Workforce Innovation and Opportunity Act (WIOA)
LOCAL PLAN 2016-2020
Workforce Development Area No. 3

Waukesha-Ozaukee-Washington Workforce Development Board
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I. Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

A. Local Workforce Needs

1. Describe the workforce investment needs of the local area as they relate to:
   a. Employers/Businesses
      - Skilled workers as a result of the impending labor shortage due to retirements of baby-boomers, particularly in manufacturing, information technology, and healthcare occupations;
      - Incumbent worker training to up-skill their current workforce with technical skills and critical thinking skills;
      - Soft skills training for new hires; and
      - Assistance with funding for training.
   b. Job Seekers
      - Increased soft skills as indicated by self-reported work histories showing an inability to retain employment;
      - Job search skills as indicated by a lack of knowledge of resources and strategies; and
      - Career awareness as indicated by the number of job seekers expressing an unclear understanding of careers and studies such as Wisconsin Efforts to Prepare Youth For success in the Workplace1 which shows a lack of career understanding among youth in particular.
   c. Incumbent Workers
      - Training to up-skill workers so they are able to become innovators and secure better paying jobs; and
      - Career pathway knowledge as indicated by the number of incumbent workers that self-report a lack of knowledge about career pathways and appropriate training for vertical transitions in occupations.
   d. Youth
      - Job placement assistance since young adults still have higher than pre-recession unemployment rates according to The Employment Situation from the Bureau of Labor Statistics2;
      - Assistance determining a clear career path and understanding employer expectations; and
      - Work readiness, basic skills, and soft skills training.

2. Describe any workforce investment needs in your WDA not reported in 1.a-d.
   N/A

3. Describe how these needs were identified.
   - Industry partnership meetings
   - Employer follow-up surveys
   - Employer Relations Specialists meetings with employers
   - State labor market data
   - Job Center surveys of job seekers/employers
   - One-on-one conversations with job seekers
   - Discussions with partners
   - Credible studies (e.g., Manpower surveys, The State of Working Wisconsin)

B. Labor Market Information

1. Provide an analysis of the regional economic conditions including –
   a. Existing and emerging in-demand industry sectors and occupations.
   To have an accurate view of the labor market found in the local Workforce Development Area (WDA), existing and emerging in-demand industry sector and occupation information was analyzed. The table below shows the annual average employment in the WOW WDA both in 2011 and 2014.

---


### TOP TEN LARGEST INDUSTRIES – ANNUAL AVERAGE EMPLOYMENT BY SUBSECTOR

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>000000*</td>
<td>All NAICS Subsectors</td>
<td>335,386</td>
<td>320,701</td>
<td>14,685</td>
<td>4.6</td>
</tr>
<tr>
<td>238</td>
<td>Specialty Trade Contractors</td>
<td>11,441</td>
<td>10,607</td>
<td>834</td>
<td>7.9</td>
</tr>
<tr>
<td>332</td>
<td>Fabricated Metal Product Manufacturing</td>
<td>13,762</td>
<td>13,073</td>
<td>689</td>
<td>5.3</td>
</tr>
<tr>
<td>333</td>
<td>Machinery Manufacturing</td>
<td>11,865</td>
<td>10,433</td>
<td>1,432</td>
<td>13.7</td>
</tr>
<tr>
<td>423</td>
<td>Merchant Wholesalers, Durable Goods</td>
<td>13,442</td>
<td>13,581</td>
<td>-139</td>
<td>-1.0</td>
</tr>
<tr>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>17,522</td>
<td>15,677</td>
<td>1,845</td>
<td>11.8</td>
</tr>
<tr>
<td>561</td>
<td>Administrative and Support Services</td>
<td>18,047</td>
<td>16,445</td>
<td>1,602</td>
<td>9.7</td>
</tr>
<tr>
<td>611</td>
<td>Educational Services</td>
<td>18,233</td>
<td>18,066</td>
<td>167</td>
<td>0.9</td>
</tr>
<tr>
<td>621</td>
<td>Ambulatory Health Care Services</td>
<td>14,764</td>
<td>13,702</td>
<td>1,062</td>
<td>7.8</td>
</tr>
<tr>
<td>623</td>
<td>Nursing and Residential Care Facilities</td>
<td>9,828</td>
<td>9,303</td>
<td>525</td>
<td>5.6</td>
</tr>
<tr>
<td>722</td>
<td>Food Services and Drinking Places</td>
<td>22,116</td>
<td>20,725</td>
<td>1,391</td>
<td>6.7</td>
</tr>
</tbody>
</table>

Source: Longitudinal Employer-Household Dynamics (LEHD), Quarterly Workforce Indicator (QWI). Employment values are an annual average of the beginning of quarter employment for each 3 NAICS-digit industry.

*Due to required BLS suppression, the sum of employment for the listed 3-digit industries may not equal the level reported for all NAICS subsectors '000000'. Suppressed industries not listed.

The chart below gives a snapshot of the in-demand occupations found in the WOW WDA. Retail has the most average annual total openings followed by customer service and food prep/serving workers.

#### WOW WDA - LONG TERM OCCUPATIONAL PROJECTIONS, 2012-2022

<table>
<thead>
<tr>
<th>Rank</th>
<th>SOC Code</th>
<th>SOC Title</th>
<th>Change (2012-2022)</th>
<th>Average Annual Total Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>00-0000</td>
<td>Total, All Occupations</td>
<td>10.16</td>
<td>11,534</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>41-2031</td>
<td>Retail Salespersons</td>
<td>6.63</td>
<td>409</td>
</tr>
<tr>
<td>2</td>
<td>43-4051</td>
<td>Customer Service Representatives</td>
<td>18.05</td>
<td>364</td>
</tr>
<tr>
<td>3</td>
<td>35-3021</td>
<td>Combined Food Preparation and Serving Workers, Including Fast Food</td>
<td>15.39</td>
<td>310</td>
</tr>
<tr>
<td>4</td>
<td>53-7062</td>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>11.66</td>
<td>299</td>
</tr>
<tr>
<td>5</td>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>9.03</td>
<td>298</td>
</tr>
<tr>
<td>6</td>
<td>41-4012</td>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</td>
<td>16.99</td>
<td>283</td>
</tr>
<tr>
<td>7</td>
<td>35-3031</td>
<td>Waiters and Waitresses</td>
<td>6.68</td>
<td>277</td>
</tr>
<tr>
<td>8</td>
<td>41-2011</td>
<td>Cashiers</td>
<td>0.97</td>
<td>245</td>
</tr>
<tr>
<td>9</td>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>21.42</td>
<td>205</td>
</tr>
<tr>
<td>10</td>
<td>37-3011</td>
<td>Landscaping and Grounds keeping Workers</td>
<td>22.23</td>
<td>202</td>
</tr>
</tbody>
</table>

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, Sept. 2015

The chart below provides a view of industry projections for 2012-2022. The largest industries in the area are manufacturing; trade, transportation, and utilities; and education and health services. All industries with the exception of natural resources and mining are expected to grow between 2012 and 2022, with the largest growth in professional and business services, and construction.

#### WOW WDA - LONG TERM INDUSTRY PROJECTIONS, 2012-2022

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Industries</td>
<td>339,259</td>
<td>373,723</td>
<td>34,464</td>
<td>10.16</td>
</tr>
</tbody>
</table>
b. The employment needs of employers in those industry sectors and occupations.

Listed below are the current needs of employers listed by industry. The number of job openings reflects the need in the in-demand sectors of manufacturing, healthcare, and administrative/support and professional services, where information technology occupations are often found.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Job Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Industries</td>
<td>21,086</td>
</tr>
<tr>
<td><strong>Goods-Producing</strong></td>
<td></td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>31</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>494</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>0</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>22</td>
</tr>
<tr>
<td>Construction</td>
<td>94</td>
</tr>
<tr>
<td>Educational Services</td>
<td>30</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>133</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>787</td>
</tr>
<tr>
<td>Information</td>
<td>29</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>166</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>575</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>0</td>
</tr>
<tr>
<td>Other Services (except Public Administration)</td>
<td>35</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>135</td>
</tr>
<tr>
<td>Public Administration</td>
<td>25</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>2</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>69</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>59</td>
</tr>
<tr>
<td>Unclassified (99)</td>
<td>1</td>
</tr>
<tr>
<td>Unknown</td>
<td>0</td>
</tr>
<tr>
<td>Utilities</td>
<td>4</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>62</td>
</tr>
</tbody>
</table>

* Due to confidentiality, data is suppressed and detail may not add to totals.

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015.
2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations (data will be compiled from (a) and (b) and will include common skills and educational requirements as defined in O*Net).

Common knowledge and skill needs that employers in the region have expressed for in-demand jobs are: social perceptiveness, active listening, coordination, effective speaking, critical thinking, reading comprehension, customer service, monitoring self and others, sound decision making, deductive reasoning, effective writing, operation and control, quality control analysis, equipment maintenance, strategic planning. Additionally, all employers state the need for soft or essential skills in all in-demand sectors and occupations.

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

Below are tables that show an analysis of the workforce in the WOW WDA. All data below is from the Wisconsin Department of Workforce Development Bureau of Workforce Training - Labor Market Information - LAUS, Office of Economic Advisors, queried on November 4, 2015.

<table>
<thead>
<tr>
<th>Labor Force Employment and Unemployment Data</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period</td>
<td>Annual</td>
<td>Annual</td>
<td>9-mo. avg.</td>
</tr>
<tr>
<td>Labor Force</td>
<td>342,538</td>
<td>344,701</td>
<td>343,307</td>
</tr>
<tr>
<td>Employed</td>
<td>323,521</td>
<td>329,117</td>
<td>329,911</td>
</tr>
<tr>
<td>Unemployed</td>
<td>19,017</td>
<td>15,584</td>
<td>13,396</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>5.6%</td>
<td>4.5%</td>
<td>3.9%</td>
</tr>
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</thead>
<tbody>
<tr>
<td>County</td>
<td>76.5%</td>
<td>70.3%</td>
<td>68.7%</td>
<td>69.0%</td>
<td>68.5%</td>
<td>68.6%</td>
<td>68.6%</td>
</tr>
<tr>
<td>Ozaukee</td>
<td>78.8%</td>
<td>73.2%</td>
<td>73.9%</td>
<td>72.8%</td>
<td>72.1%</td>
<td>72.0%</td>
<td>71.9%</td>
</tr>
<tr>
<td>Washington</td>
<td>77.2%</td>
<td>71.7%</td>
<td>72.4%</td>
<td>70.8%</td>
<td>70.2%</td>
<td>70.4%</td>
<td>70.4%</td>
</tr>
<tr>
<td>Waukesha</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>77.5%</td>
<td>71.7%</td>
<td>71.7%</td>
<td>70.9%</td>
<td>70.3%</td>
<td>70.3%</td>
<td>70.3%</td>
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</tbody>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>73.9%</td>
<td>67.7%</td>
<td>63.8%</td>
<td>64.8%</td>
<td>64.7%</td>
<td>65.0%</td>
<td>65.6%</td>
</tr>
<tr>
<td>Ozaukee</td>
<td>75.9%</td>
<td>70.1%</td>
<td>67.9%</td>
<td>67.8%</td>
<td>67.7%</td>
<td>67.8%</td>
<td>68.5%</td>
</tr>
<tr>
<td>Washington</td>
<td>74.4%</td>
<td>69.0%</td>
<td>67.1%</td>
<td>66.2%</td>
<td>66.1%</td>
<td>66.5%</td>
<td>67.2%</td>
</tr>
<tr>
<td>Waukesha</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>74.7%</td>
<td>68.9%</td>
<td>66.3%</td>
<td>66.3%</td>
<td>66.2%</td>
<td>66.4%</td>
<td>67.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Veteran Labor Force</th>
<th>18-34 Total</th>
<th>107,256</th>
<th>1,276,865</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18-34 Veteran</td>
<td>2,122</td>
<td>27,435</td>
</tr>
<tr>
<td></td>
<td>18-34 Nonveteran</td>
<td>105,134</td>
<td>1,249,430</td>
</tr>
<tr>
<td></td>
<td>35-54 Total</td>
<td>183,122</td>
<td>1,572,182</td>
</tr>
<tr>
<td></td>
<td>35-54 Veteran</td>
<td>7,461</td>
<td>96,103</td>
</tr>
<tr>
<td></td>
<td>35-54 Nonveteran</td>
<td>175,661</td>
<td>1,476,079</td>
</tr>
<tr>
<td></td>
<td>55-64 Total</td>
<td>85,419</td>
<td>727,151</td>
</tr>
<tr>
<td></td>
<td>55-64 Veteran</td>
<td>9,577</td>
<td>98,485</td>
</tr>
<tr>
<td></td>
<td>55-64 Nonveteran</td>
<td>75,842</td>
<td>628,666</td>
</tr>
<tr>
<td>Total</td>
<td>375,797</td>
<td>3,376,198</td>
<td></td>
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</table>
## WIOA Local Plan 2016-2020

### Workforce Labor Force

<table>
<thead>
<tr>
<th></th>
<th>WOW</th>
<th>Wisconsin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Worked Full Time</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>213,051</td>
<td>1,844,050</td>
</tr>
<tr>
<td>With a Disability</td>
<td>7,103</td>
<td>71,505</td>
</tr>
<tr>
<td>No Disability</td>
<td>205,948</td>
<td>1,772,545</td>
</tr>
<tr>
<td><strong>Worked Less than Full Time</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>112,316</td>
<td>1,122,232</td>
</tr>
<tr>
<td>With a Disability</td>
<td>7,171</td>
<td>87,441</td>
</tr>
<tr>
<td>No Disability</td>
<td>105,145</td>
<td>1,034,791</td>
</tr>
<tr>
<td><strong>Did not work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>49,187</td>
<td>568,778</td>
</tr>
<tr>
<td>With a Disability</td>
<td>11,052</td>
<td>165,468</td>
</tr>
<tr>
<td>No Disability</td>
<td>38,135</td>
<td>403,310</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>374,554</td>
<td>3,535,060</td>
</tr>
</tbody>
</table>

### Workforce Race

<table>
<thead>
<tr>
<th>Race</th>
<th>WOW</th>
<th>Wisconsin</th>
</tr>
</thead>
<tbody>
<tr>
<td>One race</td>
<td>161,223</td>
<td>4,500,740</td>
</tr>
<tr>
<td>White</td>
<td>154,756</td>
<td>4,043,565</td>
</tr>
<tr>
<td>Black or African American</td>
<td>1,718</td>
<td>255,525</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>271</td>
<td>36,813</td>
</tr>
<tr>
<td>Asian</td>
<td>3,430</td>
<td>100,582</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>31</td>
<td>1,115</td>
</tr>
<tr>
<td>Some other race</td>
<td>1,017</td>
<td>63,140</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1,562</td>
<td>60,504</td>
</tr>
<tr>
<td>Hispanic or Latino origin (of any race)</td>
<td>4,921</td>
<td>225,948</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino</td>
<td>151,000</td>
<td>3,895,760</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>162,785</td>
<td>4,561,244</td>
</tr>
</tbody>
</table>

### Education Attainment

<table>
<thead>
<tr>
<th></th>
<th>WOW</th>
<th>Wisconsin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school graduate</td>
<td>11.5%</td>
<td>12.7%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>31.7%</td>
<td>31.3%</td>
</tr>
<tr>
<td>Some college or associate's degree</td>
<td>43.9%</td>
<td>46.7%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>12.9%</td>
<td>9.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>44,052</td>
<td>553,912</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>WOW AVE.</th>
<th>NATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population estimates, July 1, 2014</td>
<td>205,280</td>
<td>318,857,056</td>
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<tr>
<td>Population, Census, April 1, 2010</td>
<td>202,724</td>
<td>308,745,538</td>
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<tr>
<td><strong>Age and Sex</strong></td>
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</tr>
<tr>
<td>Persons under 5 years, percent, July 1, 2014</td>
<td>5.1%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Persons under 18 years, percent, July 1, 2014</td>
<td>22.5%</td>
<td>23.1%</td>
</tr>
<tr>
<td>Persons 65 years and over, percent, July 1, 2014</td>
<td>16.6%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Female persons, percent, July 1, 2014</td>
<td>50.7%</td>
<td>50.8%</td>
</tr>
<tr>
<td><strong>Race and Hispanic Origin</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White alone, percent, July 1, 2014</td>
<td>94.8%</td>
<td>77.4%</td>
</tr>
<tr>
<td>Black or African American alone, percent, July 1, 2014</td>
<td>1.3%</td>
<td>13.2%</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone, percent, July 1, 2014</td>
<td>0.3%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Asian alone, percent, July 1, 2014</td>
<td>2.2%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2014</td>
<td>0.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Two or More Races, percent, July 1, 2014</td>
<td>1.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Population Characteristics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Hispanic or Latino, percent, July 1, 2014</td>
<td>3.4%</td>
<td>17.4%</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino, percent, July 1, 2014</td>
<td>91.7%</td>
<td>62.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Housing units, July 1, 2014, (V2014)</td>
<td>84,945</td>
<td>133,957,180</td>
</tr>
<tr>
<td>Owner-occupied housing unit rate, 2010-2014</td>
<td>77.2%</td>
<td>64.4%</td>
</tr>
<tr>
<td>Median value of owner-occupied housing units, 2010-2014</td>
<td>$238,366.67</td>
<td>$175,700.00</td>
</tr>
<tr>
<td>Median selected monthly owner costs -with a mortgage, 2010-2014</td>
<td>$1,747.33</td>
<td>$1,522.00</td>
</tr>
<tr>
<td>Median selected monthly owner costs -without a mortgage, 2010-2014</td>
<td>$625.67</td>
<td>$457.00</td>
</tr>
<tr>
<td>Median gross rent, 2010-2014</td>
<td>$859.33</td>
<td>$920.00</td>
</tr>
<tr>
<td>Building permits, 2014</td>
<td>540</td>
<td>1,046,363</td>
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</table>

<table>
<thead>
<tr>
<th>Families and Living Arrangements</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Households, 2010-2014</td>
<td>80,252</td>
<td>116,211,092</td>
</tr>
<tr>
<td>Persons per household, 2010-2014</td>
<td>2.51</td>
<td>2.63</td>
</tr>
<tr>
<td>Living in same house 1 year ago, percent of persons age 1 year+, 2010-2014</td>
<td>89.9%</td>
<td>85.0%</td>
</tr>
<tr>
<td>Language other than English spoken at home, % of persons age 5 years+, 2010-2014</td>
<td>6.2%</td>
<td>20.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High school graduate or higher, percent of persons age 25 years+, 2010-2014</td>
<td>94.9%</td>
<td>86.3%</td>
</tr>
<tr>
<td>Bachelor's degree or higher, percent of persons age 25 years+, 2010-2014</td>
<td>38.4%</td>
<td>29.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>With a disability, under age 65 years, percent, 2010-2014</td>
<td>5.9%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Persons without health insurance, under age 65 years, percent</td>
<td>6.3%</td>
<td>12.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economy</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In civilian labor force, total, percent of population age 16 years+, 2010-2014</td>
<td>69.8%</td>
<td>63.5%</td>
</tr>
<tr>
<td>In civilian labor force, female, percent of population age 16 years+, 2010-2014</td>
<td>64.5%</td>
<td>58.7%</td>
</tr>
<tr>
<td>Total accommodation and food services sales, 2007 ($1,000) (c)</td>
<td>298,145</td>
<td>613,795,732</td>
</tr>
<tr>
<td>Total health care and social assistance receipts/revenue, 2007 ($1,000) (c)</td>
<td>1,045,636</td>
<td>1,668,276,808</td>
</tr>
<tr>
<td>Total manufacturers’ shipments, 2007 ($1,000) (c)</td>
<td>7,406,266</td>
<td>5,319,456,312</td>
</tr>
<tr>
<td>Total merchant wholesaler sales, 2007 ($1,000) (c)</td>
<td>3,463,346</td>
<td>4,174,286,516</td>
</tr>
<tr>
<td>Total retail sales, 2007 ($1,000) (c)</td>
<td>2,897,181</td>
<td>3,917,663,456</td>
</tr>
<tr>
<td>Total retail sales per capita, 2007 (c)</td>
<td>$13,624.33</td>
<td>$12,990.00</td>
</tr>
</tbody>
</table>

| Transportation | | |
| Mean travel time to work (minutes), workers age 16 years+, 2010-2014 | 24.1 | 25.7 |

<table>
<thead>
<tr>
<th>Income and Poverty</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Median household income (in 2014 dollars), 2010-2014</td>
<td>$73,204.00</td>
<td>$53,482.00</td>
</tr>
<tr>
<td>Per capita income in past 12 months (in 2014 dollars), 2010-2014</td>
<td>$37,953.67</td>
<td>$28,555.00</td>
</tr>
<tr>
<td>Persons in poverty, percent</td>
<td>6.3%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Total employer establishments, 2013</td>
<td>6,110</td>
<td>7,488,353</td>
</tr>
<tr>
<td>Total employment, 2013</td>
<td>102,986</td>
<td>118,266,253</td>
</tr>
<tr>
<td>Total annual payroll, 2013</td>
<td>4,778,409</td>
<td>5,621,697,325</td>
</tr>
<tr>
<td>Total employment, percent change, 2012-2013</td>
<td>0.8%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Total non-employer establishments, 2013</td>
<td>13,693</td>
<td>23,005,620</td>
</tr>
<tr>
<td>All firms, 2007</td>
<td>18,489</td>
<td>27,092,908</td>
</tr>
<tr>
<td>Men-owned firms, 2007</td>
<td>9,313</td>
<td>13,900,554</td>
</tr>
<tr>
<td>Women-owned firms, 2007</td>
<td>4,439</td>
<td>7,792,115</td>
</tr>
<tr>
<td>Minority-owned firms, 2007</td>
<td>683</td>
<td>5,759,209</td>
</tr>
<tr>
<td>Nonminority-owned firms, 2007</td>
<td>16,769</td>
<td>20,100,926</td>
</tr>
<tr>
<td>Veteran-owned firms, 2007</td>
<td>1,570</td>
<td>2,447,608</td>
</tr>
<tr>
<td>Nonveteran-owned firms, 2007</td>
<td>14,851</td>
<td>22,627,611</td>
</tr>
</tbody>
</table>
C. Assessment of Current Workforce Investment Activities in the Local Area

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

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

- English as a second language instruction
- Basic skill instruction
- Financial literacy services
- Career exploration
- Apprenticeships
- Labor market information
- GED and HSED
- Work experience, both paid and unpaid
- Economic support programs
- Disability related services and programs
- Job search assistance
- Job skills training
- Childcare and transportation assistance
- Assessments
- Occupational skills training

In the WDA, there is a wide range of workforce development activities and services available for adults and dislocated workers. There are numerous post-secondary training providers who offer a range of program types, costs, program lengths, and job placement programs. There are literacy programs designed for those with very low basic skills, bridge programs for those who need to upgrade basic skills, short-term/intensive training bootcamps, technical/associated degree providers, 2 year university schools, 4 year colleges, and graduate programs. Most training providers provide tutoring or extra assistance for those who need it.

While there is a strong range of successful programs, there are a few programs that do not have the capacity to train all who are interested, or a few programs which cannot recruit enough students, so courses are cancelled. With greater communication and collaboration, the local area is working together to better market unfilled programs and looking for creative funding avenues for those with wait lists. One specific example is WCTC’s truck driver training program. If class sizes appear to be running low for an upcoming cohort, WCTC’s Dean will email WIOA’s program manager, who will put out the word to all WDC staff to assist with recruiting to help fill the class.

There is very strong collaboration between local employers and those who develop curriculum so courses are designed to maximize marketability for graduates. Additionally, there are strong apprenticeship programs in the local area for both youth and adults and the Workforce Development Board (WDB, Board) excels at on-the-job training opportunities for program participants.

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

Activities and services for youth in the region include:

- English as a second language instruction
- Basic skill instruction
- Financial literacy services
- Career exploration
- Apprenticeships
- Labor market information
- GED and HSED
- Work experience, both paid and unpaid
- Economic support programs
- Disability related services and programs
- Job search assistance
- Job skills training
- Childcare and transportation assistance
- Assessments
- Occupational skills training
There are a large number of excellent service providers in the area for youth. The local technical colleges are the largest providers of effective training services and activities for youth: English as a second language instruction, GED and HSED completion programs, basic skill enhancement programs, occupational skill training, and youth apprenticeships. The technical colleges are adept in engaging youth and helping them see how their education will enhance their futures.

Local agencies provide nutritional assistance, economic assistance and family support services. Each county has literacy centers which provide basic skills education for significantly barriered youth. There are parenting support services in each county for young parents and homeless shelters in each county specifically for youth. For youth with disabilities, the Division of Vocational Rehabilitation (DVR) provides assessment, training, job placement and job coaching services.

In the WDA there are several successful models that are being used for youth workforce investment activities. The WDB in partnership with the DVR collaborates to provide a year-round work experience program for youth. Additionally, Workforce Development, Inc. (WDI), the fiscal and administrative entity of the WDB, has received three rounds of funding from the Department of Labor to run the YouthBuild program which serves young adults who have several barriers.

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

The WDC’s Business Service Unit (BSU) regularly meets with businesses one-on-one, at industry partnership meetings, and at numerous employer events to discuss layoff strategies and activities. Oftentimes the BSU works collaboratively with economic development entities to identify and address employer needs. Additionally, surveys are also utilized to collect information. Below is the WDB’s strategy to provide support in meeting their needs:

**Training:** Incumbent Worker Training, On-the-Job Training, Apprenticeships, and Customized Training can all be used to meet employer’s needs and help avert potential layoffs of employees.

**Resource Connections:** The BSU connects companies to technical colleges, economic development entities, and local chambers of commerce to provide additional training, economic development, and tax-incentive resources to employers.

**Additional Assistance:** To further support businesses, large-scale job fairs, smaller on-site job fairs, targeted hiring events, application collections, and employer open houses are provided on a regular basis are held. Often information about resources such as UI, job search assistance, skill upgrade services, and OJT's will be supplied to workers who will be displaced.

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

The WDB’s primary system for working with businesses is through the operation of the WDC’s BSU, designed to address the needs of new and existing WOW employers, integrate workforce development programs to maximize and leverage resources available to promote job creation, and ensure that employers have access to resources in the local area. The BSU develops strong relationships with the business community by providing comprehensive, customer-focused services designed to help businesses maximize their resources for hiring, training, retaining, and expansion. Each company is assigned a representative who is knowledgeable and able to design a plan suited to meet the employer’s short- and long-term business needs, typically with a human resource focus. Below are services available to employers:

**Labor Market Information:** The BSU provide information to employers such as data related to a specific industry, hiring trends, and/or labor market forecasts, to assist employers in making informed decisions. The BSU promotes the Job Center of Wisconsin site to employers; the link is also on the Workforce Development Center (WDC) website. Employer open house events regularly include labor market
information resources, and/or focus completely on labor market information with the labor market economist as the featured speaker.

**Employer Resources:** The WDC offers an annual publication entitled WORK: Workforce Strategies and Solutions for Business. The WORK publication contains articles written from experts in the field related to an array of topics and best practices to inform employers on the latest workforce trends. Historically, topics have included: Sustainability and Greening your Business, Retraining for the Future, Mature Workers - a Valuable Link, Regionalism, Economic Development, Education, and Preparing Youth for the Future. The WORK publication is distributed to over 5,000 regional business leaders annually.

**Rapid Response:** In the unfortunate situation of a company closing, the rapid response team works with the employer to provide the best services possible to the employer and the affected employees. Services range from providing information and WIOA orientation sessions to assisting affected employees in finding new employment. In the case of large dislocations, specialized job fairs are held for the affected employees with numerous other employers who are hiring.

**Job & Career Fairs:** The WDB, in partnership with WDC partners, hosts job fairs throughout the year as a means of connecting employers and job seekers. There are generally three large, all-industry job fairs held throughout the WOW area in a given year. In addition, smaller employer-specific specialized recruitment events, career fairs, and resume collections are conducted as needed. Partner agencies, particularly Job Service, Waukesha County Technical College (WCTC), Moraine Park Technical College (MPTC), and Milwaukee Area Technical College (MATC), assist in marketing and sponsoring the events.

**Application Collection:** The BSU provides an application collection service to help employers with a hiring campaign. The BSU serves as the collection point for applications over a several week period. At times, companies arrange one-day recruitments at the WDC where we help promote the event and provide as much support as needed for the recruiters.

**On-the Job Training (OJT):** OJT funds are used to provide training wage reimbursements to employers who hire job seekers who have the aptitude and ability to do a specific job but who may not have previous on-the-job experience in that occupation or industry. Reimbursements are designed to help offset the extraordinary costs of training new hires and close the skills gap. The length of the on-the-job training and wage reimbursement is dependent on the amount of training needed and the complexity of the job.

### II. Vision and Workforce Development Area Goals

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

The local WDB engaged in strategic planning in 2015 to define its direction and set priorities by examining the external labor market conditions and projections, considering the internal assets and opportunities for improvement, and anticipating the transition from the Workforce Investment Act to the Workforce Innovation and Opportunity Act (WIOA). The goals and key initiatives developed include:

1. Ensure the continued economic health of the WOW counties by strengthening the talent pipeline with Milwaukee and the surrounding area.
2. Ensure the Board has sufficient resources to sustain the Board's ability to deliver critical services to the community while fulfilling its Mission and accomplishing its Aspiration/Vision.
3. Identify the priorities of employers and align programs and services to meet the needs within WOW counties and the surrounding area.
4. Identify the needs of job seekers and community members in order to develop new methods or programming for successful engagement in the workforce.
5. Facilitate creative approaches to macro workforce issues in collaboration with other organizations.
Services and strategies to serve an educated and skilled workforce, including youth and individuals with barriers, is an expected part of every discussion as the Board aligns each goal to meet performance accountability measures. For example, when identifying the needs of job seekers, the participant is examined and barriers to employment are identified. A common barrier that is identified is soft skill development, especially for youth. To combat this issue and to support regional economic growth and economic self-sufficiency, the local area has purchased soft skill testing and training software which will be used to upgrade soft skills for every participant in the program.

B. Describe strategies to work with the entities that carry out the core programs that align resources available to the local area to achieve the strategic vision and goals described in II.A. [§108(b)(1)(F)] WDI, Job Service, WCTC, MPTC, and MATC are the main providers of core services in our local area, and are all actively engaged partners in the WDC. These entities meet regularly to solidify working relationships, partnerships, and processes as well as explore and apply for additional resources to support the employers and job seekers in the WOW WDA. Additionally, the WDB works closely with the MAWIB and the SEWWDB through the Regional Workforce Alliance (RWA) to address regional talent pipeline issues and create innovative approaches to workforce issues.

C. Describe the measures the WDB will use to track progress toward these goals.
Having set these goals through the strategic planning process with input from the WDB and local elected officials, the goals will be revisited quarterly and progress will be reported to the WDB. These goals are the drivers used when making most business decisions including which grant opportunities to pursue and how to structure programs.

D. Describe the process used to develop your area’s vision and goals, including participants in the process, especially focusing on how industry sector partnerships will be utilized.
During the strategic planning meetings, members of the WDB, local elected officials, and area partners were invited to provide insight into the development of the area’s vision and goals moving forward. Special attention was given to how the WDB would focus on industry sector partnerships and from this industry sector subcommittees were established. These subcommittees, which will be comprised of various WDB members and non-WDB members who represent the local industry subsectors, were developed to provide input into industry sector training needs, programing, grant applications, work-based learning, incumbent worker training, and other issues that arise surrounding industry sectors.

E. In order to achieve the goals identified above, implementation strategies need to be developed. Describe the strategies the WDB will use to achieve the WDA’s vision and goals for the local area.
Outlined below are the goals and implementation strategies that were developed during the strategic planning meetings:
1. Ensure the continued economic health of the WOW counties by strengthening the talent pipeline with Milwaukee and the surrounding area.
   a. Explore partnerships and relationships that facilitate a talent pipeline.
   b. Ensure training programs in the WOW counties and surrounding areas align with employer needs.
   c. Assist employers in understanding the need for and value of meeting the labor market where it is by increasing on-the-job training and revising hiring requirements.
2. Ensure the Board has sufficient resources to sustain the Board’s ability to deliver critical services to the community while fulfilling its Mission and accomplishing its Aspiration/Vision.
   a. Be intentional about shaping the funding strategy and policy at the state and federal level.
   b. Consistently scan for emerging opportunities and develop innovative approaches to remain on the cutting edge.
   c. Monitor the direction of the Board to ensure the Board stays on the forefront of workforce development practices and remains a leader.
   d. Maintain strong performance in order to remain competitive when applying for scarce resources.
e. Establish leading indicators to better serve the community and increase performance outcomes.

3. Identify the priorities of employers and align programs and services to meet the needs within the WOW WDA and the surrounding area.
   a. Continually assess and monitor the needs of employers.
   b. Work with technical colleges as a primary training partner and increase flexibility in training options.
   c. Further develop demand-driven training through industry sector partnerships.
   d. Increase the visibility of the Board and the WDCs with employers.

4. Identify the needs of job seekers and community members in order to develop new methods of programming for successful engagement in the workforce.
   a. Explore methods for flexible delivery of services.
   b. Further develop the Board's strategy to recruit, serve and place young adults.
   c. Seek additional opportunities and resources to provide flexible access to workforce services.
   d. Remain accessible and inclusive for the wide-range of job seekers and community members.

5. Facilitate creative approaches to macro workforce issues in collaboration with other organizations.
   a. Conduct a landscape analysis for critical elements that contribute to successful employment and foster partnerships to ensure a more seamless system.
   b. Engage partners through common goals and shared outcomes.

III. Governance and Structure

A. Plan Input and Review Process

1. Describe the process used, in accordance to the five criteria below, to provide an opportunity for public comment and input into the development of the local plan. To provide adequate opportunity for public comment, the Local Board must:
   a. Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;
   b. Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;
   c. Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor;
   d. The Local Board must submit any comments that express disagreement with the plan to the Governor, along with the plan, the WDB's response to those comments, and a copy of the published notice; and
   e. Consistent with WIOA section 107(e), the Local Board must make information about the plan available to the public on a regular basis through electronic means and open meetings.

Following the completion of the plan, the WDB will make copies of the local plan available to the public through local media outlets, electronically, and by posting it to the WDB’s website. A thirty-day comment period will be made available to members of the public, including representatives of businesses, labor organizations, and education.

After the thirty day comment period, any comments that are received will be sent to the Governor, along with a proposed plan to resolve the issue, a copy of the plan, and a copy of the published notice. In accordance with the WIOA Section 107 (e) the WDB will make all information about the plan available to the public.

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

Several strategic planning meetings were held to develop the vision of the Board under the WIOA regulations. Members of the Board, local employers, and workforce partners participated in these meeting and discussed goals and initiatives for the WDB to pursue under the WIOA. This information has shaped the local plan. Additionally, core partners were engaged one-on-one during the creation of the plan.
Our partners will be involved in the implementation of the local plan on an ongoing basis through meetings and future strategic planning events. Information about the plan is public and open to comment so any issues or comments that are received will be discussed and used to better direct the implementation of the plan.

B. Chief Elected Official(s) (CEO)
1. Describe the role of the CEOs in the governance and implementation of WIOA in the local area. In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in a WDB/CEO Agreement, please state that it is included in that Agreement and provide the section where it can be found.
   This information is found in Appendix A of the LEO Consortium agreement found as Attachment H.

   2. Section 683.710(b) (2) states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the CEOs. Please provide this document or specify its location, if it is within another document.
   This information is found in the Partners and Scope of this Agreement section of the WDB/LEO agreement found as Attachment G.

3. Please submit a WDB/CEO Agreement and/or the CEO Consortium Agreement.
   The WDB/LEO Agreement is found as Attachment G and the LEO Consortium Agreement is found as Attachment H.

C. WDB Functions
1. Describe any roles and responsibilities, as agreed to with the CEO, which may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB/CEO Agreement.
   This information is found in Appendix A of the LEO Consortium agreement found as Attachment H.

2. Identify the fiscal agent or entity responsible for the disbursal of grant funds. If a fiscal agent is used, attach the current contract and identify who has signatory authority. Submit the WDB/Fiscal Agent Agreement.
   This information is found in the Partner and Scope of this Agreement section of the WDB/LEO Agreement found as Attachment G.

D. WDB Composition
1. Describe the nomination and selection process used to appoint local business representatives to the WDB.
   The nomination and selection process used to appoint local business representatives can be found in section 2.2 of the WDB By-Laws found as Attachment M.

2. Describe how the Board will provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system.
   A description of how the Board will provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system can be found in Section 1.2 and section 7.1 of the WDB By-laws found as Attachment M.

3. Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. [§107(h)(1 & 2)]
   Information identifying a conflict of interest can be in sections 4.2 and 6.8 of the WDB By-laws found as attachment M and also listed as Attachment K.
4. **Provide a complete and current WDB membership list.**
   A complete and current WDB membership list can be found as Attachment J.

5. **Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees.**
   A diagram and regular meeting schedule of the WDB and subcommittees are found as Attachment L. A description of the roles and responsibilities of the WDB and subcommittees can be found in Article 6 and section 7.1 of the WDB By-laws found as Attachment M.

6. **Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities). [§107(e)]**
   A description of how the WDB ensures that meeting and information regarding WDB activities are accessible to the public can be found in section 7 of the WDB/LEO Agreement found as Attachment G.

7. **Describe the process the WDB will use to notify the CEO of any vacancies and to fill those vacancies with appropriate representatives.**
   A description of the process the WDB uses to notify the CEO of any vacancies and the process to fill those vacancies can be found in section 6.D of the WDB/LEO Agreement found as Attachment G.

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

E. **Youth Standing Committee**
   1. **Describe the role and responsibilities of the Standing Youth Committee.**
      The Youth Standing Committee is responsible for:
      - Working with Board staff to develop part of the WIOA plan that relates to services for youth.
      - Reviewing and recommending to the Board eligible providers of contracted youth services.
      - Providing oversight of youth service contracts.
      - Ensuring area youth activities coordination.

   2. **Describe how the Standing Youth Committee is involved in developing policy.**
      Through the WDB’s fiscal and administrative entity, policy is developed and brought to the Board for approval. During the meetings, comments are taken from the Board to enhance and direct the policy. Once the policy is approved by the youth committee, it also brought to the other committees for approval before being implemented.

   3. **Identify circumstances that constitute a conflict of interest for Standing Youth Committee members and describe how codes of conduct and conflict of interest issues related to Standing Youth Committee members will be addressed. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the conflict of interest policy.**
      Information identifying a conflict of interest can be in sections 4.2 and 6.8 of the WDB By-laws found as attachment M and also listed as Attachment K.

   4. **Describe how the Standing Youth Committee conducts oversight with respect to eligible providers of youth services in the local area and their role in provider selection.**
      The WDB has chosen WDI as their youth service provider in the local area. WDI has proven to have the capacity to successfully provide youth services.
Every two years, an RFP goes out from the WDB to provide youth services in the local area and at that time the youth committee has the opportunity to review any proposals that are received. Once the youth committee approves of a proposal, the motion is brought to the full Board where the provider is selected.

F. WDB Support and Administration
1. If the WDB employs staff, identify the number of staff (time percentage), general role, and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provides direct WIOA services.
   The WDB does not directly employ staff.

2. Include an organizational chart with an 'effective as of date' of WDB staff, administration and support.
   The WDB does not directly employ staff.

3. Provide a copy of the Administrative Entity/Fiscal Agent’s organizational chart with an 'effective as of date'.
   A copy of the Administrative Entity/Fiscal Agent’s organizational chart is found as Attachment P.

4. Attach a copy of the WDB’s current Cost Allocation Plan.
   A copy of the WDB’s current Cost Allocation Plan is found as Attachment Q.

5. Is an Indirect Cost Rate or de minimis rate of 10% used?
   A de minimis rate of 10% is used.

IV. One-Stop System and Service Delivery
A. One-Stop Service Delivery
1. Describe the One-Stop delivery system in your local area, including the roles and resource contributions of One-Stop partners. [§121(a)] Include a list of the comprehensive One-Stop Centers and the other service locations in your job Center network.
   Locations: The WOW area One-Stop delivery system includes 2 comprehensive WDCs and one affiliate WDC (see Form D for locations). The Waukesha County WDC has 8 partner agencies, the Washington County WDC has 6 partner agencies, and the Ozaukee County WDC has 4. All three WDCs are located on Wisconsin Technical College campuses, including WCTC (Pewaukee), MPTC (West Bend), and MATC (Mequon).

   Governance: The system is governed by the WDB with support from site specific leadership teams and WDC Coordinators. One of the coordinators serves as a liaison to the WDB on behalf of the WDCs. The coordinator reports statistical information on WDC activity across all partners including customer satisfaction.

   Leadership: Leadership teams in the WDCs consist of agency directors and presidents that meet routinely, and onsite program supervisors who meet monthly. Representatives are included from all partner agencies. All staff in the three WDCs participate in inter-agency trainings, information sessions, events, and WDC practices.

   Single Point of Access: The WDCs include singular reception areas that provide access to workforce services both onsite and offsite. There is a receptionist/information specialist, including a bi-lingual receptionist in Pewaukee. WDC reception includes sign-in, initial screening, referral, and brief orientations to WDC services across agencies. The function is cost allocated to all onsite partners.

   Services: The WDCs include resource rooms, computer labs, classrooms, conference rooms, workshop facilities, case managers, and staff content experts on labor exchange, re-employment, resumes, job search, careers, training, education, and the labor market. The BSU focuses on services for employers; including
assisting with recruitment, on the job training, job fairs, dislocations, and connection to expansion and development resources.

**Hybrid Offerings:** Regional, national, industry specific, and specialized limited term training initiatives are offered through the WDCs. These vary with competitive grant award cycles and currently include Building Futures, a YouthBuild Program; Windows to Work, a placement program for ex-offenders; and a disability-related placement initiative.

**Shared Support:** All entities that have staff onsite support the cost of operations through leases and the allocation of common costs through operating agreements. Allocation methodology is based on relative share of dedicated offices as a portion of all dedicated space within a WDC. Shared costs include conference & training rooms, other common space, technology and technology support, marketing, operations coordination, and reception.

**WDC Partners and Roles within the WDCs**

- **ResCare Workforce Services:** Wisconsin Works (W2) and FoodShare Employment and Training (FSET) provider, located in all 3 WDCs.
- **Division of Vocational Rehabilitation:** provider of case management services for those with documented disabilities, located in the Waukesha and Washington County WDCs
- **Dynamic Workforce Solutions (DWS):** WIOA sub-contractor for adult, dislocated and special response, located in Waukesha County
- **State of Wisconsin Department of Workforce Development:** provider of labor exchange and re-employment services, located in all 3 WDCs
- **Independence First:** Provider of job placement and benefit information, independent living skills training, located in the Waukesha County WDC
- **Waukesha County Health and Human Services:** Provider of economic assistance programs
- **WCTC:** Provider of career planning, adult basic education services, GED prep and testing, ELL, work readiness training and post-secondary training, located in the Waukesha WDC
- **MATC:** Provider of career planning, adult basic education services, GED prep and testing, ELL, work readiness training and post-secondary training, located in the Ozaukee WDC
- **MPTC:** Provider of career planning, adult basic education services, GED prep and testing, ELL, work readiness training and post-secondary training, located in the Washington WDC
- **WOW WDI:** WIOA provider of adult, dislocated, youth and special response, work readiness training, soft skill training, located in all 3 WDCs
- **The Threshold Inc:** Provider of job development and job placement services to those working with DVR (DVR subcontractor), located in the Washington County WDC

**Other Partners:** Other agencies present in WDCs include sub-contractors and agencies that provide complimentary services. Currently these include: Nissen Staffing Continuum, Inc. (a private employment agency), the YMCA (an onsite childcare vendor through subcontract with Arbor), and Lincoln Electric (an industry partner of WCTC). The WDC coordinator who serves as the liaison to the WDB is an employee of Waukesha County.

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

Yes, all required partners are included in the One-Stop delivery system.

The following programs are available onsite within the area WDCs:

- WIOA funded programs,
- DWD required programs
- WCTS required programs
Public assistance work programs: FSET, W2, Emergency Assistance
Grant-funded programs including Windows to Work and YouthBuild

All partners assist with planning and oversight either as part of the WDB, through one of its sub-committees, or as part of a leadership team within the WDC. Budgets, minutes, policies, and operations are jointly developed, agreed upon, and implemented. E-mail list serves, staff websites, network drives, and all staff events are used to inform and engage all partners including staff at all levels in planning, customer outcomes, and continuous improvement.

The following programs are located outside of the area:
- Migrant employment programs,
- Senior employment programs,
- Job Corps, native employment programs,
- Second chance programs.

Connections for these programs are maintained through staff presentations, brochures, and joint activities where appropriate. These programs do not have staff located in the WDCs. Some have very limited eligible populations (such a migrant programs). For those that do have eligible customers, space is provided in the WDC for customer meetings. Community Development Block Grant programs are not available onsite in the WDC but the WDC supports these programs through referral and outreach.

3. Identify non-required partners included in the local One-Stop delivery system.
- Waukesha County (employer of record for One-Stop liaison on behalf of all partners)
- The Threshold Incorporated (DVR sub-contractor),
- Dynamic Workforce Solutions (WIOA sub-contractor),
- Independence First (disability advocacy provider)
- Nissen Staffing Continuum, Inc. (private employment agency)
- Lincoln Electric (industry partner of WCTC)
- YMCA (onsite childcare provider, Arbor sub-contractor)

4. Describe how entities within the One-Stop delivery system, including One-Stop operators and One-Stop partners, will comply with Section 188 and the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the WDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of WIOA. A yearly Section 188 review is conducted of the comprehensive WDCs and updates are posted on the staff-side of the website. The yearly review examines physical and programmatic accessibility of facilities, programs and services and technology. With reviews having been conducted by independent Americans with Disabilities Act (ADA) entities hired by the technical colleges, previous reviews by Independent Living Centers staff, and our own yearly reviews, the physical location has been found to meet compliance. Technology is the area where the most changes occur and require the most attention. Recent technology added to the WDCs includes larger monitors for the resource room to access Job Center of Wisconsin (JCW) and accessible workstation computers, different/more accessible mice, large print keyboards and one-handed keyboards.

Regular staff training is conducted on several levels. When new staff are hired, part of the New Employee Orientation includes information on Section 188, responsibilities of staff and benefits, services, and technology available to customers. Ongoing training is also provided during interagency All-Staff meetings and in the form of Lunch-N-Learns.
5. Helping veterans obtain training and employment is the responsibility of all Job Center staff. The local Job Center must provide priority of service to all veterans and eligible spouses to ensure that the full range of employment and training services are provided in a comprehensive, customer-driven, and seamless manner. Describe processes in place at the point of entry to the system to identify veterans and eligible spouses who are entitled to priority of service (including signage and/or designated areas and staff training). Submit any implementing policies or procedures describing how priority of service is implemented uniformly and appropriately across the local workforce system.

The Veteran Priority policy is found as Attachment S. Every customer who accesses the WDC is asked to sign-in. For those who identify as a veteran or the spouse of a veteran and who are first-time visitors, a WIOA case manager meets with them one-on-one, determines if they need to meet with a Disabled Veteran Outreach Program Specialist, informs the veteran of the priority of service policy and entitlements, and assesses them for program/service needs. Veterans and eligible spouses are informed of the full breadth of services available in the workforce system and are also informed of other entitlements offered in the county through the veteran’s services office. Co-enrollments are encouraged to make sure veterans receive the full benefits of all possible programs. Additionally, there is large signage in the lobby explaining veteran’s priority of service.

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

- **Comprehensive and specialized assessments**: WDI, DVR, ResCare Workforce Services, DWS, the three technical college partners MATC, WCTC, MPTC
- **In-depth interviewing and evaluation**: WDI, DVR, ResCare, DWS, MATC, WCTC, MPTC, Job Service/TAA
- **Development of an individual employment plan**: WDI, DVR, ResCare, Job Service/TAA, Vets, DWS
- **Group counseling**: WDI, Job Service Career Counselor, WCTC, MATC, MPTC
- **Individual counseling**: WDI, DVR, ResCare, DWS, MATC, WCTC, MPTC, Job Service/TAA, Vets
- **Career planning**: WDI, DVR, ResCare, DWS, MATC, WCTC, MPTC
- **Short-term pre-vocational services**: WDI, DVR, ResCare, DWS, MATC, WCTC, MPTC
- **Internships and work experiences**: DVR, ResCare, Threshold and WDI
- **Workforce preparation activities**: WDI, DVR, ResCare, DWS, MATC, WCTC, MPTC, Job Service TAA/Vets
- **Financial literacy services**: WCTC, outside agencies
- **Out-of-area job search assistance and relocation assistance**: Job Service/TAA, DVR
- **English language acquisition and integrated education and training programs**: WCTC, MATC, MPTC
- **Follow-up services**: WDI, DVR, ResCare, DWS

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

To identify business requirements within the local area, the BSU meets regularly with employers. Additionally, surveys are sent to employers. With the gathered information, reports are developed to identify business requirements. For instance, research is done with industry partnership groups, the County and Business Alliances, local partners, and businesses in the community.

The WDB provides seminars on retention issues to keep businesses informed. Information and research on human resource strategies and trends affecting employment can also be provided. Additionally, services such as coaching and assessment tools are available to help create the best job match and keep employees motivated.

**Hiring**: The WDB offers a full range of services to assist businesses and employers with their hiring needs. The WDB uses the JCW, Wisconsin TechConnect, and America’s Job Bank to post jobs and review resumes. Staff can also provide employers with current information on available tax incentives, labor market information, and labor laws. Large job fairs are held throughout the year to assist with recruitment and
hiring. In addition, staff can work with employers to create customized recruitment packages and job fairs specific to their organization and hiring needs. These recruitment packages include marketing and pre-screening of job applicants.

**Training:** The WDB offers several training programs and incentives to help local businesses and employers stay competitive in today’s economy. On-the-job training funds are available to help businesses offset the cost of training new hires that lack job-critical skills. Customized training programs can be arranged for an employer or a group of employers with shared training needs. Staff can also work with employers to place job seekers in a youth internship or cooperative education opportunity.

**Retaining Talent:** The WDB provides seminars on retention issues to keep businesses informed. Information and research on human resource strategies and trends affecting employment can also be provided. Additionally, services such as coaching and assessment tools are available to help create the best job match and keep employees motivated.

**Expansion:** The growth and expansion of area businesses contributes to the economic well-being of the region. The WDB connects businesses and employers to expansion resources including tax credits, grants and capital finance.

**Mass Layoffs and Business Closings:** When workers are laid off due to a business closing or 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. Information sessions are held to discuss unemployment insurance benefits, alternative pension and insurance programs, occupational skills training course availability, reemployment services, and Veteran’s benefits. Additional services to businesses may include: facilitating an initial planning meeting, defining an in-plant assistance committee, planning orientation sessions for workers, conducting a worker survey to determine reemployment services, coordinating services among private and public employment and training agencies, and organizing onsite specialized recruitment events with other local employers.

**Additional services include:**
- Workplace education
- Apprenticeship training
- On-the-job training
- Customized training
- Job matching
- Employee recruitment programs
- Job listing (Job Center of Wisconsin)
- Information on ADA, workplace accommodations, and labor laws
- Space for interviewing job applicants
- Labor market information
- Site selection
- Job fairs
- Internships and Co-ops

In addition to these services, the WDB does provide fee-for-service options to employers such as job fairs, application collection, specialized recruitment, and employer open houses. These services provide employers the opportunity to learn new information about the changing workforce and access new talent.

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

Ongoing meetings take place with job service, DVR, WCTC, ResCare, and other WDC partners to coordinate roles and business services. The BSU utilizes Salesforce to document business communications and services. This assists with avoiding duplication of service. All entities have agreed to protocols for sharing employer contacts and information to ensure an equitable approach.
9. Describe actions taken by the WDB to promote maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers. Attach any local policies or procedures in support of this.

Integration of services is discussed at all levels; at ground level, by supervisors/managers as well as at the Executive level. Strategies are developed to provide seamless services for both business and individual customers. Integration is often funding-driven; for example, to facilitate more co-enrollments between WIOA and FSET, funding was offered to WIOA participants to encourage co-enrollment into FSET. There were specific training programs chosen, and, when WIOA funding was almost fully allocated, co-enrollments were specific training programs chosen and, when WIOA funding was almost fully allocated, co-enrollments assured that both programs remained able to serve new customers. Integration is also fostered by using WDC developed forms that allow for the ability to communicate across programs (i.e. WDC-wide consent and release of information forms). Additionally, outreach presentations are shared across the system. With business services, one example of integration involves on-the-job training incentives. An individual job seeker is marketed to businesses and additional incentives are offered. So at the time of OJT contract development and there is an offer to hire, any partner agency can then work with the business on the contract.

Local policy supports maximum integration of service delivery; this is found in several of the WDB’s policies:

- **CM-07 Supportive Services Policy:** Purpose: This policy provides clarification on when and to whom we provide transportation assistance or childcare payments and the procedures for doing so. Supportive services may only be provided to WIOA Title 1 adults, dislocated worker, and youth participants who are unable to obtain supportive services through other programs providing such services. (WIOA section 134 (d) (2) (A) and (B).) WIOA funds will be used only after all other appropriate sources have been explored and exhausted. For example, if the participant qualifies for FSET, supportive payments should be explored through FSET funding.
- **E-10 Dislocated Workers and Trade (TAA) Eligibility:** It is our intent to maximize both Trade and WIOA funding by creating a customized service and benefit package for each participant enrolled in both programs. It is expected that coordination between Trade and WIOA local staff will be carried out through ongoing monitoring of the established coordination process with changes made to keep the process as streamlined as possible.

**WDB Strategic Planning:** The WDB contracted with a consultant with an extensive background in One-Stop systems to conduct strategic planning to help assist with the transition under WIOA. A new Board and sub-committee structure was created to facilitate participation by the partners and stakeholders most critical to the new provisions of WIOA. The WOW One-Stop system has existed for twenty years and the local WDCs have been highly regarded statewide, nationally, and globally throughout time. The new provisions of the WIOA reflect innovations already present in the WDCs and the One-Stop system will continue as a priority of the Board.

**WDB:** The Board and sub-committees ensure integration at the regional level. This occurs as part of agendas, dialogue, and resource decisions. The Board prioritizes employer input with an expressly stated goal of ensuring the WDCs remain demand-driven.

**One-Stop System Liaison:** The WDB contracts with Waukesha County to staff a WDC coordinator who serves as a One-Stop liaison to the Board. The One-Stop liaison is a neutral position accountable to all partner agencies in the WDC. In partnership with the area’s West Bend and Mequon coordinator, the liaison leads the supervisory team and staff activities. This position maintains the customer satisfaction and improvement procedures for the WDC and reports outcomes to the Board twice a year. The liaison serves as a communication link between the Board, partner agencies, and staff. Customer satisfaction includes input from individuals and businesses which is used to inform improvements at all levels of leadership in the One-Stop WDCs.
WDC Leadership Teams: Leadership teams specific to the individual WDCs meet three to four times a year with the highest level staff from the main partner agencies housed within the WDCs. Leadership teams instruct the coordinators on high level priorities and decisions related to leases, operating agreements, policies, budgets, new partners, and services.

WDC Operations Teams: Operation teams specific to the individual WDCs meet monthly with supervisor representation from all onsite partners. The Operations team develops consensus on all aspects of operations and interagency staff activities. Activities include safety training, front end reception protocols, events, staff policies, communications, facilities, technology purchases, WDC culture, and interagency staff development. Supervisors inform their staff teams of agreed upon decisions and reinforce communication from the One-Stop WDC coordinator.

All-Staff: All staff in the WDC participate in e-mail communication, bi-monthly interagency All-staff meetings, staff certification programs, interagency training, job fairs and other large scale events, and social functions. The coordinators facilitate ongoing input from all staff as well as ad-hoc planning in specific areas as needed. All-staff meetings are used to inform staff of programs in the WDCs and throughout the community. Ad-hoc planning is used to facilitate program linkage and co-enrollment as appropriate. Recent examples of this process relate to recruitment, referral, and co-enrollments among YouthBuild, WIOA, and FSET programs.

Policy Manual: A WDC policy manual identifies WDC policies agreed upon by all partners and all updates will be completed by March 2016.

10. Describe how the WDB will ensure the quality of service delivery and continuous improvement throughout the One-Stop Centers.

The WDC ensures quality of service delivery and continuous improvement throughout the WDCs in several ways:

a. Through our customer satisfaction process, we routinely seek input from customers on their satisfaction with services and staff. The input received is reviewed by the local Board and by the local Operations Teams, who responds to any issues and also to actionable items.

b. Monitoring and oversight. Local reviews of program compliance and service delivery are routine. These reviews help maintain a high level of service for customers.

c. The Board sets the vision and gets bottom up input from the liaison on behalf of the One-Stop staff and customers and communicates the vision and directives from the Board to the One-Stop staff.

d. Within the One-Stop, leadership teams, operations teams, and all staff contribute to planning, reporting, integrating, and improving services based upon customer satisfaction reports, input from above and below, directives, and ongoing programmatic changes which occurs through meetings, electronic communications, planning events, training events, and ad-hoc initiatives.

In relation to customer satisfaction, up to six-thousand employers and customers are surveyed each year to determine satisfaction with services including specific areas of strength and weakness within the WDCs. The surveys gather input across all programs. The process has been followed for several years and was developed by an external consultant to allow for longitudinal comparison. Information is used to make improvements and build upon success. The information is reported to the WDB and discussed among supervisors to develop ongoing strategies to improve satisfaction.

In addition to the customer satisfaction survey, a five-session staff certification program is offered at a minimum of once per year to staff in the WDCs. The curriculum is focused on customer improvement and the capstone team project focuses on the recommendation of a customer improvement strategy. This leads to specific improvements and contributes to the WDCs’ culture of continuous improvement.

11. Describe how the WDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. [§108(b)(6)(B)]
All WIOA paperwork (enrollment and on-going) is able to be emailed and filled out by individuals remotely. Case managers can email and/or text individuals for appointments and resources including InterviewStream allow for at-home usage by customers and in-office review by case managers.

The One-Stop system has a network of community partners that provide complimentary services in the WDC. These partners receive mailings monthly in paper-based and electronic formats. Partners display WDC materials in their locations and the WDC provides community partner print materials in the WDC lobbies. Representatives of external partners are invited to present information on their services at WDC interagency All-staff meetings and WDC staff present information as needed. External partners are invited to annual picnics and social functions. Relationships remain our top method of communicating our services beyond the One-Stop buildings.

The WDC website, website linkages among partner sites and web-based programs allow for web based linkage to services. Each of the major partners in the WDC offer web access so customers can gain information from county websites, technical college websites, State of Wisconsin websites, and the WDC website. Additionally, Waukesha County has developed an ongoing partnership with the library system, which includes web linkages, materials, conducting workshops, and reciprocal training.

12. Describe the connection between the local Board WIOA Youth Program and the Job Center service delivery system.
The WIOA youth program is fully integrated within the WDC service delivery system. Beginning at the reception desk, flyers are available on the program. When a first time customer registers, those who fall between 18-24 years of age are provided with either a one-on-one meeting with a WIOA youth case manager or the customer’s information is given to a WIOA youth case manager so follow-up can be completed. Information about the WIOA youth program has been presented to staff at All-Staff meetings and emailed to all WDC staff. To customers, information has been presented in Reemployment Services sessions, via email, and community outreach. Co-enrollments happen regularly with other WDC programs and outreach is conducted with other partner program participants to aid in word of mouth referrals. The BSU is knowledgeable about the youth program so they can help market the youth program to employers.

13. Describe the WDB’s activities/actions with local partners to ensure the development and implementation of common intake for all Resource Rooms per State (to be issued). Also include a description of how activities will be coordinated with other points of intake such as the Division of Vocational Rehabilitation.
Upon receipt of the common intake for all Resource Rooms per State (to be issued), the Operations Leadership Teams will review and alter the intake processes as needed. WDCs currently include sign-in reception areas that offer a first level of screening for all services offered through the system, including those offered through Job Service, DVR, and Veteran’s Programs. Further screenings, assessment, and intake processes occur through methods specific to the applicable programs requirements.

In addition to resource rooms and DWD workforce programs, local WDC services include workshops offered through the technical college system, basic computer training, and public assistance employment programs such as Wisconsin Works (W2) and FoodShare Employment and Training (FSET). Intake requirements for programs vary significantly.

The Operations Teams and ad-hoc teams continually adjust processes as needed to facilitate customer access to services, program co-enrollment, and regulatory compliance.

14. Describe how the end result of the activities described in the previous question show reduced duplication of services for program participants; ease of program accessibility; and identification of gaps the partnership has to address.
Currently, all partner programs have their own registration process. Shared intake forms and, eventually, shared on-going forms will allow for less focus on process with the programs and more focus on meeting
customer needs. Shared employment plans allow for space to write in which agency will be providing each service, so duplication is reduced and gaps can also be more readily seen with a shared IEP. Less paperwork means easier access to programs with less time and hassle for individuals.

The local One-Stop system has twenty years of experience designing, implementing, and modifying program access protocols to accommodate customers. The WDCs were founded with a goal of providing streamlined, non-duplicative, customer-focused services from the moment of first contact by a citizen or business. This is a continuing priority of WDCs and has been throughout the WDCs’ history.

Onsite leadership teams address program access and intake continually within monthly meetings. Customer feedback from first time visitors is conducted through a formal survey process on an ongoing basis. Results are used to evaluate success and make improvements.

Program requirements continually change and are often driven by legal requirements specific to programs. Timeframes and processes vary, and often involve a combination of steps including orientations, paper-based forms, electronic forms, documentation, verification, and interviews.

15. Describe activities to promote Job Center of Wisconsin (JCW), and address the following:
   a. Any participant needs for computer literacy as part of a system improvement; and
      Computer literacy training is offered free for customers through MPTC. Curriculum was developed jointly with the WDC and MPTC staff to train on the basics of computer usage. This 2-part workshop offers basic computer fluency and computer applications. Resource room staff have flyers and regularly refer those with little computer skills to the workshops. The Pewaukee WDC offers a computer skills lab that is staffed with WCTC personnel who provide basic computer instruction.
   
   b. How the WDB is coordinating with workforce partners, including Veterans' Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings.
      The WDB works with WDC partners to ensure that JCW is promoted to all customers and business. Fliers are available in the lobby for both employers and job seekers, and the WDC has a resource room specifically devoted to online job search activities. Partner agencies in the WDC promote JCW and customers are encouraged to familiarize themselves with job listings even if they are not actively seeking employment. Links to Job Center of Wisconsin are available on the WDC website and it is listed in service guides. Veteran’s service staff meet with all new visitors who identify as a veteran or as the spouse of a veteran and they actively promote and utilize all onsite service including JCW.

16. Describe how SalesForce will be used to support and enhance JCW rather supplant JCW.
   The business services staff utilize Salesforce to document business needs, contacts, and communications with employers. Since placements oftentimes cross WDA boundaries, Salesforce enables local business services staff to get real time information from neighboring WDBs. Job orders are only entered into Salesforce when provided to staff directly from employers. Staff encourage employers to use JCW to post all open job orders.

   The Salesforce platform allows for more efficient job matching, communications, and sharing of real-time information. Features include:
   - Communication between staff and project partners via the Chatter tool
   - Real-time sharing of information
   - Searching for local job-ready WIOA job seekers to match employer needs
   - Sharing information with economic development entities, including WEDC, in real-time (i.e., business expansion leads, hiring and training needs)

17. Briefly describe Information Technology (IT) systems in the local area, including:
   a. Systems in place to assess and place job seekers (include all IT services owned or subscribed to).
ASSET to record participant assessment scores, and Job Center of Wisconsin (JCW).

b. **Systems used for employer management (include all IT services owned or subscribed to).**
    JCW and Salesforce CRM database, developed by Skills WI and partnered with WEDC, enables statewide collaboration and maximum benefit for employers and job seekers.

c. **Systems used to track participant services (include all IT services owned or subscribed to).**
    ASSET, a local Access participant database, and ORION Fund Accounting.

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

e. **Other systems the WDB is utilizing and the purpose of these systems.**
    DWD’s UI system data and information can be used by the Board to find recent/current employment information on WIOA participants, for forecasting potential lay-off situations, determining dislocated worker status, verifying income eligibility, and to connect to those laid off from a particular employer. ETO online system is used for tracking Water Accelerator grant participants, and a DOL MIS online system tracks YouthBuild participants.

f. **The assessment process utilized to determine IT needs.**
    WDB has a 3-4 year rotating computer replacement plan in place as budgets allow. Hardware, software and mobile solutions are implemented on an individual or group need to enable them to be more efficient and productive. Solutions to eliminate or minimize travel costs and staff down time are also considered.

B. **Memorandum(s) of Understanding (MOUs)**
   At this time a Memorandum of Understanding between the Local Board and the One-Stop Partners is being developed for the June 30, 2016 deadline.

C. **One-Stop Operators (OSO)**
   1. **Identify the current One-Stop Operator in the local area.**
      The WDB has a strong history of being the One-Stop operator for the WDA. The Board recognizes the importance the One-Stop operator plays in ensuring a successful workforce development system. Through the use of management teams to assist with operations, the Board has been able to maintain a successful One-Stop system. The current arrangement is provided at no cost to the One-Stop system or its partners. This has served the One-Stop system well and has received buy-in from all involved parties.

   2. **Describe how the WDB is preparing for the competitive process for OSO selection. Describe how market research, requests for information, and conducting a cost and price analysis were conducted as part of that preparation. [§121(d)]**
      The WDB engaged in extensive strategic planning as a first step in preparing for the new provision of the WIOA. Strategic planning included market research and input sessions. Costs affiliated with One-Stop operation are shared among partners through operating agreements that allocate common expenses based upon relative shares of WDC space utilized by partners. For this reason, the WDB does not currently spend any resources on One-Stop operation as a specific budget item. Cost-price analysis does not apply to the current structure.

      The WDB is designated as the One-Stop Operator on behalf of a consortium that divides roles and responsibilities among the partners. Annual operating budgets for the WDC are agreed upon by leadership teams and are connected to leases as an operating agreement addendum.
This approach has evolved over the One-Stop system’s twenty year history. Presently, the WDB is determining how to continue this level of efficient operation. During the first quarter of 2017, the WDB will develop an RFP that encompasses this approach to One-Stop operation.

3. Roles and Responsibilities
   a. Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center(s) and for service locations in the One-Stop delivery system.
   The One-Stop Operator accounts for the One-Stop system as required by WIOA with roles divided among partners. For the One-Stop system in Waukesha, Ozaukee, and Washington Counties, there are no direct costs affiliated with One-Stop operation. Costs are shared by partners who lease space based upon relative shares of space used. Common costs include reception, coordination, marketing, information technology, and common space. These areas are handled by different partners who are responsible for collecting any revenue and disbursing payments.

   b. If there are multiple operators and/or consortia, be specific as to what each agency’s role is and which Job Centers are involved with each.
   There is currently one designated One-Stop Operator for the area which represents a consortia approach to operating the One-Stop system:
   • The WDB represents the One-Stop system to the public and regulatory authority as the designated One-Stop Operator of record.
   • Leadership teams consisting of representatives of all partners set policies and make decisions on all aspects of One-Stop operation including: budgets, space usage, common functions, culture, marketing, service integration, customer satisfaction.
   • WDC coordinators facilitate operations on behalf of Leadership teams and the WDB.
   • The Waukesha Coordinator serves as a liaison to the WDB on behalf of the One-Stop system.
   • Waukesha County is the employer of record for Waukesha Coordinator/WDB Liaison.
   • WCTC holds the leases for the Waukesha WDC and collects the revenues affiliated with the annual operating budget for the WDC.
   • WCTC pays expenses related to the annual operating budget of the WDC.
   • Waukesha County maintains the One-Stop fund balance and completes financial reports on behalf of the Waukesha WDC.
   • DWS provides reception services for the Waukesha WDC.
   • WDI provides IT support and marketing for the WDC
   • WDI maintains leases and handles all aspects of the operating budget for the Washington WDC

D. Certification and Continuous Improvement [§121(g)]
   The state's certification policy has not yet been finalized by the state workforce Board. Following its completion and issuance, please describe any additional criteria or higher levels of service coordination than required in order to respond to labor market, economic, and demographic conditions and trends in the local area.
   At this time the WDB does not have additional criteria to add to the state’s certification policy.

V. Results-Driven Talent Development System
   1. Describe the local area's workforce development system, including identifying the programs included in the system, and how the WDB will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including the following:
      PK-16 Council: WDI’s youth program and DVR’s Pre-Employment transitional programs (PETS) help align workforce development and PK-12 school districts. Youth case managers partner with the school districts to provide individual career awareness and work-readiness guidance. WDI currently aligns education, juvenile justice, housing, and the workforce development system through Building Futures, a YouthBuild program which serves young adults that are high-school drop outs and have barriers to
employment, most of which have been involved with the justice system. The program provides integrated hands-on basic education, vocational skills training, and leadership training to participants while building low-income housing.

**Local technical colleges:** The WDB and the three local technical colleges have worked together to align resources and leverage the strengths of each organization. The WDB provides the connections with local employers, the ability to recruit candidates for training programs and the funding to help support students. The technical colleges provide basic skill instruction, ELL instruction, and post-secondary training for all different skill levels. WDB and technical colleges have collaborated to develop career pathways programming. Throughout the career pathway development process the WDB and technical colleges have taken an industry-driven approach by consulting with industry partners to identify regional industry needs including skill gaps and training needs. The role of workforce development has been three fold: 1) to recruit employers to provide input to the development of career pathways; 2) refer WIOA participants to career pathway opportunities; and 3) provide wrap around services to career pathway users to facilitate the best chance of success. Technical college roles have also been three fold and include recruiting employers for advisory councils, developing the career pathway, and developing career pathway curriculum.

**Local University of Wisconsin campuses:** Enhanced relationships with the local University of Wisconsin campuses are increasing as the need and development of career pathways is developed. Having traditionally been out of reach for most adults and dislocated workers, training at local University institutions has become a more realistic option by providing short term training options. Recently, there has also been outreach to the UW Extension offices as a way to provide additional services to those who experience the discomforts of being out of work, with one service being financial literacy training.

**Regional economic development entities:** The WDA has two strong county economic development entities which both work closely with the WDB. Economic development services provided include demographic and data statistics to educate employers about the local employment market, loans to employers looking to expand, and referrals to the WDC to help find qualified candidates. Staff serve on local economic development boards and vice versa to provide more comprehensive coordination of services and programming. In addition, the WDB regularly attends M7 meetings and is participating in their new talent initiative and various workgroups.

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

At the WDC, all first time visitors are screened and assessed by a WIOA case manager on their first visit to determine which programs and services will best meet their immediate needs. This ensures that visitors learn about all partner programs and services in which they might be eligible. Even those who just need to register on JCW to meet UI requirements are told about all WDC services in case they are interested in better job placement assistance or training assistance. For those with barriers to employment, UI is more likely to determine if they are in need of reemployment services and the customer will schedule a meeting for RES. This not only brings new visitors to the WDC but also assures they will hear about all WDC services and programs up front. Additionally, targeted marketing is conducted with local community-based organizations whose mission it is to serve those with barriers. This also helps bring that population to the WDC.

The WDB facilitates the development of career pathways and co-enrollment in core service programs by educating visitors on the services available, encouraging career planning to as many customers as possible, and helping to educate customers on the need for upgrading skills.
3. **Describe how the WDB will ensure that individuals are informed of non-traditional employment and training opportunities.**

   The WDB’s approved training list includes information for each occupation on non-traditional status. This information is provided to all WIOA participants by case managers.

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

   The WDB uses several initiatives to meet the needs of local businesses. To address the labor shortage in the WOW area, OJT and incumbent worker training programs are used by employers to train new employees and retain their current workforce. Occasionally, customized training programs are developed to directly serve an employer’s need and keep the business competitive.

   The WDB works directly with employers through industry partnerships and has created an ad hoc subcommittee that focuses on industry subsectors. These groups are highly effective at identifying employer need and developing strategies to address these issues. Often these employer groups will work with the local technical colleges to adjust training curriculum to meet the needs of the industry and develop skilled workers. Additionally, these employer groups work with the technical colleges to implement career pathway programs that allow job seekers to develop their skills and meet the need of employers.

   Additionally, the WDB offers open house events to address specific needs that employers have previously identified and offer solutions that employers can use in their own businesses. After the events and job fairs offered by the WDB, surveys are sent to employers to identify if these services are meeting the employer’s needs and also to get suggestions of topics or events to host in the future.

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

   There are several great resources in the area that already provide microenterprise and entrepreneurial training including: WDC’s small business resource Centers, UWM’s small business services, and UW-Extensions small business courses. The mechanisms in place to support these programs include educating job seekers who show interest on the available resources and making referrals, having the business resources educate WDC staff on available services, resources and outcomes, and educating the business resource staff on WDC programs and services which can support small business development.

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

   One of the first apprenticeships in the state of Wisconsin was in Washington County. There has been a long history of local employers using apprentices to build their workforce. The WDB enhances and supports these programs by building strong connections with employers who hire apprentices and the state employees who support the contract development. Since apprenticeship staff are co-located in the WDC’s or near the WDC’s, there has always been close connections. These connections are being strengthened by actively pursuing opportunities to co-enroll in both programs. With the ability to fund both occupational training and on-the-job training at the same time, apprenticeships become more appealing to both the apprentice and the employer. Meetings have already been held to establish clear lines of referral.

7. **Describe how the WDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed.**
The WDB has identified several key industry partnerships in the WDA such as the RWA, The Tool, Die & Machining Association of Wisconsin (TDMAW), Milwaukee 7 (M7), other local WDBs, and the Regional Business Services Team (RBST). The Board works with these groups to address regional issues, identify employer need, and develop strategies to increase talent in the WDA. Through these regional efforts, industry partnership meetings have been held with local employers and key partners to identify needs in the regions in-demand industries.

The WDB is open to developing new partnerships by leveraging resources and existing partnerships. Currently to avoid duplication of services, the WDB works with Economic Development Committees, Businesses Alliances, and local Chambers of Commerce. By integrating segmented partnerships, more stakeholders are brought to the table which can lead to better results.

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

The Individual Training Account policy is found as Attachment V. To determine the employment needs of the key industry sectors in the local area, the WDB analyzes the results of focus group meetings, industry partnership meetings, local employer surveys, BSU meetings with employers, discussions with Chambers of Commerce and Economic Development, state LMI data, and credible studies. The WDC then carefully considers these results when determining how WIOA training dollars are spent through the Individual Training Account (ITA) system.

Each year the Board considers a number of factors in developing an approved list of training programs in the area. In order to be on the list, the industry must be identified as being in high-demand based on data collected from labor market data and the technical college graduate survey. Also, the training program must have at least 50 percent of the responding graduates working in a training-related occupation and earn at least $12.00 per hour. Additional consideration is given to occupational training programs that provide an approved credential, lead to high-wage jobs, or are in a local or regional high-growth industry (based on the input from the entities/resources listed above). Where possible, ITA vouchers are used for training that is aligns with a career pathway.

VI. Program Services
A. Priority of Service

1. WIOA Section 680.600 requires local areas to establish criteria by which the One-Stop operator will apply priority of service. Such criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors. Provide the WDB’s local criteria and/or policy. [134(c)(3)(E)]

For overall priority of service the following order is used:

1. To veterans and eligible spouses who are also recipients of public assistance, other low-income individuals or individuals who are basic skills deficient
2. To non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient
3. To veterans and eligible spouses who are not included in WIOA’s priority groups
4. Last, to non-covered persons outside the groups listed above

In the event of limited training funds, priority is given in the following order:

1. WIOA participants continuing in training per their Individual Employment Plan and regardless of veteran or income status
2. New potential trainees who are veterans or eligible spouses of veterans, and receiving public assistance or are low-income
3. New potential trainees receiving public assistance or are low-income
4. Any other new person meeting the definition of a veteran and eligible spouse of a veteran
5. Any other person

The Veteran Priority of Service policy is found as Attachment S and the Adult program Priority of service is found below:

**E-13 Adult Program Priority of Service - Created: 07/01/201**

Section 134 (c)(3)(E) of WIOA established a priority of service requirement for adult program employment and training activities. One-Stop WDC staff responsible for these funds must give priority to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the provision of individualized career service and training services. WIOA requires that priority of service considerations be factored in at all times rather than implementing priority of service only when funds are limited. Those who meet priority of service criteria will be provided with a letter outlining their rights.

Veterans and eligible spouses continue to receive priority of service (see E-09). However, when programs are statutorily required to provide priority for a particular group of individuals, priority must be provided in the following order:

- To veterans and eligible spouses who are also recipients of public assistance, other low-income individuals or individuals who are basic skills deficient
- To non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient
- To veterans and eligible spouses who are not included in WIOA’s priority groups
- Last, to non-covered persons outside the groups listed above

To meet priority of service, individuals only need to meet one of the criteria (veteran, low-income as defined below, public assistance recipient or basic skills deficient). Since individuals do not need to meet multiple criteria, they will not be made to show proof of meeting multiple criteria, i.e. if someone is low income, TABE testing is not required for priority of service. If someone is a veteran, he/she would need to show adult program priority of service in order to receive the highest priority of service.

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

The Veteran Priority of Service policy found as Attachment S. As outlined in the Attachment, Veterans and eligible spouses are to be identified at the point of entry into WIOA services, whether it is in-person or virtual. The point of entry is the point at which the WIOA service provider meets with the applicant to discuss the individual’s qualifications for WIOA services. We must ensure that veterans and eligible spouses are aware of and given the opportunity to take full advantage of these rights:

- Their entitlement to priority of service among those who meet the eligibility requirements for WIOA services and programs
- The full array of WIOA employment, training, and placement programs and/or services under priority of service
- Any applicable eligibility requirements for those programs and/or services

The following process is used by all case managers:

- Case managers will present veterans and eligible spouses with the information sheet, “Priority of Service for Veterans and Eligible Spouses,” and the grievance letter and policy
- Document on the Adults/Dislocated Workers or Youth Checklist that they have provided this required information to the veteran or eligible spouse.

3. Describe any additional priority groups for the adult program other than those required by the Act.

In the event of limited training funds, priority is given to WIOA participants continuing in training per their Individual Employment Plan and regardless of veteran or income status.
B. Funding
1. Describe any plans for transferring up to 100% of the funds between the adult and dislocated worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

The WDB does not currently have plans for transferring funds between the adult and dislocated worker programs but will consider it in the event additional funds are needed to serve one of the populations.

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

At this time the WDB does not plan to utilize up to 10% of local dislocated worker, adult, and youth formula funds towards the pay-for-performance contract strategy.

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

The Board considers available funding levels, demand for services from job seekers and employers, historical performance data, caseloads, and the cost per service for each category into account when determining funding allocations between service categories for adults and dislocated workers. The Board recognizes that adults typically require a higher degree of case management and employer relations while dislocated workers typically utilize more individual training account funding to assist them in reemployment. However, patterns and trends are assessed annually and funding allocations are adjusted accordingly. Below is the current percentage of allocations by services.

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Adult</th>
<th>DW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Services</td>
<td>46%</td>
<td>39%</td>
</tr>
<tr>
<td>Training Services</td>
<td>48%</td>
<td>58%</td>
</tr>
</tbody>
</table>

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

As part of all new employee orientations, the following expectations of service delivery are discussed:

**Staff Knowledge**
- Staff recognize the importance of making people with disabilities feel welcome and a basic awareness of how to meet the needs of customers with disabilities.
- Staff know how to assist people with disabilities during emergency evacuations, including the evacuation of persons with mobility impairments.
- Staff knows how to procure and use various equipment and materials for assisting people with disabilities, including the WDC's telecommunications device for the deaf (TT/TTY/TDD), accessible work stations, accessible materials, etc.
- A list of the One-Stop's auxiliary aids and services for communication, assistive technology devices, and material in accessible formats is provided in writing for those who request it.

**Registration and Orientation**
- Staff offer customers who need assistance with filling out forms and application materials and, when filling out forms, this is done one-on-one in a private room, where the individual's responses will not be overheard.
- If customers are asked whether they have a disability, this is asked of every customer, and asked in writing, not verbally.
- Information in orientation sessions is explained slowly and clearly, with plenty of time and opportunities for questions.
As required by WIOA regulations, every orientation session includes a presentation of customers’ rights to nondiscrimination and equal opportunity, including the right to file a complaint.

**Disclosure of Disability**
- When working with customers with disabilities, staff discuss disability only as it pertains to the customer's need to access employment and training services.
- Staff who are working with a customer with a disability get permission from the customer, utilizing the internal referral form, before discussing information about the individual's disability with other One-Stop staff or external individuals and discuss the customer's disability only as needed.
- Staff understand that under the ADA, the One-Stop WDC may ask whether a customer has a disability (under Title II), but that employers are prohibited from doing so during the job application process (under Title I). As a result, staff also understand that they may not disclose the fact that an individual has a disability to an employer without the customer's permission.
- Staff educate employers about the limits of inquiry under the ADA.
- Staff discuss with customers with disabilities the issue and implications of disclosure of disability to employers and potential employers.

**Accommodation Requests**
- All customers are given the opportunity to request some type of accommodations or special assistance to take full advantage of One-Stop services.
- Staff in the One-Stop WDC understand the procedures and guidelines for handling requests for reasonable accommodations and reasonable modifications.
- Staff do not make decisions on what is an allowable accommodation/modification. These decisions are made only by senior management based on individual company policies on what constitutes an undue burden on the organization.
- The One-Stop WDC has identified a source for sign language interpreters, and can respond quickly to interpreter requests.

**Service Delivery**
- People with disabilities are served in integrated settings; people with disabilities participate in the programs and services of the One-Stop WDC alongside people without disabilities.
- If people with disabilities are served separately from other customers, doing so meets the legal requirement that this be necessary in order for people with disabilities to have opportunities as effective as those provided to other customers. If permissible, separate programs exist at the One-Stop WDC, people with disabilities are not required to participate in such programs.
- People with disabilities have the access to the full range of core, intensive, and training services available to all customers, and are not served exclusively via services from Vocational Rehabilitation.
- The eligibility criteria for intensive and training services do not discriminate against people with disabilities, either overtly or inadvertently (by design or in effect).
- All customers are routinely offered the option of meeting with staff in private offices.
- Services are designed so that individuals who are not knowledgeable, comfortable with, or able to use electronic technology (i.e., computers) can fully benefit from One-Stop services.
- Quiet work space is available for people with Attention Deficit Disorder and hearing impairments to thoroughly read and comprehend materials.

**General Communication Requirements**
- The One-Stop WDC has taken appropriate steps to ensure that communication with customers and potential customers with disabilities is as effective as communication with other customers.
- Information is presented in a way that is understandable to people who have limited or no reading skills.
- Information that is presented orally is also available in writing for people who are deaf or hard of hearing, and for people whose learning style requires reinforcement of items in writing.
- Large text versions of any WDC handouts or forms are provided for those who request it.

2. Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs:
a. Offender Reentry
The WDB has established many connections with offender programs in the local area. Those in Huber facilities regularly come to the WDC’s to conduct their job search and are frequently enrolled in WIOA programs. Probation and Parole has included, in many offenders’ release programs, regular visits to the WDC for job placement assistance. The WDB has received a grant from Department of Corrections (Windows to Work program) to provide job placement assistance to those who are within 6 months of release. Regular outreach and referrals are received from local community based organizations who work with offenders; diversion programs, restitution programs, and post release half way houses.

b. TANF
TANF programs are partners in the WDC and co-enrollments happen regularly. Managers of TANF programs are involved in WDC planning meetings (Executive Leadership and Operations Teams) and information is shared on programs/services/changes at all levels.

c. Food Share Employment and Training
FSET programs are partners in the WDC and co-enrollments happen regularly. Managers of FSET programs are involved in WDC planning meetings (Executive Leadership and Operations Teams) and information is shared on programs/services/changes at all levels. Additionally, to further aid in co-enrollments, FSET is contracting with WDI to provide WIOA participants who co-enroll in FSET funding for ITAs.

d. Adult Basic Education and English Language Learning Programs Authorized by Title II of WIOA
ABE programs are partners in the WDC and co-enrollments happen regularly. Managers of ABE programs are involved in WDC planning meetings (Executive Leadership and Operations Teams) and information is shared on programs/services/changes at all levels.

e. Registered Apprenticeship
Better partnerships are being created with adult apprenticeship programs. Since apprenticeship staff are co-located in the WDC’s or near the WDC’s, there has always been close connections. These connections are being strengthened by actively pursuing opportunities to co-enroll in both programs. With the ability to fund both occupational training and on-the-job training at the same time, this program becomes even more appealing to both the apprentice and the employer.

f. Jobs for Veterans State Grants Program [38 U.S.C. §4102A(c)]
The Jobs for Veteran’s Act (JVA) requires that veterans and eligible spouses receive priority of services for all services and programs. Priority of service means that veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for services.

Veteran’s status is determined when customers first enter the WDC and sign in. For those who identify as a veteran or as the spouse of a veteran and who are first-time visitors, a WIOA case manager meets one-on-one with the veteran, assesses for the criteria needed to meet with a Disabled Veteran’s Outreach Program Specialist (DVOP), informs the veteran of the priority of service policy and entitlements and assesses for program/service needs. Veterans and eligible spouses are informed of the full breadth of services available in the workforce system and are also informed of other entitlements offered in the county through the veteran’s services office. Co-enrollments are encouraged to make sure veterans receive the full benefits of all possible programs.

The federal Department of Labor is refocusing the statutory duties of Veterans Services Staff. Veteran's staff are now able to assist only those Veterans and eligible spouses who meet at least one of the following criteria:
Veterans who fit the criteria above and have completed an Office of Veterans Services Employment Services Pre-Screening Form should be referred to the DVOP. The DVOP will then begin serving the customer and, as with any person in any program, referrals will also be made to other WDC programs for value added services. If the DVOP is in the West Bend office, have him meet with the Veteran. If not in the office, the DVOP will contact the Veteran as soon as he is back in West Bend.

Those Veterans who do not meet the criteria above are served through the rest of the services in the WDC. Our current process for pre-screening new walk-ins will continue; front desk staff will continue asking if this is a person's first visit. If so, a WIOA case manager is contacted to meet one-on-one with the new visitor. The case manager will pre-screen for all programs and make referrals as appropriate, including now pre-screening for the items listed above and will adhere to the WIOA Veteran's Priority of Service policy.

g. National Farmworker Jobs Grant Program
Although no programs are in the local area, the WDB is ready and able to serve any referrals to WIOA from the NFJGP.

h. Senior Community Service Employment Program (SCSEP)
There are already good connections with the SCSEP programs. The SCSEP programs will regularly refer to the WDC for job search assistance and co-enrollments. SCSEP staff will place their participants at our front desk in work experiences and those individuals will almost always end up co-enrolled in WIOA.

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

Over the years, much time and energy has been spent at the local level planning and strategizing to coordinate services and avoid duplication. The system runs stronger when all partners are working together to reach common goals for shared customers. Some of the strategies employed over the years include combining networking groups, which creates better interactions. Workshops that are run in the WDC are open to all WDC customers, so duplication is avoided.

Even when there are two seemingly similar services, (i.e. State Career Counselor who runs Career Planning Workshops and Technical College fully developed Career Centers in which there are also career planning workshops), conversations have taken place on how to avoid duplication. We have designated the State’s workshops for those job seekers who may struggle a bit more and could benefit from one-on-one meetings after the workshop, while the technical college counselors focus more on those who are college bound.

4. Describe the process used for reviewing and updating Individual Employment Plans (IEP). Include if the process is used for every participant or if there are exceptions, how frequently it is done, and how it is documented in the participant file and ASSET.
Each IEP is set up to track goals or needs for a period no greater than six months. At the end of this period, the case manager and participant review the IEP to see what progress has been made on each activity and to determine if the participant’s goals or needs have changed. The IEP review takes place in an in-person meeting with the case manager and participant. In the rare occurrence when an in-person meeting is not possible, detailed documentation must be case noted.
If the goals of the participant have not changed, the IEP is updated by doing the following.

- Attaching a blank copy of the second page of the IEP to the original plan.
- Completing the Activity sections on the new page with those steps the participant will complete during the next six-month period.
- The case manager and participant sign and date the bottom of the new sheet.
- On the first page of the original IEP, the dates of the plan are changed to reflect the new six-month period for which the IEP is set. The case manager and participant initial by these dates.

If the participant’s career or personal goals have changed, a new IEP (both the first and second page) must be completed to reflect this change.

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

The case manager will maintain a minimum, monthly contact with participants and all contact is documented in case notes entered into ASSET. Case managers must make at least 2 attempts at contact each month using the best methods of contact for the participant. These attempts must be documented in ASSET. The only exception is for those in a planned gap in service – there are no standard requirements for contact.

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

Exiting a participant from the program is typically left to the case manager’s discretion rather than any standard criteria. Case managers will exit an individual after they are placed in a job when it is determined that the participant is satisfied with the position and there are no pending or looming issues. For some participants, this could mean exiting within a week or two after starting a new job while for others, a month or more may pass before a case manager decides to exit. When there is no contact, case managers will employ multiple methods of regaining contact with a participant which can sometimes take several months.

Moving forward, the goal for placements is linked to the development of career paths for each individual. The goal is to place individuals at which ever step on the career path has provided a training opportunity and created advancement above previous wages.

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

The WDB’s follow-up policy is found as Attachment AA.

D. Dislocated Workers

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

The WDB considers an individual unlikely to return to a previous industry or occupation if the individual has expressed this fact on the WIOA application, it has been documented in case notes, or in the Individual Employability Plan.

The WIOA provider will consider a participant unlikely to return to their previous industry or occupation based on the applicant’s self-assessment, expressed area of occupational interest or comprehensive assessment of occupational skills. Other factors are taken into consideration such as outdated skills due to lengthy absences from their previous occupation or any disabilities that would prevent return to that occupation.
2. Describe WDB policies and procedures to support Re-employment Services (RES) activities. For example, participation in RES in-person sessions.
The WDB has had much more involvement in previous years in RES activities, including WIOA case manager assistance with resume reviews, triage and setting up of WIOA intake appointments. This past year, as part of the State’s RES reorganization of the sessions, WIOA case managers are now only able to provide a brief WIOA overview in the sessions. Additionally, with the changes by the State to only require a small portion of those collecting UI to attend RES, the role WIOA has been able to play in assisting with re-employment services for those collecting UI is further reduced. The WDB is willing and eager to provide more assistance to those needing re-employment services.

3. Describe the process for providing rapid response services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed. [§134(a)(2)(A)] This description must include how the local area disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected dislocated worker applying for them.
WIOA and TAA staff attend each other’s orientation sessions to ensure participants are aware of the full scope of support and services available through the two programs. In situations where petitions have just been filed and announcements by DOL are still pending, WIOA staff will provide an overview of TAA benefits. WIOA staff stress the importance of complying with any TAA related requests and of following through with all paperwork, etc.

4. Describe the mechanism to identify local area Rapid Response practitioners responsible for carrying out rapid response activities in the local area.
The partners involved in rapid response activities include WIOA case management providers (DWS in Waukesha County, and WDI in Ozaukee and Washington Counties) and Job Service representatives. During the initial employer meeting, determination of the level of service is discussed. Based on employer feedback, the State Unemployment Insurance, Technical Colleges, and/or Veterans are invited to participate in the on-site employee orientations.

5. Describe the minimum level of service that will be provided for rapid response activities.
Services provided as part of the local rapid response include the initial meeting with the employer to assess scope of layoff, determination if there is anything that can be done to avoid the layoff and to establish on-site orientation dates. Information about the Dislocated Worker program and funding available to serve this population is provided to the employer along with a sample packet of information that are provided at the employee orientation.

6. Describe the mechanisms that are currently in place or will be in place to identify employers at risk of layoffs. [§682.330(g)(1)]
In order to prevent or minimize layoffs, the WDC’s businesses service staff can discuss several layoff strategies and activities. Layoff aversion strategies and activities include training opportunities to employers, constant communication, building strong employer connections, being proactive to prevent layoffs, and additional assistance to provide employers information. The BSU will visit employers, often with partners such as Economic Development, to identify indicators of potential economic change, training needs of the business in growing industry sectors, and potential business expansion.

The WDB has strong relationships with area businesses. Occasionally employers will provide their data to the WDB when they feel they are at risk of a potential layoff and the WDB will work with the employer to offer services and training to prevent layoffs.

Salesforce is used by WDC staff to track employer communications. One of the partners in Salesforce is the Wisconsin Economic Development Corporation (WEDC) and because the system is integrated, all
organizations can work together to identify companies that may potentially have issues and work with them to prevent layoffs.

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

The goal of TAA/WIOA coordination in the WDA is to provide optimal services and benefits to individuals who qualify for both programs through co-enrollment and collaboration. It is our intent to maximize both Trade and WIOA funding by creating a customized service and benefit package for each participant enrolled in both programs. Beginning with sharing information jointly at orientation sessions and rapid responses, WIOA skill upgrade/GED/basic computer course services, trade funding for longer term training, then WIOA job placement assistance, those co-enrolled in both programs receive the best of both programs.

It is expected that coordination between Trade and WIOA local staff is carried out through ongoing monitoring of the established coordination process with changes made to keep the process as streamlined as possible. The expected outcome of program coordination for each participant is to make a successful transition to the next step in their career path.

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

Once the WDB is notified of a layoff, an initial meeting with the employer is set up to assess the scope of the layoff. It is determined if there is anything that can be done to avoid the layoff and on-site orientation dates are established. Information about the WIOA Dislocated Worker program and any other local funding available to serve this population is provided to the employer along with a sample packet of information that is provided at the employee orientation. The WDB has developed a rapid response team to assist with developing a transition plan for employees. The Rapid Response Process includes:

1. Notification of layoff
2. Initial Meeting is set up
3. A Transition Strategy is developed
4. On-site Worker Informational Sessions are provided
5. Worker Surveys are completed
6. Services are concluded

The rapid response team will work with the employer and any employee representatives to determine the best course of action. To best assist, the rapid response team will need to understand:

- The anticipated layoff schedule;
- The employer's needs and expectations of the employer and employee representatives;
- Available resources;
- Time and resource constraints;
- Community factors; and
- Workforce demographics, education, skills and needs.

Information during the local meeting with employees includes WIOA re-employment and training services, and unemployment insurance information. Surveys are completed by the employees immediately following the orientations that are used by the rapid response coordinator to analyze level of service that is necessary to achieve re-employment outcomes. A determination is then made regarding whether or not the company will be included in the Special Response Grant or the employees can be served through the regular Dislocated Worker program.

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

TEGL 3-15 does a very thorough job of listing basic career services. All of the listed services are provided in the workforce system.

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

When customers first visit a local WDC, an orientation is provided of the WDC and its services (JCW overview, UI information along with assistance in registering, job placement information, and referrals are made to other WDC programs or to outside agencies). Customers are assessed for possible WIOA enrollment, information is provided on all WDC programs, and a list of items required to enroll are provided. For those who meet WIOA eligibility requirements, a subsequent meeting is scheduled where basic skills tests are administered and further information is provided such as: training lists and provider information, performance information, and supportive service resources/referral. Basic career services are provided, typically, early in a customers’ interaction with the WDC but also along the way as customers’ needs change.

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

The WDB has always had an accelerated process for getting participants into training. We are able to be flexible with our enrollment process when needed. How quickly training is able to be provided, however, depends greatly on how much work the participant has already completed. If the participant has already completed career planning and has a clear picture of their career direction, knowledge of occupations, knowledge of training providers, and has applied for FAFSA and/or other grants, training services can be provided with a minimal amount of additional services. For those who have not completed these steps, case managers can quickly guide participants through the assessment/evaluation/career planning, assuming the participant complies with homework assignments.

F. Individualized Career Services

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

TEGL 3-15 does a very thorough job of listing individualized career services. All of the services that are provided in the workforce system could fall into one of the categories listed in the TEGL.

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

Coordination with the above programs has been happening since the WDCs were built 20 years ago. DVR, TANF, and Adult Education and Literacy programs are an integral part of the WDC and WIOA planning/coordination has been part of daily business. Over the years, much work has been done to coordinate as much as possible for ease of use for customers. Partner referral forms have been developed so case managers can work across all programs to coordinate services, shared forms are used where possible, and discussions are held as to which partner will provide which service while using specific co-enrollment strategies. An example is the WIOA/ DVR PETS programs which work to place youth into employment opportunities. Based on what WIOA is able to fund, it has been more difficult placing youth who are not able to work independently, but with WDI’s connections to youth and employers, and DVR’s ability to provide job coaches, a successful program has been developed. Co-enrollments have provided employers with assistance and youth with disabilities the ability to work productively during the summer.

With WIOA’s greater emphasis on integration, it is anticipated that there is an even greater incentive for partners to coordinate on programs and WIOA will help remove the last of the barriers to allow for fuller
integration. For the first time, WIOA managers and ABE managers will be working together in the development of the ABE state plan. There are still some programs, due to state requirements, that have been limited in the amount and type of information sharing they could provide which has led to some duplication of services.

3. Provide the WDB’s definition of “self-sufficiency.” (DET is currently developing guidelines for all local areas; in the meantime the WDB’s current definition should be used).
   The WDB’s definition of self-sufficiency is 300% of the Federal Poverty Level (FLP) when using self-sufficiency as eligibility criteria for adult program enrollment. WDI determines self-sufficiency to mean $12.00/hr. occupational wages for all WIOA Titles, including dislocated workers. Approval of training programs, including on-the-job training, has a minimum hourly requirement for that occupation of $12.00. Exceptions to this wage requirement can be made with management approval in the following categories: disabled, 55 or older, needs score exceeding 10, limited ability to speak English, transportation limitations, or unemployed 16 of the last 26 weeks.

G. Training Services

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

<table>
<thead>
<tr>
<th>Training Type</th>
<th>Adult</th>
<th>DW</th>
<th>Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Training Accounts</td>
<td>22%</td>
<td>29%</td>
<td>11%</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>26%</td>
<td>23%</td>
<td>14%</td>
</tr>
<tr>
<td>Incumbent Worker Training</td>
<td>0%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Transitional Jobs</td>
<td>0%</td>
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<td>0%</td>
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<tr>
<td>Customized Training</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

2. Describe any plans for using up to 20% of local area dislocated worker and adult formula funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. Submit the local policy and forms, including an itemization of the non-federal reimbursement share [§680.800, 134(d)(4)(A)(i) and TEGL 3-15]
   The incumbent worker policy is found as Attachment T. Based on an expressed demand from employers, the Board will utilize WIOA funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. The Board will assess annual funding allotments and demand for incumbent worker training services when determining funding levels. The WDB will annually assess performance and outcomes of incumbent worker training to determine if funding will continue to be made available each year.

3. Describe any plans for using up to 10% of local area dislocated worker and adult formula funds to provide transitional jobs, including the process to identify individuals with barriers to employment, chronically unemployed or have an inconsistent work history; identify appropriate employers, planned reimbursement amounts, what supportive services will be included, and any limits on duration. Submit the WDB’s local policy and forms. [134(d)(5), §680.840a and TEGL 3-15]
   The WDB does not have any plans to fund transitional jobs.

4. Describe how the WDB will, with representatives of secondary and postsecondary education program, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. Information about Wisconsin Career Pathways, formerly the RISE Initiative, can be found at [https://www.wicareerpathways.org](https://www.wicareerpathways.org) [§101(d)(5)]
In the WDA, career pathways have been developed for the manufacturing and health care industry sectors, and pathways in other programs are under development. The WDB helps define industries that need pathways by providing input at advisory meetings, directly communicating with college leadership, and by providing ITA’s in specific short-term programs. Specific pathways already developed include clear paths in manufacturing, specifically CNC, electronics/electrical, industrial maintenance, and welding. WCTC incorporates these pathways into their manufacturing programs by “chunking” the two-year Associate Degree program into consecutive certificate programs that, in total, will result in an Associate Degree. MPTC incorporates the CNC, industrial maintenance, and welding career pathways into their manufacturing programs using the same “chunking” methodology articulated above. Health care occupational career pathways include informatics and support services, and therapeutic and diagnostic. These career pathways are incorporated into WCTC and MPTC’s health care programs using the methodology articulated above. Additionally, the occupational career pathway for Artisan Baking is incorporated into the culinary curriculum at MPTC using the “chunking” model.

The career pathway principles of aligning resources locally and regionally, targeting low income adults, and providing industrial driven programs will continue to be incorporated into WDA programming. Regional employer meetings convened by WDB continue to identify core competencies necessary for each "chunk” of the career pathway, as well as input and validation of the career pathways models. ITA and TAA training, when appropriate, will be aligned around career pathway models. When the WDB develops and continuously improves programs, career pathways will be incorporated as a central component. For example, when employers express a need for training, staff will guide the conversation to align with career pathways that respond to both the employer need and aligns with developed career pathway training programs.

Job seekers are provided with career pathway information upon enrollment in WIOA programs so that job seekers can view long-term career pathways with educational options for vertical advancement. Career pathways and awareness will be increased, particularly in manufacturing targeted at students and parents. Youth that are aware of realistic career options are better able to build upon their existing skills and streamline their choice of classes to accelerate the attainment of skills needed by employers. With the new employMEnt NOW! young adult program, each participant will, with their case manager’s assistance, develop a clearly mapped career path.

Additional strategies to increase competitiveness of participants and train-up to the next prospective level of employment primarily focus on seeking and aligning funds to train incumbent workers. The WDB has utilized public/private partnerships to align training funds that address common and individual training needs of employers. Recent examples include the regional Water Accelerator Grant and Health Profession Opportunity Grant.

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

The individual training account policy is found as Attachment V. Effective for any training beginning or continuing after January 1, 2009, the funding limits for Individual Training Accounts (ITA) and Youth Scholarships will be:

- Short-term ITA and Scholarship accounts: $1,800 per fiscal year – July 1- June 30 (short-term training is defined as any program less than 1 year in length or less than 432 hours)
- Long-term ITA & Scholarship accounts: $4,300 per fiscal year – July 1- June 30

Participants in training leading to an associate degree can receive an ITA for a maximum of $4,300 per fiscal year after student financial aid grants have been applied to the total cost of the training. ITA/Scholarship funds will be drawn down to cover required tuition, books, supplies, training, tools and clothing, and fees for
WDB-Approved training programs. Because not all participants are able to complete programs in 2 years, the Board approved a lifetime limit of $10,500 per participant for ITAs or scholarships effective for all current and new participants beginning 1/1/09. ITA funds not utilized by a participant will be de-obligated at the time of the ITA/Scholarship end date. Funds will not be carried over to the following year but will go back to the general training fund for redistribution for other participants.

All participants interested in long-term training programs are required to apply for financial aid and to bring in proof of both their application and award letter. Any grant or scholarship received by a trainee are applied against the total training cost for the ITA/Scholarship period requested and must be reported to the WIOA case manager. If award letters are not received by the time the ITA is submitted and there is good cause for the delay, the ITA is processed. Once the award letter is received and before the school is paid, the ITA must be lowered/ revised if financial aid is awarded.

WIOA is the funder of last resort. As part of the assessment process, case managers inquire about other programs the participant is enrolled in or eligible for. How WIOA funds are accounted for varies based on which other program is paying and what is being paid. For example, the WI GI Bill reimburses tuition to veterans. Knowing this, WIOA staff will only write ITA’s for books and supplies (which are not covered by the GI Bill). Any recent funding received by FSET will only cover a set amount for each training program (example; $1,000 for C.N.A. training, $2,000 for CNC training). Knowing this, WIOA staff will only write ITA’s for the remaining balance.

6. Describe and attach the WDB’s policy and procedures for adding, monitoring and removing training providers from the ITA list.
When the WDB is contacted by a training provider or there is interest by a participant in a provider that is not already on the list, the following procedure is followed:

- The training provider is contacted and the WIOA program is described, along with the rigorous standards that need to be met in order to be considered for inclusion on the list. If there is interest in moving forward with the application, the training provider is asked to provide the following information:
  - The description of the training program.
  - Performance information for the most recent 12-month period which addresses:
    - Completion rates for individuals participating in the program;
    - Percent of individuals who obtain unsubsidized employment; and
    - Wages at placement.
  - Cost information.

The local WDB reviews the performance information of training providers to make sure they have met the minimum levels set by the State. Administrative staff of WDI monitor the list of training providers maintained by the State and the success rate of previous students for those providers rarely used by WOW participants. Any complaint by a participant about the trainer and unmet promises will result in a review and possible notification to the State to remove the provider from the list.

7. Describe the WDB’s intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable:
   a. Describe the WDB’s policies for OJT and Customized Training opportunities including the length and amount. Submit the WDB’s OJT policy and customized training policy.
   The OJT policy is found as Attachment W.

   b. If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services.
   The WOW WDB has not encountered this situation. For training programs provided, eligible providers have always been available.
c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.

The WDB has no plans at this time to set aside specific training funds for community-based organizations or other private organizations that specifically serve people with multiple barriers to employment. If the need ever arose, the WDB would use similar criteria for community-based organizations or other private organizations that is used with all other training providers. The local organizations would need to show previous success with their programs, job placement, and wage information.

d. Describe the documentation required to demonstrate a “need for training.”

The WDB documents the need for training in the local IEP. The case manager will indicate if a participant is unable or unlikely to obtain suitable employment with current skills. This is determined by gaps identified in training and/or work readiness assessments, employer determined training gaps outlined on OJT contracts, and/or through lack of marketable skills identified on participant’s resume.

H. Youth Program.

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

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

   With the changes in WIOA, especially for the first few years of the program, enrollments will be focused on out-of-school youth. To ensure the 75% minimum expenditure is met, any in-school youth needing funded services will either be co-enrolled in the adult program or funds will be sought by other partner programs. Some services are also now being restricted to out-of-school youth only.

   The program design for all new out-of-school enrollments will also change making the required expenditure easier to meet. The new program design has a much greater emphasis on assessment, career planning, career path development, soft skill training, job placement, and job retention strategy development.

   Upon enrollment, youth are assessed for general program participation, training readiness (if pursuing training) or work readiness. Based on the assessment results, weekly workshops are held which are tailored to the attendees and their needs. All youth receive robust career planning and have a clear career path developed. High school completion is the first and most important goal for anyone needing it and post-secondary education is stressed as a way to advance earning potential. All participants are eligible for work experience, an apprenticeship, or on-the-job training. The goal of the program is to place the individuals along their career path at either the first or second “chunk” with a company that will provide tuition reimbursement for advanced training.

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

   The WIOA Youth Program in the local area has been completely rebranded to help better attract those age 18-24 (and who no longer consider themselves youth). employMEnt NOW! has a new name, a new look, and is being marketed on a much wider scale. Eight new flyers were created which, while having the same text, all have different graphics and colors to keep the program fresh. The way the program is being marketed is also very different, the program now speaks to the independence of this age group and instead of providing “help” the program provides support and assistance. In addition to recruiting in more traditional ways, through high schools, partner agencies, and through community-based organizations, the program now tries to reach individuals where they will need help, at financial aid offices, local college registration offices, with employers, with armed services recruiting offices, and with staffing agencies. Employers especially are already playing a large part in marketing. Several employers are including employMEnt NOW! information in their rejection letters, others are handing out
flyers at job fairs, and others are referring those they want to hire to the WDC for more training before they start. Social media also plays a much bigger role in recruitment of this age group. Assessment is currently underway to determine the best platforms and ways to use social media more effectively.

c. Current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth.
The employMEnt NOW! Program’s specific services are marketed to and held just for youth, with a focus on career planning, career path development, and soft skills focused on services to best meet the needs of this age group. The types of assessments and other curriculums used are all targeted for those with little or no work experience. To ensure year round services, the local area is offering the traditional “summer work experience” program all year round to help keep youth quickly and fully engaged.

d. Current and planned strategies to encourage 16-17 year old dropouts/non-attenders to return to school.
The program is designed to start with robust career planning which will include a heavy emphasis on education about the local labor market. Job shadow opportunities, apprentice programs, and entrepreneurial programs will all be discussed. With this emphasis and the understanding that short and long term job prospects are enhanced with at least a high school education, it is anticipated that this will encourage high school completion. There are also multiple options for completing high school which not all youth know about and a more hands-on approach that provides a different learning environment may also help.

e. Current and planned retention strategies to retain out-of-school youth in employment or post-secondary education.
The program’s emphasis on soft skill training is anticipated to aid in job retention. Close connections with case managers and on-going contact will also help.

f. Current and planned service strategies for assuring that out-of-school youth deficient in basic reading/writing and math will increase one Educational Functioning Level.
With a great emphasis on high school completion and post-secondary training, it is anticipated that these services will assure EFL increases.

g. Strategies to ensure career pathways information will be included in the participant's Individual Service Strategy.
The IEP form has been redesigned and now includes a career path section. For most participants, however, a separate and complete career path chart is developed during the orientation process.

2. Provide the name of the assessment tool(s) the local Board will administer to in-school and out-of-school youth to assess their academic levels.
TABE is used to test academic levels for all out of school youth. In-school youth can be tested using their school’s assessment form (typical assessment forms include: WRAT, WKCE, MAP, NWEA, etc.).

3. Describe how the local Board will assess the youth for occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs.
The local area uses several locally developed assessment forms to facilitate conversations between the case manager and participant when assessing skills, interests, work, and training readiness. The assessment forms highlight areas of strength as well as areas needing attention like soft skills, work history gaps, lack of work history, supportive service needs, and barriers.

4. Describe the activities the local Board will provide that lead to the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential.
Activities will start with an explanation of why the participant is interested in advanced training. Local labor market and hot jobs information is provided to all program participants. For anyone unclear of occupation
choice, intensive career planning will take place and a clear career pathway will be developed for each individual.

Activities will then lead to an explanation of how the training is provided with information given to participants on area training providers, programs available, costs, free funding options (FASFA, scholarships), application process assistance, and support options that can be provided.

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

In preparation for training, youth will start with a training assessment which determines the gaps in knowledge and preparedness for post-secondary training. The assessment gauges the participant’s knowledge level of training programs, training providers, financial aid, lengths of programs, etc. Based on the assessment results, case managers can train/educate individuals about support services at local post-secondary providers; and link the participant with advising/counseling staff, tutoring resources, academic and emotional support groups.

6. **List the agencies and/or organizations the local Board will partner with to provide services to youth that are:**
   
   a. **Subject to the juvenile or adult justice system:** Waukesha County Justice Center, Waukesha/Ozaukee/Washington County’s Adolescent and Family Services, Probation and Parole, Criminal Court System, 180 Juvenile Diversion Program, Ozaukee County Alternative and Diversion Program (TAD), Washington County Alternative and Diversion Program, Wisconsin Correctional Services, Wisconsin Community Services, Youth and Family Project Restitution programs.
   
   b. **Homeless:** Youth and Family Project, Hope Center, Family Promise (all 3 counties), Elmbrook Church, James Place, Lake Country Caring, Friends of Abused Families (3 counties).
   
   c. **Runaway:** Youth and Family Project, Hope Center, Family Promise (all 3 counties), Elmbrook Church, James Place, Lake Country Caring
   
   d. **Pregnant or parenting:** Parent’s Place, Head Start, HOPE Network, Department of Health and Human Services, ResCare Workforce Services (W2), Ozaukee Family Services, Family Center of Washington County.
   
   e. **Individuals with a disability:** Aging and Disability Resource Centers in all 3 counties, DVR in all 3 counties, Addiction Resource Center, NAMI
   
   f. **Foster children:** Waukesha, Ozaukee and Washington County’s Department of Health and Human Services/Foster Care Programs
   
   g. **Aging out of foster care:** Waukesha, Ozaukee and Washington County’s Department of Health and Human Services/Foster Care Programs
   
   h. **English language learners:** Ozaukee County Literacy Center, Casa Guadeloupe, La Casa de Esperanza, WCTC, MATC, MPTC
   
   i. **School dropouts:** Ozaukee County Literacy Center, MATC, WCTC, MPTC, Good Shepard Church GES Study Groups, La Casa de Esperanza, Literacy Council of Greater Waukesha
   
   j. **Within the age of compulsory school attendance, but have not attended school for at least the most recent complete school year quarter:** Wisconsin Correctional Services – Agreed to Succeed Truancy Program, TriCenter Alternative Program, and Port Pirate Academy

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

   - **Waukesha County Justice Center:** Case management and diversion programs associated with juvenile offenses
   
   - **Waukesha/Ozaukee/Washington County’s Department of Health and Human Services:** Economic support, housing assistance, counseling, parenting support, offender intervention and support programs, disability related resources – specifically Aging and Disability Resource Centers, mental health services
   
   - **180 Juvenile Diversion Program:** Diversion/case management program for first time offenders
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- Ozaukee & Washington County Alternative and Diversion Program (TAD): Diversion programs for first time offenders or drug/alcohol related offenders
- Wisconsin Correctional Services: counseling, re-entry services, diversion programs, Agreed to Succeed Truancy Program
- Wisconsin Community Services: Pre-trial intervention programs
- Youth and Family Project: homeless services/shelters, restitution programs, youth and family counseling
- Hope Center: Day Center for homeless
- Family Promise: parenting resources, support and classes, food pantries
- Elmbrook Church: outreach/ministries for foster and homeless youth
- James Place: homeless shelter
- Lake Country Caring: store/resources for homeless
- Friends of Abused Families: domestic violence shelters
- Parent’s Place: resources, education, daycare for parents
- Head Start: low income child care
- HOPE Network: services and support for single mothers
- ResCare Workforce Services: W-2 program and emergency rent assistance
- Ozaukee Family Services: parenting support services
- Family Center of Washington County: parenting support groups
- Division of Vocational Rehabilitation: work based but also provides assistance with vocational assessments, and other needed supports
- National Association for the Mentally Ill: support groups
- Ozaukee County Literacy Center: GED prep, basic skill instruction, ELL
- Casa Guadeloupe: ELL, literacy, GED prep, housing and rent assistance
- La Casa de Esperanza: ELL, literacy, GED prep, housing and rent assistance
- WCTC: Dual Enrollment Academy, ELL, GED, basic skills classes
- MATC: ELL, GED, basic skills classes
- MPTC: alternative high school, ELL, GED, basic skills courses
- Ozaukee County Literacy Center: literacy, ELL, GED prep
- Good Shepard Church: GED Study Groups
- Literacy Council of Greater Waukesha: literacy, GED prep

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

The first step in designing the employMEnt NOW! program started with the strategic planning process by the local WDB, which is made up of parents, business members, and other members of the community. As the outline was being created, participants were asked for their input, especially about marketing. As with any new program, the WDB will seek continual input by customers as to how services can be improved.

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

As part of the orientation process, information is shared with participants on the full array of WDC programs and services. Service Guides are handed out to all new WDC visitors. These guides contain a complete listing of all WDC services and also include contact information for each program. Other services that case managers believe would be beneficial to participants are written into IEP’s and co-enrollments are encouraged. Staff is also informed of new programs and services through a variety of ways so they can pass that information along to participants, which is done in person, via email, through phone calls, or text message.
10. Describe how the local Board will partner with the following programs to serve youth and young adults through the Youth Program:
   a. **YouthBuild:** The local WDB is the recipient of a YouthBuild grant. Since there is a local YouthBuild program, coordination is very easy and seamless for participants. Shared marketing and outreach efforts are conducted. Forms are shared between the programs and placement is conducted by the BSU.
   b. **AmeriCorps:** AmeriCorps information is shared with any interested program participant.
   c. **Job Corps:** The nearest Job Corps is located only a short distance away from the WDC. This allows for coordination with Job Corps through education and knowledge sharing of program options.
   d. **Youth Apprenticeship:** The WOW WDB has led the state in coordination with the youth apprenticeship program (YAP). Since YAP staffing was limited, WIOA staff found the youth, developed worksites and even monitored the YAP contracts. Many local youth were able to benefit from this program. With close ties established, it is anticipated that this programming with continue, although on a more limited basis due to the changed focus of WIOA legislation.
   e. **Registered Apprenticeship:** Better partnerships are being created with adult apprenticeship programs. Since apprenticeship staff are co-located in the WDC’s or near the WDC’s, there has always been close connection. These connections are being strengthened by actively pursuing opportunities to co-enroll in both programs. With the ability to fund both occupational training and on-the-job training at the same time, this program becomes even more appealing to both the apprentice and the employer.

11. Describe any regional efforts the local Board is involved with or is planning with regarding youth initiatives.
   The WDB meets frequently with neighboring Boards to discuss all programming including youth initiatives. With the move to WIOA, the local Boards frequently meet to discuss the current regional economy and strategize how to work regionally to meet the goals of WIOA. Currently the WDB is recruiting for our YouthBuild program which works with our regional partners to find, educate, and place young adults. Additionally with the reduction in funding, regional efforts in applying for grants has become increasingly important.

12. Describe how the local Board will provide the fourteen required program elements for the WIOA youth program design.
   1. **Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies:** Case managers work closely with local school personnel to coordinate services and encourage youth to remain in school and to take advantage of the resources/services available to them.
   2. **Alternative secondary school services or dropout recovery services:** When youth are in alternative secondary schools, case managers work closely with the school personnel to coordinate services and encourage youth to remain in school.
   3. **Paid and unpaid work experiences:** Paid work experience offers youth the opportunity to develop work-related youth competencies. Youth are placed in a non-profit organization or government agency or for-profit worksites throughout the Washington, Ozaukee, and Waukesha areas. They are paid with WIOA funds and are monitored by a program monitor and a case manager throughout their work experience. For-profit businesses pay 30% of the youth’s wage. We ask the worksites to provide supervision and support to the youth in acquiring workplace skills and competencies. Workplace competencies include: learning to think critically, reading, writing, mathematics, communications, adaptability, personal management, group effectiveness, and team work skills. Another service WOW is providing to youth is on-the-job training. Contracts for youth will mirror our adult and dislocated work programs but will allow for a starting wage of $10 for those with little to no previous work experience.
   4. **Occupational skill training:** Scholarships are available to eligible WIOA youth participants for long-term or short-term training. These scholarships are similar to ITAs for Adults and Dislocated Workers. The focus is on in-demand occupations and career pathways are explored with all scholarships.
   5. **Education offered concurrently with workforce preparation activities:** Case managers work closely with the post-secondary school personnel to coordinate services.
   6. **Leadership development opportunities:** Leadership development opportunities occur during work experience opportunities.
7. **Supportive services:** Supportive services are provided to participants to enable them to engage in program activities (typically training). This is usually provided as childcare assistance or transportation assistance.

8. **Adult mentoring:** During work experiences or limited internships, development of workplace skills is often accomplished by pairing of a youth with a skilled or experienced adult who has strong work ethics and integrity.

9. **Follow-up services:** Examples of follow-up services include: adult mentoring, assistance in securing better paying jobs, career development and further education, contact with the participant’s employer, or other placement activities, leadership development opportunities, tracking progress in employment after training, work related peer support groups, and referral to supportive services.

10. **Comprehensive guidance and counseling:** WIOA youth participants receive one-on-one career counseling and guidance. As counseling needs are identified beyond issues related to careers, referrals are made to appropriate counselors for mental health, behavioral health, or addiction issues.

11. **Financial literacy education:** Financial literacy workshops and one-on-one budget counseling is provided in the local WDC. Anyone who, based on assessment, appears to need financial literacy assistance is directed/referred to these services.

12. **Entrepreneurial skills training:** Referral to local resources is made for anyone requesting services. WCTC's Small Business Resource Center is a comprehensive resource which provides assistance with business plan development, classes, links to funding, marketing ideas, and one-on-one supports.

13. **Labor market and employment information:** This information is provided through a participant’s program cycle beginning during the orientation. Hot jobs and wage information is provided as a precursor to career planning. During career planning, once an occupation is decided upon, labor market research is required to determine feasibility of that program, and employment information is provided as job search begins.

14. **Activities that help youth prepare for and transition to post-secondary education and training:** Training prep will start with a training assessment which will determine the gaps in knowledge and preparedness for post-secondary training. The assessment gauges knowledge level of training programs, training providers, financial aid, lengths of programs, etc. Based on the assessment results, case managers can train/education about support services at local post-secondary providers, linking with advising/counseling staff, tutoring resources, academic and emotional support groups.

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

Each IEP is developed for a period no greater than six months. At the end of this period, the case manager and participant should review the IEP to see what progress has been made on the activities set in the IEP and to determine if the participant’s goals or needs have changed. This is to take place in an in-person meeting with the case manager and participant. In the rare occurrence when an in-person meeting is not possible, detailed documentation must be case noted.

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

The local area does not plan on offering incentives or stipends for youth at this time.

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

The WDB has had a strong history of providing work experience opportunities for youth program participants though summer work experience and internships (over 200 work experiences were set-up in both 2013 and 2014). The WDB also has a strong history of providing successful on-the-job training opportunities to adults and dislocated workers, some of whom were 18-24 years old. With the addition of OJT opportunities for youth, the WDC does not anticipate any issues complying with the 20% required expenditure expectation. New service pairings have been developed to aid in the placement of this more difficult to place population (specifically work experience to OJT options).
Businesses have expressed a strong need for youth in their workplaces. With the pending retirements and skills shortages, most counties have local business organizations that are working to address and solve these issues. Through the BSU, successful connections with employers have already been made and this trend is expected to continue.

Additionally, with the focus on the 18-24 year old age group, there will be a reduction in restrictions such as child labor laws. In the past these laws were prohibitive for many businesses which have affected previous work experience opportunities for youth.

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

   **In-school needs additional assistance:** A score of 10 or above documented on the locally developed WOW WDI Needs Score Sheet for Employment and Training Services – In-School Youth. This form documents needs related to: stability of work or school experience, education, English communication and other barriers. A score of 8 represents an individual who will require significant programming/services/intervention to obtain and maintain employment.

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

   **Out-of-school needs additional assistance:** score of 10 or above documented on the locally developed WDI Needs Score Sheet for Employment and Training Services – Adult/Dislocated Worker and Out-of-School Youth. This form documents needs related to: stability of work or school experience, education, English communication, other barriers and dependents. A score of 8 represents an individual who will require significant programming/services/intervention to obtain and maintain employment.

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

   The list of current youth service provider is found as Attachment CC.

I. New Service Strategies for WDAs Failing Performance Measures

   N/A - The WDA has not failed to meet local performance accountability measures.

J. Strategies for Faith-based and Community Organizations

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

   Any entity, as long as the mission is at least in part employment related, can become a paying member of the WDC. There are several partners who are not required and have joined the system including The Threshold Inc. and Independence First. Short of full partnership, there are several agencies that we work closely with and are actively engaged in the system, Experience Works would be one example. As the Title V provider in Washington County, the program works very closely with the WDC and its partner programs. Co-enrollments are common as are referrals to workshops and other general services.

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

   We actively recruit and engage clients and customers from a wide range of community based and faith-based organizations which starts with a database of local organizations (almost 500 current contacts). This list is used when promoting new services and programs and for our monthly newsletter. Direct contact is also made with these organizations. The level of involvement varies based on the type of agency and a job seeker’s need, but all are counted on for referrals to programs/services. WDC staff are also involved in a variety of
community-wide groups which bring together numerous organizations all at one time. For example, Washington County has a Re-Entry committee which includes representation from law enforcement, probation/parole, faith-based organizations, AODA and mental health counseling, housing entities, workforce development, and local businesses.

VII. Service Providers and Oversight

A. Selection of Service Providers

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

   **Competitive Proposals.** Normally conducted with more than one source submitting an offer, and either a fixed-price or cost-reimbursement type contract is awarded.

   - The request for proposals (RFP) must incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured and identify all requirements which the offeror must fulfill, including all other factors to be used in evaluating proposals.
   - The RFP must be posted for a minimum of 14 days on the WDB’s website and in the Milwaukee Journal Sentinel. Additional publications for posting may be considered on an as needed basis. Proposals must be solicited from an adequate number of qualified sources.
   - The author of the RFP must also create an evaluation tool to be used to evaluate each proposal. The criteria used in the evaluation tool must match the requirements and factors included in the RFP.
   - The author of the RFP must create a three-person evaluation committee. Each committee member must independently evaluate each proposal using the evaluation tool and assigning a numerical score. Committee members must not be representatives of the offeror’s organization, be related to the offeror, or have a vested interest in any offeror’s proposal. The author may serve as one committee member.
   - The author of the RFP must meet with the evaluation committee to collect and average all scores and discuss comments. The evaluation committee must recommend the award to the offeror whose proposal is most advantageous to the program while considering price and other factors.
   - The author of the RFP will prepare a memo to the appropriate decision makers, which includes a summary of all comments, average scores, the rationale for the method of procurement and selection of contract type, and the cost price analysis.

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

   a. **Career services:** are provided by WDI and DWS case managers at all three WOW WDC. Services are provided via individual one-on-one meetings with case managers, in group settings for workshops, at employer sites for work readiness/occupational training, or at training institutions for basic skill and occupational training.

   b. **Youth services:** are provided by WDI youth case managers at all three WOW WDC or at a location which is most convenient for those with transportation issues. Services are provided via individual one-on-one meetings with case managers, in group settings for workshops, at employer sites for work readiness/occupational training, or at training institutions for basic skill and occupational training.

B. Oversight and Training of Service Providers

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

   Local program monitoring occurs once per program year. Factors that go into monitoring include a review of performance for strong and weak areas, data validation results, and the prior year annual monitoring results. This comprehensive review of service delivery includes file reviews of participants, ASSET entries reviews, and all case notes are reviewed for content and appropriate service provision. A written report is sent to each provider which details areas that are successful and areas that need improvement. Monitoring results are shared with providers and provider staff, and the results are typically discussed in quarterly service provider
meetings. Data collected from local monitoring is used to evaluate program effectiveness, areas where training is required, and areas for improvement. Performance results are also used in recommendations for future provider contract extensions or terminations, and are factored into individual performance evaluations by the provider agencies.

Independent fiscal monitoring is conducted quarterly and is reported to the WDB by the liaison. The WDB purchases services of the WDB One-Stop liaison, an employee of Waukesha County who serves as a neutral representative of all the partners in the one stop system, to provide independent fiscal and programmatic monitoring of WDI.

Customer satisfaction surveys are conducted regularly and provide insight into the level of customer service provided. On anonymous surveys, participants are asked to provide the name of their case manager and the program that they are in. They are also asked to rate respectfulness, responsiveness, ability to meet needs, and overall satisfaction.

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

WDI, the administrative entity for the WDB, monitors all programs during the program year and provides feedback to the provider on strengths and weaknesses. In addition, Program Goals and Outcomes are published each month. Comprehensive annual State monitoring includes fiscal, data validation and program compliance. All monitoring includes the analysis of participant files and corresponding ASSET entries. Any issues needing correction are addressed through a corrective action process. Staff use the review findings to determine training needs of individual case managers, specific subcontracted agencies, or all case management staff in the WDA. The results of the annual local monitoring are reported to the WDB.

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

New WIOA staff whether on the Board or a service provider, complete an intensive training process which covers several months and is conducted in multiple ways. The following is a sample training plan used for a recently hired youth case manager. For ongoing training, regular case manager meetings are held in which policy/process discussions are a standing agenda item. For bigger changes, all the case managers in the WDA are brought together to receive training.

<table>
<thead>
<tr>
<th>Day 1</th>
<th>WIOA Overview: High level overview of youth program, federal legislation, how rules are passed to local areas, state involvement, local policy development, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full day in training</td>
<td>WIOA Services/Programs overview/case management philosophy: Role as a case manager: mentor, coach, teacher. Helping vs. empowering. Job search assistance, career planning (short term and long term) or training, work experience, internships, Reading assignment: WIOA State Program Guide – Youth Section</td>
</tr>
<tr>
<td>Day 2</td>
<td>WIOA Eligibility</td>
</tr>
<tr>
<td>¾ day in training</td>
<td>Assessment / Purpose and tools (required and others)</td>
</tr>
<tr>
<td>¼ day caseload review</td>
<td>WIOA Enrollment process, WIOA Paperwork – file review, Begin caseload review with an established case manager, Possible job shadow – enrollment or 1st mtg.</td>
</tr>
<tr>
<td>Day 3</td>
<td>WIOA Services – job search (marketable skills? Work readiness workshops, Resume creation, job leads, work experience, internships, working with BSU, referral process)</td>
</tr>
<tr>
<td>½ day training</td>
<td>WIOA Training Assistance – (appropriateness of training, training lists, forms, required paperwork)</td>
</tr>
<tr>
<td>½ day caseload review &amp; job</td>
<td>Ongoing program requirements (monthly contacts, IEP’s, monitoring, etc.), Continue caseload review</td>
</tr>
</tbody>
</table>
shadow

Day 4  Placements & Exiting
½ day training  ASSET immersion (data entry chart, manage assessment, case notes, etc.)
½ day job shadow  Job shadow with an established case manager

Day 5  Program Goals (enrollments, placements)
Performance Measures, Job shadow with an established case manager

2nd week  Contact participants by letter, email, phone, Performance spreadsheet, Caseload spreadsheet

3rd week  Review and job shadow.
Attend WDC workshops to increase work readiness skills base

4th week  Review. File reviews to spot check compliance

WDB has developed Guidelines on Confidentiality and Personally Identifiable Information, which requires all WDB and service provider staff to read, sign an acknowledgement form stating that they have read and understand the guidelines, and have completed the online DWD Security Training which is an annual requirement.

4. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system.
The local area has developed a “single point of data entry” process for all new participants into the ASSET system. Case managers complete forms which are then provided to the central data entry staff which allows for consistency and accuracy of the data. Case managers cannot proceed with a customer until all data entry is complete, which provides a check and balance on timeliness of entries.

For further oversight, local file monitoring occurs once per program year. Factors that go into things to monitor include a review of performance for strong and weak areas, data validation results, and the prior year annual monitoring results. This comprehensive review of service delivery includes file reviews of participants as well as ASSET entries.

5. Describe any local data systems in use to record and track participant services.
The WDB central data entry staff use a local Access database to record and track participant services and program area budgets, as well as prepare local performance reports to assist in managing programs and budgets. An ORION Fund Accounting database is used for fiscal purposes.

VIII. Performance and Accountability
A. If the WDB has developed performance standards, in addition to those required by WIOA, describe the criteria used to develop these local area performance standards. Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations.
WDB determined which areas of effective case management, in addition to performance measures, are measurable and created standards for each case manager and employment relations specialist. Placements, monthly contacts, and file monitoring are all areas which are measured. Program goals are developed by WDI on an annual basis and include a heavy emphasis on placements. Goals and outcomes are reviewed regularly by case management providers, monthly by WDI management staff with provider agency management, and quarterly with these groups after the State performance outcomes are released. Corrective action for staff is determined and has included full case management training and tying individual accountability to performance outcomes to performance reviews.

B. Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures.
Local monitoring occurs once per program year. Factors that go into monitoring include a review of performance for strong and weak areas, data validation results, and the prior year’s annual monitoring results. This comprehensive review of service delivery includes file reviews of participants and ASSET entries. A written report is developed for each provider which details opportunities for improvement and areas that are successful. Monitoring results are shared with providers and staff, and used during quarterly service provider meetings. Data collected from local monitoring is used to evaluate program effectiveness, areas where training is required, and areas for improvement. Performance results are also used in recommendations for future provider contract extensions or terminations and are factored into individual performance evaluations by the provider agencies. Performance training is a requirement at WDI for all new employees within 30 days of hire and typically occurs within two weeks of hire. WDI staff that are responsible for monitoring suggest training topics based on monitoring results. Other provider training is handled on an as-needed basis and includes State sponsored Roundtable training opportunities, webinars, and relevant workshops.

Local WIA (now updated to WIOA) Policy and Procedures Guide and a forms catalog were created in 2004 with online access for all providers. WDI management staff is responsible for updating these resources which generally occurs annually or sooner depending on the topic. Each communication from DWD is reviewed and shared with providers. When local policy or procedures need to be created or changed, appropriate action is taken. Regular meetings with WDI management staff and providers are conducted to discuss policies, performance and training needs.

Performance data, based on ASSET input and other sources, is received quarterly. Quarterly meetings are conducted with WDI management and service provider management to review performance outcomes. Providers maintain spreadsheets for each program they operate that provides just-in-time data for the potential performance effect of enrollment, placement and exit activity. Continued analysis and subsequent corrective actions will continue to improve performance measures.

Additionally, local staff serve on the ASSET User’s Committee, share emails, draft materials, and solicit opinions as changes, new mandates and enhancements are brought before the committee. Involvement with this group is ongoing to improve the quality of service. ASSET training occurs within 30 days of hire, but more typically occurs within the first two weeks.

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

The WDB has a strong history of meeting and exceeding performance expectations. With WIOA, there is an opportunity to enhance the successful programs already in place. The local area’s updated program design looks to maximize performance by focusing on the issues that typically cause poor performance such as: lack of engagement, poor retention skills, and post-secondary drop-outs. The program creates better case manager/participant relationships by restructuring the case manager role creating a knowledgeable/valuable resource with a more in-depth understanding of the labor market, workplace rules, employer expectations, training providers, and careers. Job retention is enhanced by ongoing conversations about needs identified through work readiness assessments and through workshops geared towards soft skill development. Training retention/completion will also be enhanced by better career planning, more thorough training readiness assessment, better career path development which allows for shorter training needs, more knowledge and reliance on support systems in the schools, and less jobbing out with shorter time spent in school.
ATTACHMENT A - Assurances and Signatures

WIOA Local Plan
Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Innovation and Opportunity Act, will comply with the Fiscal Controls established in Section 184 of WIOA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination and equal opportunity provisions of WIOA section 188 and implementing regulations at 29 CFR Part §38, adhere to the DET Methods of Administration for ensuring compliance, including an assurance that a Methods of Administration has been developed and implemented by the WDB and its funded sub-recipients.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA section 188.
4. The WDB assures that veterans will be provided priority access to employment and training activities authorized in section 134 of WIOA.
5. The WDB assures that all WIOA participants will be exposed to a full range of career choices including orienting and exposing them to training and jobs with family-supporting wages.
6. The WDB assures that financial literacy training/information is made available for all participants.
7. The WDB assures that no funds received under WIOA will be used to assist, promote, or deter union organizing.
8. The WDB assures that it will comply with sections 504 and 508 of the Rehabilitation Act of 1973, including the American’s with Disabilities Act of 1990.
9. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
10. The WDB assures that funds will be spent in accordance with WIOA legislation, regulations, written DOL Guidance, Division of Employment and Training (DET) guidance and all other applicable federal and state laws.
11. The WDB assures that all WDB meeting agendas and minutes will be shared with DET staff (Local Program Liaison).
12. The WDB assures that no WIOA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.
13. The WDB Administrative Entity assures the development of a Continuity of Operations Plan (COOP) which outlines the methods by which the Board will function and services will be provided during a critical incident or pandemic, including:
   o Provisions for continuation of employment and training services under the WIOA and other programs or services funded by the DWD as possible during a critical incident or pandemic as well as the restoration of full services when services have had to be limited or interrupted for a period of time.
   o Oversight of the status and activity of the WDA’s WDC sites during a critical incident or pandemic, including regular status reports to DET Services COOP Branch Director or designee as required.
   o Full cooperation with the DWD, DET in the preparation or implementation of a COOP as specified, including submittal of the Board’s updated COOP Plan in April of each year upon request, and participation in COOP drills such as call trees, tabletop exercises and other plan reviews as scheduled.
14. The WDB assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.

NOTE: Signatures are also required on the Certifications in the Forms B and C.
W-O-W WORKFORCE DEVELOPMENT BOARD – WIOA LOCAL PLAN 2016-2020

This plan has been developed for the Waukesha-Ozaukee-Washington WDA in accordance with the terms of the WIOA.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): John Heyer

Signature: [Signature] Date: 1/26/14

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): Paul Farrow

Title: Waukesha County Executive

Signature: [Signature] Date: 1/26/14

Local Elected Officials (Optional):

Name (type or print):

Title:

Signature: Date:

Name (type or print):

Title:

Signature: Date:
ATTACHMENT B - Debarment & Suspension Certification

Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Orders 12549 and 12689, 2 CFR 180. These regulations restrict awards, sub-awards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in Federal assistance programs or activities. The regulations were published at §200.212 of Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION

(1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Laura Catherman, President of W-O-W Workforce Development, Inc.
Name and Title of Authorized Representative

Signature: ___________________________ Date: 1/28/16

Instructions for Certification

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.

3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of charged circumstances.
4. The terms “covered transaction,” “debarred,” “suspended,” “ineligible,” “lower tier covered transaction,” “participant,” “person,” “primary covered transaction,” “principal,” “proposal,” and “voluntarily excluded,” as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.

5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.

6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions,” without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Non-procurement Programs.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.
CERTIFICATION REGARDING LOBBYING

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all* sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all* sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 200.450 of Part 200-Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Waukesha-Ozaukee-Washington Workforce Development, Inc. WIOA Title I-B
Grantee/Contractor Organization
Laura Catherman
Name of Certifying Official

Signature
Date

1/28/16
ATTACHMENT D - One-Stop Service Delivery System: Locations

- **Comprehensive Center – Pewaukee**
  Waukesha County Workforce Development Center
  892 Main Street
  Pewaukee, WI 53072
  Phone: 262.695.7800
  Fax: 262.695.7890

  **Manager**
  Beth Norris, Operations Coordinator
  262.695.8056
  BNorris1@wctc.edu

  WIOA partner physically onsite: WDI, Inc. and Dynamic Workforce Solutions

- **Comprehensive Center – West Bend**
  Washington Country Workforce Development Center
  2200 Green Tree Road
  West Bend, WI 53090
  Phone: 262.335.5300
  Fax: 262.335.5321

  **Manager**
  Lisa Maylen, Job Center Coordinator
  262.335.5304
  lmaylen@morainepark.edu

  WIOA partner physically onsite: WDI, Inc.

- **Other Service Location – Mequon**
  Washington Country Workforce Development Center
  5555 West Highland Road
  Mequon, WI 53092
  Phone: 262.238.2880
  Fax: 262.238.2890

  **Manager**
  Lisa Maylen, Job Center Coordinator
  262.238.2885
  lmaylen@morainepark.edu

  WIOA partner physically onsite: WDI, Inc.
ATTACHMENT E - Publication Notice
The following is the public notice which will appear in the Milwaukee Journal Sentinel on Sunday January 31, 2016:

The Waukesha-Ozaukee-Washington Workforce Development Board has completed its Workforce Innovation and Opportunity Act (WIOA) 2016 Local Plan. This Plan will be submitted to the Wisconsin Department of Workforce Development on March 25, 2016. A copy of the plan is now available for review and written comment for 30 days at the Workforce Development Center, 892 Main Street, Pewaukee, WI 53072 and online at www.wowwdb.org. Any questions or comments should be directed to Kimberly Sleider at 262-695-7885 or ksleider@wctc.edu by February 29, 2016. A public hearing will be held on February 11, 2016 from 8:30 a.m. to 9:30 a.m. at the Waukesha Workforce Development Center located at 892 Main Street, Pewaukee, WI. 53072.
ATTACHMENT F - Comments expressing disagreement with plan & WDB's response
ATTACHMENT G - WDB/LEO Agreement

JOINT AGREEMENT


THIS AGREEMENT is made and entered into by and between the Waukesha-Ozaukee-Washington Workforce Development Consortium (Consortium) and the Waukesha-Ozaukee-Washington Workforce Development Board (WDB), and Waukesha-Ozaukee-Washington Workforce Development, Inc. (WDI).

Purpose of this Agreement

The purpose of this agreement is to define the roles and responsibilities of the Chief Elected Officials, WDB, and WDI, the fiscal agent, pursuant with the Workforce Innovation and Opportunity Act (WIOA) of 2014 Public Law 113-128.

Partners and Scope of this Agreement

The Consortium is the legal representative of the Local Elected Officials of the Waukesha-Ozaukee-Washington Workforce Development Area Number 3 (WDA) under the WIOA. The Consortium's jurisdiction is that area that encompasses the total area of Waukesha County, Ozaukee County and Washington County, Wisconsin. State and local laws permit services under this agreement to be provided without exception, within this entire three-county geographical area.

The members of this Consortium are the governments of Waukesha County, Ozaukee County and Washington County. The Consortium consists of one representative for each county who is the County Executive for Waukesha County and the County Board Chairpersons for Ozaukee and Washington Counties. The Consortium is the appointing authority for the WDB under WIOA; and has such other roles and responsibilities in conjunction with the WDB as enumerated below. The Chief Elected Official for the Consortium is the Waukesha County Executive.

The Consortium appoints representatives to the Joint Executive Committee of the WDB to represent the interests of the Consortium. The county representatives are the three chairpersons of the Board of Supervisors from Waukesha, Ozaukee and Washington Counties and one additional county board supervisor from each of the three counties. The remaining members of the Joint Executive Committee will be all the members of the Executive Committee of the WDB.

The WDB is the body appointed by the Consortium to carry out, in conjunction with the Consortium, the functions of the WDB as required by WIOA, and resultant state and federal regulations, including but not limited to: designation of grant recipient and fiscal agent; conducting comprehensive planning for workforce development, creation and modification of the WDA Comprehensive WIOA Plan; promulgation of policy necessary to carry out that plan; approval of budgets necessary to carry out functions under WIOA, selection of services providers, appointment of WDB subcommittee members, conducting appropriate and necessary oversight of programs and services provided in the region.

Members of the WDB are appointed to represent workforce sectors of the WDA as outlined in WIOA, state and federal regulations, and the plan of appointment approved by the Consortium. Changes of status that render a WDB member no longer representative of the sector from which originally appointed may result in the Consortium declaring said position vacant.
WDI is the body named by the Consortium and the WDB to function as the administrative entity, grant recipient, fiscal agent, oversight manager, and a provider of services for the WDA.

WDI Board members consist of at least four owners of business concerns, chief executives or chief operating officers of non-governmental employers or other private sector executives who have substantial management or policy responsibility and are members of the WDB. At least three members of the WDI Board shall be owners, chief executives, chief operating officers or executives with substantial management or policy responsibility from either the private or public sectors who are not members of the WDB. All original members of the WDI Board will be appointed by the Joint Executive Committee and confirmed by the WDB.

The Consortium, the WDB, and WDI do agree to these provisions:

I. Appointment of the Workforce Development Board (WDB)

The Consortium solicits nominations for and appoints members to the WDB in a manner that meets the requirements of WIOA, state and federal regulations and any plan of representation adopted by the Consortium.

II. Development of the WDA Comprehensive WIOA Plan

The Consortium and WDB agree to engage in a planning process to develop and modify the Comprehensive WIOA Plan. Staff assistance to carry out the process is provided by WDI. The WDA Comprehensive WIOA Plan and any Plan modifications are made available for public comment in keeping with WIOA and regulations prior to final approval and submission to the Governor.

III. Selection of the Grant Recipient, Fiscal Agent and Administrative Entity

WIOA specifies that the Chief Elected Official is the Grant Recipient and Fiscal Agent for funds under WIOA, and that the Chief Elected Official may designate an alternate entity for that purpose. The Chief Elected Official designates WDI as the Grant Recipient and Fiscal Agent for funds under WIOA and other related funds granted to the WDA for which the Chief Elected Official or WDB have jurisdiction.

WDI functions as the Administrative Entity, carrying out the responsibilities set forth in WIOA, the Comprehensive WIOA Plan, this Agreement and related regulations. The acceptance of Grant Recipient and Fiscal Agent status by WDI does not relieve the Chief Elected Official or the Consortium from liability from the misuse of funds under WIOA.

WDI as Grant Recipient, Fiscal Agent, and Administrative Entity maintains the following to ensure the integrity of the funds granted to it:

A. Corporate Status: WDI maintains a Chapter 181 Corporate status under Wisconsin Statutes and maintains Internal Revenue Service status as a 501 (c) (3) tax exempt corporation.

B. Indemnification: The parties to this agreement recognize the need to protect members of the Consortium, WDB and WDI against loss, liability or damages that may result from their joint or separate actions in performing responsibilities under WIOA. The parties agree that adequate insurance shall be provided.

The Administrative Entity/Grant Recipient, WDI will maintain errors and omissions insurance, bonding and general liability insurance. Consortium and WDB members will be
named as additional insured on the general liability policy and errors and omissions insurance.

The Consortium, WDI and WDB agree during the term of this agreement to indemnify and save harmless the others, their successors and assigns, from and against any and every claim, demand, suit payment, damage, loss, costs and expense that the other parties, their successors and assigns, may hereafter suffer, incur, be put to, pay or lay out by reason of the said parties performing their obligations, under this agreement.

The provisions of this section shall not apply to claims, demands, suits, payments, damages, losses costs and expenses caused by or resulting from the sole negligence of the Consortium, its successors or assigns, or by any agency, board, officer, employee, agent assign or representative of a county contained in the WOW area.

IV. Development of Budgets, Contracts and Selection of Service Providers:

A. Program and Administrative Budgets:

The Administrative Entity (WDI) develops budgets for funds under WIOA, and other funding sources allocated to the WDB, to provide adequate delivery of services, plan administration and oversight under WIOA. Such budget documents shall include costs associated with the Administrative Entity (WDI), the WDB, the Consortium and related costs of core, intensive and training services or such other cost categories as required by funding sources.

B. Awarding of contracts and selection of service providers:

Service providers are selected in keeping with standards set forth by applicable laws, regulations, and procedures approved by the WDB/Consortium.

For selection of service providers other than those specified, WDI utilizes approved Purchase of Service and/or Individual Training Account procedures for securing individual participant or employer services which are based on assessed needs secured within approved budgets.

WDI will conduct, or secure the services of an alternative entity to conduct should WDI be a bidder, such other procurement processes as required or directed by the WDB/Consortium.

V. Oversight

The WDB and Consortium are required to provide oversight, including review, monitoring and evaluation of the programs conducted under the Comprehensive WIOA Plan in accordance with procedures established by the Board. WDI conducts monitoring of all activities carried out under WIOA and provides such reports on activities, performance, financial transactions, financial and programmatic audits as the WDB and Consortium deem necessary to determine the integrity of funds and appropriateness and quality of services being provided under WIOA and other related funding sources.

The performance of duties by the WDI does not absolve the WDB or Consortium of their oversight obligations under WIOA.

VI. Operating Procedures

A. Bylaws: The WDB, Consortium and WDI may establish bylaws and/or operating
procedures for their respective organizations which are consistent with the provisions of
this or any other bilateral agreement between the affected parties. In the event that any
such bylaws or procedures are found to be in conflict with the provisions of this or any
other bilateral agreement(s), the provisions of said bilateral agreement(s) shall prevail.

B. WDB Membership: Members of the WDB are appointed to represent the WDA as outlined
in Section 107 (b)(2) of WIOA.

C. Cause for Removal: Any member(s) of the WDB may be removed there from by the WDB
for cause including the following:

1. Those caused specified in Section 17.001, Wisconsin Statutes.
2. Failure to fulfill in timely and proper manner her/his obligations under this
   agreement, or if the member shall violate any of the covenants or stipulations of
   this agreement.
3. For conviction of any federal or state felony.
4. For absence from three regular meetings in any one year period without just
   cause.
5. For changes in status that affect representation as outlined in Section IV, B of this
   agreement.

D. Resignations and Filling of Vacancies:

1. All resignations from the WDB will be in writing addressed to the Chief Elected
   Official and will take effect upon receipt unless another date is specified therein.
   Copies of the resignation will be sent to the WDB Chairperson and the President
   of WDI by the Chief Elected Official.
2. Vacancies on the WDB will be filled by appointment by the Consortium.

E. Conflict of Interest:

1. No member of the Consortium, WDB or WDI will cast a vote on the provision of
   services by any organization which that member directly represents, nor shall any
   member vote on any matter which would provide direct financial benefit to that
   member or the organization he/she represents. In this Context, “vote” includes
   speaking in support of or informally soliciting support from other members for any
   motion or resolution for which a member may not directly vote. Members of WDB
   are not considered to have a conflict of interest when voting on matters affecting
   WDI solely by their status as a Board member of WDI.
2. No contract or other transaction authorized by the WDB or carried out by WDI
   and one or more of its members or any other corporation, firm, association, or
   entity in which one or more of its members are directors, or officers or has a
   material financial interest, shall be either void or voidable because of such
   relationship or interest or because such member or members are present at the
   meeting of the WDB or a Committee thereof which authorizes, approves or
   ratifies such contract or transaction or because her, his or their votes are counted
   for such purpose, if (1) the fact of such relationship or interest is disclosed or
   known to the WDB, WDI or committee which authorizes, approves or ratifies the
   contract or transaction by a vote or consent sufficient for the purpose without
   counting the votes or consents of such interested members, or (2) the fact of such
   relationship or interest is disclosed or known to the members entitled to vote and
   they authorize, approve, or ratify such contract or transaction by vote or written
   consent, or (3) the contract or transaction is fair and consistent with the area plan.
   Common or interested members may be counted in determining the presence of a
quorum at a meeting of the WDB or a committee thereof that authorizes, 
approves or ratifies such contract or transaction.

F. Maintenance of Effort: To ensure maintenance of effort, no contracts to service providers 
shall be in violation of maintenance of effort requirements of federal laws, regulation or 
rules of the Department of Workforce Development or other funding source.

G. Grievance Procedure: WDI maintains procedures for the resolution of grievances and 
complaints that comply with all applicable laws and regulations. These procedures include 
designation of a Complaints and Appeals Officer. In the event that such procedures are 
insufficient to resolve a disputed action, a grievance panel, consisting of two disinterested 
members of the WDB selected by the WDB Chairperson, and the Chairperson of the 
Consortium (or her/his designee) hears all such grievances filed within the WDA.

H. Voting:

1. All approvals under this agreement require approval of a majority of the 
   members present at a meeting of such said bodies at which a quorum of members 
   is present, unless a vote of greater than a simple majority is called for in the 
   Bylaws of the respective body.
2. Votes on matters requiring concurrence are conducted in accordance with each 
   body’s rules of order.
3. At no time shall the WDB, the Consortium or WDI vote jointly as a single unit. 
4. Absentee voting is not allowed by either the WDB or the Consortium.

I. Quorum: At minimum, a majority of the current membership of the WDB, the Consortium 
and WDI is required to be in attendance to constitute a quorum for purposes 
of conducting business by each of the respective bodies. A quorum for joint committees of the 
WDB and Consortium requires that a majority of appointed members from each body be 
in attendance.

VII. General Administrative Provisions:

A. Delivery of Notices and Reports: Notices and reports required by this agreement are 
deemed delivered as of the date of postmark if deposited in a United States mailbox, 
first class postage affixed, addressed to the party’s address.

B. Open Meetings Required: The provisions of Subchapter V of Chapter 19, Wisconsin 
Statutes, regarding open meetings of governmental bodies apply to all meetings and 
proceedings of the WDB and the Consortium including those of formally constituted sub-
units. The provisions of Section 19.96, Wisconsin Statutes specifically apply. Telephone 
conference meetings may be permitted if in compliance with Open Meeting Law 
requirements.

C. Public Records: The WDB, WDI and Consortium maintain copies of records of their 
activities in all major areas, including all meeting agendas and minutes for the WDB and 
Consortium, contracts, fiscal and management documentation. The Administrative Entity 
President is the custodian of the public records for the WDB, WDI and Consortium.

In case of doubt, authorization for release of any public records of the WDB, WDI and 
the Consortium is authorized by the Chairs of the respective bodies. The WDB, WDI and 
Consortium each adopted policies under the public records law for the duplication and 
distribution of copies of public records and the charges therefore. The Administrative 
Entity posts the policies in its office.
The Consortium, WDI and the WDB have complete access to the records of each party to this agreement, except for records of closed sessions pursuant to Section 19.85, Wisconsin Statutes and this agreement wherein persons not members of that body may be excluded. The WDB and Consortium send copies of all agendas and minutes thereof to the members of all parties to this agreement at all times.

D. Non-Exclusion of Members: The WDB and the Consortium shall not exclude members of any party to this agreement from meeting in closed session pursuant to Section 19.85, Wisconsin Statutes when the matter under discussion concerns programs, plans, budgets, or staff under this agreement.

E. Nondiscrimination: During the term of this agreement, the WDB, the Consortium, and WDI agree not to discriminate against any person, whether a recipient for services (actual or potential), an employee, or an applicant for employment on the basis of factors prohibited by federal or state law, including Section 167 of WIOA and Section 111.31, Wisconsin Statutes. The aforementioned agree to post in conspicuous places, available to all employees and applicants for employment and all recipients of services, actual or potential, notices setting forth the provisions of this agreement as they relate to nondiscrimination. The aforementioned shall, in all solicitations for employment placed on their behalf, state that the aforementioned are “Equal Opportunity Employers.”

F. Term of Agreement: The term of this agreement will remain in force from December 1, 2015 – November 30, 2019 or until modified, replaced or nullified by agreement of the parties hereto.

G. Amendment of Agreement: Any party may propose amendments to this agreement at any time. Requests for amendment will be authorized in accordance with the bylaws of the body initiating the request. Parties to the agreement are not required to act on any amendment unless a written copy has been mailed to the members of the body at least 10 days prior to consideration. Proposed amendments approved in accord with the above are mailed to the other parties and are acted upon by that party within 30 days following receipt.

H. Assignment or Transfer: Neither the WDB, WDI nor the Consortium will assign or transfer any interest or obligation in this Agreement without prior written consent, except that the Consortium consents to the assignment of this Agreement to WDB’s or WDI’s successors which shall be bound in all respects as is the WDB or WDI unless specifically relieved by the Consortium.

I. Wisconsin Law Controlling: It is expressly understood and agreed to by the parties hereto that, in the event of any disagreement or controversy between the parties, Wisconsin Law shall be controlling to the extent that there is not superceding federal law applicable.

J. Construction: Should any part, clause, paragraph, or sentence of this agreement be construed by a court of competent jurisdiction to be in violation of any federal or state law, rule or regulation, the remainder of the agreement will remain in full force and effect unless amended in accord with the article.

K. Signatory Powers: Except as provided below, the Chair of the WDB, the WDI President, and the Consortium Chair, or in their absence or disability, the Vice Chairs of the respective organizations are the signatories when authorized to execute any documents on behalf of said bodies by formal action.

L. The President of WDI is authorized to sign any and all documents needed for the efficient administrative operation of the Workforce Development Area, Administrative Entity,
W-O-W WORKFORCE DEVELOPMENT BOARD – WIOA LOCAL PLAN 2016-2020

Grant Recipient and Fiscal Agent, except those expressly requiring the signature of the Consortium, WDI or WDB Chairs.

M. Entire Agreement: The entire agreement of the parties is contained herein, and this agreement supercedes any and all prior written or oral agreements and negotiations between the parties relating to the subject matter. Previous agreements are hereby rescinded.

VIII. Ratification of Agreement:

This agreement requires the approval of the WDB, WDI and the Consortium by a majority vote of its members present at a meeting of each body, authorizing the execution of the agreement. Each signatory certifies that he/she has the legal authority of the governing body of the parties to enter into this agreement, and the parties jointly and separately accept the responsibility for the operation of programs under WIOA.

The duly authorized signatories for the Waukesha-Ozaukee-Washington Workforce Development Consortium, the Waukesha-Ozaukee-Washington Workforce Development Board and Waukesha-Ozaukee-Washington Workforce Development, Inc. have executed this agreement and its schedules as of the 1st of December 2015.

WAUKEsha-0zaKee-washington woRkforce deVeLoPment boARd

[Signature]

By: Chairperson

[Date]

Waukesha-Ozaukee-Washington Workforce Development Consortium

[Signature]

Waukesha County Executive

[Date]

[Signature]

Chairperson, Washington County Board

[Date]

[Signature]

Chairperson, Ozaukee County Board

[Date]

Waukesha-Ozaukee-Washington Workforce Development, Inc.

[Signature]

President

[Date]

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ATTACHMENT H - LEO Consortium Agreement

LEO CONSORTIUM AGREEMENT MODIFICATION
of the
Waukesha-Ozaukee-Washington WISCONSIN COUNTIES CONSORTIUM
under the
WORKFORCE INNOVATION AND OPPORTUNITY ACT (P.L. 113-128)

THIS AGREEMENT, made and entered into this 1st day of December, 2015 by and between the
COUNTIES OF Waukesha, Ozaukee, and Washington in the State of Wisconsin (hereinafter, the Counties):

WITNESSETH

WHEREAS, when a local area includes more than one unit of general local government, the chief elected
officials of such units may execute an agreement that specifies the respective roles of the individual chief
elected officials in the appointment of the members of the local board from the individuals nominated or
recommended to be such members in accordance with the criteria in WIOA (29 USC Chapter 32); in
carrying out any other responsibilities as described in subchapter II of 29 USC Chapter 32; and in the
duties included in Appendix A, and

WHEREAS, the County Board of Supervisors of the aforementioned counties did previously adopt
resolutions authorizing the County Board Chairperson to sign a charter creating the Waukesha-Ozaukee-
Washington Wisconsin Counties Consortium under section 66.30, Wisconsin Statutes, in order to administer
the provisions of Public Law 105-220, the federal Workforce Investment Act, and

WHEREAS, the County Board of Supervisors of each of the aforementioned counties has adopted a
resolution authorizing the County Board Chairperson or County Executive to sign this "Charter of the
Waukesha-Ozaukee-Washington Wisconsin Counties Consortium under the Workforce Investment Act (P.L.
105-220)" (hereinafter, the "Charter"), and

WHEREAS, the Workforce Investment Act was amended by Congress and reauthorized as the Workforce
Innovation and Opportunity Act (WIOA) on July 22, 2014 (Public Law 113-128):

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties
hereinafter set forth, the receipt and each party acknowledges sufficiency of which for itself, the Counties
do hereby agree to the following Charter:

AGREEMENT

SECTION 1: That the Counties of Waukesha-Ozaukee-Washington, under Section 66.30, Wisconsin
Statutes, do hereby constitute themselves to be a consortium for the purposes of 29 USC
Chapter 32 of Public Law 113-128, the Workforce Innovation and Opportunity Act.

SECTION 2: The local elected officials (the chairpersons of the County Board of Supervisors or County
Executives) or the designees of said officials of the Counties in paragraph 1 shall
constitute the Workforce Development Area Consortium of Commissioners (hereinafter, the
"Consortium") which shall appoint the Workforce Development Board under 29 USC
3122(b) and 3122(c)(1)(B) of the Act.

SECTION 3: The Consortium shall elect from its membership a Chairperson, a Vice Chairperson and
such other officers as may be provided in the by-laws. Vacancies shall be filled by
The Consortium shall appoint a Chief Elected Official from their membership. This person shall have signatory authority and authority to speak for the Consortium in all matters regarding the WIOA. The term of this designation shall be identified.

The Consortium may adopt operational and procedural by-laws consistent with this Charter, applicable federal and state laws, and rules or regulations pursuant thereto. By-laws or amendments thereto may be adopted by the affirmative vote of 2/3 of the entire membership of the Consortium at any regular meeting called for that purpose, provided that written copies thereof are delivered to each member 15 days prior to consideration.

The Consortium shall appoint the Workforce Development Board of the area, under 29 USC 3122(b) and 3122(c)(1)(B) of P.L. 113-128 and applicable rules thereunder.

The Consortium shall execute an agreement with the Workforce Development Board for the operation and functions of the Board under Section 107 of the Act, and shall approve all Local Plans under 29 USC 3122 and 3123 of the Act.

The Consortium shall perform all functions for local elected officials as contained in P.L. 113-128, the federal Workforce Innovation and Opportunity Act.

The Consortium serves as the local grant recipient for, and is liable for any misuse of the grant funds allocated to the local area under 29 USC 3122(d)(12)(B)(i)(II) and (II) of the Workforce Innovation and Opportunity Act. The consortium requires the administrative entity and grant recipient to provide reasonable protection against liability claims by: requiring directors and officers be covered by insurance; ensuring that the administrative entity maintains appropriate internal controls over the use of grant funds; utilizing language in subcontractors regarding disallowed costs; and conducting routine annual independent audits.

In the case of any misuse of grant funds allocated to the local area, the Consortium agrees to assume liability as follows (Section683.710(b)(2)): Liability will be determined based upon the particular facts of the situation as to the responsibility of individual Consortium members for the particular funds. For example, if WIOA funds are misused only by the employee(s) or subcontractor(s) of one member of the Consortium, then only that county shall be held liable for the repayment of the misused funds. If more than one Consortium member is involved, then the respective counties will attempt to reach an agreement as to relative liabilities based upon the facts of the situation. If the counties are unable to reach agreement, then DWD shall make the determination as to respective liabilities.

This charter agreement shall be effective when executed by the elected official of each County thereof and shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements.

Amendments to the Charter agreement may be adopted with the concurrence of the Board of Supervisors of each county party hereto. The Consortium may be dissolved and
this agreement may be rescinded only with the consent of all the Boards of Supervisors of the counties party hereto and the Governor.

IN WITNESS WHEREOF, the parties hereto have caused this Charter Agreement to be executed by the Chairperson of the County Board of Supervisors or the County Executive of the aforementioned Counties.

WAUKESHA COUNTY

Done this 10 day of November, 2015.
In the City of Pewaukee, WI.

ATTEST:

Commission Expires: April 24, 2019

OZAUKEE COUNTY

Done this 9 day of November, 2015.
In the City of Port Washington, WI.

ATTEST:

Commission Expires: 9-30-2017

WASHINGTON COUNTY

Done this 10 day of November, 2015.
In the City of West Bend, WI.

ATTEST:

Commission Expires: permanent
APPENDIX A
Provisions on Chief Elected Official (CEO) Board Powers and Duties

A. Designation and membership of the local area board
1. The CEO is required to submit a request for initial designation of a workforce development area and consult with the Governor on the initial designation or redesignation of Workforce Development Area. (29 USC 3121(b)(2) and 3121(b)(1)(A)(I))
2. In accordance with the requirements established by the Governor and the criteria established under 29 USC 3122(b), the CEO appoints the members of the local board from the individuals nominated or recommended to be such members. (29 USC 3122(c)(1)(B))

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. (29 USC 3122(d)(1) and 3123(a))
2. Consult with the State to identify regions, consistent with the considerations described in 29 USC 3121(b)(1)(B) and 3121(a)(1).
3. Engage in a regional planning process and prepare, submit, and obtain approval of a single regional plan consistent with the requirements in 29 USC 3121(c).

C. Budget and grant administration responsibilities
1. Use funds available as described in section 29 USC 3163(b)(4) and use non-federal funds available to the local area that the CEO and local board determine are appropriate and available for that use. (29 USC 3131)
2. The review and approval of the local board’s budget for the activities of the local board. (29 USC 3122(d)(12)(A))
3. Serve as a local grant recipient, or designate an entity to serve as the local grant subrecipient or a local fiscal agent. (29 USC 3122(d)(12)(B))
4. In cooperation with the local board, the local grant recipient (either the CEOs or an entity designated by the CEOs) shall disburse funds for WIOA activities at the direction of the local board pursuant to the requirements of 29 USC Chapter 32, subchapter II. (29 USC 3122(d)(12)(B)(I)(III))

D. Program oversight
1. The CEO works with the local board to conduct oversight with respect to local programs of youth activities authorized under 29 USC 3164(c), local employment and training activities authorized under 29 USC 3174(c) and (d), and the one-stop delivery system in the local area; ensure the appropriate use and management of the WIOA funds provided for these activities and one-stop delivery system; and for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 29 USC 3141 and 3122(d)(8).
2. Consistent with 29 USC 3151(d), in cooperation with the local board, competitively designate or certify One-Stop Operators, as described in 29 USC 3151(d)(2)(A) or terminate for cause the eligibility of such operators. (29 USC 3122(d)(10)(A))
3. Review and approve a memorandum of understanding (MOU) 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 USC 3151(c)(2) and 3151(c)(1).
4. In agreement with the local board, conduct oversight of the One-Stop delivery system (29 USC 3151(c)(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 USC 3151(g).
5. 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 USC 3151(h).
6. Consult with the Governor as he or she establishes guidance for infrastructure One-Stop funding (29 USC 3151(h)(1)(B)) and determines funding as described in 29 USC 3151(h)(2)(C).
7. Consult with the Governor as he or she determines funding allocation for youth activities and statewide workforce investment activities under 29 USC 3162(b)(1)(C) and 3163(b).

8. Consult with the Governor as he or she determines funding allocation for adult employment and training activities and statewide workforce investment activities under 29 USC 3172(b)(1)(B) and 3173(b)(1).

E. Performance Measurements
1. Working with the local board and the Governor to negotiate and reach agreement on local performance measures. (29 USC 3122(d)(9))

2. Determine whether to appeal a gubernatorial reorganization determination made under 29 USC 3141(g)(A) to the Governor under 29 USC 3141(g)(B)(i) and to the Secretary of the US Department of Labor under 29 USC 3141(b)(B)(ii).
ATTACHMENT I - WDB/Fiscal Agent Agreement

This information is found in the WDB/LEO Agreement found as Attachment G.
# ATTACHMENT J - WDB Membership List

<table>
<thead>
<tr>
<th>WOW Workforce Development Board and Committee Membership</th>
<th>WOW Workforce Development Board</th>
<th>Workforce Development Committee</th>
<th>Youth Committee</th>
<th>Joint Executive Committee</th>
<th>Executive Committee (Ad-Hoc)</th>
<th>Industry Sector Subcommittees (Ad-Hoc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonnie Baerwald, President Moraine Park Technical College</td>
<td>✅</td>
<td>✅</td>
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<tr>
<td>Bill Baumgart, Board of Education Member School District of Waukesha</td>
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<tr>
<td>Robert Blair, President Blair’s True Value Hardware</td>
<td>✅</td>
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<tr>
<td>Wilma Bonaparte, Vice President Milwaukee Area Technical College - Mequon</td>
<td>✅</td>
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<td>✅</td>
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<tr>
<td>Glen Cummins, General Manager EBA Printing/Ed Bristol Advertising &amp; Printing</td>
<td>✅</td>
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<tr>
<td>Paul Decker, Board Chair Waukesha County</td>
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<tr>
<td>Barry Dieser, Director of Information Technology Signicast</td>
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<tr>
<td>Lisa Geason-Bauer, President Evolution Marketing, LLC</td>
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<td>Rick Gundrum, Supervisor Washington County</td>
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<tr>
<td>John Heyer, President Kettle Moraine Coatings (Chair)</td>
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<td>Steve Holtan, President Slinger Manufacturing Co.</td>
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<td>Alfred Jefferson, Human Resources Manager Froedtert Health</td>
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<tr>
<td>Robert Jessel, Adjudication Manager State of Wisconsin</td>
<td>✅</td>
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<td>William Johnson, President Johnson Level &amp; Tool Co.</td>
<td>✅</td>
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<tr>
<td>Sheila Knox, District Director DWD Job Service</td>
<td>✅</td>
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<td>John Krause, AFL-CIO Representative DALU Local #24111</td>
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<tr>
<td>Deanna Krell, WDA 3 Director Division of Vocational Rehabilitation (Vice-Chair)</td>
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<tr>
<td>Michael Mallwitz, President Busch Precision, Inc. (Chair)</td>
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<td>Paul Melotik, Supervisor Ozaukee County</td>
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<td>Name</td>
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<td>Vice-Chair</td>
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<tr>
<td>Donald Rouse, President</td>
<td>The Tides Group LLC</td>
<td>✓</td>
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<td>Dale Shaver, Director</td>
<td>Department of Parks &amp; Land Use for Waukesha County</td>
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<td>Dawn Schicker, Human Resources Director</td>
<td>ContinuumHR</td>
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<td>Lee Schlenvoigt, Board Chair</td>
<td>Ozaukee County</td>
<td>✓</td>
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<tr>
<td>Kathleen Schilling, Executive Director</td>
<td>Ozaukee Economic Development</td>
<td>✓</td>
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<td>Kurt Schmidt, AFL-CIO Community Service Liaison</td>
<td>United Way</td>
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<tr>
<td>Gary Strand, Vice President of Human Resources</td>
<td>HUSCO International</td>
<td>✓</td>
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<tr>
<td>Herbert Tennies, Board Chair</td>
<td>Washington County</td>
<td>✓</td>
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<tr>
<td>Mary Wehrheim, President, Stanek Tool &amp; Member, Wisconsin Apprenticeship Advisory Council</td>
<td>(Vice-Chair)</td>
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<tr>
<td>Steve Whittow, Supervisor</td>
<td>Waukesha County</td>
<td>✓</td>
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<tr>
<td>Bruce Wilk, Associate Director</td>
<td>The Threshold Incorporated</td>
<td>✓</td>
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</tbody>
</table>
ATTACHMENT K - Conflict of Interest Policy

The Conflict of Interest Statement is found in the WDB By-Laws:

4.2 CONFLICT OF INTEREST: No member of the Board shall cast a vote on the provision of services by that member (or any organization which that member directly represents) or vote on any matter which would provide direct financial benefit to that member.

A member of a local Board may not:

1. Vote on a matter under consideration by the local 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 to constitute a conflict of interest as specified in the State Plan.

6.8 CONFLICT OF INTEREST: The two categories of committees, standing and ad-hoc, shall take no independent action contrary to the policies previously established by the WDB. In the event a WDB Member is also a Service Provider, they must notify the Chairperson of the committee in advance of any specific issue where conflict of interest involving that Service Provider, whether perceived or actual, exists.

Each such conflict of interest must be declared by the Service Provider WDB member prior to any discussion and/or official action taken. The conflict of interest action by the Committee Member shall be recorded in the official Minutes of that committee stating that the member must abstain from taking action.
ATTACHMENT L - WDB (and subcommittee) Meeting Schedule and Organizational Diagram

Fiscal Year 2015 - 2016 WOW Workforce Development Board & Committee Meeting Schedule

<table>
<thead>
<tr>
<th>Date &amp; Time</th>
<th>Meeting</th>
<th>Location</th>
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<tbody>
<tr>
<td>Wednesday</td>
<td>Annual WOW Workforce Development Board</td>
<td>Scenic View Country Club 4415 Club Dr, Slinger, WI 53086</td>
</tr>
<tr>
<td>September 23, 2015</td>
<td>Youth Committee</td>
<td>Milwaukee Area Technical College - Mequon 5335 W Highland Rd, Mequon, WI 53092</td>
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<tr>
<td>October 21, 2015</td>
<td>Workforce Development Committee</td>
<td>Moraine Park Technical College 2151 N Main St, West Bend, WI 53090</td>
</tr>
<tr>
<td>November 19, 2015</td>
<td>WOW Workforce Development Board</td>
<td>Waukesha County Workforce Development Center 892 Main Street, Pewaukee, WI 53072</td>
</tr>
<tr>
<td>December 10, 2015</td>
<td>Youth Committee</td>
<td>Waukesha County Workforce Development Center 892 Main Street, Pewaukee, WI 53072</td>
</tr>
<tr>
<td>February 10, 2016</td>
<td>Workforce Development Committee</td>
<td>Milwaukee Area Technical College - Mequon 5335 W Highland Rd, Mequon, WI 53092</td>
</tr>
<tr>
<td>February 18, 2016</td>
<td>WOW Workforce Development Board</td>
<td>Milwaukee Area Technical College - Mequon 5335 W Highland Rd, Mequon, WI 53092</td>
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<tr>
<td>March 10, 2016</td>
<td>Workforce Development Committee</td>
<td>Moraine Park Technical College 2151 N Main St, West Bend, WI 53090</td>
</tr>
<tr>
<td>April 21, 2016</td>
<td>Youth Committee</td>
<td>Jackson Regional Center N173W21150 Northwest Passage Way, Jackson, WI 53037</td>
</tr>
<tr>
<td>May 5, 2016</td>
<td>Workforce Development Committee</td>
<td>Waukesha County Workforce Development Center 892 Main Street, Pewaukee, WI 53072</td>
</tr>
<tr>
<td>May 26, 2016</td>
<td>Joint Executive Committee</td>
<td>Waukesha County Workforce Development Center 892 Main Street, Pewaukee, WI 53072</td>
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<tr>
<td>June 2, 2016</td>
<td>WOW Workforce Development Board</td>
<td>Waukesha County Workforce Development Center 892 Main Street, Pewaukee, WI 53072</td>
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<tr>
<td>June 16, 2016</td>
<td>Ad Hoc Committees:</td>
<td></td>
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<tr>
<td></td>
<td>Executive Committee will meet as needed.</td>
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</tr>
<tr>
<td></td>
<td>Industry Sector Committees will meet as needed.</td>
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</tbody>
</table>

Agendas and Meeting Quorums:
Agenda packets will be distributed via email a week before scheduled meetings and will seek attendance to confirm quorums.

For questions or advance attendance notifications, please contact Marissa Keller at mkeller17@wctc.edu or 262.695.8044.
Board Organizational Chart

W-O-W WORKFORCE DEVELOPMENT BOARD

JOINT EXECUTIVE COMMITTEE (standing)

EXECUTIVE COMMITTEE (ad-hoc)

WORKFORCE DEVELOPMENT COMMITTEE (standing)

INDUSTRY SECTOR SUBCOMMITTEE: HEALTHCARE (ad-hoc)

INDUSTRY SECTOR SUBCOMMITTEE: INFORMATION TECHNOLOGY (ad-hoc)

INDUSTRY SECTOR SUBCOMMITTEE: MANUFACTURING (ad-hoc)

YOUTH COMMITTEE (standing)
ATTACHMENT M - WDB By-Laws

WAUKESHA-OZAUKEE-WASHINGTON WORKFORCE DEVELOPMENT BOARD BY-LAWS

ARTICLE I. NAME AND PURPOSE

1.1 NAME: The name of this organization shall be the Waukesha-Ozaukee-Washington Workforce Development Board, herein referred to as the “WDB”.

1.2 PURPOSE: The purpose of the WDB shall be to provide policy guidance for, and exercise oversight of, activities funded under the Workforce Innovation & Opportunity Act (Public Law 113-128), herein referred to as “WIOA”, in partnership with County Government Chief Elected Officials (CEOs) representing the three (3) county workforce development area of Waukesha, Ozaukee, and Washington counties as designated under section 106 of the WIOA.

The WDB is an efficient, accountable, customer-focused organization that strives to fulfill its mission, accomplish its vision/aspiration, and implement its strategic plan, exercising leadership to positively impact the communities it serves, and abides by the following guiding principles:

Customer Focus: The WDB is committed to satisfying its customers: employers, employees and job seekers - as well as the partner agencies it serves in the Workforce Development Centers.

Commitment to Results: Every program or initiative conducted by the WDB or its agents will be linked to clearly defined and measurable outcomes and will be evaluated based on its success in achieving those outcomes.

Competitive Performance: The WDB will assure the best programs and services at the best cost and will explore alternative service providers or public-private partnerships to achieve that standard.

Shared Accountability: WDB members will operate in a collaborative manner and assume shared accountability for the fulfillment of the Board’s Vision/Purpose and the accomplishment of its Strategic Plan. Members of the Board, while representing their respective constituencies, will nonetheless be committed to the Board’s common interests and objectives.

Commitment to Partnership: To support resource optimization and the coordination and integration of services, the WDB will be an active partner in the Workforce Development Center Management Team.

Flexibility to Adjust to New Conditions: The WDB is committed to an ongoing and dynamic planning and review process to respond proactively to the changing conditions affecting our customers and communities.

Leverage Resources: The WDB will make the best use of its budgeted resources and seek creative options to expand the resources available to accomplish its plans through alliances with other public and private organizations and institutions.

Staff and Board Development: The WDB is committed to ongoing staff and Board member education and communication to achieve its objectives.

Excellence: The WDB recognizes that it cannot solve every problem or satisfy every need.

Through the Administrative Entity and Board sub-committees, the WDB actively participates in convening the workforce development system’s stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities.

1.3 LIMITATIONS: No part of the activities of the WDB shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the WDB shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.
ARTICLE II. MEMBERSHIP

2.1 BOARD COMPOSITION: Members of the WDB are appointed to represent the Workforce Development Area as outlined in Section 107 (b)(2) of the WIOA:

- Minimum of 51% representation of private-sector business
- Minimum of 20% representation of the workforce/labor
- Representative of provider of adult education and literacy activities under Title II
- Representative of institutions of higher education providing workforce investment activities
- Representative of economic and community development
- Representative of the State employment service office under the Wagner-Peyser Act
- Representative of the programs carried out under Title I of the Rehabilitation Act of 1973
- As outlined by the State, Representative from Unemployment Insurance

2.2 APPOINTMENT: Members of the WDB shall be appointed by their respective county CEOs consistent with the requirements of the WIOA Consortium Agreement and in compliance with Section 107 of the WIOA. Nomination and appointments shall be made in accordance with applicable State criteria, conform to the Federal legislation, and meet the requirements of any plan of representation adopted by the Board.

2.3 TERM OF APPOINTMENT: The term of appointment shall be for two (2) years, and staggered so that half of the terms end in any given year. Terms shall end on June 30. Replacement will be determined by the category being filled in order to maintain a balanced representation between the private and public sectors. The nomination, selection, and composition of the WDB shall conform to the requirements of the WIOA. Any vacancy shall be filled to complete the unexpired portion of the vacating member’s term. The annual term for WDB Member service shall begin as of July 1 of each year. Any vacancy in the membership of the WDB shall be filled in the same manner as the original appointment as described in 2.6 VACANCIES.

2.4 CAUSE FOR REMOVAL: Any member(s) of the WDB may be removed from the WDB for cause including the following:

- Those causes specified in Section 17.001, Wisconsin Statutes.
- For conviction of any federal or state felony.
- For absence from three regular meetings in a twelve (12) month period without just cause.
- For changes in status that affect representation.
- By majority vote of the Executive Committee.

2.5 RESIGNATIONS: All resignations from the WDB shall be in writing addressed to the Board Chairperson and will take effect upon receipt unless another date is specified therein.

2.6 VACANCIES: Vacancies shall be filled by election for the remainder of the unexpired term. Membership vacancies shall be filled for the unexpired term in the same manner that the original appointments were made.

ARTICLE III. WDB MEETINGS AND ATTENDANCE

3.1 SCHEDULE OF REGULAR MEETINGS: The WDB shall meet a minimum of four (4) times per year. Additional special WDB meetings may be called as needed.

3.2 ANNUAL MEETING: An annual meeting of the WDB shall be held in September of each year at such time and place to be selected by the Administrative Entity for the purpose of electing officers, and conducting such other business as may be deemed necessary.

3.3 NOTICE OF WDB MEETINGS: Written notice (in the format of an agenda) of each meeting of the WDB stating the place, date, and hour of the meeting shall be given to each WDB member, personally, by mail, or by email, at least 48 hours prior to the meeting. The same notice of WDB meetings shall be
provided to the WIOA Consortium member CEOs. WDB meetings shall be open to the public, with notice of
such meetings given pursuant to section 19.84 of the Wisconsin Statutes, except when the WDB convenes in
executive session in accordance with the Freedom of Information Act requirements. Conclusions, if any,
derived from information received and subsequent discussions among the members during an executive
session must be acted upon in public session. No votes may be taken during an executive session.

3.4 AGENDA: A WDB agenda outlining issues or topics to be discussed will be made public. Supportive
documentation/reports will be included in a mail or email package to Board members prior to the
meeting. The published agenda items may consist of tentative recommendations from staff, notices from
WDB members, appointment of members to sub-committees, and other requests in consultation with the
Chairperson.

3.5 PROCEDURE: All proceedings of the WDB and its committees shall be governed by parliamentary
procedure using the current edition of Roberts Rules of Order and the Open Meetings Act in the state of
Wisconsin.

3.6 MINUTES: The WDB shall keep a correct and complete record of all organization proceedings which
shall be maintained in accordance with the Wisconsin Open Record Law. The Administrative Entity shall be
the custodian of records.

3.7 ATTENDANCE: Members of the WDB shall be expected to attend all meetings of the WDB and
assigned committee meetings. Members shall miss no more than (3) Board meetings/committee meetings in
a twelve (12) month period unless excused by WDB Chairperson/Vice Chairperson. Absences may be
excused for priority business activities or at the discretion of the WDB Chairperson/Vice Chairperson.
WDB members must call or provide notice by email prior to the posted time of the specific WDB meeting.
Members who participate via teleconference or videoconference, to the extent permitted by state law, will
be considered in attendance. A resignation will be requested by the WDB Chairperson upon a member's
inability to actively participate in business of the WDB.

3.8 QUORUM: At minimum, a majority of the current membership of the WDB is required to be in
attendance to constitute a quorum for the purpose of conducting business by each of the respective bodies.
A quorum for joint committees of the WDB requires that a majority of appointed members from each body
be in attendance.

3.9 USE OF A PROXY/ ALTERNATIVE DESIGNEE: The use of a proxy or alternative designee shall not be
permitted.

3.10 USE OF TECHNOLOGY: Members may participate in regular, special, and emergency meetings of
this organization, other than the Annual Meeting, through teleconferencing or videoconferencing at the
discretion of the Executive Committee to the extent such participation is allowable by state law and policy.

ARTICLE IV. VOTING

4.1 VOTING AUTHORITY: Votes shall be cast only by the WDB/Committee members present. The public
may participate in discussion only upon recognition by the Chairperson, but may neither make motions nor
vote on issues before the WDB. Each WDB member shall have one vote.

At all meetings, except for the election of officers and directors, all votes shall be by voice by "yeas and
nays". For election of officers, ballots shall be provided and voting shall be done anonymously. The results
of such election shall be recorded in the minutes indicating the number of votes received by each
candidate as certified by the President of the Administrative Entity.

4.2 CONFLICT OF INTEREST: No member of the Board shall cast a vote on the provision of services by
that member (or any organization which that member directly represents) or vote on any matter which
would provide direct financial benefit to that member.
A member of a local Board may not:
1. Vote on a matter under consideration by the local 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 to constitute a conflict of interest as specified in the State Plan.

4.3 NONDISCRIMINATION: During the term of this agreement, the WDB and the Administrative Entity agree not to discriminate against any person, whether a recipient for services (actual or potential), an employee, or an applicant for employment on the basis of factors prohibited by federal or state law, including Section 167 of the WIOA and Section 111.31, Wisconsin Statutes. The aforementioned agree to post in conspicuous places, available to all employees and applicants for employment and all recipients of services, actual or potential, notices setting forth the provisions of this agreement as they relate to nondiscrimination. The aforementioned shall, in all solicitations for employment placed on their behalf, state that the aforementioned are “Equal Opportunity Employers.”

4.4 IMPROPIETY: The WDB shall avoid organizational and personal conflict of interest in awarding financial assistance and in procurement activities involving funds under the WIOA. No Board member may participate in the making of a contract or in the processing of supplies, equipment, or services in which he/she or a member of his/her immediate family has a private pecuniary interest, direct or indirect. Nor may any officer or employee accept a gratuity or favor of value for any contract, goods, or services which the Board procures. The term ‘immediate family’ in this section means spouse, child, parent, sibling, aunt/uncle, niece/nephew, step-parent, step-child, or any in-law relationship of the same.

4.5 ORIENTATION: No member shall cast a vote unless he/she has participated in orientation regarding the responsibilities of the Workforce Development Board. The Administrative Entity Staff is responsible for planning and providing new member orientation.

ARTICLE V. OFFICERS

5.1 CHAIRPERSON: The Chairperson of the WDB shall be a representative of the private sector in accordance with Section 107(b)(2)(A) and shall be elected annually by a majority vote of the members of the WDB. The Chairperson will conduct WDB meetings, shall review and coordinate the activities of the officers and committees, and shall serve as the Chairperson of the Executive Committee.

5.2 VICE-CHAIRPERSON: The Vice-Chairperson of the WDB shall be a member of the private sector and shall be elected annually by a majority vote of the members of the WDB. The Vice-Chairperson shall perform the duties of the Chairperson in the event of the Chairperson’s absence, disability, or resignation. The Vice-Chairperson will conduct WDB meetings in the absence of a WDB Chairperson.

5.3 ELECTION OF OFFICERS: Board elections will be held annually during the September meeting of the WDB. Board Officers’ terms will run from July 1 to June 30 each fiscal year.

ARTICLE VI. COMMITTEES

6.1 GENERAL: The WDB shall have three (3) standing committees: 1) Joint Executive Committee, 2) Youth Committee, and 3) Workforce Development Committee. Necessary Ad-hoc committees, such as Executive Committee and Industry Sector Subcommittees, may from time to time be appointed by the WDB Chairperson. Where possible, Committees shall have adequate representation drawn from Consortium member counties and appropriately balanced representation of public and private sector interests on each of the WDB’s committees.

All committees including the standing committees where applicable must include representatives from each of the three (3) counties served by the WDB; Chairpersons and Vice-Chairpersons must be representatives of the private sector.

December 10, 2015
Committee members present shall constitute a quorum for the purpose of transacting business, as long as at a minimum, a majority of members are present. Votes shall be cast only by the Committee members present. WDB meetings shall be open to the public and notice of such meetings shall be given pursuant to section 19.84 of the Wisconsin Statutes.

6.2 ATTENDANCE: Attendance at standing committee meetings shall be recorded as part of that committee’s minutes. Absences from committee meetings will be recorded, and if necessary, used by the Committee Chairperson to reassess the absent committee member’s continued interest in the committee’s purpose and function.

6.3 JOINT EXECUTIVE COMMITTEE: The committee shall consist of Executive Committee members, Chairpersons of the county Boards of Waukesha, Ozaukee, and Washington Counties, and one additional county Board supervisor from each of the three counties. The committee is responsible for:

- Reviewing and reacting to workforce development issues.
- Remaining informed on Board committee activities and opportunities.
- Ensuring the successful partnership of local government and WDB in accomplishing mutual workforce goals.

6.4 YOUTH COMMITTEE: The committee shall consist of Board members and non-Board members who have special interest or expertise in youth policy. The committee is responsible for:

- Working with Board staff to develop part of the WIOA plan that relates to services for youth.
- Reviewing and recommending to the Board eligible providers of contracted youth services.
- Providing oversight of youth service contracts.
- Ensuring area youth activities coordination.

6.5 WORKFORCE DEVELOPMENT COMMITTEE: The committee shall consist of various Board members. The committee is responsible for:

- Researching and developing local program plans related to adult, dislocated worker, and incumbent worker services.
- Identifying eligible providers of services to adults, dislocated workers, and incumbent workers.
- Researching, developing, and making policy recommendations to the Board on local and regional workforce planning.
- Analyzing employment trends and making occupational priority recommendations.
- Coordinating workforce investment activities with economic development strategies.
- Providing input to the Board on Industry Sector Subcommittee membership and demand industries and occupations.
- Participating in and leading Industry Sector Subcommittee meetings.

6.6 EXECUTIVE COMMITTEE: The ad hoc committee shall consist of Chairpersons of the WOW WDB and its committees. The committee is responsible for:

- Reviewing and coordinating of recommendations and assignments of Board subcommittees.
- Handling ongoing operating procedures for the Board.
- Establishing overall policy direction and recommendations for the Board.
- Handling miscellaneous issues as appropriate.
- Acting on behalf of the Board, if so delegated.

6.7 INDUSTRY SECTOR SUBCOMMITTEES: These ad hoc committees, which are subcommittees of the Workforce Development Committee, shall consist of various Board members and non-Board members who represent the industry sectors. The committees will meet as needed. The recommended sectors are manufacturing, healthcare, and information technology. The committees are responsible for:

- Providing input into industry sector training needs, programming, grant applications, work-based learning, and incumbent worker training.
6.8 CONFLICT OF INTEREST: The two categories of committees, standing and ad-hoc, shall take no independent action contrary to the policies previously established by the WDB. In the event a WDB Member is also a Service Provider, they must notify the Chairperson of the committee in advance of any specific issue where conflict of interest involving that Service Provider, whether perceived or actual, exists.

Each such conflict of interest must be declared by the Service Provider WDB member prior to any discussion and/or official action taken. The conflict of interest action by the Committee Member shall be recorded in the official Minutes of that committee stating that the member must abstain from taking action.

ARTICLE VII. RESPONSIBILITIES

7.1 GENERAL: The responsibilities of the WDB, in accordance with Section 107 of the WIOA, shall be:

1. **Local Plan**: to jointly develop a Local Plan with the Chief Elected Official in coordination with appropriate community partners to address the workforce development needs of the Service Area;
2. **Workforce Research and Regional Labor Market Analysis**: to assist in the development and implementation of the Local Plan;
3. **Convening, Brokering, Leveraging**: to convene local stakeholders in the development and implementation of the local plan under Section 108 of the WIOA and in identifying non-Federal expertise and resources to leverage support for workforce development activities;
4. **Employer Engagement**: to lead efforts in engaging a diverse range of employers and entities in the region;
5. **Career Pathways Development**: to lead efforts in the Local Area with education partners to develop and implement career pathways by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;
6. **Proven and Promising Practices**: to lead efforts in the Local Area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers; to disseminate information on proven and promising practices carried out in other Local Areas for meeting such needs;
7. **Technology**: to develop strategies for using technology; to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers;
8. **Program Oversight**: in partnership with the local Consortium, the Board shall conduct oversight for local youth workforce investment activities, local employment and training activities, and the one-stop delivery system; ensure the appropriate use, management, and investment of funds to maximize performance outcomes under Section 116 of the WIOA;
9. **Negotiation of Local Performance Accountability Measures**: the local Board, Consortium, and the Governor shall negotiate and reach agreement on local performance accountability measures as described in Section 116;
10. **Selection of Operators and Providers**: the local Board, with the agreement of the Chief Elected Official for the Local Area, shall:
   i. designate and certify one-stop operators, may terminate for cause the eligibility of such operators;
   ii. identify eligible providers of youth workforce investment activities and may terminate for cause the eligibility of such providers;
   iii. identify eligible providers of training services;
   iv. identify eligible providers of career services;
   v. work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the Local Area and that these services are provided in a manner that maximizes customer choice;
11. **Coordination with Education Providers**: to coordinate activities with education and training providers in the Local Area;
12. **Budget and Administration**: to develop a budget for activities in the Service Area that are consistent with the Local Plan and duties of the Board;
13. Accessibility for Individuals with Disabilities: to annually assess the physical and programmatic accessibility in accordance with applicable provisions under Title I of the WIOA and of the Americans with Disabilities Act of 1990 of all one-stop centers in the Service Area;

ARTICLE VIII. RECORDS

8.1 GENERAL: The Administrative Entity shall maintain correct and complete copies of records of their activities in all major areas, including all meeting agendas and minutes for the WDB, contracts, fiscal and management documentation. The Administrative Entity President is the custodian of the public records for the WDB.

In case of doubt, authorization for release of any public records of the WDB is authorized by the Chairs of the respective bodies. The WDB adopted policies under the public records law for the duplication and distribution of copies of public records and the charges therefore. The Administrative Entity posts the policies in its office. The WDB has complete access to all records, except for records of closed sessions pursuant to Section 19.85, Wisconsin Statutes and this agreement wherein persons not members of that body may be excluded.

ARTICLE IX. COMPENSATION

9.1 GENERAL: No compensation shall be paid to WDB members for services rendered to the Board.

ARTICLE X. FISCAL YEAR

10.1 GENERAL: The fiscal year shall correspond to WIOA and shall be from July 1 to June 30.

ARTICLE XI. INDEMNIFICATION

11.1 GENERAL: The WDB’s Administrative Entity will maintain errors and omissions insurance, bonding and general liability insurance. WDB Officers and Members will be named as additional insured on the general liability policy and errors and omissions insurance.

The WDB Officers and Members will agree to indemnify and hold harmless the Administrative Entity from and against any and every claim, demand, suit payment, damage, loss, costs and expense that the WDB Officers and Members may hereafter suffer, incur, be put to, pay or lay out by reason of performing its obligations under its bylaws.

The provisions of this section shall not apply to claims, demands, suits, payments, damages, losses costs and expenses caused by or resulting from the sole negligence of the WDB Officers and Members.

ARTICLE XII. AMENDMENT OF BY-LAWS

12.1 GENERAL: The By-laws may be altered, amended or repealed by the Board at any meeting of the Board after notice that such action is a purpose of the meeting by vote of one-half of the full Board. The foregoing is a true copy of the By-laws adopted by the Board of Directors of the Waukesha, Ozaukee and Washington Counties.
ATTACHMENT N - WDB Staff Agreement

The WDB does not directly employ staff.
ATTACHMENT O - WDB organizational chart

Board Organizational Chart
ATTACHMENT Q - Current Cost Allocation Plan

WAUKESHA - OZAUKEE - WASHINGTON WORKFORCE DEVELOPMENT, INC. (WDI)

DIRECT COST ALLOCATION PLAN

Staff Wages

All wages earned during the month are either charged directly to the appropriate programs, funding sources, and cost categories or charged first to one of two cost pools, based on actual hours worked during the month. Hours worked are documented on the Monthly Staff Timesheet (see attached). All wages are first recorded in Fund 953 (General Clearing) Object Code 6100 (Staff Wages), then charged to the appropriate operating funds, cost categories and program codes, or charged to the appropriate cost pool, while clearing the expense from Fund 953. All or some of the wages for the President, Controller, Executive Assistant, Planners, Operations Manager, and Program Services Assistant - Finance (as documented by a Monthly Staff Timesheet) are charged to the Administrative Cost Pool (Fund 900) first, then allocated to the benefiting operating funds based on direct wages charged to each fund. Wages for members of the Employer Relations Unit and some of the wages for the Marketing Manager and a Program Services Assistant are charged first to the Job Development Cost Pool (Fund 905), then allocated based on WIOA, SRR and NEG enrollments. All expenses (e.g., wages, fringe benefits, travel, facilities costs, office costs, other) recorded in each cost pool are allocated based on the allocation processes described above every month, clearing all expenditures in the cost pools.

Staff Fringe Benefits

All fringe benefits costs (e.g., health, dental, life, accidental death and dismemberment, long-term disability, short-term disability and workers compensation insurance coverage, HRA services, UI payments, FICA and pension plan contributions) for the month are pooled. Total fringe benefits pooled are divided by total wages earned for the month to determine the fringe benefit percentage of wages. This percentage is applied to the wages allocated (by program, funding source and cost category, or cost pool, based on actual hours worked) to likewise allocate the monthly fringe benefit costs. All expenses are first recorded in Fund 953 (General Clearing) Object Codes 6111 (FICA) 6112 (Health) 6113 (Dental) 6114 (LTD) 6115 (Pension Contributions) 6117 (Workers Comp) 6118 (UI) 6119 (Life) 6120 (STD), 6121 (HRA). After these costs are allocated the expense is transferred to the appropriate operating funds, cost category and program codes, or cost pool, charging Object Code 6110.

Travel

Based on monthly expense reports submitted by employees, each trip having a notation (when possible) to determine the program to be charged. Travel not associated with a specific program will be allocated based on staff time. Allocation to the appropriate operating funds/cost category/cost pool is also based on staff time. Mileage is determined by odometer readings, but compared against a point-to-point mileage chart for reasonableness. Reimbursement rates for mileage and meals are based on the WDI Financial Procedures Manual.

Facilities Costs

The WDI leases office space in Pewaukee, Mequon and West Bend. Rent payments and operating agreement payments, along with payments for utilities, cleaning services, trash removal and parking are pooled and included in this distribution. These costs are allocated based on staff time and are charged to the appropriate operating funds, cost category and program codes, or cost pool. Costs for Job Center operations are segregated by center and allocated first. Remaining costs are then distributed. If any temporary staff are hired for the SYP, they are included in the calculation at ½ of their time, to reflect the smaller and/or shared office space they work in. All expenses are first recorded in Fund 953 (General Clearing) Object Codes 6300 (Rent-Pewaukee) 6301 (Rent-Mequon) 6302 (Rent-West Bend), 6308 (Fees-MATC Closed Days) 6309 (Parking-Mequon) 6315-6317 (Job Center Operations) 6320-6322 (Utilities). After these costs are allocated the expense is recorded to the appropriate operating funds, cost category and program codes, or cost pool, charging Object Code 9002.

Office Costs

Costs associated with printing, copying, postage, telephone and office supplies are included in this distribution. Equipment rental, if not associated with a specific program, and website hosting fees are also included. The costs to be allocated
each month are based on invoices paid during the month. These costs are pooled, allocated based on staff time, and charged to the appropriate operating funds, cost categories and program codes, or cost pool. All expenses are first recorded in Fund 953 (General Clearing) Object Codes (primarily) 6200, 6220, 6250, 6330, 6340, 6350 and 6360. After these costs are allocated the expense is recorded to the appropriate operating funds, cost category and program codes, or cost pool, charging Object Code 9001.

Copiers are leased for the Pewaukee, Mequon, and West Bend offices.

Program specific printing costs will be charged directly to the appropriate program

Indirect Costs

The federally allowed de minimis rate of 10% may be applied when needed using a direct allocation method, which treats all costs as direct costs except general administration expenses. Joint costs (e.g., depreciation, rent) are prorated individually as direct costs to each category and award as appropriate.

Equipment Rental

Any equipment rented from an outside vendor, which benefits a specific program, is charged directly to that program. Equipment rented for general use is included with other office costs and allocated accordingly

Subscriptions

Invoiced costs benefiting a specific program are charged directly to that program. Invoiced costs benefiting a specific activity are charged directly to the appropriate cost pool for allocation. Subscription costs are charged to Object Code 6460.

Advertising/Public Notices

Follow the same procedure as Subscriptions. Advertising/Public Notices costs are charged to Object Code 6370.

Individual Training Payments (ITA Program)

Costs are based on invoices from training institutions, with costs being charged directly to the appropriate operating fund and program code. Costs are charged to Object Code 6760.

Liability Insurance

Annual premiums are recorded as a prepaid expense, then amortized monthly as an Administration cost. The cost is allocated to each grant/activity based on the Administrative Cost Pool (Fund 900) allocation process. The allocated cost is charged to Object Code 9003.

Umbrella liability coverage purchased specifically for the Mequon and West Bend Job Centers is charged directly to Fund 736 (Oz WDC-Operations Fund) and Fund 737 (Wash WDC-Operations Fund) Object Code 6512.

Participant Wages

Participant wages are charged directly to the program they are enrolled in. Wages from the Youth Work Experience Program and Internship Program are program costs. Costs are charged to Object Code 6860 or 6862. Wages refunded to WDI by for-profit worksites participating in the Youth Work Experience Program are recorded in Object Code 6861 or 6863.

Participant Fringe Benefits

Social Security tax (FICA) is charged directly to the appropriate program. (Object Code 6870 or 6871)

Workers Compensation premiums are allocated based on the actual monthly wages charged to each program. (Object Code 6880 or 6881)
On-the-Job Training (OJT) Contract Payments

Based on invoices and charged directly to the appropriate program. For contracts starting in one fiscal year and having the payment issued during the subsequent FY, the cost will be charged back to the FY when the contract started, when possible. (Object Code 6700 or 6702)

Internship Reimbursement Payments

The same procedure is followed as OJT contract payments. (Object Code 6800)

Audit

The cost of the annual audit is charged only to Administration. The cost is allocated among the appropriate operating funds based on dollars audited. (Object Code 6420)

Supportive Services Payments

These monthly payments are charged directly to the appropriate operating fund and Program Code 01-03, Object Codes 6901 (Transportation Services), 6930 (Transportation), 6932 (35%-Transportation), 6940 (Childcare), 6942 (35%-Childcare) or 6960 (Participant Support).

Youth Build Stipends/Job Supports/Bonuses

These payments are always based on a Youth Build authorization form signed by the Youth Build Program Coordinator. Stipends are charged to Object Code 6900. Job Supports are charged to Object Codes 6482 and 6901. All costs are charged directly to the Youth Build operating fund (Fund 073).

Payroll Processing Costs

All payrolls are processed by Waukesha State Bank. WDI is charged for the processing after each payroll is run, or every two weeks. Processing costs are charged to the Administrative Cost Pool (Fund 900), then allocated to the appropriate operating fund based on the ACP allocation process. (Object Code 9010)

Sub-Recipient Payments

These payments are charged directly to the appropriate operating fund and cost category based on the Monthly Financial Report (MFR) submitted by each Sub-Recipient. (Object Code 6610)

Equipment

Equipment is defined as an article of tangible property having a useful life of more than one year and an acquisition cost of $5,000 or more. Equipment will be depreciated on a straightline basis over the useful life of the Item. The monthly depreciation charge will be included with other office costs for allocation purposes. Items of tangible property purchased with a unit cost under $5,000 will be recorded in Fund 953 (General Clearing) Object Code 6200 or 6210 (Durable Goods < $500 and > $500) and either treated as an office cost and allocated accordingly, or charged directly to the benefitting operating fund(s) if that is more appropriate.

Professional Services; Consulting Fees

These costs are always based on invoices and charged directly to the benefitting program, and usually Object Code 6400 (Professional Services). There are other Object Codes in the 6400 series which may be used if appropriate.

Legal Fees

These costs are always based on an invoice and charged directly to the Administrative Cost Pool (Fund 900), to be allocated to the operating funds following the ACP allocation process. Legal fees are charged to Object Code 6410.
ORION Technical Support

Follow the same procedure as Legal Fees. Technical support costs are charged to Object Code 6430.

Bank Service Charges

These costs originate from Waukesha State Bank, which provides payroll processing services to the company as well as general banking services. These costs are to the Administrative Cost Pool (Fund 900) for allocation.

Other Costs

In general, any costs falling in this category are based on an invoice and are charged directly to the appropriate operating fund and program code. The types of Other Costs that may occur are:

- Participant clothing
- Participant mileage (other than that paid through Supportive Service Payment System)
- Any other allowable costs

Youth (WIOA) Expenditures

Cumulative youth expenditures are allocated for CORe reporting purposes between the In-School and Out-of-School categories based on documented time needed to serve youth in each category. This information is provided monthly on the Youth Enrollment Report prepared by a Program Services Assistant.

WIOA Youth Summer Employment Opportunities

Summer youth expenditures are not so much allocated as segregated from year round WIOA Youth expenditures via the contracting process. Separate short-term subcontracts may be awarded specifically for summer youth activities. Likewise, in-house program expenditures are charged to separate summer youth program codes, which allows them to be easily tracked by the WDI accounting system.

This cost allocation plan has been prepared in accordance with OMB 2 CFR 200 Uniform Guidance. The effective date of this plan is July 1, 2015.

This Direct Cost Allocation Plan is approved by:

Francisco Sanchez, President  
Waukesha-Ozaukee-Washington  
Workforce Development, Inc. (WDI)  
Date: 10-2-15

Hugo Marcon, Controller  
Waukesha-Ozaukee-Washington  
Workforce Development, Inc. (WDI)  
Date: 8/29/15
ATTACHMENT R - Local Board/One-Stop Operator Agreement

At this time a Memorandum of Understanding between the Local Board and the One-Stop Partners is being developed for the June 30, 2016 deadline.
ATTACHMENT S - Priority of Service to Veterans' Policy

E-9 Veterans and Eligible Spouses Priority of Service
Updated 7/1/2015

The Jobs for Veteran’s Act (JVA) requires that veterans and eligible spouses who meet WIOA eligibility requirements receive priority of services for all WIOA provided services and programs. Veterans and eligible spouses who are in the adult program and are also low income, public assistance recipients or basic skills deficient have highest priority. WIOA requires that priority of service considerations be factored in at all times rather than implementing priority of service only when funds are limited.

Priority of service means that veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for services. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person. Priority of service also applies to non-veterans who are low income, public assistance recipients or basic skills deficient (see policy E-13). Priority must be provided in the following way:

- To veterans and eligible spouses who are also recipients of public assistance, other low-income individuals or individuals who are basic skills deficient
- To non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient
- To veterans and eligible spouses who are not included in WIOA’s priority groups
- Last, to non-covered persons outside the groups listed above

For a service such as classroom training, priority of service applies to the selection procedure, as follows. First, if there is a waiting list for the formation of a training class, priority of service is intended to require a veteran or eligible spouse to go to the top of that list. Second, priority of service applies up to the point at which an individual is both: a) approved for funding; and, b) accepted or enrolled in a training class. Therefore, once a non-covered person has been both approved for funding and accepted/enrolled in a training class, priority of service is not intended to allow a veteran or eligible spouse who is identified subsequently to "bump" the non-covered person from training class.

Veteran means a person who served at least one day in the active military, naval or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component.

Eligible spouse is defined at section 2(a) of the JVA (38 U.S.C. 4215[a] means the spouse of any of the following:

1. Any veteran who died of a service-connected disability.
2. Any member of the Armed Forces serving on active duty who, at the time of application for priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
   a. Missing in action
   b. Captured in the line of duty by a hostile force; or
   c. Forcibly detained or interned in the line of duty by a foreign government or power
3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
4. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories 2 or 3 above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g., if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

Veterans and eligible spouses are to be identified at the point of entry into WIOA services, whether it is in-person or virtual. The point of entry is the point at which the WIOA service provider meets with the applicant to discuss the individual’s qualifications for WIOA services. We must ensure that veterans and eligible spouses are aware of and given the opportunity to take full advantage of these rights:

- Their entitlement to priority of service among those who meet the eligibility requirements for WIOA services and programs
- The full array of WIOA employment, training, and placement programs and/or services under priority of service
- Any applicable eligibility requirements for those programs and/or services

The following process should be used by all case managers:

- Case managers will present veterans and eligible spouses with the information sheet, “Priority of Service for Veterans and Eligible Spouses,” and the grievance letter and policy
- Document on the Adults/Dislocated Workers or Youth Checklist that they have provided this required information to the veteran or eligible spouse.

In addition, Priority of Service banners and/or posters are required to be posted in lobby areas of all WOW Workforce Development Centers.

**Limited Funds - Priority of Service**

In the event of limited training funds, priority will be given in the following order:

1. WIOA participants continuing in training per their Individual Employment Plan and regardless of veteran status
2. Potential trainees who are veterans or eligible spouses of veterans, and receiving public assistance or are low-income
3. Potential trainees receiving public assistance or are low-income
4. Any other person meeting the definition of a veteran and eligible spouse of a veteran
5. Any other person
ATTACHMENT T - Incumbent Worker Training Policy

T-07 Incumbent Worker Training
Updated 12/15

Purpose
To establish local policy for providing services to incumbent workers under the Workforce Innovation and Opportunity Act (WIOA) and identify the requirements for One-Stop Operators and service providers to adhere to in providing such services to adults and dislocated workers.

Background
Incumbent Worker training provides both workers and employers with the opportunity to build and maintain a quality workforce. Incumbent Worker training can be used to help avert potential layoffs of employees, or to increase the skill level of employees so they can be promoted within the company and create backfill opportunities for the employers.

To qualify as an incumbent worker, the individual must [Per §680.780]:
- Be employed,
- Meet the Fair Labor Standards Act requirement for an employer-employee relationship, and
- Have an established employment history with the employer for 6 months or more determined through an employment verification form

The training must satisfy the requirements of WIOA and increase the competitiveness of the employee or employer. Training must follow the Board approved training list. An incumbent worker does not necessarily have to meet the eligibility requirements for career and training services for adults and dislocated workers under this Act.

Policy
The WOW Board supports the use a maximum of 20 percent of the funds allocated under section 133(b) [Adult Employment and Training Activities and Dislocated Worker Funds] to pay for the program cost of providing training through a training program for incumbent workers base upon eligibility [per WIOA section 134 (d)(4)(A)(i)]. Employers participating in the incumbent worker training shall be required to pay for the non-Federal share of the cost of providing the training to incumbent workers of the employers. Agreements with employers regarding worker training must be in writing and must ensure that all participants are provided a structured training opportunity by which to gain the knowledge and competencies necessary to retain employment and avoid lay-offs.

Employer Eligibility Criteria:
In determining eligibility of an employer to receive incumbent worker funds, the following factors must be considered:
- The characteristics of the participants in the program
- The relationship of the training to the competitiveness of a participants and the employer, and
- Other factors as the local Board may determine to be appropriate, which may include the number of employees participating in the training, the wage and benefit levels of those employees (at present and anticipated upon completion of the training), and the existence of other training and advancement opportunities provided by the employer [per WIOA section 134 (d)(4)(A)(ii)].

The Governor or State Board may also make recommendations to the local Board for incumbent worker training that has a statewide impact (per WIOA section 134(d) (4)(A)(iii)).

The training activities for incumbent workers shall be carried out by the Board in conjunction with the employers or groups of employers of incumbent workers (which may include employers in partnership with other entities for the purposes of delivering training) for the purpose of assisting such workers in obtaining the skills necessary to retain employment or avert layoffs [per WIOA section 134(d) (4) (B)].
**Employer Share of Training Costs:**
Program funds will be used to reimburse employers providing incumbent worker training on a graduated scale based on the size of a business. Such participating employers must pay the remaining share of the costs not covered by WIOA program funds for providing such training [per WIOA section 134(d) (4) (C)].

The local Board shall establish the employers’ share of cost, taking into consideration factors such as the number of employees participating in the training, the wage and benefit levels of the employees (at the beginning and anticipated upon completion of the training), the relationship of the training to the competitiveness of the employer and employees, and the availability of other employer-provided training and advancement opportunities [per WIOA section 134(d) (4) (D) (i)].

For an employers’ share of cost, a sliding scale has been established based on the employer size (i.e., not based on nationwide employer size) where the incumbent worker training will be provided. The employers’ share of cost shall be at a minimum [per WIOA section 134(d) (4) (D) (ii)]:
- 25 percent of the cost for employers with 100 or less employees; and
- 50 percent of the cost for employers with more than 100 employees.

Incumbent worker funds will not be used to cover training supplies, employer wages, books, etc. All training cost plans will be evaluated on a case by case basis.

**Definitions**

**Incumbent worker** – An individual who is employed, meets Fair Labor Standards Act requirements for an employer-employee relationship, and has an established history with the employer for 6 months or more determined through an employment verification form. – Per §680.780

**Incumbent worker training** – Training designed to meet the special requirements of an employer (or group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting workers in obtaining the skills necessary to retain employment. The training is conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained. – Per §680.790

**In-Demand Industry Sector or Occupation** – In general:
- An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or
- An occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.
- Training must follow the Board approved training list.

**Restrictions**
Funds provided under WIOA cannot be used to pay the wages of incumbent worker employees during their participant in an economic development activity provided through a statewide workforce development system [per WIOA section 181(b) (1)].

When a relocation of a business results in the loss of employment of any employee of such business, no funds provided for employment training can be used for incumbent worker training until after 120 days has passed since the relocation that caused the loss of employment at an original business location in the United States [per WIOA section 181 (d) (1)].
ATTACHMENT U - Transitional Jobs Policy
At this time the WDB does not plan on using funds for Transitional Jobs.
ATTACHMENT V - Individual Training Account Policy

T-00 WIOA Training Services
Updated 12/10/15

Background: Training services are the third tier in the WIOA Title 1 continuum of services and are intended for participants who are unable to obtain or retain employment or have obsolete or limited skills. The decision to provide training services to participants will be reached jointly by the individual and the case manager. In order to assist participants toward their employment goals as quickly as possible, it is expected that training activities will be intensive and full time. Those who are deemed eligible to receive training will be given an Individual Training Account (ITA) or Scholarship, information on providers, which will include the cost of training and the success rate of the training provider. Participants will then be expected to choose a provider and to accomplish their training objectives expeditiously. An expected outcome for participants in training services is the attainment of a diploma, certificate and/or credential. For youth program participants, Attainment of Degree or Diploma is a set DOL performance measure, so an expected outcome of training.

Training services include occupational skills training (youth program component) and occupational classroom (adult, dislocated worker program component). The training services are funded through Individual Training Accounts (ITAs) or Scholarships.

Allowable Training
Policy 12.15 – Approved Training Lists: Every year, typically at the November/December Board meeting, the annual Occupational Training Programs are reviewed and decisions are made on which programs will be funded beginning the next school year. See Policy T-02 for a listing of approved training programs. Training programs approved for funding meet the following criteria:
- Minimum of 20 or more graduates statewide;
- At least 50% of responding graduates are employed in training-related occupations;
- Reported median wage of $12.00 minimum; and
- The program is offered by at least one of the three area technical colleges.

Consideration will be given to short-term programs that career ladder into programs on the occupational training list.

Policy 6.09 – Certificate Programs: The WOW Board approved the recommendation to add some training programs that result in a Certificate. The following Certificate Programs will be approved without any further review needed:
- CNC Operator – MPTC
- Industrial Maintenance – MPTC
- Human Resources Management – MATC
- Medical Billing Specialist – MPTC
- Office Assistant Medical – WCTC Levels 1 and 2
- Paralegal Certificate- MATC
- Accounting in Healthcare – WCTC
- Advanced Computer Aided Design (CAD) – WCTC
- CNC Boot Camp – MPTC
- Welding Boot Camp - MPTC

Other certificate program requests - if a participant is interested in a specific certificate program do the following:
- Determine what type of employment can be obtained with this certificate program. If no jobs can be linked to this certificate program, do not ask for inclusion on the State’s list. An
example: these certificate programs are not essential to nor do they greatly enhance chances to get a job – Customer Service, American Indian Studies or Native Landscape Plants. These do – Commercial HVAC, Phlebotomy Technician and Medical Billing Specialist.

- Make sure the jobs are on the Occupations Projection list and show a median wage of at least $12.00.
- Check the State list to see if the program is already approved.
- If not on the state list, send the complete written description of the certificate program that includes the description of the courses to be taken to Information Specialist. School websites contain these descriptions.
- Information Specialist and Program Manager will review the request for the certificate programs and contact the school if the request will move forward. The school must be the applicant for inclusion.
- It can take up to one month after an application is sent to the state for the approval.
- After notification that the program is approved, or if the program is already on the approved list, submit the ITA/scholarship application with all required documentation.
- Approved certificate programs list (above) will be updated periodically.
- Although other certificate programs exist, to be approved, the program must be one that can be completed within one year and the participant intends to complete it within the shortest possible time.

**Other Allowable Training:** The Board also recognizes the value of training programs that may not meet the new definition for performance purposes or directly lead to occupations with wages above the approved median wage. As a result, the Board agreed to continue funding the following training programs that do not meet the new credential definition, but are critical to the success of most individuals entering or re-entering the workforce or considering changing jobs requiring different skill sets:

- GED/HSED
- Remedial education classes necessary to upgrade skills for employment or to enter a degree program
- Computer classes that are a prelude to degree program courses in any industry sector
- Computer classes if necessary to obtain employment in any industry when the participant already has credentials and occupational skills
- Policy 8/08: The dollar limit for any number of computer basic classes and related books and supplies is $1800. If the total of $1800 is not spent in one fiscal year, another ITA for the unspent balance may be approved for additional basic computer classes in the next fiscal year. The limit is $1800 over 2 fiscal years. No third year because this is intended to be short term intensive basic training.
- Software Expenses: Clarification on when software will be allowed as a training cost as part of an ITA or scholarship. Funding will only be allowed when all of the following conditions apply:
  - The course is an on-line course (meant to be taken on a home computer).
  - The course syllabus lists the software as required.
  - The participant does not already have the software on their home computer.
  - We do not pay for computers, internet connections or software for classes taken prior to the course offering.

The Board will not approve any out-of-state training (Exception as of 4/07: North Country Heavy Equipment School, Escanaba Michigan, - Basic Heavy Equipment Operator).

ITA’s for completion of baccalaureate degrees will be considered. The participant must be able to prove junior status in their chosen field. ITA’s for post-graduate degrees will not be considered.
Funding Amounts/Limits

Updated 12/08: Effective for any training beginning or continuing after January 1, 2009, the funding limits for Individual Training Accounts (ITA) and Youth Scholarships will be:

- Short-term ITA and Scholarship accounts: $1,800 per fiscal year – July 1- June 30 (short-term training is defined as any program less than 1 year in length or less than 432 hours)
- Long-term ITA & Scholarship accounts: $4,300 per fiscal year – July 1- June 30

Participants in training leading to an associate degree can receive an ITA for a maximum of $4300 per fiscal year after student financial aid grants have been applied to the total cost of the training. ITA/Scholarship funds will be drawn down to cover required tuition, books, supplies, training, tools and clothing, and fees for WDB-Approved training programs.

Because not all participants are able to complete programs in 2 years, the Board approved a lifetime limit of $10,500 per participant for ITAs or scholarships effective for all current and new participants beginning 1/1/09.

ITA funds not utilized by a participant will be de-obligated at the time of the ITA/Scholarship end date. Funds will not be carried over to the following year but will go back to the general training fund for redistribution for other participants.

All participants interested in long-term training programs will be required to apply for financial aid and to bring in proof of both application and award letter. Any grant or scholarship received by a trainee will be applied against the total training cost for the ITA/Scholarship period requested and must be reported to the WIOA case manager.

Full-Time Status

Full time training is defined as enrollment in an accredited educational program, approved by the WOW Workforce Development Board and must be at least 12 credit hours (6 credit hours during the summer). Training in either non-accredited or non-WDB approved training programs is not allowed (unless exception is made and approved by WDI). See T-02 re: Board Approved Training Lists. Additional training consideration will be given to a participant who has already started training in a non-technical training program if the training can be completed within two years.

Under certain circumstances less than full time training may be allowable and will be determined by the WDI President on an individual basis. Such part-time training should be for a short period of time and be consistent with the participant’s assessment and occupational objectives. Examples of the allowable part time training are:

- Inability to schedule training courses due to lack of availability.
- Only a few courses are needed to complete a degree.
- The need to work while participating in training activities.

If part-time training is approved as part of the IEP, part-time employment will be strongly encouraged.

Program Enrollment

Individuals who have registered/enrolled in an academic/technical program prior to enrolling the WOW WIOA program will not be eligible for reimbursement of these previously incurred expenses.

WIOA participants must be accepted into the training program, not just the school (example: formal application for admissions in accounting program). Sometimes training program admissions is restricted to certain months or days and any individual who misses the enrollment date deadline will not be
accepted until the next open enrollment. ITA’s will be approved for participants who were not accepted into the program because they missed the deadline. The next opportunity for training program enrollment should be noted on the financial aid information form. For any payments of training costs after the next possible program enrollment date, a copy of the letter approving acceptance into the program must accompany the subsequent ITA or next semester charges.

**Voluntary Drop from School**
Individuals who voluntarily discontinue or fail to start an authorized training program will not be eligible for a subsequent training program paid for with ITA funds. Only the WDI president can approve a subsequent training program based on rare and exceptional circumstances. The participant will reimburse WDI for any tangible costs related to the training (example – uniforms or tools) if the training is not started or not completed. Reimbursement/return will take place within 90 days of notification of intent to discontinue/drop training. Should participants voluntarily drop or fail to start training, both the case manager and the training institution are to be notified immediately by the participant.
ATTACHMENT W - On-the-Job Training Policy

T-05 On-the-Job Training Contracts
Revised 7/1/15: Updated Policy to Meet WIOA Requirements
Revised 2/20/14: Updated Spectrum chart
Revised 11/25/13: Minimum wage increase
Revised 11/21/13: Changed Spectrum Chart
Revised 4/11/13: Changed NEG-OJT Wage Reimbursement amount
Revised 8/23/12: Add On-the-Job (OJT) Training Early Termination of Contract to end of policy
Revised 1/26/12: On 1/26/12, the Board approved basing the % used to determine wage reimbursement, based on company size, to a standard 50, 75 or 90% for all OJT categories.

Purpose
This policy provides guidance for on-the-job training (OJT) contract funded by the Workforce Innovation and Opportunity Act (WIOA), Title 1 programs and the Department of Labor.

Definition of OJT:
OJT is defined in WIOA Section 3(44). “The term "on-the-job training” means training by an employer that is provided to a paid participant while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- is made available through a program that provides reimbursement to the employer of up to 90 percent of the wage rate (based upon the program) of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
- is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, skill requirements of the occupation, academic and occupational skill level of the participant, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

On-the-Job Training (OJT) is employer-supervised training in the public, private non-profit, or private for-profit sector, and is provided to WIOA enrolled adult, dislocated worker, and youth program participants. Through the OJT contract, occupational training is provided for the participant in exchange for wage reimbursement for hours in training.

OJT is a training strategy that the workforce can offer local employers and job seekers. This strategy is particularly important during difficult economic times. OJT puts unemployed adult, dislocated workers, and youth back to work earning a wage while receiving training and employers can be reimbursed for the costs associated with training the new employee.

OJT can be an effective tool in assisting participants who have been unsuccessful in obtaining or retaining employment that allows for self-sufficiency.

OJT is an excellent opportunity for individuals to build their skills and re-establish themselves in new fields. It also provides an incentive to employers to hire individuals and invest in their skill development. It is a very good option for job seekers who:

- Have run out of unemployment or need to earn a wage while learning an occupational skill;
- Are uncomfortable in a classroom setting;
- Prefer to learn by doing and can learn the skills necessary for the occupation more thoroughly on the job;
- Need supervision as they learn specific skills for an occupation.

Policies and Procedures:
The following policies and procedures outline the requirements and steps to follow in implementing On-The Job Training contracts:

- OJT contracts can only occur if the employer agrees to hire the individual and provide the same wages, benefits, and working conditions, at the same level and extent, as other trainees or employees working a similar length of time and doing the same type of work. The occupational training provided under the OJT contract is training for a permanent position that would not have
been available to the employee without the assistance of OJT funding. The WOW Board is committed to using WIOA funds to help those who would otherwise not be hired.

- OJT is administered by WDI in accordance with the Workforce Innovation and Opportunity Act regulations, the Department of Workforce Development Policies and Procedures, Department of Labor, and any other local WIOA regulations and policies as they apply or any other program requirements administering OJT's.
- Any OJT Employer Training Contract operates on a fixed-unit price basis between the employer and Waukesha-Ozaukee-Washington Workforce Development, Inc. (WDI). The employee wage is negotiated by the Employer Relations Specialist (ERS) and must be a minimum of:
  - $12.00/hour for WIOA Adult, Dislocated Workers, NEG, and SR.
  - $10.00/hour for WIOA Youth
  - $13.25/hour for the TIME program
- A participant trained by one employer may be placed in a subsequent comparable training-related position with another employer if the prior job does not work out on a case-by-case basis and with the prior approval of the Program Manager. OJT may be followed by classroom (customized) training, either through contract with the employer or though separate arrangements.
- Must not exceed 90% of the total wages paid (based upon the program) by the employer to the participant during the training period for extraordinary costs associated with training the participant (Exception: NEG OJT and TIME);
- May be combined with reimbursement costs for Customized classroom training;
- May be denied if agreed upon training is not provided or if there is a history of OJT abuses (i.e. employer pattern of terminating contract, reducing weekly hours below 32, etc).
- An OJT contract must specify the employee name, starting wage, job title, training hours, start and end date and the maximum reimbursement amount, in addition to the number of hours per week. In addition, the contract stipulates other key provisions as provided for in WIOA regulations or other program regulations.
- Per local Board policy, contracts will be written for a minimum of 32 hours per week.
- Exceptions to the minimum amount of hours per week may be made by the Program Manager after approval by the WDI President. The following criteria may be cause for such consideration:
  - Disabled
  - 55 or older
  - Needs Score exceeding 10
  - Limited ability to speak English
  - Transportation limitations
  - Unemployed 16 of the last 26 week
- An OJT less than six weeks in length is discouraged.
- Occupation selected for OJT must coincide with the most recent W-O-W Workforce Development Board Occupations Projections found in policy T-02;
- Selected occupation must support the participant’s abilities and promote economic self-sufficiency and beneficial career growth in the area of his/her career goals;
- Benefits per company policy, other than those required by law, which have a monetary value (i.e. insurance, paid leave, profit sharing), must be identified to trainee;
- The job trained for is neither seasonal nor temporary.
- An OJT may be done in conjunction with Customized Training which is generally done in a classroom
- If an employer is interested in sending an eligible employed worker for an OJT, the employee will be referred to the incumbent worker training program.

**Customized Training:**

- A Customized Training contract will identify the employee name, social security number, name of class to be taken, start date, end date, and the maximum reimbursement. The following guidelines must be adhered to for the duration of the Customized Training contract: Terms and
conditions of an OJT contract and/or Customized Training contract will be negotiated by the ERS before the participant is hired and begins training.

- An employer must abide by the conditions of the Employer Training Contract. A contract will be terminated if employer is found to be in violation.
- Length of OJT Training: An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant’s individual employment plan.
- Employees are to receive actual training in a definable set of skills which they do not already possess.

Contract modifications can be made under certain circumstances but must be reviewed with the Program Manager. If approved, copies of the modification will be provided to the employer, the ERS, and the case manager for the participant file. Central file maintains a complete contract file, including any modifications approved.

**Process:**

1. **CASE MANAGER (CM)**
   - Determines participant eligibility and job readiness
   - Completes ERU Referral form
   - Forwards referral to ERS, along with a copy of the IEP, participant resume, WIOA Application, and a Manage Service form (completed with everything but dates).
   - Provides participant with an OJT card and educates them on how to use it.
   - Reminds participant to communicate all interview activity

2. **EMPLOYER RELATIONS UNIT (ERU)**
   - ERU Administrative Assistant enters referral information onto the Referral List
   - Assists in search for job openings
   - Completes if OJT occurs:
     - Employer Training Contract Proposal (except for end date which is done by Program Services Assistant (PSA))
     - Training Plan with employer and secures all signatures (Except trainee: signs on first day).
   - Forms to be included in an OJT proposal packet are listed below:
     - ERU Referral
     - IEP
     - Resume
     - Contract Proposal
     - Training Plan
     - Manage Service Form
     - Application
     - Job Description
     - Union Concurrence Form, if applicable
   - Completed forms are sent to the ERS Manager for review

3. **CENTRAL CONTRACT FILE**
   - Enters information into contract software to determine end date (will adjust if there are anticipated employment closings due to holidays/layoffs listed on contract proposal).
• Enters the actual start date and planned end date on the Manage Service form
• Gives a copy to PSA to open the OJT service in ASSET
• Develops the contract and attaches all of the above paperwork.
• Gives to President for final signature.
• Gives copies of the following to ERS:
  • Cover letter for employer
  • Contract with President’s signature
  • Monitoring form
  • Training Plan
  • Timesheets
  • Labor union concurrence (when applicable)
  • Welcome letter

4. ERU
• Presents contract to employer for signature no later than the start date and secures signature of trainee on the Training Plan.
  • Provides copies to PSA and Case Manager
• Conduct monitoring midway through the contract with the employer and trainee without exception. Secure signatures.
  • Provide copies of signed monitoring reports to PSA and Case Manager.

5. PSA
• Receives monthly timesheets/evaluation form from employer and records status of contract.
• Sends copy of timesheet/evaluation form to ERS and Case Manager
• Sends an invoice and letter of instruction to employer upon completion of contract with a copy to ERS and Case Manager.

6. ERS
• Sends thank you letter to employer.

7. CASE MANAGERS
• Verify the end of the training with the ERS or PSA-B based on end date on contract.
• Submit Exit form and Manage Service form to PSA-A to exit participant and close out services.
• Completes Follow Up with participant following program requirements.

• IN THE ABSENCE OF PROCEDURE
  • In the Absence of President:
    • Employer Relations Manager delivers OJT to the Operations Manager for final review and approval.
    • If both President and Operations Manager are absent, Employer Relations Manager delivers OJT to WIOA Program Manager for final review and approval.
  • In the Absence of Employer Relations Manager:
    • ERS deliver OJT to the Operations Manager for review and signature and then delivered to President for final review and approval.
If both Employer Relations Manager and Operations Manager are absent, ERS deliver OJT's to WIOA Program Manager for review and signature and then delivered to President for final review and approval.

**Calculation of Hours for OJT:**
The actual number of hours assigned to an OJT contract is taken from the Training Time Conversion Chart. The hours indicated on the chart are determined by use of these two figures:

1. The skill level of the job being learned which is determined by the O*Net Job Zones. To find the O*Net code:
   - Go to: [https://www.onetonline.org/](https://www.onetonline.org/)
   - Put the most descriptive job title into the Occupation Quick Search Box and click Go.
     - If a list is produced, choose which title fits best.
   - Scroll to the bottom of the page to find the Job Zone description.

2. The Needs Score is found on the Referral Form. The case manager determines the Needs Score of the participant by identification of barriers to employment.

The number of hours assigned to each contract can be adjusted within the determined range by the ERS’s assessment of the:

- Complexity of the job being learned (as noted on the job order form);
- The company's products and procedures;
- Participant’s ability to learn (as noted on the contract proposal).

**Training Time Conversion Chart**

<table>
<thead>
<tr>
<th>O*Net Job Zone</th>
<th>Participant Needs Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0-3</td>
</tr>
<tr>
<td>Level 1</td>
<td>X</td>
</tr>
<tr>
<td>Level 2</td>
<td>240-240</td>
</tr>
<tr>
<td>Level 3</td>
<td>240-250</td>
</tr>
<tr>
<td>Level 4</td>
<td>240-260</td>
</tr>
<tr>
<td>Level 5</td>
<td>240-280</td>
</tr>
</tbody>
</table>

The total training hours for reimbursement cannot exceed the maximum determined on the Training Time Conversion Chart. That means that the stand alone OJT hours, or the combination of OJT plus subsequent Customized Training hours, are not to exceed the number of hours on the Training Time Conversion Chart for that participant for the job indicated in the Training Contract Proposal. When requesting hours for training that exceed the recommended amount on the Conversion Chart, case managers are to discuss justification with the Program Manager to get approval.

The OJT training length of fewer hours than indicated on the Training Time Conversion Chart may be necessary when budget restrictions prohibit funding full-length contracts.

Training will not be approved for low wage jobs with high turnover and occupations in which employees need minimal training in order to be fully productive. Such occupations include but are not limited to: dishwasher, food server, waitress, or housekeeper.

**Monitoring:**
The ERS must monitor on site at least once during the contracted hours (preferably mid-way) using the monitoring form. In exceptional cases, monitoring may be done via means other than on-site. Exceptions are to be discussed with the ERU Manager prior to monitoring.

The ERS will review the OJT Training Plan with the employer and employee during monitoring. Both employer and employee must be interviewed. The employer will sign the Employer Review section. Monitoring must assure that all requirements are met and reimbursement amount substantiated by:

- Payroll records
- Time sheets
- Training records in accordance with specification on the OJT Training Plan
The results of the ERS observations of the workplace will be reviewed with the employer prior to the employer signing the monitoring report. Employee section of the monitoring form will be signed by employee and ERS.
ERS, Case Manager, and WIOA program assistant or TIME program assistant all get copies of the monitoring report.
In addition, local monitoring of the OJT files to ensure compliance with all policies governing OJT will occur randomly on an annual basis.

**Role of Participants in OJT:**
If after the interview, evaluation/assessment, and case management is conducted, a participant can be considered for an OJT if they are found to be unlikely or unable:
- To obtain or retain employment that leads to self-sufficiency or higher wages from previous employment, and
- To possess the skills and qualifications to successfully participate in training.

Additionally an OJT is considered only if the training is linked to a job in the local area and other grant assistance options were explored and are unavailable or do not fully cover costs. Only those individuals who meet the eligibility requirements for intensive services; who have been thoroughly assessed regarding their occupational skills and academic skills, as well as their prior work experience, interests and abilities prior to the referral; and for whom an IEP has been developed may be considered for OJT. The IEP must identify the use of an OJT as appropriate to reach the trainee’s employment goals and achievement objectives and be attached to all OJT referral paperwork. Participants must be considered “job ready” by the case manager. This means they have a resume, have participated in interview workshops, and have been assessed by the case manager as a good candidate for this type of training.

The following considerations should be addressed to make a decision about suitability for an OJT:
- Does the participant need to learn skills for the desired position, or have those skills already been acquired?
- Does the participant have a need for training?
- What is the best way for the individual to obtain the skills needed (i.e. OJT or occupational skills training)?
- Can the position be obtained at this company without OJT training? If a need for OJT cannot be documented, a direct placement or referral to other services should be considered. If a need for OJT has been determined and recorded on the IEP, a referral may be made to appropriate employers.
- Is the participant likely to succeed in training?
- Is the participant likely to complete the training?

Keep in mind, it is not only important to ensure the eligibility of the participant/trainee, but also to assure the individual's suitability for OJT with the employer in question.
Participants who successfully completed an OJT in the past and subsequently become a customer again, may be considered for another OJT if it supports the IEP goals and all other OJT criteria. However, if an OJT participant has voluntarily terminated an OJT contract or had an OJT contract terminated by an employer, an additional OJT will only be considered after discussion between the ERS representative, the Case Manager and Program Manager. Participants who are denied multiple OJTs continue to be eligible for other job search and assistance services, including one-on-one case management services, access to job ready workshops, mail notifications regarding Job Fairs, etc.
A participant may not be hired by a previous employer under an OJT in the same, similar, or upgraded position.

**Assessment of Participant:**
Regardless of the source of the referral for a possible OJT, it is essential that the job seeker have an assessment by a case manager that supports the OJT plan. An objective assessment is a comprehensive evaluation of the capabilities, needs and vocational potential of the participant. It is used to develop an Individual Employment Plan (IEP) which includes a realistic employment goal. The participant’s
objective assessment and IEP must support an OJT as an appropriate activity. Not only is this expected quality service, but the reputations of WDI and the WDCs are affected when participants succeed and when they fail.

**Role of Employers:**

Employers can be identified by the participant or the Employer Relations Unit to participate in an OJT. Identified employers are required to hire the participant and then to train them. They must be willing to provide supervision and occupational skill training and complete a Training Plan detailing specific skills that will be taught, the method they will use for training, specific competencies that will be achieved and how they will be measured. Employers must also be willing to adhere to all rules and regulations governing this service as stated in the Employer Contract and described in Key Provisions listed on the back of the contract. ERS's determine if the employer is eligible for OJT based on previously stated criteria as well as a review of the employers successful history with OJT's and all requirements.

An OJT contract will only be written with the employer who:

- Is a customer of the Workforce Development Center partners;
- Intends to continue to employ the participant after successful OJT completion;
- Is able to provide training, supervision, tools, etc. for the employee;
- Hires the participant only after eligibility and appropriateness of OJT is determined;
- Would not have hired participant without OJT;
- Agrees to pay the participant at the same rate, including periodic increases not related to individual performance, as other employees or trainees doing similar work, and never less than the state or federal wage, whichever is greater.

After two (2) or more OJT contracts, an employer will be ineligible for additional contracts if, within the past two (2) years, he/she has:

- Not provided long-term employment for OJT participant at least 13 weeks after wage reimbursement ended and participant was exited from the program; or
- Not maintained hourly wage rates equal to or higher than the OJT contracted wage for employees after completion of their OJT; or
- Terminated a participant without just cause.

An employer who is determined ineligible will remain so for up to one year from the date of which the latest OJT participant was terminated without just cause. See early terminations section for more information.

**Unions:**

Where a union bargaining agreement exists and is applicable to the position of the trainee, the Employer Training Contract for OJT must not conflict with that agreement. The employer must obtain written concurrence of the bargaining unit. Written concurrence must be submitted with the Employer Training Contract Proposal in order for the contract to be reviewed for WDI approval. Funds provided to employers for OJT or customized training must not be used to directly or indirectly assist, promote or deter union organizing.

**Staffing Companies:**

An OJT contract with a temporary employment agency is not allowed. An OJT may be utilized with an employer who used a temporary agency but will hire the temporary employee into regular employment if identifiable skill upgrading will occur in the permanent position. It must be made clear to the temporary employment agency that the permanent employer will be the OJT contract holder and is the entity to be reimbursed for the costs of training.

**Regular Referrals:**

Case Manager/Employment Specialist refers one of their enrolled participants who is determined job ready to the Employer Relations Unit. Job ready is defined as having a resume, participated in interviewing process, or attended other job ready workshops. A participant may apply for a position and use an OJT participant card to let the employer know that funds are available for training reimbursement. This differentiates the candidate from other candidates who may be more qualified for the position and require less training. Participants are encouraged to use the card as a self-marketing tool for getting hired.
Reverse Referral:
An individual referred by an employer may be considered for OJT only after the individual has met eligibility requirements for training services, has received a comprehensive assessment, and for whom an IEP has been developed that indicates OJT is appropriate. All must occur prior to the hire date.

Reimbursement for Employers:
Reimbursement is based on a percentage of the hourly pay rate. Reimbursement rates vary -- 50%-75% for regular OJT, between 50%-75% for NEG OJT (depending on company size), and between 50%-90% for TIME-OJT.

**REGULAR OJT:**

<table>
<thead>
<tr>
<th># of Employees* (at hiring facility)</th>
<th>% of Training Wage Reimbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td>250 or less employees</td>
<td>Up to 75%</td>
</tr>
<tr>
<td>250 or more employees</td>
<td>Up to 50%</td>
</tr>
</tbody>
</table>

*Can determine by internet research, annual reports, asking the company representative.

**NEG-OJT:**

<table>
<thead>
<tr>
<th># of Employees* (at hiring facility)</th>
<th>% of Training Wage Reimbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 or less employees</td>
<td>90%</td>
</tr>
<tr>
<td>51-250 employees</td>
<td>75%</td>
</tr>
<tr>
<td>Over 250 employees</td>
<td>50%</td>
</tr>
</tbody>
</table>

*Can determine by internet research, annual reports, asking the company representative.

**TIME-OJT:**

<table>
<thead>
<tr>
<th># of Employees* (at hiring facility)</th>
<th>% of Training Wage Reimbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 or less employees</td>
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</tr>
<tr>
<td>51-250 employees</td>
<td>75%</td>
</tr>
<tr>
<td>Over 250 employees</td>
<td>50%</td>
</tr>
</tbody>
</table>

*Can determine by internet research, annual reports, asking the company representative.

OJT payments to employers are deemed to be compensation for the “extraordinary costs” associated with training participants which are costs associated with the lower productivity of the participants and the costs associated with the additional supervision related to the OJT. Extraordinary costs are considered those costs over and above regular new employee orientation training and need to be documented by the employer in order to receive reimbursement.

For determination of reimbursement for OJTs, the Board shall take into account factors consisting of—

- the characteristics of the participants;
- the size of the employer;
- the quality of employer-provided training and advancement opportunities; and
- such other factors as the Governor or local Board, respectively, may determine to be appropriate, which may include the number of employees participating in the training, wage and benefit levels of those employees (at present and anticipated upon completion of the training), and relation of the training to the competitiveness of a participant.

Restrictions:
Funds provided to employers for OJT or customized training must not be used to:
- Directly or indirectly assist, promote or deter union organizing.
- When a relocation of a business results in the loss of employment of any employee of such business, no funds provided for employment training can be used for incumbent worker training until after 120 days has passed since the relocation that caused the loss of employment at an original business location in the United States [per WIOA section 181 (d)(1)].
**Previous Abuse Issues with Employers:**
Employers who have previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits and working conditions equal to those provided to regular employees (who have worked a similar length of time and are doing the same type of work) will not be considered for OJTs.

Employers may not have multiple OJTs if there is a previous pattern of OJT abuse. This includes failing to provide participants with continued long-term employment with wages, benefits and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.

**On-the-Job (OJT) Training Early Termination of Contract:**

**Background:** OJTs are designed to provide a training wage reimbursement as incentive for employers to hire participants who lack all the necessary skills that match the job opening. Employers are reimbursed through Workforce Investment Act funding for an agreed upon time reflecting the time investment needed to provide extraordinary training over and above normal new employee training.

Participants are considered hired by the employer starting the first day of training and, as such, it is expected that the employer follow their normal hiring process in determining selection of the best candidate. It is also expected the employer retain the employee upon completion of the training.

**OJT Abuses:** DOL has an expectation that the Boards put safeguards in place to protect OJT funds from potential employer abuses. Abuses could take the form of employers not screening appropriately and using the OJT as a screening tool as there is little financial impact to the employer with the 50, 75 or 90% wage reimbursement.

In order to be considered for more than one OJT in a calendar year, employers cannot have more than two instances of early contract termination. In addition, early termination on the second contract will result in a 25% reimbursement rate reduction from the original reimbursement percent for hours worked.

**Example:** Contract 1 in calendar year: Contract terminates early. Original reimbursement 90%. Reimbursement is still 90%. Contract 2 in calendar year: Contract terminates early. Original reimbursement 90%. Revised reimbursement is 90% - 25% = $65% and no more OJTs for the calendar year.

**Reference:**
- Workforce Innovation and Opportunity Act Section 4 (44), Section 134(c)(3), Section 181(a), Section 181(b), Section 181(d), Section 194(4)
ATTACHMENT X - Customized Training Policy

Information regarding customized Training is found in the On-the-Job Training Policy.

**Customized Training:**

- A Customized Training contract will identify the employee name, social security number, name of class to be taken, start date, end date, and the maximum reimbursement. The following guidelines must be adhered to for the duration of the Customized Training contract: Terms and conditions of an OJT contract and/or Customized Training contract will be negotiated by the ERS before the participant is hired and begins training.

- An employer must abide by the conditions of the Employer Training Contract. A contract will be terminated if employer is found to be in violation.

- Length of OJT Training: An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant’s individual employment plan.

- Employees are to receive actual training in a definable set of skills which they do not already possess.

Contract modifications can be made under certain circumstances but must be reviewed with the Program Manager. If approved, copies of the modification will be provided to the employer, the ERS, and the case manager for the participant file. Central file maintains a complete contract file, including any modifications approved.
ATTACHMENT Y - Needs-Related Payment Policy
The WDB does not have a needs-related payment policy.
ATTACHMENT Z - Supportive Services Policy

CM-07 Supportive Services Policy
Update 10/15: Updated Policy to reflect changes to WIOA
Update 3/14: Statewide Guidance
Update 6/08: Youth Work Experience Transportation added
Update 1/05: Policy and reimbursement rates established

Purpose: This policy provides clarification on when and to whom we provide transportation assistance or childcare payments and the procedures for doing so. Supportive services may only be provided to WIOA Title 1 adults, dislocated worker, and youth participants who are unable to obtain supportive services through other programs providing such services. (WIOA section 134 (d) (2) (A) and (B).) WIOA funds will be used only after all other appropriate sources have been explored and exhausted. For example, if the participant qualifies for FSET, supportive payments should be explored through FSET funding.

Background: Funds available for supportive services are limited. Case managers will carefully consider the individual circumstances in responding to a request. The priority for use of funds is for participants to attend schooling or training. Case managers may approve a participant for transportation to attend job interviews or job searches. Approvals related to these activities should be limited to participants who meet the low-income requirements.

Supportive Services Policy: Information regarding the availability of supportive services in the Workforce Development Area and referral to those services must be provided to adults and dislocated worker through the workforce delivery system. (20 CFR Section 663.800)

Transportation Assistance is limited to mileage reimbursement, gas cards, taxi tickets or bus tickets. Other forms of transportation costs are not covered; parking lot fees, parking passes, parking tickets, etc.

Reimbursement for transportation is $.12/mile after the first eight miles for auto use. The vehicle does not need to be the participant’s, nor does the participant need to be the driver. Please see Transportation Reimbursement Request form for mileage calculation. A daily or monthly rate may be assigned for public transportation, depending on the circumstances of the individual participant.

Childcare is reimbursed only for the hours that the participant is in training plus an additional hour per day for travel to and from training. Associated costs for child care are not covered; registration fees, etc. Compensation will be for actual childcare hours provided each month; reimbursement rates for care are as follows: 1 child= $2.00/hour, 2 children= $3.50/hour, 3 or more children= $4.50/hour.
It is the responsibility of the case manager to submit only those requests which comply with policy and are complete for supportive payments and to explain the reimbursement policy to the participant. It is always inappropriate to refer participants to the Program Services Assistant for information regarding supportive services.

Procedures for Reimbursement: After the case manager reviews the participant request for completeness and policy compliance, the form for Transportation/ Childcare Reimbursement Request (or both) should be signed, and forwarded to the Program Services Assistant by fax or scan/email.

Once the request is reviewed, approved, signed and dated by the Program Manager, the Program Services Assistant sends a letter describing the reimbursement program to the participant along with WIOA School Attendance Reporting Forms. If the request is for childcare, a copy of the Supportive Services approval
letter is also sent to the childcare provider (a letter explaining the reimbursement process) and Childcare Reimbursement Vouchers. A copy of the approval letter is also sent to the case manager.

All participants receiving Supportive Services will complete the WIOA School Attendance Reporting Form on a monthly basis while they are attending training. This form is signed by the instructor and confirms the days and dates that the participant attends classes. The forms need to be returned to case manager for approval and then forwarded to the Program Services Assistant by the fifth day of the following month via fax or scan/email. From this attendance form, the amount of transportation and childcare reimbursement are determined.

A check is then mailed to the participant for transportation reimbursement or to the childcare provider for their services; checks are processed several times per month. In the event that children are enrolled in the Wisconsin Youth Company’s After School Program, the cost is determined and paid in advance by the participant. WIOA School Attendance Reporting Forms are filled out by After School Program officials and returned to the Program Services Assistant via fax or mail on a monthly basis. Checks are processed and paid to the participant based on these forms.

Youth Work Experience Transportation

The purpose of the transportation supplement is to help youth who would greatly benefit from a work experience but would not be able to take advantage of it without transportation assistance. Case managers must use the transportation supplement as a last resort, not as a selling point.

There is a yearly dollar cap for this service. Questioning and extended efforts will be put forth by the case manager to assist the youth in obtaining their own means of transportation to the worksite. The case manager will not reveal the availability of transportation assistance during this questioning or before determining that the youth will absolutely not be able to participate in the program without transportation assistance. Once the case manager determines the need, the following process will be followed.

The case manager will gather information from the participant to fill out the Transportation Request form. It will be signed by the participant and the case manager after the case manager is sure the participant understands all conditions. It is vital that the case manager be sure the participant understands that if payment is received under false or fraudulent pretenses, or misuses or sells the bus pass or gas card, that he or she must refund the payments and may be subject to prosecution. The parent or guardian is required to sign the statement that the cost of transportation is the only barrier prohibiting the youth from participating in the work experience. The completed form will go with the other paperwork to the case manager for approval. The distance from home to work will be indicated on the transportation request form. Mileage will normally be figured from and to the same address beginning the first day of work and ending when the first pay check is received. If the participant routinely travels to work from or to any other location other than home, it will also be indicated on the transportation request form. Examples are: going to a relative’s house until Mom or Dad gets home, or coming from or going to summer school or a volunteer position. If the daily distances vary, the case manager will figure each day separately, then add up the total distances for the entire time period covered. Transportation will not be covered to different destinations for social activities. No adjustments will be made once the mileage and transportation costs are figured and agreed upon. The youth case managers will figure mileage using Google Maps or another online service that can verify the distance.

If the participant has a disability, the case manager needs to obtain whatever documentation the bus service needs to obtain the discount. There may be a special card the rider has to get from the company. It will then be up to the case managers to verify the participant has the appropriate documents to get the disability rates for the bus (as most often the costs are considerably lower).
Conditions for receiving transportation supplement:

- The distance to the worksite must be more than a mile.
- The participant agrees to cover transportation after the transportation supplement.
- Only those who cannot get a free ride from friends or family or do not already receive a bus pass from another source are eligible.
- The parent portion of the request form will be signed by the parent or guardian.
- It is necessary to have the participant's exact work schedule through the day he or she receives his or her first paycheck. Once the transportation payment is arranged, the amount or means of transportation used in the calculation cannot be changed. Please make that clear to both the employer and participant.
- The bus pass or gas card will be purchased through WDI and given to case managers on a case-by-case basis. The case manager will then give it to the participant.
- Transportation coverage will end the day the first paycheck is received (to and from work for the day the check is received will be included) - no exceptions.
- If a bus pass or gas card is lost, there will be no replacement issued.
- If the work experience ends before the first paycheck is received, the gas card, or bus pass must be returned to either the case manager or business service representative.
- The transportation form will be included with the other start-up paperwork. It is important to get the transportation request to the Program Service Assistant five working days before the start date.
- The least expensive form of transportation to meet the needs of the participant will be allowed. The goal is to make possible a work experience that will teach the youth the values of a job and the rewards of working.
ATTACHMENT AA - Follow-up Services Policy

CM-09 WIOA Follow-Up Services
Updated 12/9/15
DWD Policy Revised 12-11

Background: The goal of follow-up is to ensure job retention, wage gains, life-long learning and career progress. Follow-up services must be made available and documented for a minimum of 4 quarters following exit from the program for all WIOA program participants (in-school youth, out-of-school youth, adults and dislocated workers). Many participants employed in 1st quarter after exit are not employed in 4th quarter after exit. Follow-up is critical to ensure successful, long-term employment and performance outcomes.

Although not all participants will want or need follow-up or retention services, it should be discussed during the development of the Individual Employment Plans. Participants who have multiple employment barriers and limited work histories may be in need of significant follow-up services to ensure long-term success in the labor market and should be encouraged to participate in these services. (Example: A single parent with a limited work history entering unsubsidized employment may require weekly calls. A dislocated worker with a long history of employment may require monthly or quarterly contact).

Allowable Services:
Follow-up services should constitute more than phone contact attempts and/or monthly form letters. Some examples of acceptable follow-up services for adult and dislocated workers include:

- Additional career planning and counseling
- Employer contact, including assistance with work-related problems
- Information about additional educational opportunities
- Peer support groups
- Supportive services information (childcare, housing, transportation, vocational rehabilitation assistance, work clothing, etc.)

Supportive services should be provided on a limited basis. Additional skills training as an approved follow-up service should be rare and limited in both cost and length. The training must have supervisory approval and be well documented in case notes as to the circumstances leading to the decision to fund additional training after entry into unsubsidized employment.

Process:
To best aid in rapid re-employment, follow-up attempts should begin early in the quarter. In the first week of the new quarter, contact the participant via the method most successfully used during program enrollment. If contact is not made, try again to reach the participant in the 2nd or 3rd week of the quarter. A third attempt should be made, if needed, in the last week of the first month of the quarter.

For each attempt, offer services and ask about current job status. For those who have lost their job, begin sending job leads again, update resume and refer to ERU for job placement assistance. To meet performance benchmarks, the participant needs to show earnings in each quarter.

Before terminating contact with a participant during follow-up, at least one intensive strategy must be attempted. Examples of intensive strategies include:

- Sending registered or return receipt mail
- Contacting the last known employer and completing an employment verification form for the file
A minimum of three follow-up attempts, one of which is an intensive strategy, over a minimum of a three-month period should be made prior to termination of follow-up efforts. All follow-up efforts should be clearly documented in the participant record.

<table>
<thead>
<tr>
<th>Exit Date</th>
<th>1st Quarter follow-up due</th>
<th>2nd quarter follow-up due</th>
<th>3rd quarter follow-up due</th>
<th>4th quarter follow-up due</th>
</tr>
</thead>
</table>

**Exception to Performing Follow-up Services:**
No follow-up required for individuals exited with a Global Exclusion (Institutionalized, Health/Medical, Deceased, Family Care, Reservists Called to Active Duty, and Relocated to Mandated Residential Program).

**Policy 8/06 – Episode not Closing Issue:**
While follow-up services are still defined as post-exit activities, U.S. DOL has determined that case managers may plan for and provide follow-up services during the 90-day period between the date of the last program service and the activation of the automated exit. Participant/Exiter Policy. Due to the State’s definition of an “exiter,” some WIOA participants continue to remain open after their WIOA services have been closed. This is due to the participant receiving another service, typically using JCW to continue their job search or the receipt of RTAA/ATAA benefits. These other services can result in the participant remaining open in WIOA for several extra years. Local guidance instructs WIOA case managers to follow the procedures outlined above even though there will be no access to the follow-up status screens. Case managers should continue with the above listed follow-up schedule and just report follow-up attempts and contacts in case notes. It is not necessary to create tickler files and follow that individual for years, just the minimum four quarters.

**Resources:**
*Data Warehouse Report #38 will create a list of participants who exited between any date ranges entered by the user.*

**References:**
ASSET Users Guide, 3-9 Manage Follow Ups
DWD Policy Update 06-06
ATTACHMENT BB - Youth Incentive Payment Policy

The WDB does not plan on offering incentives or stipends for youth at this time.
ATTACHMENT CC - List of Youth Service Providers

Waukesha-Ozaukee-Washington Workforce Development, Inc. is the sole youth provider in the WOW Area.