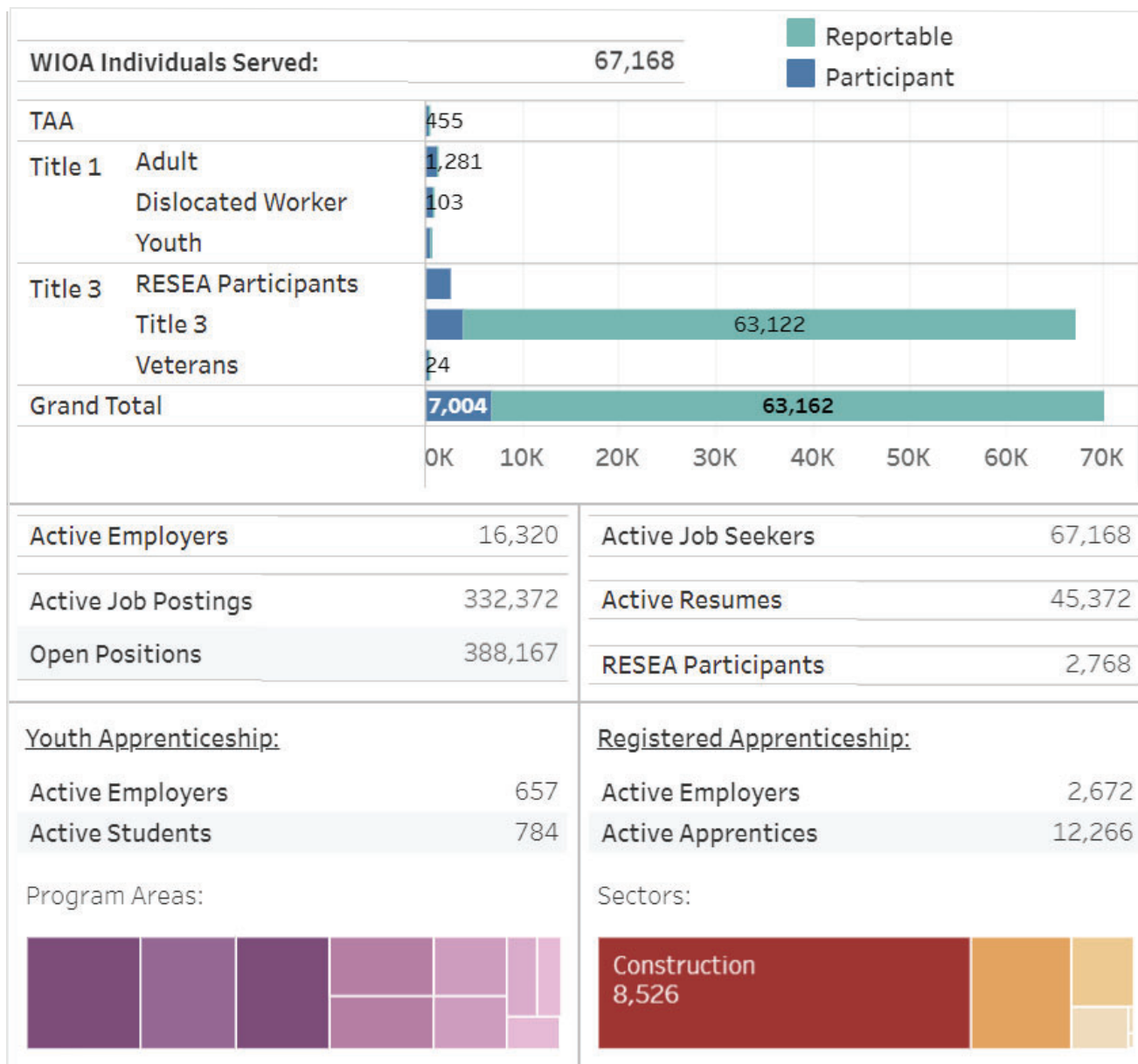
Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, Wisconsin Employment Projections 2018-2028 and estimates from May 2018 BLS Occupational Employment and Wage Statistics data

<sup>17</sup> Kelley, Margit; Lauer, Ethan & Koss, Tom. "The Organization of Wisconsin's Workforce Development System; Appendix 1." Legislative Interim Research Report, Wisconsin Legislative Council. July 2021.

<sup>18</sup> WI Department of Workforce Development, Office of Economic Advisors. "Understanding Wisconsin's Job Outlook: Industry & Occupation Projections in Brief." July 2021.

**WIOA Participants**

- In WIOA PY2020, Wisconsin served a total of 2,882 participants through WIOA Title I programming.<sup>19</sup>
- See table below for 2021 Q4 statistics of both the individuals served in DWD-run programs and the local employers who play an instrumental role in developing Wisconsin's Workforce (to view additional program-specific statistics for different time periods or geographic locations visit the Wisconsin Employment & Training Dashboard):



<sup>19</sup> <https://www.dol.gov/sites/dolgov/files/eta/performance/pdfs/PY2020/WisconsinWIOA%20AdultSPR.pdf>



## Governor's Council on Workforce Investment

2022 – 2026  
Strategic Plan

## FOCUS AREAS



### Focus Area #1: Education

Reinvigorate Wisconsin's culture and value of education and innovation to fuel ideas, businesses, people, and the next generation for future economic well-being and ensure that individuals from all backgrounds have access to the education, training, and support they need to achieve their full potential.



### Focus Area #2: Employers

*Engage all employers to drive, build, and utilize Wisconsin's workforce development system.*



### Focus Area #3: Workforce

*Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.*



### Focus Area #4: Organization & Resource Alignment

*Advocate for resource alignment to maximize our return on investment and use data for continuous improvement of the workforce system.*





## Focus Area #1: Education

Reinvigorate Wisconsin's culture and value of education and innovation to fuel ideas, businesses, people, and the next generation for future economic well-being and ensure that individuals from all backgrounds have access to the education, training, and support they need to achieve their full potential.

- **Objective 1A:** Early Childhood Education – Support the initiatives presented by DPI and DCF in the Preschool Development Grant Birth to 5 Statewide Strategic Plan to ensure that by 2023 all Wisconsin families will have access to high-quality, affordable, local early care and educational opportunities.
- **Objective 1B(i):** Career Pathways – Increase career exploration opportunities while students are in K-12 and provide all students the opportunity to participate in dual enrollment, earn a certificate/credential, or participate in work-based learning prior to high school graduation with emphasis on credentials where dual secondary and post-secondary academic credit is awarded.
- **Objective 1B(ii):** Career Pathways for Adults – Expand opportunities for adults from all populations to earn a certificate/credential, participate in work-based learning, and access other career pathway possibilities that allow fair and equitable access to meaningful, family-sustaining employment.
- **Objective 1C:** Entrepreneurship – Include or strengthen entrepreneurship as an outcome within workforce development and educational planning/programming.



## Focus Area #2: Employers

Engage all employers to drive, build, and utilize Wisconsin's workforce development system.

- **Objective 2A:** Increase the number of employers that offer work-based learning experiences and lifelong training for all youth and adults.
- **Objective 2B:** Support employers' efforts to attract, hire and retain employees from all populations.
- **Objective 2C:** Expand opportunities for employers to provide input regarding their current and future workforce needs and requirements (e.g., specific skills, credentials, people, resources) to the workforce development system.
- **Objective 2D:** Improve employer awareness and utilization of the workforce development system.



## Focus Area #3: Workforce

Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.

- **Objective 3A:** Strengthen collaboration and support the equity and inclusion plan to coordinate programs among public and private entities that can help historically under-represented/ under-resourced individuals and families overcome barriers to employment.
- **Objective 3B:** Incentivize workforce participation for individuals currently receiving public benefits in order to support their transition to sustainable employment.
- **Objective 3C:** Coordinate programs serving specific populations across the agencies to promote workforce participation.
- **Objective 3D:** Develop and promote strategies and programs for employers to attract and retain diverse talent/workforce.
- **Objective 3E:** Develop and target strategies that increase the number of individuals who are work and career ready.
- **Objective 3F:** Support policies that promote resilience of incumbent workers.



## Focus Area #4: Organization & Resource Alignment

Advocate for resource alignment to maximize our return on investment and use data for continuous improvement of the workforce system.

- **Objective 4A:** Identify and address the organizational and structural changes necessary to improve collaboration and accountability.
- **Objective 4B:** Continue developing a longitudinal data system and identify opportunity for collaboration and expand capacity to support evidence-based decision making.
- **Objective 4C:** Define and create an effective state and local partner communication strategy to increase awareness of workforce services.
- **Objective 4D:** Build a stronger, more coordinated relationship between state and local workforce partners.



Governor's Council on  
Workforce Investment2022 – 2026  
Strategic PlanFocus  
Areas

## OBJECTIVES, BENCHMARKS, AND ACTION ITEMS



## Focus Area #1: Education

## Goal Statement

*Reinvigorate Wisconsin's culture and value of education and innovation to fuel ideas, businesses, people, and the next generation for future economic well-being and ensure that individuals from all backgrounds have access to the education, training, and support they need to achieve their full potential.*

OBJECTIVE  
1A

**Early Childhood Education – Support the initiatives presented by the Departments of Public Instruction (DPI) and Children and Families (DCF) in the Preschool Development Grant Birth to 5 (PDG B-5) Statewide Strategic Plan<sup>1</sup> to ensure that by 2023 all Wisconsin families have access to high-quality, affordable, local early care and educational opportunities.**

## FUTURE (4-YEAR) BENCHMARK

- Successful implementation of the initiatives in the DPI/DCF Birth to 5 Statewide Strategic Plan
- Employers invest in improving access to early childhood care and education (\*cross collaboration w/ Employer group)
- More state & federal funding invested for improving access to early childhood care and education - DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- Child care centers that offer nontraditional models are available and accessible throughout the state - DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- T.E.A.C.H. & REWARD benchmarks forthcoming (e.g., stipend recipients, total expenditures, avg. individual award amount annually)<sup>2</sup> – DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- Children/families served by B-5 Early Care Education (ECE) programs – DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- Youngstar rating levels benchmarks forthcoming – DCF conducting internal Key Performance
- Average percentage of families' annual income spent on ECE in WI - DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- Contracts with approximately 60 businesses via Project Growth's Partner Up! grant program
- Contract with 30 communities in Project Growth's Dream Up! grant program
- Expanded apprenticeship opportunities for early care education to more sites across the state
- Early Childhood Educator Apprentice Program will be offered at all schools in the Wisconsin Technical College System
- Ongoing monitoring, advocacy, and research to increase awareness, enrollment, and retention in WTCS Early Childhood Education programs

<sup>1</sup> <https://dcf.wisconsin.gov/files/childcare/pdf/pdg/b5-strategic-plan.pdf>

<sup>2</sup> WECA, Dec. 2021

## IMPLEMENTATION ACTIONS

### Short Term Action Items (12 – 18 months)

- Develop "elevator speeches" on how to advocate/support the initiatives with succinct message on the various programs. Information/message will vary throughout the state based on geography and need. To make the elevator speeches as efficient as possible:
  - Identify partners/audience
  - Craft message
  - Create outreach plan
  - Incorporate quantifiable metrics in outreach plan
- Engage in conversations with businesses and education leaders on how they can support early care and education training (e.g., promoting ways to reward the pursuit of early care and education training – including the T.E.A.C.H. program, providing salary supplements such as bonuses or promoting the REWARD program, supporting the true cost of care, providing on-site child care at businesses and educational sites, etc.)
- Promote with businesses and business stakeholders the availability of Business/Child Care Advocates to be hired at five regional sites in early 2022
- Promote the expansion of early care and education apprenticeships to more sites across the state
- Promote the need for alternate hours care among employers and find ways to incentivize those arrangements through public-private partnerships
- Promote participation in Project Growth's Partner Up! and Dream Up! grant programs

### Medium Term Action Items (18 – 36 months)

- Evaluate what outreach methods were the most impactful/effective in the short-term action items
- Help identify funding locally or statewide that will help improve, reduce, or waive fees associated with entering the early care education profession (e.g., health and background checks)
- Advocate for the Governor and legislature to support DCF, DPI, and DHS biennial budget request for early childhood state system
- Promote the Wisconsin Early Education Shared Service Network (WEESN) to help early care and education programs create business plans that can help move them beyond 2- and 3-star ratings
- Supportive messaging and dissemination of research findings on the impacts and benefits of ECE programs

### Long Term Action Items (3 – 4 years)

- Advocate for childcare subsidized based on actual operational costs of daycare facilities
- Invest in the early childhood labor market by advocating for wage standards based on education and qualification

## OBJECTIVE 1B(i)

**Career Pathways – Increase career exploration opportunities while students are in K-12 and provide all students the opportunity to participate in dual enrollment, earn a certificate/credential, or participate in work-based learning prior to high school graduation with emphasis on credentials where dual secondary and post-secondary credit is awarded.**

### FUTURE (4-YEAR) BENCHMARK

- School districts will fully implement Academic & Career Planning (ACP) so that all 8th and 12th graders have an academic and career plan upon middle school and high school graduation
- Students in 205 out of the 514 individual high schools (40%) have access to at least one Regional Career Pathway (RCP) – over a 1.5x increase from current levels
- Increase awareness of dual enrollment opportunities and access for underrepresented populations

#### **DPI Data Benchmarks, in 2024 – 2025:**

- 4,321 Wisconsin employers (2.3%) will have provided a careerbased or work-based learning experience related to an RCP – a 4.6x increase from current levels
- 7% of high school students will have participated in work-based learning – a nearly 2x increase from current levels  
Diversity, Equity & Inclusion (DEI) Focus – student participation in work-based learning will reflect the composition of the general HS population:
  - Individual from Economically Disadvantaged Families – 39.4%
  - Hispanic – 12.2%
  - Black – 8.1%
- 30% of high school students will have participated in a dual enrollment course – an increase of 7 percentage points from current levels  
DEI Focus – student participation in dual enrollment will reflect the composition of the general HS population:
  - Individual with a Disability – 13.5%
  - Individual from Economically Disadvantaged Families – 39.4%
  - Black – 8.1%
- 9% of high school students will have earned an industry recognized credential – a nearly 2x increase from current levels  
DEI Focus – student participation will reflect composition of the general HS population:
  - Individual from Economically Disadvantaged Families – 39.4%
  - Hispanic – 12.2%
  - Black 8.1%
- 35% of high school students will be Career & Technical Education (CTE) Concentrators – over a 1.5x increase from current levels  
DEI Focus – CTE Concentrators will reflect the composition of the general HS population:
  - Individual with a Disability – 13.5%
  - Individual from Economically Disadvantaged Families – 39.4%
  - Female – 48.5%
- 75% of students in 418 out of 421 Local Education Agencies (LEAs) will be actively engaged in Xello – a nearly 1.25x increase from current levels
  - Average number of student logins will be 10 per year – an average increase of nearly 2.5 student logins per year
- Increased state budget allocations for Academic & Career Planning, Dual Enrollment/Early College Credit Programs, and Career Navigators/Business & Industry Partnership Consultants

#### **2024 – 2025 State Funding Levels:**

- ACP = \$2M (a nearly 2x increase from current levels)
- Dual Enrollment = \$2M (current funding for ECCP is \$1.3M and only applies to Dual Enrollment at college. Increased funding would be applicable to dual enrollment at high school and college)
- Career Navigators/Business & Industry Partnership Consultants = \$5M (no funding is currently allocated in the state budget)
- Every student is aware of these opportunities and comfortable interacting with these services/coaches
- Access for kids of all backgrounds and addressing the achievement gap
- Increased targeted education for all with a focus on minorities and disadvantaged youth

## IMPLEMENTATION ACTIONS

### Short Term Action Items (12 – 18 months)

- Identify strategies and incentives that will encourage more employers to provide career-based and/or work-based learning experiences related to Regional Career Pathways (RCP) (e.g., job fairs, job shadowing, career fairs, classroom guest speakers, etc.) (\*Cross collaboration w/ Employer Group) [see DPI Career Based Experience Guide<sup>3</sup>]
- Learn and share best practices of employer supported career pathway models (i.e., what is the "gold standard")
- Identify barriers to school districts' abilities to fully implement ACP
  - Develop recommendations to address barriers
  - Celebrate success, give recognition, share best practices
- Identify barriers that prohibit students from participating and completing a dual enrollment course, industry-recognized credential, or work-based learning experience prior to graduation
  - Develop recommendations to address the identified barriers
- Review and analyze funding needs and amounts for PreK-12 career readiness. Develop recommendations that contain:
  - State Academic & Career Planning (ACP) allocation for software tools, evaluation, and professional development
  - Early College Credit Program (ECCP) allocation (unused funding – current rules prevent school districts from fully utilizing this money)
    - CWI convenes dual enrollment stakeholders that contributed to the Wisconsin Legislative Council Research Report on Dual Enrollment<sup>4</sup>
  - Identify and define role for Career Navigators
  - Explore ROI for providing Career Navigators and/or Regional Business and Industry Partnership Consultants in the state
  - Develop model if evaluation show significant ROI
- Research current efforts to build awareness and utilization of Xello, Inspire, etc.
  - Compare Wisconsin school districts' utilization of Xello to school districts in other states to determine effective methods used by high performing states to increase awareness and utilization of Xello
  - Identify Wisconsin school districts that are using Xello/Inspire well and highlight the well performing districts as models of best practices
  - Make recommendations to increase the use of Xello and Inspire

### Medium Term Action Items (18 – 36 months)

- Using the strategies identified in the short-term actions, work with employers to increase the number of individuals participating in employer-offered work-based learning experiences and lifelong training for all youth and adults (\*Cross collaboration w/ Employer Group)
- Expand career pathways – with a focus on equity – to increase the number of students in a career pathway and ensure that every student has access to those pathways based on the RCP model
- Create advocacy talking points so the CWI can successfully advocate for new or amended legislation and additional state budget funding based on the recommendations related to:
  - Full ACP implementation to support all students having documented academic and career plans at the end of grades 8 and 12
  - Increasing participation in dual enrollment, industry-recognized credentials, and work-based learning
  - ACP budget allocation increase
  - ECCP budget allocation increase
  - New state funding for Career Navigators or Regional Business and Industry Partnership Consultants

<sup>3</sup> [https://dpi.wi.gov/sites/default/files/imce/acp/pdf/CBLE\\_guide\\_PC.pdf](https://dpi.wi.gov/sites/default/files/imce/acp/pdf/CBLE_guide_PC.pdf)

<sup>4</sup> [https://docs.legis.wisconsin.gov/misc/lc/study/2020/2085/010\\_legislative\\_interim\\_research\\_report/lirr\\_dual\\_enroll](https://docs.legis.wisconsin.gov/misc/lc/study/2020/2085/010_legislative_interim_research_report/lirr_dual_enroll)

- Promoting the benefits of dual enrollment to Wisconsin families and employers, working towards equitable access and increased opportunities for currently underrepresented populations
- Advocate for expansion of dual enrollment through increased funding and supportive measures on teaching qualifications
- Create advocacy talking points so the CWI can successfully advocate for the identified strategies/recommendations to encourage more students to become CTE Concentrators and close the equity gap
- Create a project plan to execute recommendations to increase the use of Xello and Inspire
- Create advocacy talking points so the CWI can successfully advocate for the use of Xello and Inspire
- Secure funding sources for Career Navigators or Regional Industry and Business Partnership Consultants to execute communication/outreach efforts
- Increase awareness of career pathways and work-based learning among students, adults, parents, educators, guidance counselors, career counselors, American Job Center staff, supportive services program staff, and employers through Regional Career Pathway Coordinators and collaborative partners

### Long Term Action Items (3 – 4 years)

- Statewide expansion of career readiness efforts that are aligned with post-secondary industry needs and rooted in the ACP process

## OBJECTIVE

### 1B(ii)

**Adult Career Pathways – Expand opportunities for adults from all populations to earn a certificate/credential, participate in work-based learning, and access other career pathway possibilities that allow fair and equitable access to meaningful, family-sustaining employment.**

## FUTURE (4-YEAR) BENCHMARK

- Survey results of American Job Center Staff show improved ease of use for adult career pathway customers
- Ongoing monitoring and research to increase awareness in support of gap mitigation for identifiable barriers
- Review of higher education data (e.g., enrollment patterns, attainment rate, WTCS Tableau dashboards, etc.) shows narrowing equity gaps
- Wisconsin nontraditional occupations<sup>5</sup> (NTO) concentration is at or above the national labor market metric of 25%
- By 2027, 60% of the Wisconsin population between the ages of 25 and 64 will have a postsecondary credential<sup>6</sup>
- Expand Integrated Education & Training (IET) across all of Wisconsin and increase participation in career pathway programs
- Expanded participation and access for justice-involved populations in career pathways programs
- Improvements in inter-state license transfers (e.g., occupational license fee waivers for veterans)

## IMPLEMENTATION ACTIONS

### Short Term Action Items (12 – 18 months)

- Provide tools for American Job Center staff that will allow them to help customers make informed choices on adult career pathway opportunities
- Promote Integrated Education & Training (IET) to WIOA partners, community-based organizations, families, employers, and other stakeholders to increase learner participation
- Advocate for increased GPR funding for IET development in WTCS colleges
- Promote the hiring and training of justice-involved individuals and the work already being done to increase labor market participation
- Increase awareness of WIOA Title partner services for the justice-involved population to support a reduction in recidivism
- Support additional state investments in serving the justice-involved populations
- Identify and define what are considered "soft skills" – investigate whether employers' expectations take into account differing abilities; and examine employer policies that are considered barriers to employment in relation to soft skills (i.e., transportation issues connected to punctuality, child care availability in relation to schedule (in)flexibility, sensitivity regarding misconceptions of justice-involved individuals, etc.) (\*Cross collaboration w/ Employer Group)
  - Review and analyze existing research and previously conducted reports
  - Include a section on soft skills and employer expectations when conducting next business climate survey
- Explore employer policies and evaluate whether they consider cultural nuances (e.g., religious differences in relation to schedules, holidays, accommodations, etc.) (\*Cross collaboration w/ Employer Group)
- Analyze higher education data on enrollment patterns by student populations to try and determine potential causes of students from minority communities being overrepresented in programs and career clusters that may lead to lower wages
- Identify strategies to encourage more students to become CTE Concentrators and close equity gaps
  - Develop recommendations based on strategies identified

<sup>5</sup> Nontraditional occupations (NTO) are defined by the US Department of Labor as jobs in which 25% or less of the workforce is either male or female and this particular gender is considered a minority in the field

<sup>6</sup> <https://www.60forward.org/>

- CWI assist with supportive messaging and dissemination of findings within the WTCS action research projects
- Higher education efforts for justice involved individuals – Increase employer awareness of the value of these programs and a source for potential workers (\*Cross collaboration w/ Employer Group)
- Ambassadors from the employer community to advocate to other employers for these programs/workers (\*Cross collaboration w/ Employer Group)

### Medium Term Action Items (18 – 36 months)

- Connect the K-12 career pathways work in objective 1B(i) to higher education career pathway programs
- Using the strategies identified in the short-term actions, work with employers to increase the number of individuals participating in employer-offered work-based learning experiences and lifelong training for all youth and adults (\*Cross collaboration w/ Employer Group)
- Targeted promotion of NTO to high-wage, high-demand careers
- Educate employers regarding generational values and expectations regarding equity in pay, flexible schedules, and engagement in setting a workplace culture
- Educate employees/job seekers about conflict resolution, communicating expectations and needs, and the value of employee engagement and teamwork to support a positive workplace culture
- Increase license transferability across states

**OBJECTIVE  
1C**

**Entrepreneurship – Include or strengthen entrepreneurship as an outcome within workforce development and educational planning/programming**

**FUTURE (4-YEAR) BENCHMARK**

- See an increase in the number of successful closed cases where the person has chosen an employment outcome that resulted in entrepreneur as their preferred career

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Document statewide partnerships for entrepreneurship (baseline data on partnerships and programs; and the projected growth of those programs for the future)
- Create a statewide cooperative of entrepreneurs that will share resources and information on entrepreneurship with those interested in becoming entrepreneurs
- Create an entrepreneurship mentorship program to encourage individuals to become entrepreneurs
- Explore collaboration opportunities with UW Madison School of Business Entrepreneurship programs

**Medium Term Action Items (18 – 36 months)**

- Explore pursuing federal waivers to expand the amount of money local Workforce Development Boards are allowed to provide for entrepreneur training
  - Develop recommendations based on what is discovered
- Raise awareness to increase participation in the Governor's Business Plan Contest to encourage entrepreneurs in the startup stage of tech-enabled businesses in Wisconsin





## Focus Area #2: Employers

## Goal Statement

*Engage all employers to drive, build, and utilize Wisconsin's workforce development system.*

### OBJECTIVE 2A

**Increase the number of employers that offer work-based learning experiences and lifelong training for all youth and adults**

### FUTURE (4-YEAR) BENCHMARK

#### 2-year Benchmark:

- Proposal to the Wisconsin Apprenticeship Advisory Council
  - Funding sources for proposal identified

#### 4-year Benchmark:

- Increase participation beyond the current trajectory of the Youth Apprenticeship (YA) and Registered Apprenticeship (RA) programs
- Improved RA ROI for employers (e.g., RA extend term between education and hours that maximizes the return on investment for the employer) – Fewer hours would be less money invested; however, any changes must be in compliance with apprenticeship standards
  - Work with the Apprenticeship Advisory Council to explore additional options to increase efficiencies
- Wisconsin Fast Forward training tied to college credit
- Increased utilization of WisConnect
- Increase in number of credentials obtained by WIOA Title I participants
- Increased wage growth for WIOA Title I participants

### IMPLEMENTATION ACTIONS

#### Short Term Action Items (12 – 18 months)

- Reduce burden on employers to participate in apprenticeship programs
- DWD Bureau of Apprenticeship Standards (DWD-BAS) conduct a lean assessment to find more efficiencies in the program for employers
- Introduce a lean process mapping to find short-term efficiencies to reduce paperwork for both Youth Apprenticeship (YA) and Registered Apprenticeship (RA) (e.g., a waiver system for the high school diploma or GED requirement)
- Identify companies with reduced involvement in the apprenticeship programs
- Identify companies with a RA program but not a YA program
  - Conduct outreach/communications with identified companies to solicit their participation and gather their feedback on reasons for their reduced involvement
- Coordinate with the Wisconsin Apprenticeship Advisory Council to identify solutions to address YA and RA misconceptions and employee retention concerns
  - Develop proposal to implement the solutions identified for the WI Apprenticeship Advisory Council's consideration
- Strengthen connections between the YA program and RA program to support the "bridge" from YA to RA
  - Coordinate with DWD-BAS to determine what policy/procedure changes are needed for increased efficiencies in transferable credits/hours from YA to RA (e.g., transferable credits/hours from YA completer is identified for a bridge to RA, so it eliminates related instruction costs and time due to the "bridge effort")

- Support Wisconsin Fast Forward (WFF) funding efforts and possibly increase the amount of funding available to assist more employer/job seeker trainings tied to a career pathway
- Build on the initiatives from in 2017 Wis. Act 59 to continue the support and efforts to engage more schools in technical education (\*Cross Collaboration w/ Education Group)
- Research Internship Draft Day (organized by the NEW Manufacturing Alliance) to replicate the model and implement statewide
- Highlight WisConnect's completely free functionality for both employers and students – a distinction from other internship posting sites

### Medium Term Action Items (18 – 36 months)

- Develop a YA program specifically for at-risk youth
- Develop a strategy to introduce increase resources for YA and RA for the legislature to consider
- Coordinate with the University of Wisconsin System (UWS), Wisconsin Association of Independent Colleges and Universities (WAICU), and Wisconsin Technical College System (WTCS) to establish ways to connect WFF training to college credit

### Long Term Action Items (3 – 4 years)

- Vertical integration of WisConnect – Promote WisConnect to non-college students who could benefit from an internship (e.g., high school students, and individuals exploring career transitions in which an internship or internship-like experience might benefit individuals and businesses)

## OBJECTIVE 2B

Support employers' efforts to attract, hire, and retain employees from all populations

### FUTURE (4-YEAR) BENCHMARK

- Reduction in gap between Wisconsin population and active civilian labor force
- Increased awareness of the availability and impact of Workforce Advancement Training (WAT)7 grant training and education so that more employers are able to take advantage of the training opportunities and more workers may advance their skills
- Development of a DEI certificate that is available to WTCS external stakeholders for participation
- Expanded Credit for Prior Learning (CPL) and similar student services/programs for veterans at higher education institutions across Wisconsin
- Increase in Fidelity Bonding Program utilization
- Increase in the number of Work Opportunity Tax Credit (WOTC) certifications
- Additional benchmarks established by ad hoc committees

### Short Term Action Items (12 – 18 months)

- Develop ad hoc committees to focus on creating recommendations for child care and transportation needs
  - Research and develop legislation to assist with the child care desert in Wisconsin including support for employers to establish on-site child care and subsidized assistance
  - Affordable housing strategy to provide an affordable rate for land, builders could be subsidized
- Investment of coaches for persons with disabilities to retain more employees with additional supports that are needed
- Promote the benefit of Workforce Advancement Training (WAT) grant training to employers
- Promote the use of the DEI certificate with state agencies as well as employer partners
- Build awareness amongst employers of Credit for Prior Learning (CPL) to upscale their workforce with industry-recognized credentials
  - Promoting and messaging the positive impact that CPL can have on migration and retention for Wisconsin
- Support efforts to commitments to ensuring both active duty and military veterans receive the appropriate college credit for military education and training as applicable to their programs of study such as those demonstrated in the WAICU-member Joint Commitment to Accept Military Transfer Credit<sup>8</sup>

### Medium Term Action Items (18 – 36 months)

- Targeted education to seasonal workers on other workforce programs such as WIOA Title I training and apprenticeship
- Incentivize current training programs (e.g., Wisconsin Fast Forward grant application incentives, incentives in Workforce Solutions Initiatives grants, etc.) to increase the number of participants from historically marginalized populations
- Submit legislative recommendation for child care to assist employers and employees
  - Submit legislative recommendations for transportation to assist employers and employees
    - Coordinate with the WI Department of Transportation for input on project lead
    - Examine the Southeastern Wisconsin Regional Planning Commission (SEWRPC) Flex Ride app program as a potential template/pilot project to consider

<sup>8</sup> <https://www.wisconsinsprivatecolleges.org/student-resources/veterans-wisconsins-private-colleges>

- Develop strategies to help employers train, hire, and retain justice-involved individuals
- Advocate for increased funding for WAT grants
- Increase technical assistance to colleges to positively impact the adoption of CPL

### Long Term Action Items (3 – 4 years)

- Longer term project targeted towards the nursing schools – There is a huge demand for nursing programs and clinical sites, however there is little incentive to become a nursing instructor, which requires a doctorate, but generally is subject to academic pay scales below those for nurses employed in hospital management and having a bachelor's or master's degree. (\*Cross-collaboration item w/ Education group)
- Proposed relocation tax credit for high-skilled workers and a tax credit for Wisconsin College graduates that remain in Wisconsin to work after graduation (potential deliverable for an ad hoc committee).

**OBJECTIVE  
2C**

Expand opportunities for employers to provide input regarding their current and future workforce needs and requirements (e.g., specific skills, credentials, people, resources) to the workforce development system

**FUTURE (4-YEAR) BENCHMARK**

- Employer input influences the training programs that are delivered throughout the state
- Improved collaboration between specific task forces, commissions, groups, etc. to coordinate and align services (e.g., rural broadband)
- Requirements tied to funding for regional development
- Sector partnerships established & regional sector champions identified

**Short Term Action Items (12 – 18 months)**

- Support efforts to increase visibility of Industry 4.0 –
  - Replicate St. Norbert occupational needs survey
  - Adjust training programs based on feedback from survey
- Take an inventory of occupational studies that are occurring within the state (e.g., state agencies, community-based organizations, etc.)
- Coordinate with Wisconsin Department of Safety and Professional Services (DSPS) survey on occupations and use their results to build and expand opportunities to meet the future workforce

**Medium Term Action Items (18 – 36 months)**

- Build on inputs from regional employer champions to reinvigorate (or revitalize) a sector strategy approach and confirm “proof of concept” before expanding more broadly
- Engage key stakeholders/leaders from various state agencies, task forces, commissions, etc. to regularly participate in CWI meetings to hear input from CWI business members, employer champions, public comments, etc. regarding their workforce concerns and priorities
  - Develop productive working relationships among workforce partners, agency staff, local Workforce Development Boards, educational institutions, and employers to identify common goals and work towards continuous improvements
  - Development of a LEADERS group for businesses to be a "champion" to be a relationship builder and connector (i.e., think that businesses are mentors for other up and growing businesses)

**Long Term Action Items (3 – 4 years)**

- DWD-BAS build a strategic plan for both YA and RA in collaboration with employer and education involvement
- Align the number of new degree programs at WTCS, UWS and WAICU developed based on occupational study evaluations
- Include Industry 4.0 as a type of credential for which schools can receive additional funding for students earning credentials based on 2017 Wis. Act 59

## OBJECTIVE 2D

Improve employer awareness of and utilization of the workforce development system

### FUTURE (4-YEAR) BENCHMARK

- Business Climate Survey results show improved awareness and utilization of the workforce development system by employers
- Legislative funding secured for awareness/outreach campaign – Campaign success measured by hits/engagement of social media posts, advertisements, etc.
- Grant funding received for outreach services
- DCF Market Penetration Rate<sup>9</sup> at 10.5% - a 25% growth from current levels
- 1,500 TANF transitional job participants (including Transform Milwaukee Jobs)
- Wisconsin Shares Child Care Subsidy Program performance measures - DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- Improved Employer Penetration Rate<sup>10</sup>
- Improved Repeat Business Customer Rate<sup>11</sup>

### Short Term Action Items (12 – 18 months)

- Inventory of various trade shows/conferences attended by employers that can be used to target speaking engagements and information sharing
- Identify memberships with employer networks around the state and join (when possible) to build networks and relationships
- Engage and participate in sector strategies by sending speakers/individuals to meetings, events, etc.
- Connect with Society for Human Resource Management (SHRM) organizations (local and statewide) to connect with workforce and educational systems
- Create messaging for businesses to share in their newsletters, sector organizations, SHRMs, Chambers, etc.
- Assist in promoting and increasing the visibility of W-2, Transitional Jobs (including Transform Milwaukee), and Wisconsin Shares Programs

### Medium Term Action Items (18 – 36 months)

- Advocate for marketing funding for workforce development services
- Develop strategies to interact with employers not typically connected to the workforce system (e.g., entrepreneurs, small businesses under 50 employees, etc.) at no cost to the employer
- Replicate the 2021 CWI/DWD/UW-Oshkosh Business Climate Survey after two years to evaluate if efforts are working effectively to have desired impact
- Encourage businesses to refer employees to early care and education resources that can assist employees in finding child care and other family supports/benefits, such as Child Care Resource and Referral agencies and Family Resource Centers

<sup>9</sup> Market Penetration Rate (MPR) refers to the ability to successfully reach eligible participants and get them in the W-2 program. It is a better measure than caseload because it measures effectiveness as a program in reaching participants, and not just the economic conditions of the moment.

<sup>10</sup> Employer penetration rate tracks the percentage of employers who are using the services out of all employers in the state

<sup>11</sup> Percentage of employers receiving services in a given year who also received services within the previous three years

## Long Term Action Items (3 – 4 years)

- Create a marketing plan following the obtaining of funding
- Tie in the recommendations of the Job Center Task Force on branding and funding
- Conduct the CWI/DWD/UW-Oshkosh Business Climate Survey again after four years to see if progress has been made on the evaluation



### Focus Area #3: Workforce

### Goal Statement

*Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.*

#### OBJECTIVE 3A

**Strengthen collaboration and support the equity and inclusion plan to coordinate programs among public and private entities that can help historically under-represented/ underresourced individuals and families overcome barriers to employment**

#### FUTURE (4-YEAR) BENCHMARK

- All programs have a DEI lens through which they are reviewed for equity and inclusion
- All customer service policies are neutral/culturally competent
- Cultural competency training, cataloguing resources for business and job seekers are implemented statewide
- Workforce Solutions Initiatives Grants measurables/outcomes
- Increased number of minority contracts in place with state agencies
- Increased number of businesses currently certified as Minority-Owned Business Enterprises (MBEs) or Service-Disabled Veteran-Owned Businesses (DVBs)

#### IMPLEMENTATION ACTIONS

##### Short Term Action Items (12 – 18 months)

- Division of Personnel Management (DPM) review existing policies with a DEI lens
- Coordinate with Governor Evers' Council on Equity and Inclusion for strategies to work with employers and businesses to increase minority contracts

##### Medium Term Action Items (18 – 36 months)

- Development of a catalogue or resource tool for business to help increase competencies statewide (could be built into subsequent contracts that require training)
- Governor Evers' \$130 million Workforce Solutions Initiatives Grants – Highlight programs that focus on job seekers with barriers to employment

##### Long Term Action Items (3 – 4 years)

- Align efforts common across state agencies equity and inclusion action plans (created under the direction of Governor Evers' Executive Order #59<sup>12</sup>) to make practices more efficient and consistent across state government

<sup>12</sup> Executive Order #59, Relating to Diversity, Equity, and Inclusion in State Government



**OBJECTIVE  
3B**

Incentivize workforce participation for individuals currently receiving public benefits in order to support their transition to sustainable employment

**FUTURE (4-YEAR) BENCHMARK**

- Increased labor force participation rates by demographic groups with historically lower rates (e.g., age, sex, race, educational attainment level, military service, disability status, Medicaid participation, etc.)
- Alleviate barriers to access of child care, transportation, and housing – Additional benchmarks established by ad hoc committees
- Increase wage growth among WIOA Title I participants
- Achievement of Economic Self-Sufficiency (ESS) for WIOA Title I participants – Measured by ESS data collected at the time a participant exits from WIOA Title I program due to them obtaining unsubsidized employment (this metric does not currently exist but would be implemented in the short-term through a policy change)

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Establish an outreach effort to educate employers throughout Wisconsin on methods to up-skill and/or hire individuals receiving public benefits
- Promote employer awareness of incentives to employ individuals with barriers to employment (\*Cross collaboration w/ Employer Group)
- Establish policy in the WIOA Youth Program requiring use of the Economic Self-Sufficiency Calculator at required intervals – Including program entry (aligned with existing Adult and Dislocated Worker Program policy) and program exit
- Establish policy in all WIOA Title I-B programs (i.e., Adult, Dislocated Worker, and Youth) requiring the completion of an ESS calculation at the time a participant exits the program (assuming the exit is due to the participant obtaining unsubsidized employment)

**Medium Term Action Items (18 – 36 months)**

- Propose to the legislature increased funding for transportation assistance programs designed to get people back to work

**Long Term Action Items (3 – 4 years)**

- Create a work group/task force to discuss policy development for people to enter and remain in the workforce
  - Eliminate (as much as possible) benefit cliff issues that exist in public programs and policies that may discourage individuals from entering/advancing in the workforce
  - Prioritize which "benefit cliffs" to target
  - Promote a dynamic approach to policy to meet current needs
  - Foster a policy environment that encourages people to work

**OBJECTIVE  
3C**

Coordinate programs serving specific populations across the agencies to promote workforce participation

**FUTURE (4-YEAR) BENCHMARK**

- Coordination among data collection systems – Establish dashboards to demonstrate coordination and data collection
- Incentivized collaboration and increased accountability of partners for improved coordination

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Task the CWI ad hoc committees to develop a common understanding of the unique experiences of each priority population (e.g., individuals with disabilities, justiceinvolved individuals, foster care, substance abuse issues, etc.) in relation to the scope of the ad hoc committee

**Medium Term Action Items (18 – 36 months)**

- Educate employers, state agencies, etc. about the common understanding of unique experiences of each priority population based on ad hoc committees' information

**Long Term Action Items (3 – 4 years)**

- Improve effectiveness of co-enrollment in workforce programs
- Ensure that data/case management systems for all programs are interconnected and able to communicate with one another

**OBJECTIVE  
3D****Develop and promote strategies and programs for employers to attract and retain diverse talent/workforce****FUTURE (4-YEAR) BENCHMARK**

- Increased employer awareness and education of available services, including translation services, especially for small businesses
- Improved measures on how employers are using services through tax deductions that support diversity training – Increased utilization of work experience, training, On-The-Job-Trainings (OJTs), and bonding
- Increase the number of individuals receiving OJTs
- Increase the number of participants in the Wisconsin Fast Forward Program
- Increase participation in DWD's Division of Vocational Rehabilitation (DWD-DVR) programs
- Be on track to reach the 5-year target for the DWD-DVR career pathways grant (5-year target is 500 consumers into STEM related career pathways)
- 550 W-2 participants recorded as having completed a vocational training while on the caseload – a 20% growth from current levels
- Established employer resource networks to increase worker placement and retention

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Promote and raise employer awareness of incentives to employ individuals with barriers to employment
- Educate the employer community on the benefits of hiring individuals with barriers to employment such as longer retention and equal performance of those without barriers (focus on Limited English Proficiency as part of the education/awareness)
- Assist in promoting and increasing the visibility of W-2, Transitional Jobs (including Transform Milwaukee Jobs), and Wisconsin Shares programs

**Medium Term Action Items (18 – 36 months)**

- Help employers be more effective with outreach to non-English speaking communities by providing translation of services that can assist employers in hiring a more diverse workforce
- Ensure job centers throughout the state have adequate staffing of bi-lingual persons
- Improve outreach to potential participants and employers regarding training programs and opportunities that are beneficial for both the worker and the employer
- Develop methods to increase efficiencies and remove obstacles so that it is easier to participate in available programs (e.g., standardizing and streamlining forms, contracts, templates, etc.)

**Long Term Action Items (3 – 4 years)**

- Ensure the success of DWD Division of Vocational Rehabilitation \$14 million innovation grant for increasing the number of people with disabilities to get into career pathways

**OBJECTIVE  
3E****Develop and target strategies that increase the number of individuals who are work and career ready****FUTURE (4-YEAR) BENCHMARK**

- Enhanced re-entry programs by DWD and DOC
  - Increase in the number of re-entry participants receiving GEDs
  - Increase in the number of credentials earned by re-entry participants
- Manufacturing training – longevity in work participation, hard skills training
- Increase the number of programs with industry-validated Technical Skills Attainment (TSA)
- By 2027, 60% of the Wisconsin population between the ages of 25 and 64 will have a postsecondary credential

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Connect with Wisconsin Literacy Inc. to support job services resources
- Introduce students to workforce tools
- Evaluate components of successful Wisconsin Fast Forward Grant with Lakeshore Technical College to train people to maintain 40-50 hours a week of manufacturing (endurance training).
- Replicate successful training with other employers and tech colleges
- Promote relevant, industry-validated education and training that is provided by WTCS
- Promote the 60Forward initiative with Wisconsin families, employers, and WIOA partners

**Medium Term Action Items (18 – 36 months)**

- Submit proposal to legislature for increased funding for re-entry programs by DWD and DOC
- Support state GPR investment and student financial aid to support continued innovation to reach credential attainment goal of 60Forward

**Long Term Action Items (3 – 4 years)**

- Increase awareness in correctional institutions about programs that help justice-involved individuals obtain credentials and GEDs
- Increase the number of individuals receiving credentials under WIOA Title I funds

**OBJECTIVE  
3F****Support policies that promote resilience of incumbent workers****FUTURE (4-YEAR) BENCHMARK**

- Worker Connection Program (Workforce Solutions Initiatives Grant) successful outcomes
- Improve the availability of child care centers throughout the state (e.g., quantity, geographic distribution, affordability, etc.)
- Increased wages of child care workers - DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks
- Address issues causing disparities in the number of women participating in the workforce
- Benchmark related to child care center availability and closures during the pandemic - DCF conducting internal Key Performance Indicator process to determine appropriate benchmarks

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Create a bridge between the work of Early Childhood Advisory Council and the business community
- Promote business investment in early care and education statewide by:
  - Promote employers' investment in workforce engagement strategies presented in the Preschool Development Grant Birth to 5 Statewide Strategic Plan
  - Promoting innovative early care and education ideas that employers can use to help their employees access high-quality, affordable, local early care and educational opportunities (e.g., allowing employees opt-in choices to receive support with child care or other family-related benefits, setting up referral processes to connect employees to early care and education resources such as family navigators)
  - Utilizing business models such as those described in the Birth to 5 Statewide Strategic Plan Appendix D<sup>13</sup> and participation in Project Growth

**Medium Term Action Items (18 – 36 months)**

- Measure success of Worker Connection Program – Potentially duplicate successful/best practices
- Work with business and economic development leaders to identify:
  - Innovations and collaboration opportunities that will increase resources for families and decrease operating costs for programs and provide access to affordable child care, including connecting with the Supporting Families Together Association to promote business and child care partnerships such as Project Growth's Partner Up! grant program
  - Funding locally or statewide that will cover capital expenses to enhance or build new child care centers in communities where there is unmet need and a plan for expansion

**Long Term Action Items (3 – 4 years)**

- Address WI Shares System – Research additional funding streams including K-3 and K-4, maternity leave, etc.
- Research incentives for employer sponsored benefit options to support child care/education (birth-12) (e.g., smart growth within business parks)
- Implement strategies to increase wages for child care workers

<sup>13</sup> <https://dcf.wisconsin.gov/files/childcare/pdf/pdg/b5-strategic-plan.pdf>



## Focus Area #4: Organization & Resource Alignment

## Goal Statement

*Advocate for resource alignment to maximize our return on investment and use data for continuous improvement of the workforce system.*

### OBJECTIVE 4A

**Identify and address the organizational and structural changes necessary to improve collaboration and accountability**

### FUTURE (4-YEAR) BENCHMARK

- Benchmarks will focus on collaboration and accountability:
  - Strengthened partnerships and collaboration across state agencies and with community-based organizations and additional stakeholders
  - Defined measurement of accountability (i.e., is it determined by customer satisfaction, customer outcomes, or other metrics)
- Established a standard operating procedure for referrals
- System in place for tracking and measuring referrals across agencies/organizations
- Maximize resources of agencies that are workforce development partners (SNAP, WIOA, W-2/TANF, WTCS etc.)
- Measures on the collaboration and referrals between community-based organization and state/federal programs – These measures could influence local planning planes (e.g., include in local planning guides, MOUs, etc.)

### IMPLEMENTATION ACTIONS

#### Short Term Action Items (12 – 18 months)

- Evaluate existing partnerships and collaboration in the workforce system to discover where there are gaps and opportunities for additional collaborations (i.e., determine where there needs to be collaboration where there is none currently and decide what additional collaboration is needed and how it needs to be done)
- Identify accountability for reaching out to these partners/associations – Including private organizations as well as state agencies
- Collect baseline data on customer satisfaction/outcomes for related accountability measures

#### Medium Term Action Items (18 – 36 months)

- Create procedure for "common intake" – A standard operating procedure for how referrals are processed and tracked
- Include instructions on the standard operating procedures for common intake and referrals in the local planning guides and MOUs for local Workforce Development Board plans
- Develop Key Performance Indicators (KPI) measures

#### Long Term Action Items (3 – 4 years)

- Embed the KPI measures that were developed in the medium-term action items
- Measure customer satisfaction for both job seekers and employers

**OBJECTIVE  
4B**

Continue developing a longitudinal data system and identify opportunity for collaboration and expand capacity to support evidence-based decision making

**FUTURE (4-YEAR) BENCHMARK**

- Complete sharing of data across partners
- Longitudinal data system that can track information from when people enter school onto their working life – What services, education, and training did they receive; what are the successful paths to a career and work life (e.g., earnings, advancement, selfsufficiency)
- The CWI uses the data governance as a tool for policy work

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Review what other states are doing related to data governance and longitudinal data systems
- Identify gaps in data sharing and access
- Continued movement on data governance and advancement on a longitudinal data system

**Medium Term Action Items (18 – 36 months)**

- Work towards resolutions of the gaps identified in the short-term action items

**OBJECTIVE  
4C**

**Define and create an effective state and local partner communication strategy to increase awareness of workforce services**

**FUTURE (4-YEAR) BENCHMARK**

- Increased utilization of business relationships – Demonstrated through the number of contacts, job postings, engagement with job centers, apprenticeship participation, etc.
- Business Climate Survey results show improved awareness and utilization of the workforce development system by job seekers
- Measured effectiveness of WIOA Executive Committee/Job Center Task Force rebranding to businesses and job seekers
- Measured effectiveness of outreach and communications (e.g., elevator speeches)

**IMPLEMENTATION ACTIONS****Short Term Action Items (12 – 18 months)**

- Identify target audiences and appropriate communication methods based on audience type (e.g., employers, educators, students, job seekers, etc.)
- Coordinate between all CWI Committees to ensure messaging is aligned but tailored to appropriately match each committee's focus area

**Medium Term Action Items (18 – 36 months)**

- Deliver communications on workforce programs to help promote services to partners within the workforce system including educational providers, community-based organizations, business partners, etc.
- Develop elevator speeches on workforce programs



## OBJECTIVE 4D

**Build a stronger, more coordinated relationship between state and local workforce partners**

### FUTURE (4-YEAR) BENCHMARK

- Workforce Innovation Grants (Workforce Solutions Initiatives) successful outcomes
- Engagement with other community leaders and business owners to promote workforce services
- Share performance measures and "contextual" trainings offered (i.e., training delivered in a contextual format to achieve higher success) – Measures of success could include bridge programs, Adult Basic Education (ABE) and skills training programs

### IMPLEMENTATION ACTIONS

#### Short Term Action Items (12 – 18 months)

- Develop communications on how to consistently collaborate and inform other stakeholders
  - Determine how to purposefully share information with a point of contact that can effectively and efficiently distribute it throughout their network
  - Access statewide organizations and Chambers across the state to distribute messages
- Maintain strong collaborations (and shared accountability for performance) with traditional WIOA partners while improving collaboration with additional partners (e.g., HUD, WEDC, etc.)
- Invite new or potential partners from relevant groups to participate in CWI meetings to encourage regular sharing of information
- Capture examples of collaboration to showcase and share best practices (note: a data system is needed to help communicate this information)
- Identify best practices for integrated service delivery (i.e., collaboration) across the state and local Workforce Development Areas
- Develop and implement a plan for communicating those findings
- Develop ways the CWI WIOA Compliance & Resource Alignment Committee will help showcase the benefits and successful outcomes from stronger/coordinated relationships (e.g., a report or combined report, WIOA conference or roundtable, an awards program or acknowledgement approach, referral systems outcomes, promising practices identified from longitudinal data following participant's workforce journey)

#### Medium Term Action Items (18 – 36 months)

- Formalize areas of collaboration/best practice and promote them statewide.
  - Areas could include tools for developing policy, MOUs, procedures that can be replicated, etc.
- Promote contextual training and increase engagement/participation
- Decrease the number of qualifying tests and assessments across programs
  - Develop policy or guidance to allow scores to be accepted across programs

#### Long Term Action Items (3 – 4 years)

- Measure success of implementing these best practices and determine if they can be easily replicated and if they are appropriate in different regions of the state



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# The Workforce Innovation and Opportunity Act

## Final Rules

### WIOA Works for America

Our nation's workforce development system provides critical support and services to workers who want to develop the necessary skills for a good job and to employers who need skilled workers to compete. The enactment of the Workforce Innovation and Opportunity Act (WIOA) by bipartisan majorities in Congress revitalized and transformed the public workforce system so that it reflects the realities of the 21<sup>st</sup> century economy and meets the needs of job-seekers, workers, and employers. The WIOA Final Rules include reforms that will affect more than a dozen programs receiving \$10 billion in annual training and education funding and programs that serve approximately 20 million Americans each year.

The Departments of Education and Labor, in close collaboration with the Departments of Health and Human Services, Agriculture, and Housing and Urban Development, have provided leadership in the implementation of WIOA. The WIOA Final Rules, made publicly available on June 30, 2016, enable the workforce development system to more efficiently and effectively provide career pathways to Americans of all walks of life and a talented pool of workers for businesses of all sizes, which are vital to shared prosperity and a growing U.S. economy.

#### WIOA WORKS FOR WORKERS AND JOB SEEKERS

Prior to the enactment of WIOA, individuals who needed job training or education often had difficulty navigating across agency lines to assemble an effective training and employment plan. The WIOA Final Rules improve coordination between and among agencies so that workers and job seekers have more seamless access to a system of high-quality career services, education, and training through the one-stop service delivery system, known as the American Job Centers, and partners. The WIOA Final Rules also ensure the measurement and public reporting of the performance of education and training providers so that those seeking services can have access to provider performance information that will help them make informed choices about which training or education programs to pursue. Customers will also have information to better inform their choices when selecting training programs.

#### WIOA WORKS FOR EMPLOYERS

Under the WIOA Final Rules, businesses will inform and guide the workforce system, ensuring that services are well aligned with their workforce needs. Workforce boards implement industry or sector partnerships and use high-quality worker training, including proven strategies such as apprenticeship, to ensure businesses have a pipeline of skilled workers.

Additionally, under WIOA, the Administration will implement the performance measure geared specifically on how well the workforce development system is serving businesses. Given the need to determine which performance measure will be most meaningful for assessing strong service to employers, the Joint Final Rule proposes a set of State pilots to test three different measures; including employee retention with the same employer, market penetration, and repeat business.

#### WIOA WORKS FOR COMMUNITIES

Meeting workforce needs is critical to economic growth through partnerships at the State, regional, and local levels. WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of a wide range of employers and to enhance community development. WIOA also places a greater



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emphasis on reemployment, requiring rapid response activity at the State level, including layoff aversion activities to help employers better manage reductions in force.

## WIOA WORKS FOR GOVERNMENT

A key part of the WIOA vision is making government more efficient so that it more effectively serves the public through a comprehensive, integrated, and streamlined system. The WIOA Final Rules implement that vision by streamlining programs across Federal agencies, co-locating services at the State and local levels, requiring unified and integrated planning at the state level, providing for robust program evaluation, introducing strong common performance metrics to the system, and improving accountability and transparency, ensuring investments are evidence-based and data-driven.

## WIOA WORKS FOR EVERYONE

The WIOA Final Rules improve access to education and workforce services for individuals with significant barriers to employment—some veterans, individuals with disabilities, out-of-school and at-risk youth, and other populations—to help ensure that everyone has an opportunity to get a good job. Performance measurement also will take into account differences in the populations served to remove any disincentives to serving those who need the most help.



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## Final Rules

### An Overview

The bipartisan Workforce Innovation and Opportunity Act (WIOA) (Pub. L. 113-128), signed by President Obama on July 22, 2014, created a new vision for how America prepares an educated and skilled workforce that expands opportunity for workers and employers. WIOA represents the most significant reform to our public workforce development system in nearly 20 years. The same day the President signed WIOA into law, the Vice President released his Job-Driven Training report, recommending improvements to our Federal training programs, including stronger employer engagement, the use of work-based learning approaches like apprenticeship, accountability for employment outcomes, and regional partnerships. The Administration laid out a vision for our job training system that – as he explained – “trains our workers first based on what employers are telling us they’re hiring for and helps business design the training programs so that we’re creating a pipeline into jobs that are actually out there.” Many of these recommendations complement the new law.

The 21<sup>st</sup> century public workforce development system created through WIOA builds closer ties between business leaders, State and Local Workforce Development Boards, labor unions, community colleges, non-profit organizations, youth-serving organizations, and State and local officials to deliver a more job-driven approach to training and skills development. The system will deliver integrated, job-driven services to job seekers, including youth and those with barriers to employment, as well as to workers and employers. It supports the development of strong regional economies and enhances performance accountability to better inform consumers and investors about programs and services that work.

The WIOA Final Rules include reforms that will affect more than a dozen programs receiving approximately \$10 billion in annual funding, and programs that serve approximately 20 million Americans each year, by:

- ◆ **Ensuring Accountability for Employment Results.** All programs will now report employment and earning outcomes, which is new for some programs, and all core programs will report on outcomes using the same definitions so that their results can more easily be compared.
- ◆ **Improving Transparency for Job Seekers to Help Them Make Better Choices.** Customers will also have information to better inform their choices when selecting training programs. American workers looking to invest time and money in training can go online and see which programs have the best chance at giving them a leg up.
- ◆ **Strengthening employer engagement and service to businesses.** We are implementing a new accountability indicator to gauge how effectively businesses are served by the workforce system. The law also will increase opportunities for work-based learning, including on-the-job training and Registered Apprenticeships, for all Americans, particularly those with barriers to employment.
- ◆ **Enhancing Coordination and Collaboration across Programs.** We are implementing provisions of the law that require unified State planning across programs and co-location of more programs in American Job Centers. These reforms will result in streamlined access to customer-focused services and improved communication across the workforce system.



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Today, the U.S. Departments of Labor and Education (Departments) made available to the public a set of final regulations implementing WIOA. In developing these final regulations the Departments consulted with stakeholders, published proposed rules, and reviewed thousands of pages of public comments received in response to those proposed rules. The final regulations encourage customer-centered, job-driven strategies, such as career pathways, business engagement systems, sector strategies, and work-based learning; and they emphasize a commitment to high-quality services for all populations, including individuals with barriers to employment. These regulations provide the foundation upon which services to individuals and businesses can be strengthened and improved over time and include:

- I. **Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions:** This Joint Final Rule, issued by the Departments of Education and Labor, implements jointly-administered activities authorized by Title I of WIOA. This Joint Final Rule provides guidance for State and local workforce development systems on the requirements governing the development and submission of Unified and Combined State Plans, the performance accountability system, and the joint one-stop system, particularly with respect to partner program responsibilities, programmatic and physical accessibility for all customers, memoranda of understanding, infrastructure funding, and one-stop certification. This Joint WIOA Final Rule reflects changes made as a result of public comments received on the joint Notice of Proposed Rulemaking (NPRM) that was published on April 16, 2015, at 80 FR 20574.
- II. **Department of Labor-Only:** This Department of Labor Final Rule implements Titles I and III of WIOA. The Department prepared this Final Rule to implement those provisions of WIOA that affect the core programs under Title I; the Wagner-Peyser Act Employment Service and Monitor Advocate system as amended by WIOA Title III; and the Job Corps and national programs authorized under Title I which will be administered by the Department. This Final Rule reflects changes made as a result of public comments received to the NPRM that was published on April 16, 2015, at 80 FR 20690.
- III. **Programs and Activities Authorized by the Adult Education and Family Literacy Act (Title II of WIOA):** This Department of Education Final Rule implements changes to the Adult Education and Family Literacy Act (AEFLA) resulting from the enactment of WIOA. This Final Rule clarifies new provisions in the law and updates the regulations that establish criteria for determining the suitability of tests used for measuring State performance on the measurable skill gains indicator under WIOA. Finally, the rule removes specific parts of title 34 of the Code of Federal Regulations that are no longer in effect. This Final Rule reflects changes made as a result of public comments received on the NPRM that was published on April 16, 2015, at 80 FR 20968.
- IV. **State Vocational Rehabilitation Services Program; State Supported Employment Services Program; Limitations on Use of Subminimum Wage:** This Department of Education Final Rule amends the regulations governing the State Vocational Rehabilitation Services program and the State Supported Employment Services program in order to implement changes to the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by Title IV of WIOA. This Final Rule also updates, clarifies, and improves the current regulations. The Department of





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Education also produced new regulations regarding limitations on the use of subminimum wages added by new Section 511 of the Rehabilitation Act which are under the purview of the Department of Education. This Final Rule reflects changes made as a result of public comments received on the NPRM that was published on April 16, 2015, at 80 FR 21059.

- V. WIOA, Miscellaneous Program Changes:** This Department of Education Final Rule amends the regulations governing a number of other programs administered by the Rehabilitation Services Administration to implement changes to the Rehabilitation Act made by WIOA. This Rule also implements those changes to the Rehabilitation Act made by the Workforce Investment Act of 1998, enacted on August 7, 1998, which had not previously been implemented in regulations, and it otherwise updates, clarifies, and improves the Rehabilitation Services Administration's current regulations. This Final Rule reflects changes made as a result of public comments received on the NPRM that was published on April 16, 2015, at 80 FR 20988.

These final regulations were made available to the public today, and will shortly be published in the *Federal Register*. The Departments of Labor, Education, and Health and Human Services continue to work together to support the public workforce development system to implement WIOA with program and performance data guidance, and training and technical assistance on shared strategies and technical requirements for creating a customer-centered workforce system. For more information, please visit the **Innovation and Opportunity Network (ION) webpage** at: <https://ion.workforcegps.org>.





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### A Detailed Look

#### WIOA IMPLEMENTATION:

The bipartisan Workforce Innovation and Opportunity Act (WIOA), signed by President Obama on July 22, 2014, created a new vision for how America prepares an educated and skilled workforce that expands opportunity for workers and employers. The 21st century public workforce development system created through WIOA builds closer ties between business leaders, State and Local Workforce Development Boards, labor unions, community colleges, non-profit organizations, youth-serving organizations, and State and local officials to deliver a more job-driven approach to training and skills development. The final regulations are the result of unprecedented collaboration between the Departments of Education and Labor (Departments) and are the latest milestone in WIOA implementation. Since WIOA was signed, the Departments engaged the public workforce system through guidance, the submission of state strategic plans, and specifications for new performance data reporting. These final regulations provide the foundation upon which services to individuals and businesses can be strengthened and improved over time.

#### WIOA IN PARTNERSHIP:

In keeping with WIOA's focus on delivering integrated, coordinated services, these final regulations were developed in partnership with multiple Federal agencies. These agencies will continue to collaborate to train State and local partners in strengthening career pathways, work-based learning, sector strategies, and business engagement, and also in delivering effective services to all individuals, including individuals with barriers to employment.

#### KEY PROVISIONS OF THE JOINT FINAL RULE:

The Joint Final Rule structurally aligns the six WIOA core programs (Adult, Dislocated Worker, Youth, Employment Service, Adult Education, and Vocational Rehabilitation), thus supporting cross-program strategic and operational planning, performance accountability, and requirements for administering and operating the American Job Center system.

- ◆ **Coordinated Planning:** The development and submission of a Unified or Combined State Plan reinforces a State's role in formulating a strategic vision to align its Federal resources. WIOA requires the core programs to develop a single Unified State Plan. The final regulations also elaborate on each State's option to submit a Combined State Plan instead that reflects planning by the core programs with other workforce system partners.
- ◆ **Aligning Accountability:** The joint final regulations implement a number of provisions designed to improve accountability and transparency within the workforce system, and measure key employment and educational outcomes, as well as the programs' effectiveness in meeting employers' needs. Specifically, the joint final regulations require the six core programs to report participant outcomes using six common performance indicators:
  1. The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
  2. The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.



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3. The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
4. The percentage of program participants who obtained a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within one year after exit from the program (participants who obtained a secondary school diploma or its recognized equivalent are included in the percentage only if they have obtained or retained employment or are in an education or training program leading to a recognized postsecondary credential within one year after exit from the program).
5. The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.
6. The indicator(s) of effectiveness in serving employers.

In addition, other workforce programs will use this common data reporting structure, thereby aligning data elements and definitions across more programs. The joint final regulations also require: (1) the use of a statistical adjustment model to set levels of performance; (2) State submission of an annual report using a standard format; and (3) the publication of easy-to-understand information about the performance of training providers and programs.

- ◆ **Improving Service Delivery:** WIOA provides enhancements for a more integrated and coordinated one-stop service delivery system in each State, and brands this system as the American Job Center system. The Joint Final Rule describes this system of services including: roles and responsibilities for the six core programs, as well as other partner programs such as Temporary Assistance for Needy Families; programmatic and physical accessibility for all customers; Memoranda of Understanding requirements; infrastructure funding; and one-stop certification.

## KEY PROVISIONS OF THE TITLE I ADULT, DISLOCATED WORKER, YOUTH, NATIONAL PROGRAMS, AND JOB CORPS, AND TITLE III EMPLOYMENT SERVICE PROGRAMS:

This Final Rule provides the framework for state and local workforce development systems to provide services that increase the employment, retention, earnings, and occupational skill attainment of U.S. workers. The rule includes provisions to help out-of-school youth, individuals with disabilities, and others with barriers to employment move into good jobs and careers; and to give businesses the skilled workforce needed to make the United States more competitive in the 21<sup>st</sup> Century global economy. Key features of the rule include:

- ◆ **Integrated services to jobseekers and businesses:** Businesses and job seekers will have access to a seamless system of high-quality education, employment, and training services through one of the nearly 2,500 American Job Centers across the country. Under the regulation, coordination of programs, services, and governance structures will support both individuals seeking jobs and skills training and employers seeking skilled workers.
- ◆ **Increased access to relevant training:** The regulation increases access to job-driven training, informed by using labor market information and employer needs identified through business engagement. The regulation will encourage the use of work-based learning strategies, such as on-the job training and registered apprenticeships. Programs deliver training along career



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pathways, accompanied by career counseling, supportive services, and needs-related payments, as appropriate

- ◆ **Wider array of services for youth:** Youth, especially out-of-school and at-risk youth, are connected through American Job Centers to education and jobs; particularly work experience, career guidance, financial literacy education, and entrepreneurial skills training. The rules continue to support YouthBuild, which funds job training and educational activities for at-risk youth who, as part of their training, help construct or rehabilitate housing for homeless individuals and families and low-income families. The Job Corps program is also strengthened, with specific requirements relating to site selection, protection, and maintenance of Job Corps facilities; funding and selection of center operators and service providers; recruitment, eligibility, screening, selection and assignment, and enrollment of Job Corps students; Job Corps program activities and center operations; student support; and career transition services and graduate services.
- ◆ **Improved Services for Business:** The new rule better aligns services with the needs of regional economies and local employers by instituting regional planning and enabling Boards to use industry or sector partnerships that include high-quality worker training for new and incumbent workers that meet the needs of local and regional employers.
- ◆ **Greater emphasis on reemployment:** The regulations allow the workforce system to more effectively respond when workers lose their jobs by integrating Unemployment Insurance, rapid response to worker dislocations, and customer-centered National Dislocated Worker Grants which enable quick applications for grants to relieve the impact of mass layoffs and other major economic dislocations, emergencies, and disasters on employment in the impacted area and to meet the training and reemployment needs of affected workers. The rule also further aligns employment services to the rest of the public workforce system, by mandating colocation of employment service offices with American Job Centers and emphasizes reemployment services for unemployment insurance claimants such as skill assessments and job search assistance.
- ◆ **Better information means better decision-making:** Boards will use up-to-date labor market information, program evaluations, and related data to inform customers as they are considering program options, inform lawmakers updating public policy, and drive strategic decision making for program operators.
- ◆ **Streamlined Indian and Native American Program:** The regulations require that Indian and Native American Program grants be awarded through a competitive process which aligns with other WIOA-funded programs. Grantees are also required to submit a 4-year plan which describes their service strategies and program operations.
- ◆ **Improved services and protections for farmworkers:** The regulations provide migrant and seasonal farmworkers with career services and training, housing assistance, youth services, and related assistance. Under the regulations, more services are available to a wider age range of migrant youth. The regulations also govern the Agricultural Recruitment System, a system for interstate and intrastate agricultural job recruitment, and provide agricultural housing standards for migrant and seasonal farmworkers.



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## KEY PROVISIONS OF THE TITLE II ADULT EDUCATION AND FAMILY LITERACY ACT PROGRAM:

WIOA strengthens the Title II Adult Education and Family Literacy Act (AEFLA) program by positioning adult education services as a key component of the workforce development system in local communities and improving alignment among adult education programs, postsecondary education providers, and employers. The program-specific Final Rule adheres to the following key goals:

- ◆ **Transition from adult basic education to postsecondary education, postsecondary training, or employment:** While AEFLA continues to emphasize high school completion for youth and adults, WIOA reauthorized AEFLA in a manner that recognizes that completion of high school is not an end in itself but a means to further opportunities and greater economic self-sufficiency. Through the implementation of new activities such as integrated education and training, workforce preparation activities, and career pathways programming, changes that will be implemented under the AEFLA Final Rule will better support individuals as they transition from adult basic education to postsecondary education, postsecondary training, or employment.
- ◆ **English language learning:** Through WIOA, AEFLA now formalizes the role that adult education has played for decades related to assisting immigrants and English language learners in learning to read, write, and speak English, adds mathematics to the scope of services, and expands the focus of English language learning by adding civics education and workforce training.
- ◆ **Innovative Supports for Re-entry:** Drawing on growing research on the long-term value of education in reducing recidivism and promoting successful re-entry into society, AEFLA, as reauthorized by WIOA, encourages investments in and innovative programming for the educational and career advancement of incarcerated individuals.
- ◆ **Supports for families and communities:** As reauthorized by WIOA, the purpose of AEFLA continues to emphasize the important role that adult education and literacy plays in supporting the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for their families.

## KEY PROVISIONS OF THE TITLE IV VOCATIONAL REHABILITATION PROGRAM:

WIOA makes significant changes to programs authorized under the Rehabilitation Act of 1973 (Title IV), particularly to the Vocational Rehabilitation (VR) program. This is one of the core programs administered by the Department of Education, providing VR services to individuals with disabilities, including students and youth with disabilities. The program-specific Final Rule adheres to the following key goals:

- ◆ **Aligns the VR program with other core programs:** WIOA strengthens the alignment of the VR program with other core programs of the workforce development system. This alignment also brings together various entities in workforce, educational and human resource programs to create a seamless customer-focused service delivery network that integrates service delivery across programs, enhances access to services, and improves long-term employment outcomes for individuals with disabilities.
- ◆ **Strengthens the VR program's focus on competitive integrated employment:** The guiding principle of the VR program is that individuals with disabilities, including those with the most



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significant disabilities, are capable of achieving high quality, competitive integrated employment when provided the necessary services and supports. To increase the employment of individuals with disabilities in the competitive integrated labor market, the workforce system must provide individuals with disabilities opportunities to participate in job-driven training and pursue high quality employment outcomes. The VR program enhances access to services, including VR services, for individuals with disabilities seeking or continuing employment at subminimum wages with entities holding special wage certificates under section 14(c) of the Fair Labor Standards Act, enabling them to achieve competitive integrated employment.

- ◆ ***Expands VR services to students and youth with disabilities:*** WIOA ensures that students and youth with disabilities have meaningful opportunities to receive the VR services they need to achieve competitive integrated employment. WIOA amends the VR program to expand not only the population of students with disabilities who may receive VR services but also the breadth of services that the VR agencies may provide to youth and students with disabilities who are transitioning from school to postsecondary education and employment. Under WIOA, the VR program strengthens coordination between VR agencies and local education agencies in the provision of transition services provided under the Individuals with Disabilities Education Act and the provision of pre-employment transition services to students with disabilities under the VR program.





# Fact Sheet:

## Developing a Globally Competitive Workforce

The public workforce investment system is a valuable resource to support your human resource capabilities. The system offers essential resources and tools to transform your workforce to meet the changing demands of the 21st-century economy and to develop a more competitive workforce.

### Enhance Your Human Resource Capacity

#### American Job Centers

- ◆ More than 2,400 American Job Centers (AJCs) are located across the country to assist thousands of businesses in recruiting, hiring, training or upskilling your workforce.
- ◆ Business Service Representatives at AJCs offer a range of customized training options to meet businesses' needs.
- ◆ The AJCs provide information about local and federal resources to assist with business decisions such as marketing and economic development opportunities.

#### Business Services Toolkit

- ◆ This online resource provides access to virtual tools and resources that any company can use, as well as links to more specialized services.

### Upskill and Diversify your Workforce to Meet New Demands

#### Expanding Registered Apprenticeship Opportunities

- ◆ Programs offer a proven, high caliber training strategy for workers to learn the skills that employers need for American businesses to grow and thrive in a competitive global environment.
- ◆ Customizable and flexible Registered Apprenticeship programs match employers' needs to meet employers' changing demands.

#### Incumbent Worker Training

- ◆ Business-led state and local workforce boards offer training services to help companies remain competitive by updating or enhancing the skills of their current workforce.
- ◆ Workforce boards can reimburse employers, on a limited basis, for the extraordinary costs of training new hires through on-the-job and customized training.

### Engage in Long-Term Workforce Planning

State and local workforce boards lead sector strategy and career pathway initiatives - regional, industry-focused approaches to workforce and economic development that improve access to good jobs and increase job quality in ways that strengthen an industry's workforce.

### Useful Links

**Career One-Stop Business Center** is your source for help to hire, train, and retrain a strong workforce:  
<http://www.careeronestop.org/BusinessCenter/index.aspx>

**American Job Center Locator** provides contact information for the nearest American Job Center:  
<http://www.careeronestop.org/LocalHelp/local-help.aspx>

**Business Services Toolkit** offers a range of tools for customized solutions to your workforce needs:  
<http://www.careeronestop.org/businesscenter/toolkit/toolkit.aspx>

**Registered Apprenticeship Quick-Start Toolkit** is your guide to Building a Registered Apprenticeship Program:  
[http://www.doleta.gov/oa/employers/apprenticeship\\_toolkit.pdf](http://www.doleta.gov/oa/employers/apprenticeship_toolkit.pdf)



## Opportunities Through the Workforce Innovation and Opportunities Act (WIOA)

- ♦ The Workforce Innovation and Opportunities Act (WIOA), signed into law by President Barack Obama on July 22, 2014, is the first legislative reform of the public workforce system in 15 years. The law replaces the Workforce Investment Act of 1998 and amends the Adult Educational and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.
- ♦ With the passage WIOA, the workforce system now has greater flexibility to engage employers in developing the workforce for an economic region – from preparing entry-level workers, to retraining transitioning workers, to upskilling incumbent workers.
- ♦ WIOA modernizes and streamlines the workforce system, promoting stronger coordination of services and programs, wider business involvement in delivering training, and enhanced support for jobseekers with disabilities and unemployed youth not in school.

### Improves Services to Employers and Promotes Work-Based Training

- ♦ WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven, which supports matching employers with skilled individuals.
  - ❖ State and local boards will promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry and to meet the workforce needs of local and regional employers.
  - ❖ Local areas can use funds for demonstrated effective strategies that meet employers' workforce needs, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
  - ❖ Employers may have access to have incentives to meet their workforce needs and offer opportunities for workers to learn with increased reimbursement rates for on-the-job and customized training.
  - ❖ The effectiveness of services to business will be measured.
- ♦ WIOA offers opportunities to address developmental skills through the Adult Education and Family Literacy Act – Title II of WIOA. Employer partnerships with education providers are eligible entities under Title II, creating opportunities for employers and providers to team up and offer foundational skill development for low-skilled workers looking to get ahead.
- ♦ Businesses, under WIOA, can collaborate with American Job Centers, community colleges, and adult education providers to develop integrated education and training programs at the workplace to help employees gain basic and technical skills and advance to the next level of work.
- ♦ WIOA promotes greater collaboration between Registered Apprenticeship and the Title I programs in several ways, including recognizing Registered Apprenticeship programs as eligible training providers for the Adult and Dislocated Worker formula programs and recognizing completion of a Registered Apprenticeship certificate as a post-secondary credential.
- ♦ Pre-apprenticeship training is an authorized Youth program activity to help participants meet entrance requirements for Registered Apprenticeship programs.

## Effective Dates for Implementation and Technical Assistance

In general, WIOA takes effect on July 1, 2015; however, the planning requirements and common indicators of performance take effect on July 1, 2016 and other exceptions specifically noted in the law.

DOL is working in coordination with the Department of Education and the Department of Health and Human Services to support the public workforce system to implement WIOA. The DOL WIOA Resource Page ([www.doleta.gov/WIOA](http://www.doleta.gov/WIOA)) will include updated guidance and resources, as well as communicate opportunities to provide input. The WIOA Collection Page ([wioa.workforce3one.org](http://wioa.workforce3one.org)) provides links to technical assistance tools and information to support implementation. Questions regarding WIOA can be emailed to [DOL.WIOA@dol.gov](mailto:DOL.WIOA@dol.gov).





### The American Job Center (AJC) Network

#### About WIOA

The Workforce Innovation and Opportunity Act (WIOA) (Pub. L. 113-128) is a transformative law designed to strengthen our nation's public workforce system, helping job seekers, particularly those with barriers to employment, access the education, training, and support services they need to obtain and advance in quality jobs and careers, and to help businesses hire and retain the skilled workers they need to succeed in a global economy. WIOA ensures that the needs of businesses and workers drive workforce solutions and it increases and aligns coordination among key employment, education, and training programs.

### Use of the AJC Network Common Identifier or Tag Line

CFR § 678.900(c) requires that each one-stop delivery system must include the 'American Job Center' identifier, or a tag line stating 'a proud partner of the American Job Center network', on all products, programs, activities, services, electronic resources, facilities, and related property and new materials used in the one-stop delivery system. This common identifier is sometimes known as AJC branding or co-branding. To support implementation of this requirement, ETA established trademark ownership of the following logos: 1) "American Job Center network"; and 2) "a proud partner of the American Job Center network."

#### KEY FACTS TO KNOW ABOUT THE AJC NETWORK IDENTIFIER AND TAG LINE:

- ◆ As of November 17, 2016, each one-stop delivery system must include the identifier or tag line on all primary electronic resources used by the one-stop delivery system, and on any newly printed, purchased or created materials.
- ◆ As of July 1, 2017, each one-stop delivery system must include, in addition to any State or locally-developed identifier the system may wish to use, the identifier or tag line on all products, programs, activities, services, electronic resources, facilities and related property and new materials used in the one-stop delivery system.
- ◆ States and local areas should take steps to make sure that all one-stop centers, comprehensive and affiliate alike, adopt usage of the identifier or tagline by July 1, 2017.
- ◆ If a State or local logo appears on the front of business cards, downsize the identifier/tag line to appear with that logo on the front of the card. If a State or other government seal appears on the front of business cards, the identifier/tag line may appear on the backside of business cards.
- ◆ Neither the identifier nor the tag line is required to be added to resource room materials distributed to customers if those materials were not printed, purchased or created by the one-stop delivery system.
- ◆ The requirement to use a common identifier does not apply to individual messages sent via social media. However, to the extent a social media page is an electronic resource and it is technologically feasible to use the common identifier, the requirement to use the common identifier does apply.

#### Learn More About WIOA

**Information and guidance** for WIOA can be found here: [doleta.gov/WIOA](http://doleta.gov/WIOA)

**ION**, the technical assistance initiative for WIOA, can be accessed by visiting

**WorkforceGPS** here: [ion.workforcegps.org](http://ion.workforcegps.org)

#### WIOA Implementation Technical Assistance

**The Innovation and Opportunity Network (ION)** is a community of practitioners, program staff, partners, planners, industry leaders, and stakeholders that strive for system improvement, capacity building, and excellence in the public workforce system. ION is a national, regional, state, and local alliance that makes available the technical assistance, information sharing, and training needed to implement the vision of WIOA. Visit ION at: <https://ion.workforcegps.org>



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Chief Financial Officer

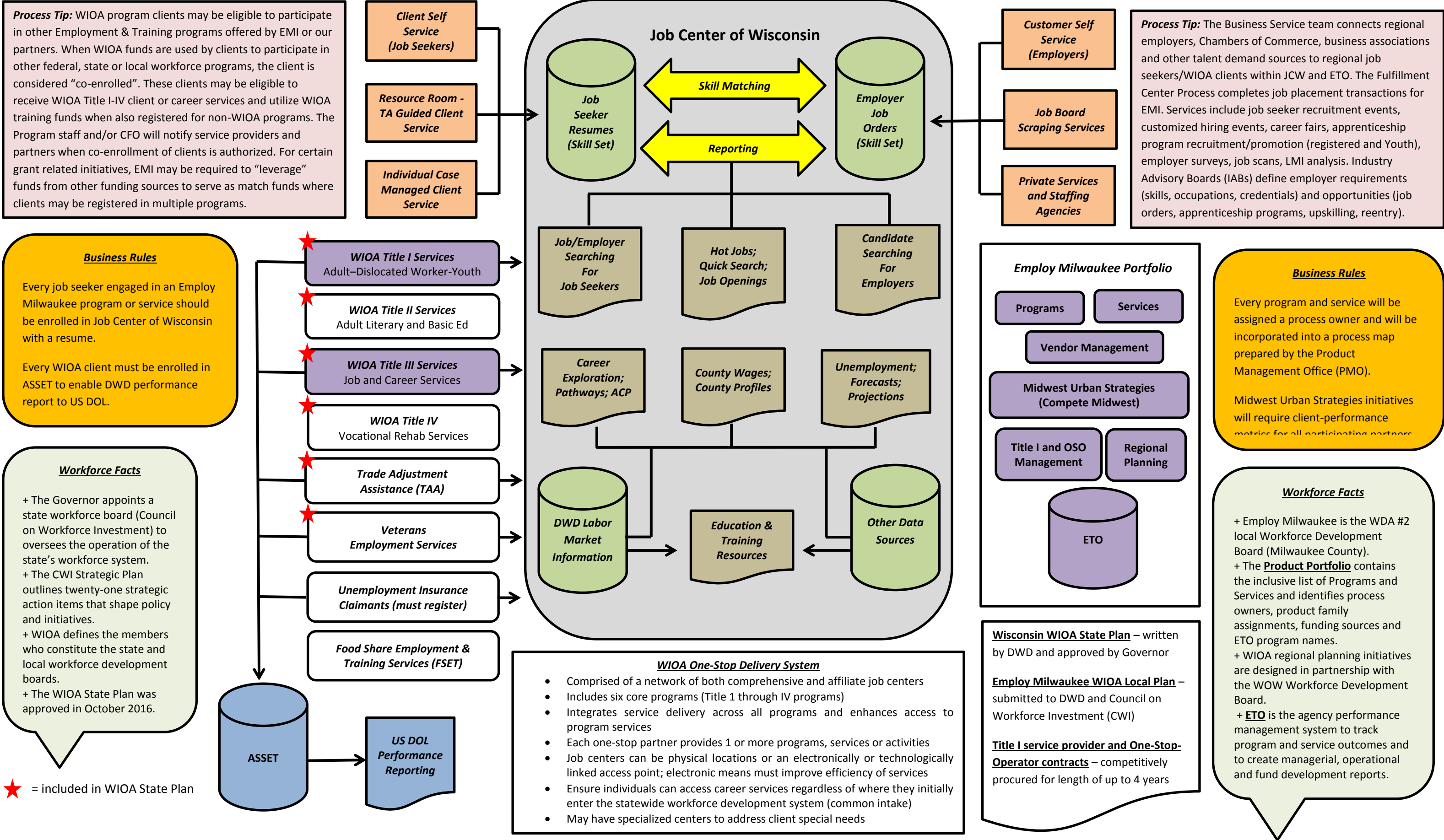
[lowell.raven@employmilwaukee.org](mailto:lowell.raven@employmilwaukee.org)

(414) 270-1723

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06.25.19

Employ Milwaukee WIOA Implementation Concept Map – Title I and OSO services – Title III Job Service - Local WDB Programs and Services



**WISCONSIN JOB CENTER SYSTEM GUIDANCE**

- The publicly funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of regional economies. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality one-stop centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.
- The one-stop delivery system includes six core programs (Title I adult, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser program; and Title IV vocational rehabilitation program), as well as other required and optional partners identified in WIOA. Under WIOA, one-stop centers and their partners:
  - ✓ provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
  - ✓ provide access/opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
  - ✓ enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
  - ✓ participate in rigorous evaluations that support continuous improvement of one-stop centers by identifying which strategies work better for different populations; and
  - ✓ ensure that high-quality integrated data is available to policymakers, employers, and job seekers so they are able to make informed decisions.
- **Career services** consist of three types:
  - Basic career services
  - Individualized career services
  - Follow-up services – for up to 12 months after first day of employment

- **Individualized career services:**
  - ✓ Comprehensive and specialized assessments of skill levels and service needs of adults and dislocated workers
  - ✓ Development of an individual employment plan
  - ✓ Group counseling
  - ✓ Individual counseling
  - ✓ Career planning
  - ✓ Short-term pre-vocational services
  - ✓ Internships and work experiences that are linked to careers
  - ✓ Workforce preparation activities
  - ✓ Financial literacy services
  - ✓ Out-of-area job search assistance and relocation assistance
  - ✓ English language acquisition and integrated education and training programs

- **Basic career services:**
  - ✓ Eligibility determinations for I-B programs
  - ✓ Job Center outreach, intake (including profiling) and orientation
  - ✓ Initial assessment of skill levels, (including literacy, numeracy, and English language proficiency) aptitudes, abilities (including skills gaps), and supportive service needs
  - ✓ Labor exchange services
  - ✓ Referrals to and coordination with other programs and services
  - ✓ Provision of workforce and labor market employment statistics information
  - ✓ Provision of information on ETP performance and related program costs
  - ✓ Provision of information about local area achievement in performance measures and OSO performance
  - ✓ Information and referrals to supportive services or assistance
  - ✓ Provision of information and assistance regarding filing claims for UI
  - ✓ Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

**TRAINING SERVICES MAY INCLUDE: [Ref: WIOA 134(d)]**

- occupational skills training, including training for nontraditional employment;
- on-the-job training;
- incumbent worker training;
- programs that combine workplace training with related instruction, which may include cooperative education programs;
- training programs operated by the private sector;
- skill upgrading and retraining;
- entrepreneurial training;
- transitional jobs;
- job readiness training provided in combination with services described in any of clauses (i) through (viii);
- adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services described in any of clauses (i) through (vii); and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

**Business Services May Include [Ref: WIOA Section 134(d)(1)(A)]**

- a) Certain career services must be made available to local employers, specifically labor exchange activities and labor market information.
- b) Customized business services may be provided to employers, employer associations, or other organizations;
  - Customized screening and referral of qualified participants in training services to employers
  - Customized services to employers, employer associations
  - Customized recruitment events and related services for employers including targeted job fairs;
  - Human resource consultation
  - services, including but not limited to
  - assistance with: Writing/reviewing job descriptions and employee handbooks; Developing performance evaluation and personnel policies; Creating orientation sessions for new workers; Honing job interview techniques for efficiency and compliance;) Analyzing employee turnover; Creating job accommodations and using assistive technologies; or Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations;
  - Customized labor market information for specific employers, sectors, industries or clusters; and
  - Other similar customized services.
- c) Local areas may also provide other business services and strategies that meet the workforce investment needs of area employers; Allowable activities, consistent with each partner’s authorized activities, include, but are not limited to:
  - Developing and implementing industry sector strategies (including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships)
  - Customized assistance or referral for assistance in the development of a registered apprenticeship program;
  - Developing and delivering innovative workforce investment services and strategies for area
  - employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
  - Assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
  - The marketing of business services to appropriate area employers, including small and mid-sized employers; and
  - Assisting employers with accessing local, State, and Federal tax credits.
- d) All business services and strategies must be reflected in the local plan, described in § 679.560(b)(3)

	EMPLOY MILWAUKEE, INC. BOARD OF DIRECTORS				
	First	Last	Title	Company	
1	Donald W.	Layden Jr.	Executive Vice President	NCR	Chair
2	Chytania	Brown	President & CEO	Employ Milwaukee	President
3	John	Kissinger	President & CEO	GRAEF	Vice Chair/Treasurer, Chair - PFA
4	Andres	Gonzalez	VP - Chief Diversity Officer	Froedtert Health	Secretary, Chair - GCN
5	Alan S.	Perlstein	Owner	Lily Pad Gallery	
6	Karen	Spindler	Dir-HR - Global Operations	Duracell	
7	Carla	Cross	President	Cross Management Services, Inc.	Chair - Program
8	Vicki	Martin	President	Milwaukee Area Tech College (MATC)	
9	Mark	Mone	Chancellor	University of Wisconsin - Milwaukee	
	Laura	Bray*	VP-College Advancement & External Comm.	Milwaukee Area Tech College (MATC)	
10	Keith	Posley	Superintendent	Milwaukee Public Schools	
11	Darryl	Morin	President & CEO		
12	Randy	Crump	President & CEO	Prism Technical Management & Marketing	
13	Michael	Daily	Staff Representative District 2	United Steel Workers (USW)	
14	Maysee	Herr	CEO	Hmong WI Chamber of Commerce	
15	Pam	Fendt	Research Manager-LUNA	LIUNA Local No. 113	
16	Eduardo	Garza	President	Center for Veterans Issues	
17	Jennifer	Fogarty	WDA 2 Director	DWD/Div of Vocational Rehabilitation	
18	Lupe	Martinez	President & CEO	UMOS Corporation, Inc.	
19	Mark	Kessenich	President & CEO	Associated General Contractors of Greater Milwaukee	
20	Steve	Martin	VP, Human Resources	Marcus Corporation	
21	Edgard	Delgado	WDA Director 1 & 2	DWD Job Service	
22	Shanan	Lesselyoung	Senior VP, Human Resources & Talent	Kohls Corporation	
	Katrice	Cotton**	Chief School Administration Officer	MPS	Chair - Youth
23	Dan	Bukiewicz	President	Building & Construction Trades Council	
24	Deshae	Agee	Vice President	Emem Group	
	Parker	Rios***	Vice President Human Resources	UMOS Corporation, Inc.	
	Jennifer	Abele****	Senior Executive Director of Strategic Partnersh	University of Wisconsin - Milwaukee	
25	Amanda	Manthey	UI Adjudication Supervisor	DWD-UI	
26	Jakeim	Jackson Bell	Diversity, Equity & Inclusion Outreach Manager	Milwaukee Bucks	
27	Sylvia	Swan	President	Milwaukee Job Corps	

\*Designee for Dr. Vicki Martin

\*\*Designee for Dr. Keith Posley

\*\*\* Designee for Lupe Martinez

\*\*\*\*Designee for Dr. Mark Mone

**EMPLOY MILWAUKEE, INC. BOARD OF DIRECTORS**  
**STANDING COMMITTEES 2022-23**

Role	First	Last	Title	Company
<b>EXECUTIVE COMMITTEE</b>				
<b>CHAIR</b>	<b>Donald W.</b>	<b>Layden Jr.</b>	Executive Vice President	NCR
	Chytania	Brown	President & CEO	Employ Milwaukee
	John	Kissinger	President & CEO	GRAEF
	Carla	Cross	President	Cross Management Services
	Andres	Gonzalez	VP - Chief Diversity Officer	Froedtert Health
	Keith	Posley	Superintendent	MPS

<b>PERSONNEL, FINANCE &amp; AUDIT COMMITTEE</b>				
<b>CHAIR</b>	<b>John</b>	<b>Kissinger</b>	President & CEO	GRAEF
	Chytania	Brown	President & CEO	Employ Milwaukee
	Molly	Gena*	Attorney	Legal Action of Milwaukee
	Jon	Mariano*	Sr. Vice President	Johnson Bank
	Alan S.	Perlstein	Owner	Lily Pad Gallery
	Karen	Spindler	Dir-HR - Global Operations	Duracell

<b>PROGRAM COMMITTEE</b>				
<b>CHAIR</b>	<b>Carla</b>	<b>Cross</b>	President	Cross Management Services, Inc.
	Laura	Bray	VP-College Advancement & External Comm.	Milwaukee Area Tech College (MATC)
	Chytania	Brown	President & CEO	Employ Milwaukee
	Bevin	Christie*	Program Director	
	Randy	Crump	President & CEO	Prism Technical Management & Marketing
	Michael	Daily	Staff Representative District 2	United Steel Workers (USW)
	Pam	Fendt	Research Manager-LUNA	LIUNA Local No. 113
	Eduardo	Garza	President	Center for Veterans Issues
	Tracey	Luber*	Economic Development Director	WEDC
	Jennifer	Fogarty	WDA 2 Director	DWD/Div of Vocational Rehabilitation
	Lupe	Martinez	President & CEO	UMOS Corporation, Inc.
	Mark	Kessenich	President & CEO	Associated General Contractors of Greater Milwaukee
	Joni	Theobald	TechHire Director	UMOS Corporation, Inc.

<b>GOVERNANCE, COMPLIANCE &amp; NOMINATION COMMITTEE</b>				
<b>CHAIR</b>	Andres	Gonzalez	VP-Chief Diversity Officer	Froedtert Health
	Edgard	Delgado	WDA Director 1 & 2	DWD Job Service
	Chytania	Brown	President & CEO	Employ Milwaukee
	Saul	Newton*	Executive Director	Wisconsin Veterans Chamber of Commerce

<b>YOUTH COMMITTEE</b>				
<b>CHAIR</b>	<b>Katrice</b>	<b>Cotton*</b>	Chief School Administration Officer	MPS
	Chytania	Brown	President & CEO	Employ Milwaukee
	Deshea	Agee	Vice President	Emem Group
	Bevin	Christie	Owner	Pivot RR Consulting
	Karen	Burns Sotak*	Director	Dynamic Workforce Solutions
	Derick	Cornelius*	Educational Assistant	MATC



Jolene	Cooley*	Vocational Rehab Counselor	DWD
Dionne	Grayson*	Executive Director	Lead2Change
Jakeim	Jackson Bell	Diversity, Equity & Inclusion Outreach Manager	Milwaukee Bucks
Karen	Higgins*	Executive Director	Milwaukee Christian Center
Donta	Holmes*	Program Director	Running Rebels
David	Knutson*	VP-Gov. Affairs & Special Initiatives	Boys & Girls Clubs of Greater Milwaukee
Sharlen	Moore*	Executive Director	Urban Underground
Gerard	Randall*	Executive Director	Milwaukee Educational Partners
Sylvia	Swan	President	Milwaukee Job Corps
La Toya	Sykes*	President & CEO	Our Next Generation
Chee	Thao	Program Director	UNCOM

\*Non-Board Member





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## **WORKFORCE DEVELOPMENT CONSORTIUM AGREEMENT**

### **WISCONSIN WORKFORCE DEVELOPMENT AREA # 2 (WDA 2)**

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Wisconsin Relay: 7-1-1  
[employmilwaukee.org](http://employmilwaukee.org)

## **WORKFORCE DEVELOPMENT CONSORTIUM AGREEMENT**

### **(WORKFORCE DEVELOPMENT AREA #2)**

**THIS AGREEMENT** ("Agreement") is made as of June 13, 2022, (the "Effective Date") by and between the City of Milwaukee, a Wisconsin municipal corporation, acting by and through its Mayor ("City"), and the Intergovernmental Cooperation Council ("ICC"), a council organized pursuant to Wis. Stat. §66.0301, which consists of the individual elected executive officers of the units of general local government located within Milwaukee County, (collectively, the "Parties").

WHEREAS, in 2015, the Workforce Innovation and Opportunity Act (WIOA) 29 U.S.C. § 3102, et seq., comprehensive legislation that reforms and modernizes the public workforce system, went into effect, superseding the Workforce Investment Act of 1998; and

WHEREAS, 20 CFR §679.300 proposes that the vision of a local workforce development board is to serve as a strategic leader and convener of local workforce development system stakeholders. The WDA #2 Local Board ("Local Board") partners with employers and the workforce development system to develop policies and investments that support workforce system strategies that support regional economies, the development of effective approaches, including local and regional sector partnerships and career pathways, and high quality, customer centered service delivery and service delivery approaches; and

WHEREAS, 20 CFR §679.300 proposes that the purpose of a local board is to provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system, in the local area and larger planning region; assist in the achievement of the State of Wisconsin's ("State") strategic and operational vision and goals and outlines in the State Plan; and maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided; and

WHEREAS, the Governor of the State of Wisconsin designates local workforce development areas ("Local Areas") through consultation with the State of Wisconsin Council on Workforce Investment (CWI) ("State Board"), and after consultation with chief elected officials and local boards, and after consideration of comments received through the public comment process, and according to the procedures set forth in WIOA, including 29 U.S.C. §3121(b); and

WHEREAS, each Local Area shall have a local Workforce Development Board appointed by Chief Elected Officials ("CEOs") in accordance with the WIOA and State criteria; and

WHEREAS, "chief elected official" is defined by WIOA at 29 U.S.C. § 3102(9) as "the chief elected executive officer of a unit of general local government in a local area" and a "unit of general local government" is defined by WIOA at § 3102(62) as "any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers;" and

WHEREAS, if a Local Area includes more than 1 unit of general local government, the CEOs of such units may execute an agreement that specifies the respective roles of the individual CEOs in (I) the appointment of the members of the Local Board from the individuals nominated or recommended in accordance with the criteria established by the Governor and the state board under 29 U.S.C. § 3122(b); and (II) in carrying out any other responsibilities assigned to such officials under WIOA; and

WHEREAS, Workforce Development Area# 2 in the state of Wisconsin ("WDA #2") includes all of Milwaukee County, of which a majority of the population resides in the City of Milwaukee; and

WHEREAS, the Local Board has adopted and approved its WIOA Plan for 2020-2023, which states: " The city is comprised of a younger and more diverse population when compared to the county, surrounding suburbs, and state, making it a prime source for future workers." ; and

WHEREAS, the Local Board's 2020-2023 adopted plan also states: " The seven-county Southeastern Wisconsin region has many job opportunities; however, its public transportation system has a limited reach outside of Milwaukee County (last mile or no service), limited times available (3rd shift/weekends), inadequate funding, and little alignment with other regional systems. This precludes many of the region's businesses and job seekers from being able to connect."; and

WHEREAS, the ICC includes the CEOs of all municipalities within Milwaukee County, and the ICC takes an active role via board appointments and oversight in the governance of the multi-jurisdictional Milwaukee Metropolitan Sewerage District; and

WHEREAS, on June 13, 2022, the ICC met and selected the Mayor Cavalier Johnson of the City of Milwaukee as designated Chief Elected Official ("Designated CEO") for WDA#2,

**NOW, THEREFORE, in** consideration of the mutual obligations hereunder, City and ICC covenant and agree as follows:

## **I. THE CONSORTIUM**

1. The City and the ICC constitute the Consortium. The Consortium delegates its day to day responsibilities of the chief elected official(s) to the Designated CEO. The Designated CEO shall be the Chair of the Consortium for WDA #2. The Chair shall serve for a term of 4 years, or concurrent with the Chair's term of local elected office. On June 13, 2022, the Consortium selected the Mayor of the City of Milwaukee to be the Designated CEO.
2. The Consortium will meet at least two times a year for the purpose of strategic planning and, as needed, approving the Local Area's plan. At least one of these meetings shall be in conjunction with the Local Board.
3. The Designated CEO will recommend to the Local Board a candidate for Executive

Director as the need arises.

4. The Consortium and the Designated CEO shall regularly receive updates from the Local Board and Executive Director on progress and performance under the Local Board's adopted WIOA Plan, and other items of interest to the Consortium.
5. The Designated CEO shall negotiate, and the Consortium shall execute, an agreement between the Local Board, the Consortium, and any other necessary parties, setting forth their respective duties and liabilities.

## **II. STRATEGIC ROLE OF THE CONSORTIUM**

1. The parties acknowledge that local elected officials play a critical role in the success of the workforce development system. Working through the Consortium and the Consortium Chair, the CEOs will take advantage of the following opportunities offered by WIOA: WDA #2's workforce development strategies, programs and services will reflect the region's economic development goals and employment-related needs.
2. Through the Consortium, the CEOs will be able to refer their constituents – both job seekers and employers – to high quality programs and services available through American Job Centers and affiliate sites.
3. The Consortium will have a coordinated regional approach that integrates the development of career pathways and sector strategies that address the high-demand industries and occupations in Southeastern Wisconsin.
4. The Consortium will use its power to leverage Federal, State and municipal resources to achieve maximum impact. The Consortium's American Job Centers will benefit from strong participation among partner programs.
5. The Consortium commits to negotiating strong performance goals with the State and supporting continuous improvement and data-driven program management.
6. The Consortium is committed to following and implementing and/or assisting the Local Board in following and implementing the Wisconsin Department of Workforce Development's Workforce Innovation and Opportunity Act Combined State Plan, and the Wisconsin Workforce Development Area 2 Workforce Innovation and Opportunity Act Local and Regional Plans.

## **III. CHIEF ELECTED OFFICIALS (CEOs) AND LOCAL BOARD FUNCTIONS**

1. The Consortium shall fulfill those duties assigned to the CEOs under the WIOA, as well as other functions as assigned by agreement between the Consortium and the Local Board, by this Agreement, by the WIOA, by the State or by the Parties. Without limiting those assigned duties not specifically listed here, including those set forth in WIOA, the Consortium shall:

A. Designation and Membership of Local Area Board.

1. Assist the Local Board in its requests for subsequent designations of WDA #2, as such requests become necessary. 29 U.S.C. §3121(b)(3); and
11. In accordance with the terms set forth in Article IV below, and the requirements established by the Governor and the criteria established under 29 U.S.C. §3122(b), appoint the members of the Local Board from the individuals nominated or recommended to be such members. 29 U.S.C. §3122(c)(1)(A).

B. Local and Regional Planning.

1. Work with the Local Board to develop and submit to the Governor a comprehensive 4-year local plan that is consistent with the State plan and in conformance with 29 U.S.C. §3123. 29 U.S.C. §3122(d)(1);
11. Engage with the Local Board in a regional planning process and prepare, submit, and obtain approval of a single regional plan consistent with the requirements in 29 U.S.C. §3121(c);
111. To the extent feasible, align all investments in workforce development in the Local Area, whether WIOA resources or other resources, under the policy umbrella of the Local Board; and
- IV. When applicable, ensure that policies of the Local Board for workforce development, become integrated into Local Area overall policies for economic development, education, and workforce development.

C. Budget and Grant Administration Responsibilities.

1. The Consortium designates Employ Milwaukee, Inc., a nonprofit corporation, to serve as local grant subrecipient under 29 U.S.C. §3122(d)(12)(B)(i)(II) and fiscal agent, and for such other programs as may be mutually agreed upon, and shall negotiate and enter into an agreement with Employ Milwaukee, Inc. further defining the relationship between the Consortium, the Parties, and Employ Milwaukee, Inc., which shall include, but not be limited to, the fiscal duties of Employ Milwaukee, Inc., and indemnification of the Parties by Employ Milwaukee, Inc. for Employ Milwaukee, Inc.'s management of grant funds;
11. Along with the Local Board, use funds allocated to the Local Area by the state and use nonfederal funds available to the Local Area that the Consortium and Local Board determine are appropriate and

available for that use, in fulfillment of its responsibilities under WIOA. 29 U.S.C. §3131; and

- III. Review and approve the Local Board's budget for the activities of the Local Board. 29 U.S.C. §3122(d)(12)(A).

D. Program Oversight.

The Consortium shall:

- I. Work with the Local Board to conduct oversight of youth activities programming authorized under 29 U.S.C. §3164(c), local employment and training activities authorized under 29 U.S.C. § 3174(b),(c) and (d), and the one-stop delivery system in the Local Area; and together the Consortium and the Local Board will ensure the appropriate use and management of the WIOA funds provided for these activities and one-stop delivery system(s); and for workforce development activities, the Designated CEO and the Board will work together to ensure the appropriate use, management and investment of funds to maximize performance outcomes for local areas under section 29 U.S.C. §3141. 29 U.S.C. §3122(d)(8);
- II. Work with the Local Board consistent with 29 U.S.C. §3151(d), to competitively designate or certify One Stop Operators, as described in 29 U.S.C. §3151(d)(2)(A) or terminate for cause the eligibility of such operators. 29 U.S.C. §3122(d)(10)(A);
- III. Review and approve a Memorandum of Understanding between the Local Board and the One Stop Partners, relating to the operation of the One Stop delivery system in the local area, consistent with the requirements in 29 U.S.C. §3151(c)(2). 29 U.S.C. §3151 (c)(1);
- IV. Work with the Local Board to conduct oversight of the one-stop delivery system pursuant to 29 U.S.C. §3151(a)(3) and consult with the State as it establishes objective criteria and procedures used to evaluate the operation of the one-stop center as described in 29 U.S.C. §3151(g);
- v. Consult with the Local Board, the One Stop Operator, and the One-Stop Partners regarding funding of the One-Stop infrastructure as described in 29 U.S.C. §3151(h);
- vi. Along with the Local Board, consult with the Governor as the Governor establishes guidance for infrastructure one-stop funding

pursuant to 29 U.S.C. §3151(h)(1)(B) and determines funding as described in 29 U.S.C. §3151(h)(2)(C);

- vii. Along with the Local Board, consult with the Governor as the Governor determines funding allocation for youth activities and statewide workforce investment activities under 29 U.S.C. §3162(b)(1)(C). 29 U.S.C. §3163(b);
- viii. Along with the Local Board, shall consult with the Governor as the Governor determines funding allocation for adult employment and training activities and statewide workforce investment activities under 29 U.S.C. §3172(b)(1)(B). 29 U.S.C. §3173(b)(1); and
- ix. Work with the State and local board on provision of rapid response services in the local area. 29 U.S.C. §3174(a)(2).

E. Performance Measures.

- i. The Designated CEO shall work with the Local Board and the Governor to negotiate and reach agreement on local performance measures. 29 U.S.C. §3122(d)(9); and
- ii. The Designated CEO and the Consortium, with the Local Board shall determine whether to appeal a gubernatorial reorganization determination made under 29 U.S.C. §3141(g)(2)(A) to the Governor under 29 U.S.C. §3141(g)(2)(B)(i) and to the Secretary of the U.S. Department of Labor under 29 U.S.C. §3141(g)(2)(B)(ii).

#### IV. LOCAL BOARD APPOINTMENTS

- 1. Local Board appointments shall be allocated to the Consortium members as follows:
  - Local Board appointments shall be made by the Chair, except for:
    - Appointment of 1 ICC member selected by the ICC
    - One business or labor representative selected and approved by the ICC
- 2. The Parties agree to appoint Local Board members in accordance with the Workforce Innovation and Opportunity Act, implementing federal regulations, criteria established by the State and this Consortium Agreement, in the following way:



A. Business Representatives: A majority (at least 51%) of the members of the Local Board shall be representatives of business in the Local Area, who:

- i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- ii. Represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
- iii. Are appointed among individuals nominated by local business organizations and business trade associations.

B. Workforce Representatives: (Labor, Community Based Organizations and Youth Serving Organizations)- Not less than 20% of the members of the Local Board shall be representatives of the workforce within the local area, who:

- i. shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
- ii. shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
- iii. may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- iv. may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;

- C. Education and Training Representatives - The Local Board shall include representatives of entities administering education and training activities in the local area, who:
- i. shall include a representative of eligible providers administering adult education and literacy activities under title II;
  - ii. shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
  - iii. may include representatives of local educational agencies, and of community based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- D. Government and Economic Development Representatives – The Local Board shall include representatives of governmental and economic and community development entities serving the local area, who:
- i. shall include a representative of economic and community development entities;
  - ii. shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
  - iii. shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
  - iv. may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
  - v. may include representatives of philanthropic organizations serving the local area.
- E. Other Members -The Local Board may include one other individual or representative of entities, provided that the individual or representative meets the criteria under WIOA and State guidance, and the appointment does not cause the board's composition to fall outside of statutory or State administrative guidelines.

## **V. TERM**

- I. The term of this Agreement shall commence on the Effective Date and shall continue in force until terminated in one of the following ways:
  - A. Changes in federal law occur, prohibiting or rendering this Agreement ineffectual shall result in automatic termination;
  - B. Repeal of WIOA or loss of federal funding for WIOA projects shall result in automatic termination;
  - C. Either Party may opt to terminate this Agreement by providing 90 days' notice in writing to the other Parties, provided, however, that any notice of termination must be provided at least 180 days before any future deadline for a request for subsequent designation of WDA #2.

## **VI. AMENDMENT**

This Agreement may be amended at any time by the written, signed consent of all the Parties.

## **VII. MEETINGS**

- I. Regular Meetings. The Consortium shall meet at least twice annually and at such other times as are deemed necessary. The Parties shall be notified in writing at least two weeks in advance of meetings. The notice shall include the time and place for the meeting and the proposed agenda, and shall be given in accordance with any other applicable Wisconsin laws.
2. The Parties understand that the City of Milwaukee is bound by the Wisconsin Public Records Law, and as such, all of the terms of this Agreement are subject to and conditioned on the provisions of Wis. Stat. §19.21 et. seq. The Parties acknowledge that they are obligated to assist the City in retaining and producing records that are subject to the Wisconsin Public Records Law, including such records that are generated by the Parties, the Consortium, or the Local Board as a consequence of this Agreement, and that the failure to do so shall constitute a material breach of this Agreement, and that the Parties must defend and hold the City harmless from liability due to the Party's or Parties' fault under that law. Except as otherwise authorized, those records shall be maintained for a period of seven years.

## **VIII. DECISIONS**

Selection of a new Consortium Chair after the Chair's term has expired shall be approved by majority vote of the ICC, except as otherwise established in this Agreement.

## **IX. SEVERABILITY**

Should any part of this Agreement be invalidated otherwise rendered null and void, the

remainder of this Agreement shall remain in full force and effect.

## **X. AUTHORITY**

The undersigned officials are authorized to execute this Agreement on behalf of the Parties.

## **XI. CONFLICT OF INTEREST**

1. No officer, employee, or agent of the City who exercises any functions or responsibilities in connection with the carrying out of any services or requirements to which this Agreement pertains, shall have any personal interest, direct or indirect, in this Agreement. No member of the governing body of the City and no other public official the City who exercises any functions or responsibilities in the review or approval of the carrying out of this Agreement shall have any personal interest, direct or indirect, in this Agreement.
2. The Parties covenant that they presently have no interest, and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of their services hereunder. The Parties further covenant that in the performance of this Agreement no person having any conflicting interest shall be employed.

## **XII. NONDISCRIMINATION.**

1. The Parties agree not to discriminate against any qualified employee or qualified for employment because of sex, race, religion, color, national origin or ancestry, age, disability, lawful source of income, marital status, sexual orientation, gender identity or expression, past or present membership in the military service, familial status, or based on affiliation with or perceived affiliation with any of these protected categories.
2. This requirement shall apply, but not be limited to, the following: tenure, terms or conditions of employment, promotion, demotion or transfer, recruitment or recruitment advertising, employment rules and policies, lay-off or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship.
3. No person in the United States shall, on the grounds of race, color, religion, sex, or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity made possible by or resulting from this Agreement. The Parties will comply with all requirements imposed by or pursuant to the regulations of the appropriate federal agency effectuating Title VI of the Civil Rights Act of 1964.
4. The Parties agree to comply with all applicable requirements of the Americans with Disabilities Act of 1990, 42 U.S.C. 12101, et seq.
5. The Parties will cause the foregoing provisions to be inserted in all subcontracts, if any, for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

### **XIII. LIABILITY**

1. 29 U.S.C. 3122 (d)(12)(B)(i)(I) provides that "the chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 3163 and 3173 of this title, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability."
2. The Designated CEO, acting in his official capacity as an elected official, agrees to serve as the local grant subrecipient, and is liable for the misuse of the grant funds allocated to the local area under 29 U.S.C. 3122 (d)(12)(B)(i)(I) & (II).
3. For only so long as the Mayor of the City of Milwaukee serves as the Designated CEO, the City of Milwaukee, through its Mayor, agrees to assume the liability set forth in paragraph XIII(3).

### **XIV. AMENDMENTS**

This Agreement may be amended or restated as necessitated by any changes in the

Workforce Innovation and Opportunity Act. Additionally, amendments may be made at any time with the written consent of the Parties and such amendments shall be consistent with the requirements of the Workforce Innovation and Opportunity Act.

**IN WITNESS WHEREOF**, the Parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the date first set forth above. This Agreement may be executed in multiple parts and pdf signatures are as valid as original signatures. A Party may also sign "in abstention," which shall not bind the Party to the terms of the Agreement, but shall indicate that Party's lack of objection to the Agreement.

**INTERGOVERNMENTAL COOPERATION  
COUNCIL**

By: *Daniel G. Bukiewicz*  
Daniel Bukiewicz, Mayor of Oak Creek & Chair  
Chair, Intergovernmental Cooperation Council

Date: 6/13/22

**CITY OF MILWAUKEE**

DocuSigned by:  
*Cavalier Johnson, Mayor*  
0D9F05F59ED549F...  
Cavalier Johnson, Mayor

Date: 6/16/2022

**COUNTERSIGNED:**

DocuSigned by:  
*Alysha Sawa*  
D159C84354FC4F4...  
City Comptroller

Date: 6/16/2022

**Approved as to form and execution:**

DocuSigned by:  
*Kathryn Block*  
F8A4D16DA55243D...  
Assistant City Attorney

Date: 6/16/2022



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## **WORKFORCE DEVELOPMENT MEMORANDUM OF AGREEMENT BETWEEN THE CONSORTIUM AND EMPLOY MILWAUKEE, INC.**

This is an agreement ("Agreement") dated June 13, 2022 between that certain Consortium created pursuant to Article I of the Workforce Development Consortium Agreement (Workforce Development Area #2) between the City of Milwaukee and the Intergovernmental Cooperation Council, a council organized pursuant to Wis Stat. §66.0301, which consists of the individual elected executive officer of the units of general local government located within Milwaukee County, dated as of the 13<sup>th</sup> day of June, 2022 (the "Consortium"), Employ Milwaukee, Inc. ("Employ Milwaukee"), and the City of Milwaukee, acting through its Mayor, to effect job training and employment programs, including those programs operated under the Workforce Innovation Opportunity Act ("WIOA").

### **RECITALS**

Mayor Cavalier Johnson is the Chief Elected Official of the City of Milwaukee (the "Mayor") and on June 13, 2022 was selected by the Intergovernmental Cooperation Council as the designated Chief Elected Official ("Designated CEO") for WDA #2. In addition to serving as Designated CEO the Mayor is the Chair of the Consortium. The Consortium is the appointing authority for the Employ Milwaukee Board under §107(c) of the WIOA, 29 U.S.C. §3122, and has delegated a portion of that authority to its Designated CEO pursuant to the Consortium Agreement; and

Whereas, the Consortium, Employ Milwaukee, and the City of Milwaukee are desirous of entering into this Agreement to effectuate the WIOA;

NOW, THEREFORE, in consideration of the mutual covenants set for the herein, the Consortium, Employ Milwaukee, and the City of Milwaukee agree as follows:

### **I. TERM**

The term of this Agreement shall commence as of the date of execution and shall continue in force until July 1, 2024. This Agreement shall act to repeal and supersede any and all prior agreements and shall be automatically renewed for two-year periods unless either party gives written notice of its intention not to renew at least 60 days prior to the date of expiration. Notwithstanding the foregoing, this Agreement shall also terminate upon the earlier of:

- A. Changes in federal law prohibiting or rendering such agreements ineffectual;



B. Repeal of WIOA or loss of federal funding for WIOA projects.

## **II. SCOPE**

This Agreement shall govern and apply to job training and employment programs under WIOA, and such other programs as may be mutually agreed upon.

## **III. DUTIES**

A. The Consortium designates Employ Milwaukee to serve as local grant, subrecipient under 29 U.S.C. §3122(d)(12)(B)(i)(II) and for such other programs as may be mutually agreed upon.

B. Designation and Membership of the Local Board.

1. A request was submitted for initial designation of the Workforce Development Area pursuant to WIOA.

2. In accordance with the requirements established by the Governor and the criteria established under 29 U.S.C. §3122(b), the Consortium and its Designated CEO appoint the members of the local board ("Local Board") from the individuals nominated or recommended to be such members. 29 U.S.C. §3122(c)(1)(A).

3. The Local Board, in consultation with the Designated CEO, shall request subsequent designations as they become necessary. 29 U.S.C. §3121(b)(3).

C. Local and Regional Planning.

1. The Designated CEO shall work with the Local Board to develop and submit to the Governor a comprehensive 4-year local plan that is consistent with the State plan and in conformance with 29 U.S.C. §3123. 29 U.S.C. §3122(d)(1).

2. If required in the future, the Designated CEO and the Local Board shall consult with the State to identify regions, consistent with the considerations described in 29 U.S.C. §3121(b)(1)(B). 29 U.S.C. §3121(a)(1).

3. The Designated CEO and the Local Board shall engage in a regional planning process and prepare, submit, and obtain approval of a single regional plan consistent with the requirements in 29 U.S.C. §3121(c).

D. Budget and Grant Administration Responsibilities.

1. The Designated CEO and the Local Board shall use funds allocated to the local area by the state and use nonfederal funds available to the local area that the Designated CEO and Local

Board determine are appropriate and available for that use, in fulfillment of its responsibilities under WIOA. 29 U.S.C. §3131.

2. The Designated CEO shall review and approve the Local Board's budget for the activities of the Local Board. 29 U.S.C. §3122(d)(12)(A).

3. At the direction of the Local Board, Employ Milwaukee shall disburse those funds allocated to the local area by the state and such nonfederal funds available to the local area pursuant to 29 U.S.C. §3122(d)(12)(B)(ii) that the Designated CEO and the Local Board determine area appropriate and available for Workforce Innovation and Opportunity Activities, pursuant to the requirements of 29 U.S.C. §3122(d)(12)(B)(i)(III).

E. Program Oversight.

1. The Designated CEO will work with the Local Board to conduct oversight of youth activities programming authorized under 29 U.S.C. §3164(c), local employment and training activities authorized under 29 U.S.C. § 3174(b),(c) and (d), and the one-stop delivery system in the local area; and together the Designated CEO and the Local Board will ensure the appropriate use and management of the WIOA funds provided for these activities and one-stop delivery system(s); and for workforce development activities, the Designated CEO and the Board will work together to ensure the appropriate use, management and investment of funds to maximize performance outcomes for local areas under section 29 U.S.C. §3141. 20 U.S.C. § 3122(d)(8).

2. Employ Milwaukee shall establish internal controls when performing multiple functions in a local area pursuant to 20 CFR §679.430 and shall inform the Designated CEO of such controls. Employ Milwaukee shall ensure that staff who conduct program oversight of direct service programs do not also provide direct services to clients and program participants. Furthermore, Employ Milwaukee shall notify the Designated CEO whenever staff monitoring of a direct service program results in a Finding(s) that requires a corrective action to preserve program compliance.

3. With the agreement of the Designated CEO, and consistent with 29 U.S.C. §3151(d), the Local Board shall competitively designate or certify One Stop Operators, as described in 29 U.S.C. §3151(d)(2)(A) or terminate for cause the eligibility of such operators. 29 U.S.C. §3122(d)(10)(A).

4. The Designated CEO shall review and approve a Memorandum of Understanding between the Local Board and the One Stop Partners, relating to the operation of the One Stop delivery system in the local area, consistent with the requirements in 29 U.S.C. §3151(c)(2). 29 U.S.C. §3151 (c)(1).

5. With the agreement of the Designated CEO, the Local Board will conduct oversight of the one-stop delivery system pursuant to 29 U.S.C. §3151(a)(3) and consult with the State as it establishes objective criteria and procedures used to evaluate the operation of the one-stop center as described in 29 U.S.C. §3151(g).

6. The Designated CEO shall consult with the Local Board, the One Stop Operator, and the One-Stop Partners regarding funding of the One-Stop infrastructure as described in 29 U.S.C. §3151(h).

7. The Designated CEO and the Local Board shall consult with the Governor as the Governor establishes guidance for infrastructure one-stop funding pursuant to 29 U.S.C. §3151(h)(1)(B) and determines funding as described in 29 U.S.C. §3151(h)(2)(C).

8. The Designated CEO and the Local Board shall consult with the Governor as the Governor determines funding allocation for youth activities and statewide workforce investment activities under 29 U.S.C. 3162(b)(1)(C). 29 U.S.C. §3163(b).

9. The Designated CEO and the Local Board shall consult with the Governor as the Governor determines funding allocation for adult employment and training activities and statewide workforce investment activities under 29 U.S.C. 3172(b)(1)(B). 29 U.S.C. §3173(b)(1).

F. Performance Measurements.

1. The Designated CEO shall work with the Local Board and the Governor to negotiate and reach agreement on local performance measures. 29 U.S.C. §3122(d)(9).

2. The Consortium, its Designated CEO, and the Local Board shall determine whether to appeal a gubernatorial reorganization determination made under 29 U.S.C. §3141(g)(2)(A) to the Governor under 29 U.S.C. §3141(g)(2)(B)(i) and to the Secretary of the U.S. Department of Labor under 29 U.S.C. §3141(g)(2)(B)(ii).

#### **IV. OPEN MEETINGS AND PUBLIC RECORDS**

A. The provisions of Subchapter V, Chapter 19 of the Wisconsin Statutes regarding open meetings of governmental bodies shall apply to all meetings and proceedings of Employ Milwaukee. 29 U.S.C. 3122(e) and 20 CPR §679.390.

B. The Designated CEO and Employ Milwaukee, including but not limited to the Local Board, understand that the City of Milwaukee is bound by the Wisconsin Public Records Law, and as such, all of the terms of this Agreement are subject to and conditioned on the provisions of Wis. Stat. §19.21 et. seq. The Local Board acknowledges that it is obligated to assist the City of Milwaukee in retaining and producing records that are subject to the Wisconsin Public Records Law, including such records that are generated by the Local Board and Employ Milwaukee as a consequence of this Agreement, and that the failure to do so shall constitute a material breach of this Agreement, and that the Local Board and Employ Milwaukee must defend and hold the City harmless from liability due to either the Local Board or Employ Milwaukee's fault under that law. Except as otherwise authorized, those records shall be maintained for a period of seven years.

## **V. LIABILITY**

- A. The Mayor of the City of Milwaukee in his official capacity, acting as Designated CEO and as Chair of the Consortium, serves as the local grant recipient, and is liable for the misuse of the grant funds allocated to the local area under 29 U.S.C. 3122 (d)(12)(B)(i)(I) & (II).
- B. Employ Milwaukee agrees to indemnify, defend and hold harmless the Consortium, the Designated CEO, and the City of Milwaukee, as well as their agents, officers, elected officials, representatives, employees, successors and assigns from and against any claim, demand, suit, payment, damages, loss, cost and expense, including actual attorney's fees, by reason of any alleged or actual liability for injury or damages caused by, relating to or arising in any way, in whole or in part, from (a) the wrongful, intentional, or negligent acts or omissions of the Local Board and Employ Milwaukee, and/or their employees, agents, representatives and subcontractors; and (b) the breach by the Local Board or Employ Milwaukee and/or their agents, officers, elected officials, representatives, employees, successors and assigns, of this Agreement, as well as any other related agreements.
- C. Employ Milwaukee agrees that it will at all times during the term of this Agreement keep in full force and effect both Comprehensive General Liability and Directors & Officers Liability policies, to the maximum extent permissible as allowable costs, issued by a company or companies authorized to do business in the state of Wisconsin, and licensed by the Wisconsin Commissioner of Insurance, with General Liability coverage provided for therein in the amount of \$2,000,000 and Directors & Officers Liability in the amount of \$4,000,000. The City of Milwaukee, the Designated CEO and the Consortium shall be named as additional insureds. Additionally, Employ Milwaukee shall maintain Employee Theft/Employee Dishonesty coverage in the amount of \$1,000,000, which includes third party coverage. Coverage must remain in effect for a period of not less than two years beyond the termination date of the contract. If a claims-made form is used and a change of insurer occurs during the contract period, continuity of coverage must be maintained by either retaining the original retroactive date or exercising the extended reporting period endorsement option from the expired policy for a period of not less than two years if the replacement insurer will not preserve the original retroactive date. The Mayor shall be given at least ten (30) days written notice of cancellation or nonrenewal during the term of this Agreement. In the case of cancellation or nonrenewal, Employ Milwaukee will immediately obtain new coverage so that no lapse in coverage occurs for any length of time. Upon execution of this Agreement, Employ Milwaukee shall furnish the Designated CEO with certification of insurance and, upon request, certified copies of the required insurance policies. In the event that any action, suit or other proceeding is brought against the Designated CEO upon any matter covered in said policies the Mayor shall, within ten (10) working days, give notice thereof to Employ Milwaukee and Employ Milwaukee shall cooperate with the Mayor in the defense of the action, suit or other proceeding. Irrespective of any other term of this Agreement, this provision shall survive termination of this Agreement.

## **VI. DISAGREEMENTS**

It is expressly understood and agreed to by the parties that any disagreement or controversy as to the interpretation of the requirements and activities described, exempting Section V Liability, herein shall

be resolved by a population based formula.

## **VII. NOT A LIMITATION ON LOCAL BOARD'S DUTIES UNDER WIOA**

This Agreement shall not be construed to limit or expand Employ Milwaukee or the Local Board's duties and obligations under WIOA, nor shall it be construed to shift any statutory liability of Employ Milwaukee or the Local Board onto the Consortium or the Designated CEO. This Agreement shall not be construed to represent an exhaustive list of all duties and obligations placed on the Consortium, Employ Milwaukee and the Local Board, respectively, by WIOA.

## **VIII. CONFLICT OF INTEREST.**

- A. No officer, employee, or agent of the City of Milwaukee who exercises any functions or responsibilities in connection with the carrying out of any services or requirements to which this Agreement pertains, shall have any personal interest, direct or indirect, in this Agreement. No member of the governing body of the City of Milwaukee and no other public official of the City of Milwaukee who exercises any functions or responsibilities in the review or approval of the carrying out of this Agreement shall have any personal interest, direct or indirect, in this Agreement.
- B. Employ Milwaukee covenants that it presently has no interest, and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. Employ Milwaukee further covenants that in the performance of this Agreement no person having any conflicting interest shall be employed. An interest on the part of the Local Board or Employ Milwaukee's employees must be disclosed to the City of Milwaukee.

## **IX. NONDISCRIMINATION.**

- A. Employ Milwaukee agrees not to discriminate against any qualified employee or qualified applicant for employment because of sex, race, religion, color, national origin or ancestry, age, disability, lawful source of income, marital status, sexual orientation, gender identity or expression, past or present membership in the military service, familial status, or based on affiliation with or perceived affiliation with any of these protected categories.
- B. This requirement shall apply, but not be limited to, the following: tenure, terms or conditions of employment, promotion, demotion or transfer, recruitment or recruitment advertising, employment rules and policies, lay-off or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship.
- C. No person in the United States shall, on the grounds of race, color, religion, sex, or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity made possible by or resulting from this Agreement. The parties will comply with all requirements imposed by or pursuant to the


regulations of the appropriate federal agency effectuating Title VI of the Civil Rights Act of 1964.

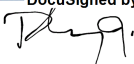
- D. Employ Milwaukee agrees to comply with all applicable requirements of the Americans with Disabilities Act of 1990, 42 U.S.C. 12101, et seq.
- E. Employ Milwaukee will cause the foregoing provisions to be inserted in all subcontracts, if any, for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

## **X. AMENDMENTS**

This Agreement may be amended or restated as necessitated by any changes in the Workforce Innovation and Opportunity Act. Additionally, amendments may be made at any time with the consent of both parties and such amendments shall be consistent with the requirements of the Workforce Innovation and Opportunity Act.

In witness whereof, the duly authorized representatives of the parties execute this Agreement as of the day and date first above written:

DocuSigned by:  
  
6/16/2022  
Cavalier Johnson, Mayor  
Chair of Consortium  
Designated CEO for WDA #2

DocuSigned by:  
  
6/16/2022  
Donald Layden, Chair  
Employ Milwaukee  
Board of Directors

Approved as to form and execution:

DocuSigned by:  
  
6/16/2022  
Assistant City Attorney

Date



**EIGHTH AMENDED & RESTATED  
BYLAWS OF  
EMPLOY MILWAUKEE, INC.**

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# **EIGHTH AMENDED AND RESTATED BYLAWS OF EMPLOY MILWAUKEE, INC.**

## **ARTICLE I. THE CORPORATION**

### **Section 1.1 Authority**

Employ Milwaukee, Inc. (the “Corporation”) is a nonstock, nonprofit corporation organized under the laws of the State of Wisconsin, including Wisconsin Statutes Chapter 181 (The Wisconsin Non-Stock Corporation Law). Except as otherwise provided in the Articles of Incorporation of the Corporation (the “Articles”), the Corporation shall have all the authority necessary to achieve its purposes and shall be permitted to do all things that can be done by a nonstock, nonprofit corporation which is organized under the laws of the State of Wisconsin, and exempt from federal income taxation under exempt from federal income taxation under §501(c)(3) of the Internal Revenue Code of 1986, as amended (“Code”).

### **Section 1.2 Corporate Offices**

The principal office of the Corporation shall be 2342 N. 27<sup>th</sup> Street, Milwaukee, Wisconsin 53210, or such other location as may be determined by the Board of Directors (“Board”) from time to time. The Corporation shall have and continuously maintain in this State a principal office and a registered agent whose office address may be, but need not be, identical with such principal office. The Corporation may have other offices within the State of Wisconsin, as the Board may determine.

### **Section 1.3 Purposes**

The Corporation is organized and shall be operated exclusively for the strategic purposes set forth in the Articles and the Workforce Innovation and Opportunity Act, 29 U.S.C. 3101 et seq. (public law 113-128) (“the Act”). In the event of a conflict between the terms and provisions of these Bylaws and those of the Act, the terms and provisions of the Act shall govern. The Corporation shall serve the workforce development needs of the Wisconsin Workforce Development Area (WDA) 2, the boundaries of which are those of Milwaukee County. As a local Workforce Development Board authorized by the Act, the Corporation shall serve the following purposes outlined in 20 CFR §679.300:

- (a) Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the local area and larger planning region;
- (b) Assist in the achievement of the State’s strategic and operational vision and goals as outlined in the Combined WIOA State Plan, and
- (c) Maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided.

## Section 1.4 Lawful Activities

The Corporation may apply for and receive grants, donations and contributions from public and private entities: own property, incur indebtedness, invest funds, contract in the name of the Corporation; employ administrative staff and conduct business operations; and exercise all powers conferred upon a Wisconsin non-stock, non-profit corporation. Consistent with its lawful purposes, the Corporation shall act as the recipient, dispenser and administrator of funds under and pursuant to the intent and purposes of the Act. Notwithstanding any other provisions of the Articles, the Corporation shall carry only activities permitted to be carried on: (a) by a corporation exempt from Federal Income Tax under §501 (c)(3) of the Code; and (b) by a non-private foundation within the meaning of §509(a)(1) and §170(b)(1)(A)(vi) of the Code, contributions to which are deductible under §170 of the Code, other than as an insubstantial part of its activities as permitted by the Code.

## ARTICLE II. MEMBERS

### Section 2.1 No Members

The Corporation shall have no members.

## ARTICLE III. BOARD OF DIRECTORS

### Section 3.1 Powers

Subject to the limitations of the Articles, these Bylaws and state and federal law, the affairs of the Corporation shall be managed by or under the direction of its Board. The Board shall have full power and authority to perform any and every lawful act deemed necessary or proper to carry out the purposes of the Corporation. The Board shall have the power to enact, maintain and enforce, and amend, alter and repeal, all suitable lawful resolutions, rules and regulations for the governance of the Corporation and perform other acts not inconsistent with state and federal law, funding source regulations, these Bylaws, or the Articles.

### Section 3.2 Number, Qualifications, Appointment, Terms, Resignation and Removal, Vacancies

- (a) Number. The number of Directors shall be a minimum of twenty-five (25) and maximum of forty (40).
- (b) Qualifications, Nominations, Method of Appointment. The Directors shall be appointed pursuant to that certain Workforce Development Consortium Agreement (Workforce Development Area #2) dated as of December 11, 2017 and in accordance with the Act, and the Workforce Development Memorandum of Agreement between the Consortium (as defined therein) and Employ Milwaukee, Inc., dated as of December 11, 2017 as each may be amended from time to time. Members of the Board ("Directors") shall be selected in accordance with criteria established under the Act and related state policy issued by the Wisconsin Department of Workforce Development. The membership shall be comprised of a majority business representatives, twenty percent (20%) workforce representatives, education and training representatives, and government and economic and community development representatives; and may include other

- (c) representatives as the Consortium and its Designated CEO (as defined in the Workforce Development Consortium Agreement) deem appropriate. The Corporation shall recruit nominations for vacancies from nominating entities deemed appropriate by the Act or State policy. Nominations shall be shared with the Consortium and its Designated CEO upon receipt by the Corporation's President (the "President").
- (d) Term of Office. The term of each Director shall be between one (1) and three (3) years. The terms of Directors shall be staggered, so that approximately one third (1/3) of the Directors' terms expire each year. The Corporation shall advise the appointing authority on the length of term for new appointments to ensure such proportion.
- (e) Resignation or Removal. A Director may resign at any time by filing a written resignation with the Secretary. A Director may be removed without cause by the appointing authority. In that event, the person removing the Director shall give written notice of the removal to such Director and the President. In addition, a Director may be removed for cause upon the affirmative vote of a majority of the Directors then in office.
- (f) Change in Director's Qualifications. A Director whose employer, job title or geographic location changes shall notify the President immediately. In such an event, the Corporation shall determine whether the Director can continue to serve in the capacity in which he/she was appointed within ten (10) business days. If the Director is deemed by the Corporation to be unable to continue serving in such capacity, the position shall be considered vacant.
- (g) Vacancy. The President shall notify the Designated CEO within ten (10) business days of such determination in order to ensure a prompt nomination to fill the vacancy. A vacancy on the Board shall be filled by the Designated CEO for the unexpired portion of such Director's term.
- (h) Designees. A Director may appoint a designee to act for the Director at a particular meeting of the Board, a Committee or a Work Group by notifying the President in writing.
  - i. If the designee is acting for a business representative, he or she must have optimum policy-making authority.
  - ii. Other designees must have demonstrated experience and expertise and optimum policy-making authority.

### Section 3.3 Honorary Directors

Directors who have served at least one full term, or as otherwise approved by the Board, shall be eligible to become Honorary Directors after cessation of service as a Director. In addition, the Chairperson may appoint other individuals with demonstrated experience or expertise to serve as Honorary Director, with the approval of the Board. All Honorary Directors shall serve on an annual basis. Honorary Directors shall be entitled to attend all meetings of the Board and its committees, at which they may contribute their viewpoints and opinions; however, Honorary Directors shall not be entitled to vote. No meeting of the Board, regular or annual, shall be considered void for failure to give proper notice to Honorary Directors.

### Section 3.4 Meetings, Notice, Quorum, Voting

- (a) Annual Meetings. There shall be a regular annual meeting of the Board at the office of the Corporation during the fourth quarter of the calendar year, or at such other place and time as may be designated by the Chairperson.
- (b) Regular meetings. Regular meetings of the Board shall be held as called by the Chairperson or President.
- (c) Special Meetings. Special meetings of the Board may be called by the Chairperson, President, or a majority of the Directors then in office.
- (d) Notice. Notice of the date, time and place of any meeting of the Board shall be given to each Director by email at least forty-eight (48) hours prior thereto, or unless a different time shall be required by law. A Director may waive notice of any meeting in writing, signed at any time before or after the time of the meeting and delivered to the Corporation for filing in the Corporate records. The attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends the meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Meetings of the Board shall be open to the public. Public notice of such meetings shall be provided, and such meetings shall be conducted in accordance with Wis. Stat. §19.84 or any successor statute.
- (e) Participation by Electronic Means. Any one or more Directors may participate in and shall be deemed present at any meeting conducted by means of communication whereby all participating Directors may simultaneously hear each other during the meeting.
- (f) Quorum. At least one-third (1/3) of Directors then in office shall constitute a quorum of the Board, but a majority of the Directors present at a meeting, though less than such quorum, may adjourn the meeting from time to time without further notice.
- (g) Action. At each meeting of the Board, each Director shall be entitled to cast one (1) vote on all matters presented to the Board for its approval. Properly appointed designees may cast one (1) vote, but no proxy votes shall be permitted. The act of a majority of Directors in attendance at a meeting at which a quorum is present shall be the act of the Board, except to the extent that a greater number is required by law, the Articles, or these Bylaws.
- (h) Sunshine Provisions. The Corporation shall comply with the “Sunshine Provision” in §107(e) of the Act as outlined in 20 CFR §679.390, by making information about the activities of the Corporation, including the Local WIOA Plan, WDB membership list, selection of One-Stop Operators, awards of grants or contracts to WIOA providers, minutes of formal meetings, and the Corporation’s bylaws, available to the public. In addition, the Corporation shall comply with the “Wisconsin Public Records Law”. Wis. Stat. §19.21 et Seq.

### Section 3.5 Authority of Board

The Board shall maintain authority over all of the following matters, and no such matter shall become effective without the prior approval of the Board.

- (a) Amendment or restatement of the Articles or these Bylaws.
- (b) Annual election of Officers of the Corporation.
- (c) Annual ratification of individuals appointed by the Chairperson to comprise the Committees of the Board and approval of Committee charters delegating authority to Committees.
- (d) Ratification of individuals appointed by the Chairperson to comprise the Work Groups of the Board; and the purposes and timelines for accomplishment of related responsibilities.
- (e) Sale, lease, exchange or other distribution of substantially all of the property or assets of the Corporation other than in the usual and regular course of business.
- (f) Except as otherwise expressly provided in these Bylaws, authorization to bind the Corporation by any contract or engagement; pledge the Corporation's credit; render the Corporation liable for any purpose in any amount; contract for loans; and/or issue any evidence of indebtedness in the name of the Corporation.
- (g) Any other matters as may be specifically reserved by Board action.

### Section 3.6 Reimbursement of Expenses

Upon resolution of the Board, any one or more Directors may be paid or reimbursed for reasonable expenses incurred on behalf of the Corporation. Except as specifically provided in these Bylaws or as otherwise determined by the Board, no Director shall receive any other compensation or reimbursement for his or her services as a Director or Committee member.

### Section 3.7 Workforce Responsibilities of Directors

Directors shall actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities. The President shall ensure that every Director receives a Governance Binder, receives informational updates from Corporation staff at meetings and reviews collateral materials developed by the Corporation to aid Directors in meeting participant requirements of 20 CFR §679.310(g)(6).

## ARTICLE IV. COMMITTEES, WORK GROUPS

### Section 4.1 Executive Committee

- (a) Composition. The Executive Committee shall be comprised of Directors who serve as Officers of the Corporation and the chairs of Committees of the Board. The Chairperson shall serve as the chairperson of the Executive Committee.
- (b) Authority and Responsibility. The Executive Committee shall have and may exercise the authority of the Board between meetings of the Board, except as authority is reserved exclusively to the Board as provided in Section 3.5 hereof. Notwithstanding the foregoing, the

- (c) Executive Committee shall have the authority to approve programmatic contracts. The Executive Committee shall have the authority to take action in other matters pertaining to contracting, program-related expenditures, and the financial interests of the Corporation. The actions of the Executive Committee shall be reported to the Board at the Board's next meeting.
- (d) Meetings. The Executive Committee shall hold meetings as called by the Chairperson or President.

## Section 4.2 Personnel, Finance and Audit Committee

- (a) Composition. The Chairperson shall appoint at least three (3) Directors to comprise the Personnel, Finance and Audit Committee and shall appoint other individuals who are not Directors who have demonstrated experience and expertise as specified in the Act. The number of Committee Members and the individuals appointed by the Chairperson shall be subject to the approval of the Board. The Treasurer shall serve as the chairperson of the Personnel, Finance and Audit Committee, subject to approval of the Board.
- (b) Authority and Responsibility. The Personnel, Finance and Audit Committee shall establish compensation and benefit plans, evaluate performance of senior executives, advise management on significant human resource matters, periodically review the financial condition of the Corporation, approve the Corporation's annual audit, and perform other duties delegated by the Board. The Personnel, Finance and Audit Committee shall recommend financial, risk management and privacy policies and shall ensure that appropriate internal controls are exercised in the Corporation's operations. The Committee shall monitor and ensure that the financial interests of the Corporation have been provided for and attended to. The Committee shall ensure that the authorized body approving compensation arrangements meets the rebuttable presumption test of IRC §4958 and 26 CFR §53.4958-6. The actions of the Personnel, Finance, and Audit Committee shall be reported to the Board at the Board's next meeting.
- (c) Meetings. The Personnel, Finance and Audit Committee shall hold regular meetings at least twice annually, and special meetings as determined by the Treasurer.

## Section 4.3 Program Committee

- (a) Composition. The Chairperson shall appoint at least three (3) Directors to comprise the Program Committee and shall appoint other individuals who are not Directors who have demonstrated experience and expertise as specified in the Act. The number of Committee Members and the individuals appointed by the Chairperson shall be subject to the approval of the Board. The Chairperson shall appoint a Director to serve as chairperson of the Program Committee, subject to the approval of the Board.
- (b) Authority and Responsibility. The Program Committee shall review, evaluate, and recommend programmatic proposals, contracts, and policies. Any such recommendations may be presented to the Executive Committee for approval when acting between Board meetings. The actions of the Program Committee shall be reported to the Board at the Board's next meeting.
- (c) Meetings. The Program Committee shall hold regular meetings at least four times annually and special meetings as determined by its chairperson.



## Section 4.4 Governance, Compliance and Nominating Committee

- (a) Composition. The Chairperson shall appoint at least three (3) Directors to comprise the Governance, Compliance and Nominating Committee, and shall appoint other individuals who are not Directors who have demonstrated experience and expertise as specified in the Act. The number of Committee Members and the individuals appointed by the Chairperson shall be subject to approval of the Board. The Chairperson shall appoint a Director to serve as chairperson of the Governance, Compliance and Nominating Committee, subject to the approval of the Board.
- (b) Authority and Responsibility. The Governance, Compliance and Nominating Committee is responsible for the status of compliance with laws and regulations affecting the Corporation's operations, including the Act, Wisconsin Non-Stock Corporation Law, and Internal Revenue Code. The Committee shall at the request of the Designated CEO, assist in identification, screening and interview of potential candidates for appointment to the Board in accordance with the Act. The Committee shall conduct an annual review of governing documents, as well as the Corporation's Conflict of Interest Policy, policies pertaining to ethics, codes of conduct, whistleblowers, document retention and destruction, and other policies. The Committee shall present a compilation of those policies requiring Board oversight and approval to the Board annually for consideration and disclosure of interests and shall apprise the Board on best governance practices. The Committee shall develop, implement and monitor Board policy for reports to all Committees, Work Groups or for other advisory groups. The actions of the Governance, Compliance and Nominating Committee shall be reported to the Board at the Board's next meeting.
- (c) Meetings. The Governance, Compliance and Nominating Committee shall hold meetings as called by its Chairperson or President.

## Section 4.5 Youth Committee

- (a) Composition. The Chairperson shall appoint at least three (3) Directors to comprise the Youth Committee and shall appoint other individuals who are not Directors who have demonstrated experience and expertise as specified in the Act. The number of Committee Members and the individuals appointed by the Chairperson shall be subject to approval of the Board. The Chairperson shall appoint a Director to serve as chairperson of the Youth Committee, subject to the approval of the Board. As required by 20 CFR §681.110, the Youth Committee shall also include members of community-based organizations with a demonstrated record of success in serving WIOA-eligible youth and other individuals with appropriate expertise and experience who are not Directors. Committee Members may represent agencies such as secondary and postsecondary education, training, health, disability, mental health, housing, public assistance, and justice, or be representatives of philanthropic or economic and community development organizations, and employers, and may be parents and youth.
- (b) Authority and Responsibility. The Youth Committee shall assess the needs of the youth populations as they relate to future workforce preparation, and encourage the coordination of services, activities, and support that enable youth to successfully attain their career goals. The Youth Committee shall make policy recommendations for and assist in the oversight and accountability of WIOA-supported youth programs, as allowed by 20CFR §681.120. The actions



of the Youth Committee shall be reported to the Board at the Board's next meeting.

- (c) Meetings. The Youth Committee shall hold regular meetings at least twice annually and special meetings as determined by its chairperson.

## Section 4.6 Other Committees

The Corporation may have such other Committees as may be established by the Board of Directors. The Chairperson and at least three (3) Directors comprise each such Committee and may appoint other individuals who are not Directors who have demonstrated experience and expertise as specified in the Act. The number of Committee Members and the individuals appointed by the Chairperson shall be subject to the approval of the Board. The Chairperson of the Board shall appoint Directors to serve as chairpersons of such Committees, subject to the approval of the Board. Any Committee so appointed has such powers and authority as are explicitly delegated by the Board, subject in all cases to the Board's reservation of powers in Section 3.4 hereof. The actions of such Committees shall be reported to the Board at the Board's next meeting.

## Section 4.7 Work Groups

The Corporation may, through Board resolution, establish Work Groups, for projects with definitive start and end dates, normally one (1) year or less. Each Work Group shall consist of at least three (3) Directors. The Chairperson shall appoint individuals to comprise each Work Group, and individuals to serve as chairpersons, subject to the approval of the Board. Any Work Group so appointed has such powers and authority as are explicitly delegated by the Board, subject in all cases to the Board's reservation of powers in Section 3.4 hereof. The actions of such Work Groups shall be reported to the Board at the Board's next meeting.

## Section 4.8 Quorum, Voting

A majority of the members then serving shall constitute a quorum of a Committee or Work Group, but a majority of Committee or Work Group members present at a meeting, though less than such quorum, may adjourn the meeting from time to time without further notice. The act of a majority of Committee or Work Group members in attendance at a meeting at which a quorum is present shall be the act of the Committee or Work Group. Committees and Work Groups shall document meetings in minutes within thirty (30) days of the meeting.

# ARTICLE V. OFFICERS

## Section 5.1 Selection, Term, Resignation and Removal of Officers

- (a) Officers. The Officers of the Corporation shall consist of the Chairperson, a Vice Chairperson, Secretary, Treasurer, and President. Any two or more offices may be held by the same person, except that the individual serving as Secretary may not concurrently serve as either the Chairperson or President. Other Officers and/or Assistant Officers may be elected by the Board as it deems necessary.

- (b) Election and Term. The Officers of the Corporation shall be elected by a majority vote of the Board at each annual meeting of the Board, except that the President shall be appointed by the Designated CEO and that the Chairperson, for purposes of continuity, shall be elected biennially. The Chairperson must be elected from the business representatives on the Board in accordance with the Act. Officers shall serve terms of one (1) year, or in the case of the Chairperson two (2) years, or until their respective successor has been duly elected by the Board, unless such officer dies or is removed as hereinafter provided. Terms shall begin immediately following the annual meeting at which such Officers are elected. Officers shall be elected by the Board from among those individuals who have been selected to serve as the Directors for such time period. The Designated CEO shall request nominations for Officers from the Directors at the Corporations Annual Meeting. Any Officer may serve an unlimited number of consecutive terms in the same office.
- (c) Resignation or Removal. Any Officer may resign at any time by filing a written resignation with the Chairperson, with a copy to the Secretary. Any Officer may be removed with or without cause upon the affirmative vote of a majority of Directors then in office.
- (d) Vacancy. In case of a vacancy arising during the year in any office, by resignation or for any other reason, the Board shall fill such vacancy for the unexpired portion of the Officer's term no later than the next regularly scheduled Board meeting.

## Section 5.2 Duties

- (a) Chairperson. The Chairperson shall preside at all meetings of the Board and the Executive Committee and shall perform all business and duties customarily pertaining to the office of the Chairperson and such other duties as he or she may be directed to perform by the Board.
- (b) Vice Chairperson. The Vice Chairperson shall perform the duties of the Chairperson of the Board in the absence of the Chairperson or in the event of inability or refusal to act, and when acting shall have all the powers of and subject to all the restrictions upon the Chairperson. The Vice Chairperson shall customarily serve as a successor to the Chairperson, subject to Board approval.
- (c) President. The President shall be the Chief Executive Officer of the Corporation, shall be subject to the direction and control of the Board, and shall in general supervise and control all of the business and affairs of the Corporation. The President shall perform all duties incident to the office and such other duties as may be prescribed by the Board from time to time; provided, however, that the President may delegate such authority as he or she deems reasonably necessary. The President shall be responsible for the selection, general management, and supervision of such staff, agents, consultants, and professional services within the budget of the Corporation and consistent with the personnel policies adopted by the Board. The President shall have authority to sign all bank checks or orders for the payment of money, and all other documents of the Corporation as authorized by the Board. The President shall have the authority without Board approval, to execute: i) any contract valued at \$50,000 or less, subject to the procurement requirements of the funding source; and ii) any subcontract with a partner that is included in a grant award and approved by the funding source. The President may be appointed as a Director and, in such instances, shall abstain from votes on matters presented an actual or perceived conflict of interest, in accordance with Section 10.1 herein and the Corporation's Conflict of Interest Policy.

- (d) Secretary. The Secretary shall ensure that minutes are kept with respect to all proceedings of the Board. The Secretary shall perform such additional duties as may customarily pertain to the office of Secretary, or as may be directed by the President or by the Board.
- (e) Treasurer. The Treasurer shall oversee the receipt and deposit of all funds of the Corporation in the depository institution(s) selected by the Board. The Treasurer shall perform delegated or assigned by the President or the Board. The Treasurer shall have the authority to sign all bank checks or orders for the payment of money as authorized by the Board. The Treasurer shall serve as chairperson of the Personnel, Finance and Audit Committee, subject to the approval of the Board, and shall provide the Board an annual Financial Statement following the close of each fiscal year.

## **ARTICLE VI. INDEMNIFICATION OF OFFICERS, DIRECTORS AND OTHERS**

### **Section 6.1 Indemnification**

The Corporation shall, to the maximum extent permitted under Wis. Stat. §181.0872, indemnify against liability and allow reasonable expenses of any person who was or is a party or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or she is or was a Director, Officer, Honorary Director or a Committee Member who is not a Director. A person who seeks indemnification shall make a written request to the Chairperson and President. Such right of indemnification shall inure to the benefit of the heirs, executors, administrators and personal representatives of such a person. This indemnification shall not occur in instances when a such person breached or failed to perform a duty that he or she owes to the Corporation and the breach or failure constitutes a willful failure to deal fairly with the Corporation in connection with a matter in which such person has a material conflict of interest, a violation or criminal law, a transaction from which personal profit or benefit was derived, or willful misconduct.

### **Section 6.2 Supplementary Benefits**

The Corporation may supplement the right of indemnification under Section 6.1 by the purchase of insurance, indemnification agreements, and advances for related expenses of any person indemnified.

## **ARTICLE VII. CORPORATE SEAL**

### **Section 7.1 No Corporate Seal**

## **ARTICLE VIII. CORPORATE ACTS AND LOANS**

### **Section 8.1 Execution of Contracts and Instruments**

Except as otherwise provided in these Bylaws, the Board may authorize any Officer or Officers, agent or agents, to enter into any contract or execute and deliver any instruments in the name of and on behalf of the Corporation, and such authorization may be general or confined to specific instances. Except as so authorized, or as otherwise expressly provided in these Bylaws, no Director, Officer, agent or

employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose in any amount.

## Section 8.2 Loans

No funded indebtedness shall be contracted on behalf of the Corporation and no evidences of such indebtedness shall be issued in its name unless authorized by a resolution of the Board. Such authority may be general or confined to specific instances.

# ARTICLE IX. FISCAL MATTERS

## Section 9.1 Fiscal Year

The fiscal year of the Corporation shall correspond to the Act fiscal year, which begins the first day of July through the last day of June the following year.

## Section 9.2 Deposits

All funds of the Corporation, not otherwise employed, or subject to immediate distribution, shall be deposited from time to time to the credit of the Corporation in such banks, savings and loan associations, trust companies or other depositories as the Board of Directors may select.

## Section 9.3 Checks, Drafts, Etc.

All bank checks and orders for the payment of money shall be signed or endorsed by the President, Vice President (if elected), or Treasurer; however, upon resolution, the Board may additionally authorize any officer or officers, agent or agents for such signature or endorsement. All other documents of the Corporation, including notes or other evidence or indebtedness issued in the name of the Corporation, shall be signed or endorsed by the President as authorized by the Board.

## Section 9.4 Books and Records

The Corporation shall keep correct and complete books and records of account and shall also keep Minutes of the proceedings of the Board of Directors, Committees and Work Groups. The Corporation shall file an annual report with the Wisconsin Department of Financial Institutions as required by Wis. Stat. §181.1622.

# ARTICLE X. CONFLICTS OF INTEREST

## Section 10.1 Interest of Directors and Others

No Director, Committee Member or Work Group Member shall cast a vote on any contract or transaction between the Corporation and such person, or any entity in which such person is a director or officer or has a material financial interest or any matter which would provide direct or indirect financial benefit to such person. Subject to the provisions of the Act, Code, Articles, Wis. Stat. §181.0831, Bylaws, State of Wisconsin Department of Workforce Development policy, the Corporations Conflict of Interest Policy, and

the Workforce Development Memorandum of Agreement between the Consortium and Employ Milwaukee, Inc., described in Section 3.2(b) hereof, the Corporation may enter into any contract or transaction with one or more of its Directors, Officers, or Committee members on the condition that:

- (a) The material facts as to the relationship of the interest to the contract or transaction are disclosed or are known to the Board.
- (b) The Board in good faith authorized the contract or transaction by the affirmative vote of a majority of the disinterested Directors.
- (c) The contract or transaction is fair as to the Corporation as of the time it is authorized, approved or ratified by the Board.

Interested Directors may be counted in determining the presence of a quorum at the meeting of the Board which authorizes, approves or ratifies a contract or transaction on the conditions set forth in this Article but may not vote.

Every Director, Honorary Director and Committee Member and Work Group Member shall submit a signed and completed Conflict of Interest Form annually to the Corporation on an annual basis.

## Section 10.2 Impropriety

Every Director, Honorary Director, Committee Member, Work Group Member, and employee of the corporation shall avoid organizational and personal conflict of interest in awarding financial assistance and in procurement activities involving funds under the Act.

## Section 10.3 Kickbacks

No Director, Honorary Director, Committee Member, Work Group Member or employee of the Corporation shall give, solicit or accept gratuities, favors or anything of monetary value from any person or entity in return for preferential treatment in relation to any business dealings of the Corporation.

## Section 10.4 Nepotism

No Director, Honorary Director, Committee Member, Work Group Member, or employee of the Corporation shall effectively recommend or decide to hire, promote or establish the salary of another person when the person affected is a member of his or her immediate family. No Director or employee of the Corporation shall give preferential treatment in the supervision or management of another employee who is a member of his or her immediate family.

## Section 10.5 Nondiscrimination

No Director, employee, participant or applicant for employment or program participation of the Corporation shall be discriminated against, denied benefits, denied employment, or excluded from participation in connection with any Corporation-funded program on the basis of race, color, religion, sex, National origin (ethnic status), age, disability, lawful source of income, marital status, sexual orientation, gender identity or expression, past or present membership in the military service, familial status, political affiliation or belief, arrest or conviction record, or affiliation with other protected class or perceived affiliation

with a protected class. The Corporation shall comply with all applicable nondiscrimination requirements of Workforce Innovation and Opportunity Act §188, the Americans with Disabilities Act of 1990, 42 USC 12101 et seq., Title VI Civil Rights Act of 1964, and Wisconsin Statutes §111.31.

### Section 10.6 Compliance

Violation of the provisions of this article by Officers, Directors, Honorary Directors or Committee Members shall constitute grounds for removal from office.

## ARTICLE XI. AMENDMENTS

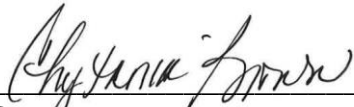
### Section 11.1 Amendments

The Articles and/or these Bylaws may be amended or restated at any meeting of the Board, upon the affirmative vote of a majority of the Directors in office; provided, however, that such action shall be invalid unless written notice of such meeting is given to all Directors at least (30) days in advance thereof, with such notice expressly stating that the proposed amendment or restatement shall be presented for discussion and action at such meeting. Any amendment or restatement of the Articles or these Bylaws shall be consistent with the requirements imposed upon organizations exempt from federal income tax under IRC §501(c)(3).

## CERTIFICATE REGARDING EIGHTH AMENDED AND RESTATED BYLAWS

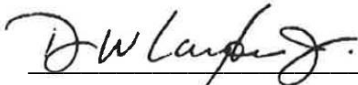
The undersigned, Chytania Brown, acting in her capacity as President of Employ Milwaukee, Inc. ("Corporation"), and Donald Layden, acting in his capacity as Chair of Employ Milwaukee, Inc., hereby attest that the attached Eighth Amended and Restated Bylaws were adopted by the Board of Directors of the Corporation at a meeting duly called and held on the 25<sup>th</sup> day of February 2021.

Signed this 25 day of February 2021



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Chytania Brown  
President and Chief Executive Officer  
Employ Milwaukee, Inc.



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Donald W. Layden, Jr.  
Chair  
Employ Milwaukee, Inc.

# EMPLOY MILWAUKEE POLICY



EMPLOY MILWAUKEE POLICY: POLICY 20-02

SUBJECT: CONFLICT OF INTEREST

## POLICY SCOPE:

- |                                                               |                                                                                  |
|---------------------------------------------------------------|----------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> WIOA TITLE I-B PROGRAM(S) | <input checked="" type="checkbox"/> AMERICAN JOB CENTER SYSTEM                   |
| <input checked="" type="checkbox"/> ADULT PROGRAM             | <input checked="" type="checkbox"/> OTHER EMPLOY MILWAUKEE-ADMINISTERED PROGRAMS |
| <input checked="" type="checkbox"/> DISLOCATED WORKER PROGRAM | <input checked="" type="checkbox"/> AGENCY-WIDE                                  |
| <input checked="" type="checkbox"/> YOUTH PROGRAM             |                                                                                  |

EFFECTIVE DATE: **MAY 28, 2020**

## REFERENCES:

- [29 USC 3101, Workforce Innovation and Opportunity Act \(WIOA\), 107\(h\) and §121\(d\)\(4\)\(A\)](#)
- [20 CFR 679.430](#)
- [United States Internal Revenue Service \(IRS\), Form 1023: Purpose of Conflict of Interest Policy; Form 990: Return of Organization Exempt from Income Tax](#)
- [Wisconsin Statutes 181.0831: Director Conflict of Interest](#)
- [Wisconsin WIOA Titles I-A and I-B Policy and Procedure Manual § 1.4.12, Local Workforce Development Boards: Conflict of Interest](#)
- [Employ Milwaukee Seventh Amended Bylaws: Article X. Conflicts of Interest](#)

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## I. BACKGROUND & PURPOSE

As a local Workforce Development Board (“WDB”) authorized by the federal Workforce Innovation and Opportunity Act 2014 (“WIOA”), and as an organization exempt from taxation under Section 501(c)(3) of the Internal Revenue Code (the “Code”), Employ Milwaukee’s governance structures must adhere to state and federally-prescribed precautions to ensure the integrity of its operations. The purpose of this Conflict of Interest Policy (the “Policy”) is to protect the interest of Employ Milwaukee (“EMI”) when it is contemplating entering into a transaction or arrangement that might benefit the private interest of anyone who has substantial influence over the affairs of EMI or that might result in a possible excess benefit transaction. This Policy is intended to supplement but not replace any applicable state or federal laws governing conflicts of interest applicable to nonprofit and charitable organizations and to WDBs, including Section 4958 of the Code, all statutory provisions listed above under “References” and the Bylaws of EMI. In the event of any conflict or inconsistency between this Policy and the Bylaws of EMI, the Bylaws shall prevail.

Concerned Persons (defined below) have the responsibility of administering the affairs of EMI honestly and prudently, and of exercising their best care, skill and judgment for the sole benefit of EMI. Those persons shall exercise good faith in all transactions involved in their duties and they shall not use their positions with EMI or knowledge gained therefrom for their personal benefit. The interests of EMI must be the priority in all decisions and actions taken on its behalf by any Concerned Person.

## II. DEFINITIONS

### A. CONCERNED PERSONS

This Policy applies to all members of the EMI board of directors (the “Board”); all members of any committee of the Board, including standing committees described in WIOA; all officers; and any employee and/or any



individual reporting to EMI in a paid or unpaid role who is in a position to exercise substantial influence over the affairs of EMI, including workers under contract with EMI as well as individuals for whom EMI is the employer or record (all such persons, “Concerned Persons”).

## **B. CONFLICT OF INTEREST**

A conflict of interest may arise when there is a direct or indirect potential, apparent, or actual divergence between a Concerned Person’s private interests and his or her duties to EMI. Any actual or possible conflict of interests shall be disclosed and addressed in accordance with Part IV of this Policy

The following circumstances give rise to a duty to disclose a possible conflict of interest under this Policy, but this list is not exhaustive of all circumstances which may create an actual or possible conflict of interest or give rise to a duty to disclose an interest or relationship. A Concerned Person shall disclose, pursuant to Part IV, of this Policy if the person has, directly or indirectly, through business, investment, or family:

- Any interest in any contract, transaction or other financial relationship with EMI;
- Any interest in an entity whose best interests may be impaired by the best interests of EMI, including, without limitation, (i) an entity providing any goods or services to EMI or receiving any goods or services from EMI; (ii) an entity in which EMI has any business or financial interest; and (iii) an entity providing goods or services or performing activities similar to the goods, services or activities of EMI;
- A compensation arrangement with EMI or with any entity or individual with which EMI has a transaction or arrangement; or
- A current or potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which EMI is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. EMI’s definition of insubstantial is a remuneration valued at over \$5.

As used in this Policy, the phrase, “through business, investment or family” includes the person’s extended family (including spouse, ancestors, descendants and siblings, and their respective spouses and descendants), an estate or trust in which the person or any member of his or her extended family has a beneficial interest or a fiduciary responsibility, or an entity in which the person or any member of his or her extended family has a financial interest, owns more than 35% of the total combined voting power, or is a director, trustee or officer.

## **III. WIOA COMPLIANCE**

Notwithstanding anything in this Policy to the contrary, no member of the Board or any standing committee may (1) vote on a matter under consideration by Board (A) regarding the provision of services by such member (or by an entity that such member represents); or (B) that would provide direct financial benefit to such member or the immediate family of such member; or (2) engage in any other activity determined by the Governor of the State of Wisconsin to constitute a conflict of interest as specified in the State plan.

At any time that EMI is a one-stop operator for the American Job Center System as described in WIOA, Concerned Persons shall promptly disclose, pursuant to this Policy, any potential conflicts of interest arising from the relationships of EMI or the Concerned Person with particular training service providers or other service providers.

The Board shall make such further disclose of any such potential conflict of interest as it determines is advisable or necessary to comply with WIOA.

Local organizations often function simultaneously in a variety of roles under WIOA, including local fiscal agent, Local WDB staff, one-stop operator, and direct provider of services. At any time that EMI has been selected or otherwise designated to perform more than one of these functions, EMI shall enter into a written agreement with the elected official (CEO) of the local area regarding how EMI will carry out its responsibilities while demonstrating compliance with WIOA and corresponding regulations, relevant Office of Management and Budget circulars, and any other relevant conflict of interest policy. Concerned Persons shall abide by all terms and conditions of any such written agreement as communicated to them by the EMI's Chief Executive Officer or its Board Chair.

#### IV. PROCEDURES FOR ADDRESSING POSSIBLE CONFLICTS OF INTEREST

##### **A. DUTY TO DISCLOSE**

In connection with any actual or possible conflict of interest, a Concerned Person must promptly disclose to the directors or committee members considering the proposed transaction or arrangement the existence and nature of his or her interest and all material facts related to the interest that bear on the advisability of EMI entering into the proposed transaction or arrangement.

##### **B. DETERMINING WHETHER A CONFLICT OF INTEREST EXISTS**

After disclosing the interest and all material facts giving rise to a potential conflict of interest, the Concerned Person may make a presentation at the meeting of the Board or the committee considering the proposed transaction, but after such presentation, the Concerned Person shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The chairperson of the Board or committee meeting may, if appropriate, refer the matter to the Governance, Compliance and Nominating Committee, or to such other disinterested person or committee as he or she deems appropriate, to investigate alternatives to the proposed transaction or arrangement and, if so directed, to make a recommendation to the Board or committee considering the proposed transaction as to whether the contemplated transaction is just, fair and reasonable to EMI.

After exercising due diligence, Board or committee shall determine whether EMI can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or committee shall determine by a majority vote of the disinterested committee members whether the transaction or arrangement is in EMI's best interest and for its own benefit and whether the transaction is fair and reasonable to EMI, and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.

Notwithstanding any other provision of this Policy, neither the Board, nor the Governance, Compliance and Nominating Committee or any other committee of the Board, may approve, nor may EMI participate in, any act of self-dealing prohibited by law or any transaction that would constitute an excess benefit transaction.

### C. RECORDS OF PROCEEDINGS

The minutes of any Board or committee meeting at which a potential conflict of interest is discussed and decided upon shall contain:

- The names of the persons who disclosed or otherwise were found to have an actual or possible conflict of interest in connection with a proposed transaction or arrangement with EMI disclosed in accordance with Part IV of this Policy, the nature of the interest and any action taken to determine whether a conflict of interest was present and the Board or committee's decision as to whether a conflict of interest in fact existed.
- The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement and a record of any vote taken in connection with the proceedings.

## V. PROHIBITIONS

This Policy issues the following prohibitions:

- A Concerned Person who receives compensation, directly or indirectly, from EMI for services is precluded from voting on matters pertaining to that member's compensation.
- No voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from EMI, either individually or collectively, is prohibited from providing information to the Board or any committee regarding compensation.
- No Concerned Person may be directly involved in the hiring, supervision, performance evaluation, compensation, or retention for personal or business services by EMI of an immediate family member or an organization with which the Concerned Person is associated.
- No Concerned Person may solicit or accept from any person or organization (or representative(s) thereof) seeking to do or doing business with, or otherwise gain benefit from, EMI, any gift or anything of value in exchange for a promise or reasonable inference that the Concerned Person's influence with EMI has been exchanged for such consideration. This prohibition applies without limitation to vendors, contractors, donors, and grant or provider applicants.

## VI. VIOLATIONS OF CONFLICT OF INTEREST POLICY

If the Board or duly appointed committee has reasonable cause to believe a Concerned Person has failed to disclose an actual or possible conflicts of interest or has otherwise violated this Policy, it shall inform the individual of the basis for such belief and afford the individual an opportunity to explain the alleged failure to disclose or violation. If, after hearing the individual's response and after making further investigation as warranted by the circumstances, the Board or committee determines the member has failed to disclose an actual or possible conflict of interest, or has otherwise violated this Policy, it shall take appropriate disciplinary and corrective action. Pursuant to the EMI Bylaws, violations of this Policy by any officer, directors, honorary directors or committee members shall constitute grounds for removal from office.

## VII. PROCEDURES

### A. ANNUAL DISCLOSURES

Every Concerned Person shall be provided with a copy of this Policy annually and when the Policy is revised, pursuant to Part VIII of this Policy. At that time, each Concerned Person shall scrutinize his or her interests and circumstances, direct or indirect, through business, investment or family, including in other entities, to identify any possible conflicts of interest. Disclosure as to any possible conflict of interest (or confirmation that none exist) is to be made in writing annually by all such persons using a Conflict of Interest Disclosure Statement attached to this Policy or as otherwise approved by the Board. Further, in the event an potential conflict of interest arises that has not previously been disclosed, such interest shall be disclosed within five business days of the event giving rise to the potential conflict. The information disclosed in the form shall be treated as confidential and shall not be disclosed by EMI, except as otherwise provided in this Policy, as required by WIOA, or to the extent disclosure is required to consider a potential conflict of interest or for any other legitimate business purpose as determined in the sole discretion of EMI. All information disclosed shall remain on file in the records of EMI.

The Board shall ensure that a copy of each Conflict of Interest Disclosure Statement completed by any Board member is provided to the State of Wisconsin at the beginning of each Biennial WDB Recertification Process, or in the case of a new Board member joining the Board between recertification period, to EMI's assigned Local Program Liaison within 20 business days of the member's appointment, as required by WIOA Policy 1.4.12.

### B. PERIODIC REVIEW

To ensure that EMI operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, the Board shall ensure that periodic reviews of this Policy are conducted. The periodic reviews shall, at a minimum, include the following subjects:

- Whether compensation arrangements and benefits are reasonable, based on competent survey information, are the result of arm's length bargaining, and conform to EMI's written policies; and
- Whether partnerships, joint ventures, and arrangements with management organizations conform to EMI's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further EMI's charitable purposes and do not result in inurement, impermissible private benefit or an excess benefit transaction.

The results and recommendations based on the periodic reviews shall be reported to the Governance, Compliance and Nominating Committee, which shall review such recommendations and forward any accepted recommendations to the Board for adoption. Policy revisions shall be accompanied by directives to all Concerned Persons to update a Conflict of Interest Disclosure Statement. In conducting the periodic reviews provided for in this Part VII of this Policy, EMI may, but need not, rely on the advice of outside advisors. If outside advisors are used, their advice shall not relieve the Board of its responsibility for ensuring that periodic reviews are conducted.

**C. INCLUSION OF BOARD AND COMMITTEE MEMBERS IN QUORUM COUNTS**

Wisconsin Statute 181.0831(2) allows the inclusion of interested directors when counting to determine a presence of a quorum at a Board or committee meeting that authorizes, approves, or ratifies a contract or transaction between a non-profit corporation and a director or any entity in which a director is a director or officer or has a material financial interest. When such actions are undertaken by the Board or one of its committees, the following must take place so that the contract or transaction is not void or voidable:

- The relationship or interest is disclosed or known to the Board or committee that authorizes, approves or ratifies the contract or transaction and the contract or transaction was authorized, approved or ratified by a vote or consent sufficient for the purpose without counting the votes or consents of interested directors;
- The fact of such relationship or interest is disclosed or known to the members entitled to vote and they authorize, approve or ratify that contract or transaction by vote or written consent; and
- The contract or transaction is fair and reasonable to EMI.

This Paragraph C of this Part VII is intended to supplement, but not replace, the balance of this Policy.

**VIII. ACTION REQUIRED**

EMI's Chief Executive Officer shall annually disseminate this Policy to all Concerned Persons serving in a staff capacity, and shall annually collect a Conflict of Interest Disclosure Statement from each such person. EMI's Board Chair shall annually disseminate this Policy to all Concerned Persons or designees thereof serving on a Board or committee of the Board, and shall annually collect a Conflict of Interest Disclosure Statement from each such person.

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**REVISIONS:** EMPLOY MILWAUKEE CONFLICT OF INTEREST POLICY, EFF. JUNE 10, 2010

**BOARD APPROVAL DATE:** MAY 28, 2020

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EMPLOY MILWAUKEE  
CONFLICT OF INTEREST DISCLOSURE STATEMENT

In compliance with the Conflict of Interest Policy (the “Policy”) of Employ Milwaukee (“EMI”), by signing below, I hereby affirm that I:

- (a) Received a copy of the Policy;
- (b) Read and understand the Policy;
- (c) Agree to comply with the Policy and I have retained a copy of such Policy for future reference;
- (d) Understand that EMI is a local Workforce Development Board (“WDB”) authorized by the federal Workforce Innovation and Opportunity Act 2014 (“WIOA”), and is a charitable organization, and in order to maintain its WDB certification and federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes and it must adhere to state and federally-prescribed precautions to ensure the integrity of its operations.
- (e) Disclosed all matters required to be disclosed pursuant to the Policy.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Position: \_\_\_\_\_