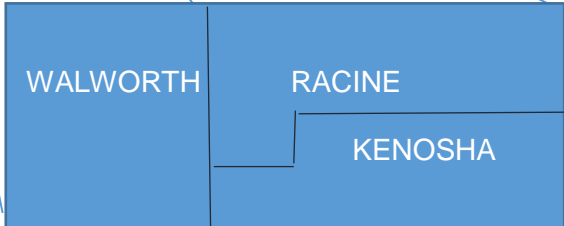


“promote the economic prosperity of the region by providing exceptional workforce development services”



Southeastern Wisconsin Workforce Development Area

(The Counties of Kenosha, Racine and Walworth)

Workforce Innovation and Opportunity Act (WIOA) Plan Program Year 2020 - 2023

Plan Contact: Doug Bartz (doug.bartz@kenoshacounty.org)

A proud partner of the network

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

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

This information is provided in the Regional Plan for WDA's 1, 2 and 3.

This information is in the Regional Plan for WDB #1, #2, #3.

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

The analysis for the knowledge and skills needed by:

- Growth and in-demand industries,
- Employers, and
- Job seekers,

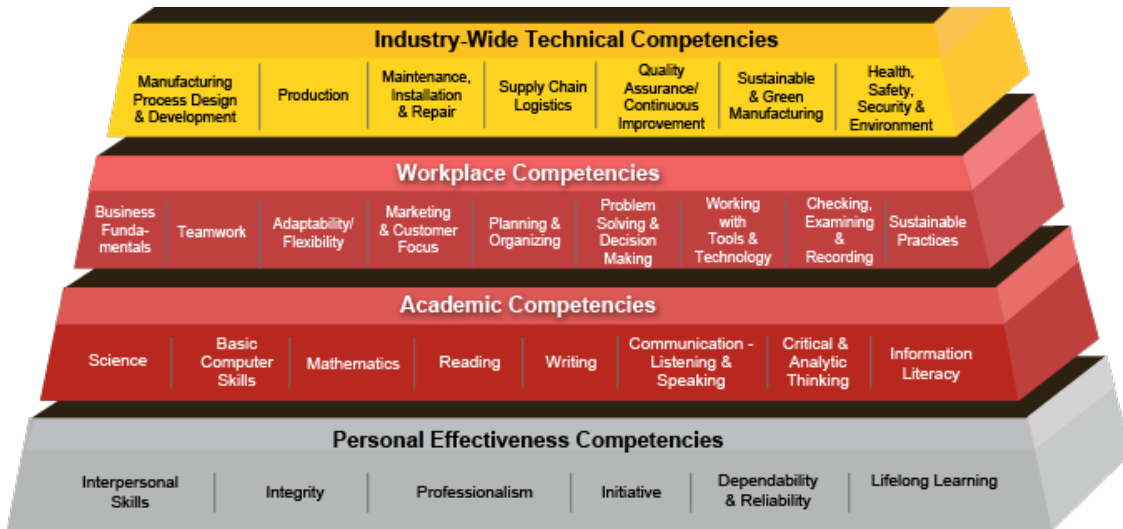
is provided through competency models from the O*NET and Career One-Stop Competency Model Clearinghouse for the in-demand sectors of Health, Manufacturing, Transportation, Leisure & Hospitality and Construction Industries and their related occupations. These growth industries and skill competencies are the projected key future of the SE WI WDA.

Using a building block format, knowledge and skills are built through various competencies. These include:

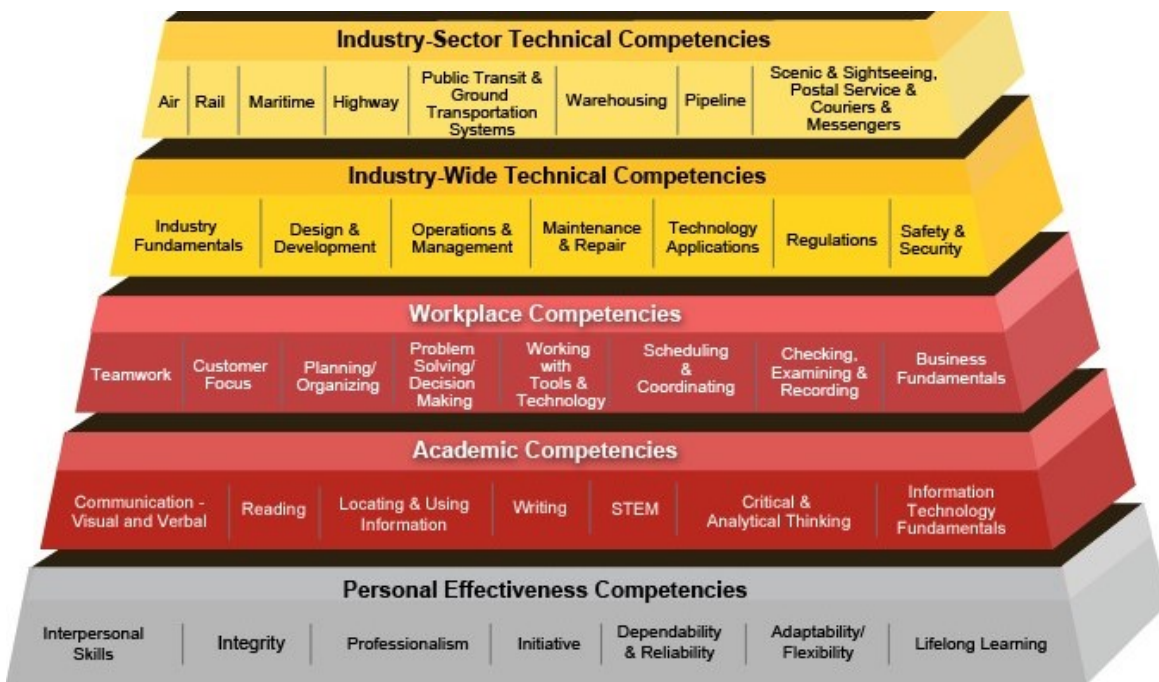
- Personal effectiveness;
- Academic,
- Workplace, and
- Industry-wide technical competencies.

Industry-specific technical competencies can be included if available. The visualization of these competencies follows for the Health, Manufacturing, Transportation, and Construction industries as well as occupational areas within the industry. During the term of the plan, the SE WI WDA will try to build these competencies in job seekers and WIOA enrollees to meet the future hiring needs of employers.

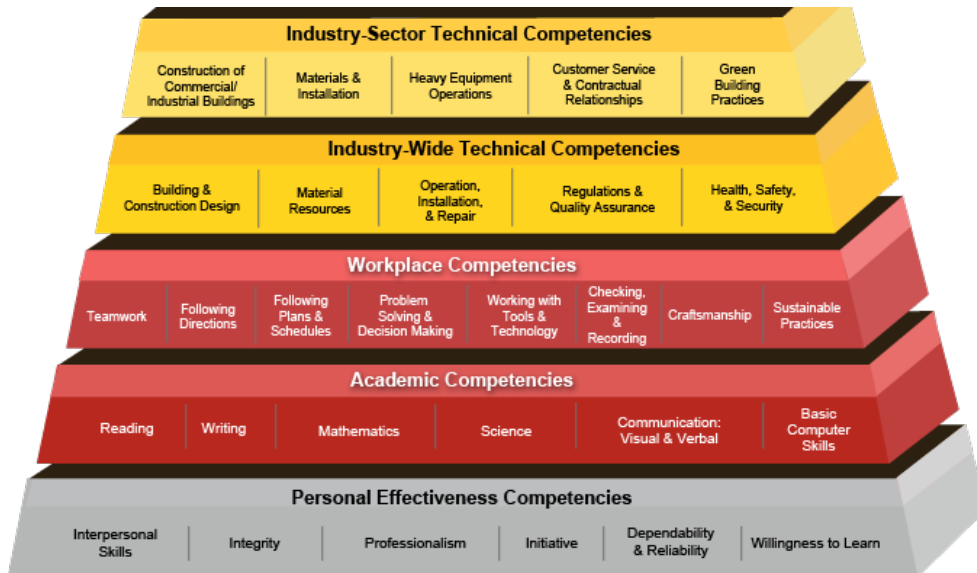
For the Manufacturing industry, planning, managing and performing the processing of materials into intermediate or final products and related professional and technical support activities such as production planning and control, maintenance and manufacturing/process engineering as illustrated in the graphic below:



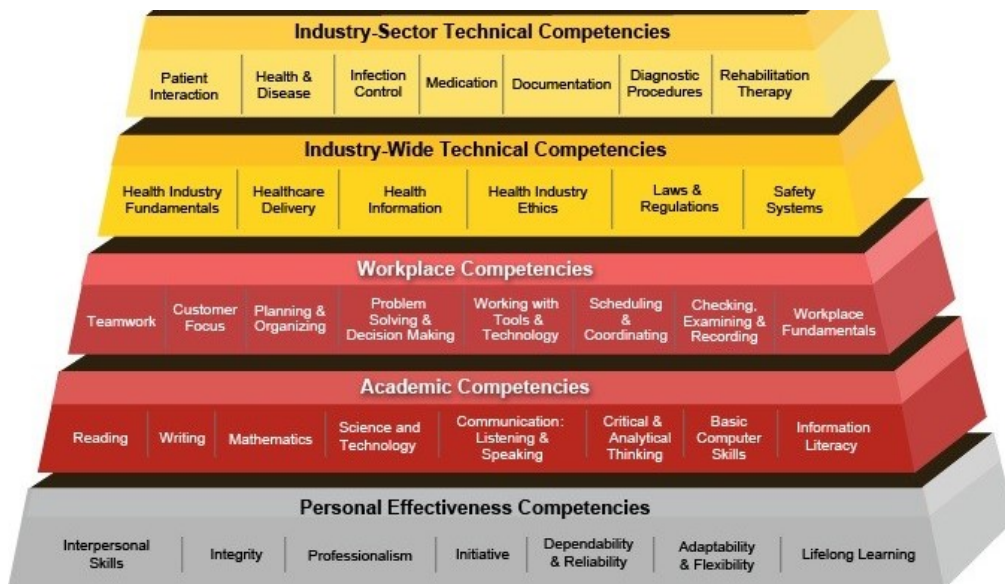
For the Transportation industry, planning, management, and movement of people, materials, and goods by road, pipeline, air, rail and water and related professional and technical support services such as transportation infrastructure planning and management, logistics services, mobile equipment and facility maintenance training as illustrated in the graphic below:



For the Construction industry, planning, managing, building and maintaining the built environment training as illustrated in the graphic below:



For the Health industry, planning, managing, and providing therapeutic services, diagnostic services, health informatics, support services, and biotechnology research and development training as illustrated in the graphic below:



Most of the Personal Effectiveness, Academic and Workplace competencies are common between the key industries and provided by a range of service providers from One-Stop workshops to technical colleges to universities. Special attention is given to individuals with barriers to employment to ensure that their individual needs are addressed during their preparation for entering the workforce, during their education and training activities and with follow-up after employment. The Industry-Wide and Industry-Sector Technical Competencies are generally provided by a technical college, such as Gateway Technical College, or a university, such as UW-Parkside.

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

The analysis of the workforce in the local area begins with the labor force. The labor force has stayed relatively the same over the last two year with little change in the unemployment rate. The table below shows those changes over the past two years. The unemployment rate for 2020 will be unstable due to the COVID-19 pandemic.

Period	2017 Annual	2019 Annual	Change in 2 years
Labor Force	247,093	245,860	(1,233)
Employed	237,714	236,389	(1,325)
Unemployed	9,379	9,471	92
Unemployment Rate	3.8%	3.9%	.1%

The SE WI WDA generally lags in higher educational credentials compared to WI as noted in the following table but compares favorably for less than HS and HS diplomas. But the data below also masks the educational issues especially in the City of Racine with US Census data 2014 showing an estimated rate of 33.2% for those age 18 and over and not having at least a HS/GED award.

Educational Credential	Wisconsin	SE WI WDA
< HS	11.6%	12.6%
HS/GED	31.1%	36.1%
Some College/AA Degree	46.7%	44.6%
BA Degree +	10.6%	6.7%

Even though the Labor Force Participation rate has remained relatively unchanged in SE Wisconsin the unemployment rate is still near record lows making it difficult for employers to find new employees. The labor force participation rate averages 67.3% of those age 16 and older in the labor force.

The labor force that is disabled is a resource for employers. Employers can benefit from employment practices that may be innovative for an employee, such as “Job Carving”. Job Carving assigns certain tasks of a job to more than one employee instead of one employee completing all of the job tasks.

Further study needs to be done for the potential of upskilling the full-time employed disabled population of 6,916. The movement of the part-time disabled population to full time, and movement of the did-not-work disabled population to part-time also needs to be studied. The data does not indicate if segments of the disabled population are working at their capacity.

Employment and Disabilities				
	Wisconsin	%WI	WDA 1	% WDA
Estimate; Total:	3,535,119		285,665	
Estimate; Worked full-time, year round:	1,914,599	54.2%	148,312	51.9%
Estimate; Worked full-time, year round: - With a disability	78,619	2.2%	6,914	2.4%
Estimate; Worked less than full-time, year round:	1,058,064	29.9%	85,690	30.0%
Estimate; Worked less than full-time, year round: - With a disability	89,129	2.5%	7,064	2.5%
Estimate; Did not work:	562,456	15.9%	51,663	18.1%
Estimate; Did not work: - With a disability	176,916	5.0%	16,381	5.7%

The SE WI WDA is located between two major urban areas, Chicago, IL, and Milwaukee, WI. Our location creates a wide open job market for commuting, both incoming and outgoing.

The SE WI WDA is also in a position to partner with the University of Wisconsin-Milwaukee for the Water Consortium because of the WDA’s unique location of Lake Michigan to the east.

A County within the SE WI WDA, Kenosha County, is part of the Greater Chicago Labor Market Area giving recognition for the WDA’s access to one on the nation’s largest labor markets especially for transportation and logistics.

Projected growth in advanced manufacturing and related supply chain industries will create a great demand for a trained labor force.

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

The analysis of the type and availability of workforce development activities for adults and dislocated workers begins with the training organizations. The Educational Approval Program

(EAP) provides statewide leadership in evaluating and approving trade, technical, career, distance learning and degree-granting schools. Their processes of annual reviews and on site evaluations of schools as well as the dissemination of student outcomes and satisfaction information provide valuable information for consumer choice for training options. The EAP was used as a guide to create the following table, which lists the types of training organizations available in the SE WI WDA, and those that are available online, that could meet job skill training needs for the growth industry sectors.

	Located in the SE WI WDA	Virtual or On-Line
Health & Services	5	61
Manufacturing & Related Occupations	1	0
Transportation & Driving	3	2
Construction	3	2

Employers are a direct resource for training. First, employers that employ entry level employees are good resources for job skills training as informal or formal on-the-job training sites. Over 2,000 employers in the SE WI WDA are entry level on-the-job training service providers and more likely to provide basic job skills training for their employees before the employee moves on to other career employment.

Second, employers that are temporary employment organizations are another resource for on-the-job training opportunities. These employers provide entry level training opportunities for those who are ready to work, but need an improved work history to gain full time employment. At times, there are temp to hire opportunities among these employers which increases the possibility of full time employment. Based upon our experiences, there are at least 30 temporary employment agencies located in the SE WI WDA which provide more training sites for immediate job skills training.

The capacity of the workforce development system to address the education and skills needs of the workforce and employers is primarily met through school based and employer entry-level training. Employer specialized or “customized” training that is organized with schools, is an increasing method of meeting the skills demands. These opportunities offer training such as CNC operator, health support and office or logistics.

Workforce development activities that employers receive include: job postings, access to job seekers, access to training resources, workshops, forums, screening services, interviewing facilities, job fairs, and specialized recruitments.

Workforce development activities and services that job seekers receive are through the well-established One-Stops. These activities and services include: career planning, workshops, basic skills training, funding for job skills education, job search coaching and matching with employer job openings.

The hidden labor force for services is the workers who are trapped or limited in low-wage and low-skill employment who have the potential for upskilling. Upskilling not only improves their economic status, but also the economy of the SE WI WDA. The US Bureau of Labor Statistics 2014 estimates that 71,000 workers are being paid at or below minimum wage in Wisconsin that could be targeted for upskilling to meet the needs of employers.

The overall capacity of the workforce development system is limited by the funds available. Those funds are not able to meet the reemployment needs of the just under 10,000 unemployed individuals in 2019 in the SE WI WDA. This limitation is partially addressed by the following practices: prioritizing financial support for the most in need of training, ensuring that individuals apply for all available financial aid, taking advantage of cross program coordination of funding, using the training services of public post-secondary schools, coordinating fund sources, providing more group activities instead of individual and partnering with other employment or community based organizations.

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

The SE WI WDB seeks to promote the economic prosperity of the local area by providing exceptional workforce development services. This will be accomplished by using best practices and talent development and retention methods that collaborate across stakeholder platforms. This approach integrates a continuum of services to job seekers and businesses in a manner responsible with tax payer resources. By doing so we shall become a destination of choice for talent and businesses.

The Strategic Goals of Southeastern Wisconsin Workforce Development Area that connect with the vision are to:

- Operate established One-Stop centers for services to employers, with job seekers prepared to meet employer hiring needs.
- Promote educational attainment and credentials that meet employer hiring needs.
- Customize services for job seekers with barriers to employment to maximize their individual potential for program and job success.
- Develop and support workforce strategies that respond to current economic conditions and specific regional and local needs, customizing services for specific employers.
- Optimize program offerings that lead to successfully meeting the primary indicators of performance.
- Strategically track real time program outcomes and make programmatic adjustments that lead to the meeting of the primary indicator of performance.
- Proactively address future workforce needs.
- Participate and align with regional workforce initiatives through the Regional Workforce Alliance, as well as local goals developed by local and county-based partnerships.

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

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

Effective employer engagement starts with making employers aware of the services available to them. Outreach to and recruitment of employers may involve formal outreach, networking, word-of-mouth, and referrals from partners or other employers utilizing the Southeastern Works brand. SE WI WDB will focus its outreach to employers through a campaign promoting service awareness throughout the SE WI WDB service area, including attendance and participation at community meetings and events; public service announcements; and referrals from current employers, economic development councils, Chambers of Commerce, local government entities and community organizations.

Outreach activities to increase business engagement include:

- Sharing of pertinent information to business email distribution lists, by contacting businesses directly, through partner referrals and cold calling
- Planning, coordinating and hosting events, such as Apprenticeship and information sessions, to share best practices with employers about recruitment, talent attraction and retention methods
- Social media outreach via Southeastern Works website, Facebook boosts and LinkedIn to increase business knowledge of services available within the SE WI WDA
- Planning and coordinating value added events such as hosting/co-hosting job fairs, onsite hiring events.

The strategy the SE WI WDB will use to identify business requirements is to a) partner with local economic development and business organizations, b) participate in business service organizations such as Kiwanis and Rotary, c) maintain regular contact with the Wisconsin Economic Development Corporation, d) participate in the curriculum committees of the educational institutions, e) providing business account services through the One-Stops and f) participating in the local HR committees.

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

Business Solutions are provided by a Business Services Team that has multiple funding resources and whose role is to represent the One-Stop to employers. The SE WI WDB Administrator leads the Business Services Team which includes sub-contractor and partner staff. One-Stop partners participate in meetings with the

account staff for Business Services to exchange business/job intelligence and plan for future actions. A weekly list of new job listings is distributed to program staff in the One-Stop who have direct access to customers or consumers.

Employers in SE WI WDA receive workforce services through teams of business solutions professionals operating within the region's One-Stops. These professionals are connected, and in some cases, employed by local economic development corporations, chambers, and business associations. All employers within SE WI WDA are serviced by account representatives especially targeting the employers within the growth industry sectors. Services that employers receive include account management, job posting, access to job seekers, and access to training resources, workshops, forums, screening services, interviewing facilities, OJT development with wage reimbursement and specialized recruitment.

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

Board members will guide, advise and support outreach opportunities, engagement strategies and overall tactics for serving local employers. Business Service Representatives develop a foundation for working with the business members and other employers through these conversations and then advise subsequent employers accordingly on topics such as:

- Solutions for challenges employers are experiencing with hiring qualified candidates
- Identification of road blocks that job descriptions/postings may include, such as education levels or transportation requirements
- Aspects of the job or company that the business will want to highlight – perks, pay, bonus, flexible scheduling
- Retention strategies
- Ways to communicate image/branding/culture of company
- Advantages of working with the Youth or Registered Apprenticeship systems
- Ways to tailor solutions for recruitments, such as posting and outreach strategies on Job Center of Wisconsin and social media and using virtual recruitment options

In addition, business board members inform the following strategies for working with program customers:

- Resume, interviewing and/or job search techniques for successfully landing the job
- Current skill gaps where technical or work readiness skills are valued
- Retention and advancement techniques

Business members are champions/advocates for working with workforce programs through business to business contacts and within associations and chambers to promote workforce services.

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

SE WI WDB is able to meet the needs of small to medium employers across the three-county workforce region, including those in the service area's priority industries. As we expand our outreach, staff will attend industry-specific meetings and trade association events and will participate in industry work groups focused on staffing and human resource issues. These advisory committees provide a forum to promote awareness of Business Services programs and opportunities, offering a perfect environment for increasing market share. Engagement with industry groups at the grassroots level helps us document anticipated growth and declining trends, projected Workforce numbers, education and training needs, and in-demand qualifications and credentials. Business Services representatives also participate in regional: Economic Development Boards, Chambers, One Stop Business Service and post-secondary partners, Rotary Clubs and other local opportunities to keep business representatives engaged in Job Center events and services available.

The SE WI WDB strategies for working with sector partnerships is to use the following resources as service, information and/or planning partners.

- WDB and Committee members
- Local and state elected officials
- Community based organizations, especially those that provide job training or placement services
- Economic development organizations
- Chambers of Commerce
- Service organizations such as Rotary or Kiwanis
- State agencies such as Wisconsin Job Service, Division of Vocational Rehabilitation and Wisconsin Economic Development Corporation
- Post-secondary schools including their curriculum advisory committees

After receiving input and advice, the SE WI WDB will determine the action steps to plan and take to address the business requirements and provide support that is within the scope of workforce development and resources.

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

As small and mid-sized employers are outreached, a needs assessment will be completed and a customized plan will be developed for each business customer, including job postings, recruiting services and events, Work Based Learning/On the

Job Training opportunities, and Apprenticeship. Qualified job seeker referrals will be sent to the employer as needed, with referral feedback and hiring information requested. Employers will regularly be offered additional opportunities for services, including customized online workshops to address specific concerns with employee development.

The services available to employers include access to job posting and resources through Job Center of Wisconsin, job fairs, and on-site recruitments at their site, via web platform or at the One-Stop Center, linkages to training programs for their workers, layoff aversion assistance utilizing innovative programs such as Workforce Exchange opportunities to participate as internship and work experience sites for One-Stop customers and/or students of educational institutions.

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

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

The WDB has worked closely to meet the needs of local business and will continue to do so, using various training programs and strategies. By funding OJT's, the WDB can provide a flexible and employer friendly option to businesses to train new employees. OJT's allow the WDB to meet particular needs of specific employers in an efficient and cost-effective manner. By identifying industry and sector strategies and supporting career pathways, the WDB will continue to serve business expansion and talent development throughout the region. Incumbent worker training, customized trainings, internship or other strategies are tools that the WDB has in the tool belt, at the ready to discuss as needed, but are not actively promoted by the provider. The WDB continues to look for and partner with other entities to fund these initiatives. These strategies not only benefit the business community, but the job seekers as well.

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

The SE WI WDB will work with the key industries, as identified in this plan. Through our strong relationships with our Economic Development agencies and the business community, the SE WI WDB is often involved with identifying new industry partnerships

as they are being developed. The WDB last program year initiated the Industry Scholars Program, this program is dedicated to helping those trying to determine their career path by guiding them through and providing information on our top five sectors. The WDB / provider can promote the use of this platform and track the number of users in order to determine future outcomes.

We continue to work with the existing industry partnerships through our WDB members, elected officials, Chamber organizations, business park organizations, business service organizations such as Kiwanis and Rotary, K-12 school administration and post-secondary institutions. As an active member in these industry partnerships, the WDB contributes workforce expertise and access to the labor force.

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

Current, active, sector partnerships include:

- Discussions with the regional Center of Healthcare Careers SE Wisconsin and Advocate Aurora Hospital for the possible development of registered apprenticeships and internal training programs integrating with SE WI WDB services.
- Industry sector job fairs in partnership with Walworth Economic Development Alliance (WCEDA), specifically within the Manufacturing industry
- Attendance at the Wisconsin Restaurant Association Conference
- Society for Human resource Management (SHRM) membership informs the work from various industries represented

Additional planned partnerships include exploring:

- Serving on Gateway Technical College Steering/Advisory Committees in the areas of Health Sciences, Hospitality & Tourism, Manufacturing, Transportation, Distribution & Logistics, and Education & Training and Information Technology
- Becoming members of the Wisconsin Restaurant Association, FaB (Food and Beverage) Association, Lakeland Builders Association and APICS Racine/Kenosha Chapter (Supply Chain Management)

The SE WI WDB is actively participating on partner organizations volunteer board positions, such as Racine Unified School District Academies Steering Committee and the Kenosha Unified School District Youth Apprenticeship Board. Through these appointments, the SE WI WDB will solidify it's to value toward our partners and expand our networking base and influence. By PY2021 we are looking to have Business Services Representatives from each area we serve to be involved on at least one board position.

- ***Career Pathways: Explain how the local area will utilize information gathered through its Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in the local area. Indicate specific PY2020 planned objectives and measurable outcomes.***

- The SE WI WDB includes apprenticeships in the training options for WIOA participants as well as linking with the local apprenticeship development staff at Gateway Technical College. The WDB also recognizes that job seekers are at times not able to follow the longer process to apprenticeship employment and need jobs as soon as possible. This work with apprenticeship programs specifically has informed the establishment of the Registered Apprenticeship (RA) Pathway Models to describe career ladder opportunities within the Information technology, Advanced Manufacturing and Healthcare sectors. These pathways are being reviewed by the Bureau of Apprenticeship Standards and upon approval will be used locally to as outreach tools. In PY2020, the SE WI WDB plans on expand its outreach regarding career paths and opportunities to begin or advance in careers with apprenticeships by completing an outreach campaign to increase Business to Business outreach, encouraging additional sponsorship in RA
- Collect information from employer partners regarding pre-apprenticeship skill gaps and opportunities for future programming
- Develop awareness by communicating to parents and school staff of RA as an opportunity post-high school for in school youth
- Recruit RA candidates by educating in school and out of school youth and adults about RA and career pathways

Goals for the services include building awareness and education by:

- Developing 3 new print/electronic fliers for events, distribution and web site inclusion
- Deliver 5 virtual or in person events for end users of the apprenticeship system
- Creating and administering a mailing to high school graduate households from KUSD, RUSD and Walworth County
- Designing and launching billboards (1 per county)
- Creating 2 advertisements to be delivered via radio station (for parents) and Spotify (youth)
- Increasing Social Media presence to include 6 Facebook boosts for parents and 1 YouTube “Ad” for youth
- Establishing non-conventional outreach avenues, such as wrapped busses in Racine and outreach within busses and bus stops in Racine and Kenosha
- Developing 1 new video highlighting what it means to be an apprentice using actual apprentices/actors to be featured in the video. Focus on non-traditional

apprenticeships to expand upon current apprenticeship videos available:
<https://dpi.wi.gov/te/resources/videos>

- Connecting with 50+ employers to discuss RA and pre-apprenticeship needs

The SE WI WDB plans to build upon its successes in educating the community about targeted industries in PY2020 by updating career pathway information shared via the industry brochure and corresponding online resources that outlines industry facts, local anticipated growth, career ladders and corresponding wages and educational opportunities.

8. Describe how the local WDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the local board will:

a. Facilitate the development of career pathways;

The WDB through the One-Stop Operator quarterly meetings, along with our current provider have developed a 'JOT' form that allows for direct referral from one partner to another. This referral allows any partner to refer an individual to any other partner within the system, mandated or not, that goes directly to a designated contact. Partners meet regularly, and a different partner is 'highlighted' at each meeting, so others can learn the focus of their service, so that proper referrals are being made to help address the barriers that individuals present to those they are working with. Career Pathways are also discussed at these partner meetings to promote the use of the career pathway educational materials that have been developed in the Technical College system and referring participants to the proper career field after assessment and dialogue in development of the IEP/ISS.

The WDB also works closely to meet the needs of local business and will continue to do so, using various training programs and strategies. By funding OJT's, the WDB can provide a flexible and employer friendly option to businesses to train new employees. OJT's allow the WDB to meet particular needs of specific employers in an efficient and cost-effective manner. By identifying industry and sector strategies and supporting career pathways, the WDB will continue to serve business expansion and talent development throughout the region. The WDB continues to look for and partner with other entities to fund these initiatives. These strategies not only benefit the business community, but the job seekers as well.

The SE WI WDB uses the following steps for a results-driven talent development system.

- Engage employers and use labor market intelligence in determining providing training and hiring options in their industry sector.
- Develop and implement earn-and-learn job opportunities with employers through on-the-job training, internships and apprenticeships.

- Measure and evaluate employment gained by program enrollees and earnings outcomes by target enrollment group.
- Promote stepping stones for employment from entry, to advancement, to career.
- Promote competency attainment in industry sectors with training skills.

The SE WI WDB is working closely with partners through monthly regional business service meetings for the sharing of information and developing strategies to work with employer base as a whole. Currently working on a single outreach document highlighting all community partner programs and exploring ways to establish a single point of contact to employers. The SE WI WDB will be engaging all sector partners to participate in a regional business service meeting by PY2020.

b. Facilitate, as appropriate, co-enrollment in core programs; and

Through One Stop Operator (OSO) functions, the SE WI WDB has developed innovative coordination partnerships that are optimizing outcomes across organizational lines. One tool to assist with this coordination is the creation of our Quick Connect Referral Form, which assists us in maximize service delivery and minimizing duplication of services for all customers. In April 2020, our OSO hosted Concierge Customer Service trainings virtually with all mandatory and additional partners, where emphasis was made on becoming familiar with partner services and leveraging resources to reduce duplication of services. Included in the training was the launch of the Quick Connect Form which allows for all American Job Center staff to easily refer clients between partnering agencies. Implementing the use of this form in PY2020 and beyond by continuing to engage with all partners, track and report usage and share successful referrals/co-enrollments and outcomes will build on the development of this tool.

Our OSO will continue to meet with partner agencies on a quarterly basis, updating the developed Desk Aid (which includes information for all partners), and provide monthly reports from referral portal. This communication allows for partners to close the gap on referrals and make additional connections to support the job seeker in maximizing services available to support their career path journey. These meetings are utilized to strengthen communication between partners and allow for data analysis and idea generation for the benefit of the WDA.

c. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The access to recognized postsecondary credentials in WDA 1 is a strength of the SE WI WDB. Gateway Technical College is the main source of education and training in WDA 1 and representatives from the college serve on our board, business services partner and OSO partner meetings. Through this relationship and the college's program offerings, eligible individuals can access technical diplomas, industry

recognized certifications and credentials and associate degrees. The WDB will continue to influence and encourage Gateway Technical College to increase the attrition programs with four year schools such as they have done with the RN and engineering programs. In addition, several four-year colleges and certifications from other postsecondary educational institutions are approved training providers and our service provider is well-informed and equipped with knowledge of these offerings to assist program participants with movement along their career pathway by completing these training programs. In addition, private and non-profit small training providers, who are approved and on the Eligible Training Provider List, are available for licenses and certifications key to getting started in WDA 1's targeted industries. The SE WI WDB plans to continue to maintain and strengthen these relationships to provide effective, quality programs for participants, especially those with significant barriers to employment.

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

The SE WI WDB has a close working relationship with the Title II provider in our area, Gateway Technical College. An executive level Gateway Administer serves on the Workforce Development Board as well as the Workforce Development Board Executive Committee and provides input to maximize the alignment of the Board's and the College's strategic vision and goals. Additional Gateway Administrators participate in partner meetings and activities led by the One Stop Operator. As a result of these strategies the Board and Gateway collaborate on many activities like Job Fairs, Open Houses and public information campaigns as well as collaborative planning for new emerging industry training program needs.

The SE WI WDB employs the following strategies with vocational rehabilitation providers to align resources and achieve the strategic vision are a) to further enhance the partnership with the State Division of Vocational Rehabilitation and their providers for further integration into One-Stop services with transparency of service, b) developing an on-call job carving expert for analysis and creation of jobs that can be utilized by employers and disabled persons with work capacity limits and c) offer employers financial incentives for hiring a person with disabilities linking with the Division of Vocational Rehabilitation resources.

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

Many first time visitors to the one-stop system are often individuals who are receiving or are attempting to receive unemployment insurance. In some cases, the unemployment insurance program requires individuals to visit a one-stop center and attend a Re-Employment Services and Eligibility Assessment workshop. In other cases, individuals need assistance with understanding their eligibility for unemployment insurance or with their application. In both

scenarios, DWD Job Service staff assist individuals in the workshop, the resource room, and/or through one-on-one meetings. In addition to DWD Job Service staff, other one-stop partner staff attend unemployment insurance training to be able to effectively help clients navigate the unemployment insurance program.

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

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

The WDA has three strong county-wide economic development entities which work closely with the WDB. There are also municipal economic development organizations and a regional economic development organization that the board coordinates with to provide employer services. Local Economic Development agencies staff serve on the WDB and committees to provide input and help coordinate activities. Additionally, board staff serve on local chamber board of directors to provide input and guidance on workforce activities.

Members of the WDA 1 Business Services Team routinely work collaboratively with economic development entities to identify and address employer needs. This often occurs when a local employer is expanding their business or a new employer is moving into the WDA. WDA 1 Business Service Team members assist with making presentations, providing information on available programs and services, and providing labor market information. Team members also frequently serve as a connector to workforce system partners including educational institutions, training providers, and other workforce service providers.

There are existing resources in the area that already provide microenterprise and entrepreneurial training including the Small Business Development Center, UW-Parkside, Gateway Technical College, and UW-Extension's small business courses and Wisconsin Women's Business Initiative Corporation . 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 one-stop system staff on available services, and educating the business resource staff on WDA 1's workforce programs and services which can support small business development.

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

- **Identifies the programs that are included in that system**

Programs available through the workforce development system include:

- FoodShare Employment and Training Programming
- ELEVATE
- Post-Secondary Career and Technical Education Programming
- Trade Adjustment Assistance
- Senior Community Service Employment Programming
- Specialized Grant Programming (when available)
- Unemployment Compensation Assistance
- Veterans Employment Services
- Windows to Work Programming
- WIOA Adult, Dislocated Worker, and Youth Programming
- Job Corp (by appointment)
- WIOA Adult Education and Family Literacy Act Programming
- WIOA Vocational Rehabilitation Programming
- WIOA Rapid Response Programming
- WIOA Wagner-Peyser Labor Exchange and Re-Employment Services
- Wisconsin Works Programming

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

Career pathways have been developed for several industry sectors and occupations that are routinely evaluated by career and technical schools. Many core partners have aligned training policies to maximize the utilization of career pathways. The career pathway principles of aligning resources locally and regionally, targeting low income adults, and providing industry driven programs will continue to be incorporated into WDA 1 programming.

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

- ***Describes strategies used by the local WDBs to engage with the required WIOA partners to provide core service alignment and to increase awareness of career pathways and the critical role that workforce development plays in ensuring that everyone has access to educational and career pathways that result in meaningful employment.***
 - Engage employers and use labor market intelligence in determining providing training and hiring options in their industry sector.
 - One Stop Operator uses partner meetings to increase awareness of Career Pathways and engage partners to align their training opportunities.
 - Co-enrollment with partner programs to best leverage resources to meet the educational and employment needs of every career seeker.
 - Develop and implement earn-and-learn job opportunities with employers through on-the-job training, internships and apprenticeships.
 - Measure and evaluate employment gained by program enrollees and earnings outcomes by targeted enrollment groups.
 - Promote stepping stones for employment from entry, to advancement, to career.
 - Promote competency attainment in sectors through industry-recognized credentials.
 - Usage of the targeted industries brochure and corresponding online resources to ensure career seekers have solid understandings of the requirements of locally available career pathways.
 - Engagement with career seekers at the initial application process and implementing tools to begin exploring career options at that point helps customers identify their skill and training gaps, and provides an immediate report customized to each career seeker, guiding them to the available resources that will help them meet their unique needs.

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

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

All three SE WI WDA Job Centers are comprehensive Job Centers:
 Kenosha County Job Center, 8600 Sheridan Road, Kenosha WI 53143
 Racine County Workforce Solutions, 1717 Taylor Avenue, Racine, WI 52403
 Walworth County Job Center, 400 County Road H, Elkhorn, WI 53121

- b. *Identify key strategies for integrating the core programs, as well as all required partner programs (Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education,***

Community Services Block Grant, Department of Housing and Urban Development employment and training programs FSET, and TANF), within the local one-stop system of comprehensive and affiliate offices.

The SE WI WDB One-Stop System has many of these organizations on-site as one-stop partners and therefore they participate in local site meetings, exchange information and co-enrollment of participants to maximize efficient use of funding streams. For partners that are not on-site, they are included in the One-Stop Operator regularly scheduled meetings where programs are highlighted, information is exchanged and referral mechanisms to one another's programs are developed

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

This response can be found in the MOU for each one stop center.

Please see <https://www.sewrks.com/workforce-development-board>.

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

In addition to our the One Stop Operator, The SE WI WDB vendor's Street Team is responsible for outreach, recruitment, and eligibility screening, going into the community to increase visibility of the Job Center highlighting its resources and services. This outreach provides program visibility and convenient access to encourage increased participation in the one-stop system. Using internet-connected computer tablets, outreach staff can engage with potential customers and career seekers in their own neighborhoods or at community sites like Probation and Parole, Community Action of Racine and Kenosha, or other Community Based Organization offices to complete applications and eligibility determination on the spot and/or refer to partnering agencies if appropriate.

Formal presentation materials and informal conversation points are used by outreach staff for referral and/or eligibility services in the community, gathering WIOA eligibility documentation on the spot, answering frequently asked questions, and eliminating initial barriers for people seeking career development services. They also host events in the community, providing opportunities to learn more about partner program and WIOA services.

The SE WI WDB ensures meaningful access to services through the following:

- Virtual services accessed via smartphone, tablet, or computer. We recognize the on-going need in PY2020 and beyond to provide our suite of virtual services with the goal of making career services universally available. This has been beneficial to communities we serve as the COVID-19 pandemic has forced us to embrace virtual services in the short term and as an integral part of a longer-term strategy to support larger numbers of career seekers and businesses.
- An expanded menu of live online workshops available during traditional and non-traditional hours.
- Recruitment of new community partners to increase SE WI WDB's reach and penetration into the community. We will continually reach out to partner with local organizations and initiatives to offer the widest range of support, resources, and services possible to our joint customers.

The One Stop Operator (OSO) will ensure alignment with all partners and programs to present a seamless and optimized experience for our mutual customers. We understand and will support the leveraging of multiple funding streams (WDB funding streams and partner funding) to maximize and serve the highest number of career seekers and employers possible. We make sure that the needs and expectations of each collaborative partner are identified and clearly documented in a written Memorandum of Understanding (MOU), and update these annually or more frequently as appropriate. The OSO convenes quarterly meetings with WDA specific community partners (and semi-annual meetings regionally) where we will share successes and challenges, and brainstorm collaborative solutions as a group so our mutual customers receive the best available support to attain their goals and to ensure that partners are deriving value from with the local American Job Center system.

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

Comprehensive and specialized assessment of skill levels and service needs begins with initial screenings and intake assessments. Our initial electronic application form/assessment captures work history, skills, and additional information that will help guide employment activities and become the framework for development of the Individualized Employment Plan (IEP). Included at this stage are universally accessible tools such as Career Locker, Skill Explorer and My Next Move/O*Net Interest Profiler.

The SE WI WDB designed Formal Initial Assessment Tool is used to gather information needed for the participants' individual program development. The TABE assessment is used as the primary assessment tool for measuring academic skill levels. Staff conduct more comprehensive assessments of literacy, numeracy, English

language proficiency, and supportive service needs, as well as identifying aptitudes and abilities as part of IEP development.

Additionally, the use of any new test or testing procedure will be allowed after it is approved by the SE WI WDB. Results from entrance tests required by schools or training providers are used to avoid excessive testing for participants. To avoid duplication or over testing, assessment results can be shared with and from other programs through releases of information.

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

Translation Services are provided, as needed, during recruitment and enrollment activities to determine any identified need for language acquisition services. These services become a part of the IEP when needed and translation services are provided for on-going activities as needed. English Language acquisition services are provided through a referrals to Gateway Technical College and Literacy Services in each of the counties in WDA 1.

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

All contracts awarded by the WDB include a compliance document for Section 188 of WIOA and the ADA ensuring that vendors and the One Stop Operator comply with these laws. One of the responsibilities of the One Stop Operator is to ensure that all partners comply with these laws as well. All of our operations are ADA-compliant. Our sites have equipment and assistive technology to allow accessibility to individuals with disabilities, and staff are trained and capable of supporting customers requiring access to equipment. Our staff are trained in disability sensitivity and are proficient in using accessibility at workstations which are ADA-compliant. To verify physical and building compliance, the WDB carries out annual physical checks of each one stop location. Additionally, the WDB can provide the use of technology for means of access to services and programs.

Services pamphlets and brochures targeting disabled populations are also provided. Our website is fully compliant per guidelines and ensures that images are of a diverse nature. The WDB also consults with Division of Vocational Rehabilitation

staff for advice and provides annual staff training about meeting the needs of disabled populations.

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

The SE WI WDB will ensure the continuous improvement throughout the One-Stop System and ensure the providers are meeting the employment needs of the employers, workers and jobseekers through a robust monitoring plan conducted by the WDB staff that covers all facets of program operations. The monthly WDB/Provider Project Manager meeting also provides the WDB staff the opportunity to monitor progress towards performance and improvement opportunities.

Additionally, the Quarterly reports that the One Stop Operator presents to the WDB at their Quarterly meetings also provides an opportunity for Board's evaluation and input.

- i. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.***

WDA 1 provides multiple options for training services through the various one-stop system providers and partners. Currently, the following offerings are available to clients who meet all program- and/or service-specific eligibility criteria, and in alignment with individual employment plans, documented needs, and local or regional occupational demand:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Programs that combine workplace training with related instruction, including apprenticeships;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Job readiness training; and
- Adult education and literacy activities.

Occupational skills training under WIOA Title 1-B is provided through individual training accounts. Per the WDB's training policy, other locally approved training programs (e.g., GED/HSED provided in combination with another service) that meet

the WDB's criteria can also be provided through individual training accounts. Other training services such as on-the-job training and work experience training are provided through individual cost-reimbursement contracts with employers. These contracts must follow WDB policy which includes contract monitoring and reimbursement requirements. The WDB may consider utilizing contracts for other types of training services should the WDB determine there is an insufficient number of training providers, there is a program of demonstrated effectiveness, or it would be most appropriate and cost efficient to contract with an individual provider for the training of multiple individuals. In each of these instances, the WDB will follow the requirements outlined in WIOA 680.320.

The WDB has prioritized ensuring clients have sufficient information to make an informed choice for employment and training. The WDB and its providers utilize credible sources to provide labor market data, employment projections, and information on the performance of training providers.

- ii) Include any ITA limitations established by local WDB policies and how they are implemented in a manner that does not undermine WIOA's requirement that training services are provided in a manner that maximizes customer choice in the selection of an ETP. Also describe any exceptions to ITA limitations that are provided for individual cases if included in WDB local policy.**

ITA funding limits pertain to new WIOA participants enrolled after September 1, 2019. The funding limits for Individual Training Accounts (ITA) will be:

Occupational Training - \$8,000 per fiscal year (July 1st – June 30th)
Lifetime Limit - \$19,000 – effective for all participants enrolled after September 1, 2019

Participants in Occupational training, regardless of the length or type of program, can receive an ITA for a maximum of \$8,000 per fiscal year after student financial aid grants have been applied to the total cost of the training. The lifetime total amount per participant will be monitored by the service provider and participants should be notified yearly by the service provider regarding their lifetime limit amount remaining. A case note in ASSET must be entered once the participant reaches their ITA lifetime limit. ITA funds not utilized by a participant will be de-obligated at the time of the ITA end date. Funds will not be carried over to the following year but will go back to the general training fund for redistribution to other participants.

It is legislated that local areas must consider the availability of other sources of funds to pay for training costs, such as scholarships, other programs and Federal Pell Grants. All participants interested in training programs will be required to explore other sources of funding and report on status of that potential funding. Those in occupational training must apply for financial aid and bring in proof of both application and award letter. Unless there are unusual, documented reasons why the

award letter is not received, the award letter should be submitted with the ITA Requisition Form for approval. Those that do not have an award letter and do not have an unusual, documented reason, will not be approved for an ITA. Any grant or scholarship received by a participant will be applied against the current semester's total training cost (ITA) and must be reported to the WIOA career planner.

There are no exceptions to the ITA limit policy as the current limit is generous based on the history of current ITA expenditures and training institution tuitions. The WBD will monitor future costs and revise the limit if needed to reflect increased tuition costs.

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

The SE WI WDB has a clear understanding of the customer needs in the WDA. Adult career seekers within our communities need career service solutions that provide skill and knowledge gains to will help them meet the evolving needs of SE WI businesses. Many adult customers need support and training in workplace soft skills to become reliable and valued assets to local employers, while others are looking to advance on their chosen career pathway with access to occupational training. A realistic understanding of SE WI career opportunities, provided through Labor Market Information and business intelligence, is crucial for each Adult participant planning to build a sustainable and rewarding long-term career. Dislocated Workers in SE WI may present a variety of strengths, challenges, and needs as they seek to re-enter the workforce. Some Dislocated Workers have only recently lost employment and are already skilled, eager, and capable of finding a new position right away. Others who have been previously successful can encounter new and unexpected challenges in today's changing economy. Veterans and long-term unemployed may be challenged with the rapid technological changes and shifts in the workplace that have created a need for ongoing training and skills updates to which they may not have had access. WIOA Youth participants may be facing challenges that often leave them both academically and socio-economically behind their peers. They may be unprepared to face the expectations of employers and lack the soft skills and technical knowledge to build long-term, well-paying careers. Youth need WIOA programming aligned with the principles of Positive Youth Development that helps them achieve educational credentials including their GED or high school diploma. Services for WIOA Youth participants should be clearly and explicitly linked to Career Pathways connected to real-life employment opportunities. Any job seeker may face barriers that require customized and innovative services to help them set and achieve training and employment goals. Barriers may include basic skills deficiencies, lack of a high school

diploma, lack of significant work history, child care needs, criminal offender status, disabilities, lack of transportation, homelessness, or limited English language proficiency. All customers need convenient access to workforce programming that leverages emerging technology to deliver services when and where needed, including during non-traditional hours, at home, or within the customer's own community.

The SE WI WDB's approach to outreach to individuals with barriers to employment include grass-roots and word-of-mouth outreach complemented by more strategic activities that target particular service areas and community organizations who we know attract and serve segments of local populations that are most apt to be in need of and qualify for our services. We use Concierge-Level Customer Service to quickly build relationships with a network of community partners who help drive referrals of customers needing job skills training and job search assistance. Partners in our recruitment efforts include WDB members, all mandatory One Stop partners, public, non-profit and community-based organizations, school districts, training institutions, corrections agencies and businesses.

Staff bring WIOA services to the community, rather than wait for job seekers to visit the Job Center. The outreach staff is equipped with orientation scripts, knowledge of eligibility and technology to support conducting outreach and recruitment anytime, anywhere. This outreach approach ensures a strong focus on measurable career goals; career seeker ownership and accountability for career plans; and fast-track services for work ready customers. The SE WI WDB has embraced the use of social media and encourages use with participants in strategic and appropriate ways. Using Facebook and Linked In, and text messaging, to effectively outreach to and communicate with participants, employers, partners, board and community members, and staff. These efforts continue to be built upon and other outreach options, such as Instagram and Spotify may be explored to find new ways to engage with individuals with barriers to employment.

Our outreach and recruitment activities positively impact system performance by increasing brand awareness of Job Center services; meeting and exceeding numerical-based enrollment expectations; and ensuring sufficient numbers of enrollments to produce positive program-specific outcomes. To ensure career seeker outreach and recruitment activities translate into tangible results, the service provider establishes enrollment expectations and numerical goals for staff, which are displayed and tracked in local Performance Scorecards. Outcomes from these scorecards align with state performance measures, thereby tracking metrics that drive intended objectives and goals.

The SE WI WDB's One Stop Operator will continue to host partner meetings in person and virtually, facilitate presentations to community-based organizations or partner agencies and host "town hall" sessions with partners to share all activities and outcomes provided through One Stop system. Feedback from partners is obtained on a regular basis through delivering and analyzing climate surveys with partners and conducting "Opportunity Processing" sessions – an all-partner work session used to

promote real change in a timely fashion. Opportunity Processing with One Stop partners can accomplish quick and effective means to implementing, understanding and aligning the SE WI WDB's vision with continual improvement. Recruitment of new community partners to increase WDB's reach and penetration into the community is key to increasing the awareness of servicing available for targeted populations. We will continually reach out to partner with local organizations and initiatives to offer the widest range of support, resources, and services possible to our joint customers.

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

Secondary and post-secondary education providers continue to represent some of our strongest partnerships. With educational programs being core to employment and training success, the WDB has placed a priority on coordinating workforce activities and service delivery with local educational programs. Outreach staff and career planners maintain strong connections with guidance counselors, academic advisors, and other key education staff, including staff at alternative schools, to share information and determine the most effective methods for connecting with students. When feasible, WIOA Title I outreach and activities are aligned with education activities for maximum input and reduced duplication. Career planners often educate clients about support services at local post-secondary providers, linking with advising and/or counseling staff, tutoring resources, and academic support groups.

To ensure the WDB keeps a pulse on educational programs, activities, and trends, WDB members, staff, and service providers participate in advisory committees, workgroups, and other organized groups including Cradle to Career workgroups, Youth Apprenticeship and/or Apprenticeship groups, Countywide education and workforce collaboratives, and more.

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

Every adult and dislocated worker we serve receives basic career services and referrals to community resources. Basic career services may include self-directed activities in the resource room, workshops or other group services, and individual services such as assistance in drafting resumes.

This local area has a broad variety of employment and training activities available ranging from free on-line career exploration, soft skills and job search activities to in-person workshops and mentoring to skill training and education both on-line and in person. .

Job readiness services prepare job seekers for the world of work but are not specific to a particular occupation or industry. They address skills and attributes that are broadly in demand by employers, including development of good work habits (essential skills training), or broad skills applicable to wide ranges of jobs, such as basic computer skills, customer service, ethics in the workplace, diversity in the workplace, and preventing sexual harassment. Our prevocational offerings feature a combination of self-directed and self-paced activities, delivered virtually through web-based resources; group workshop sessions; and individualized counseling with service provider and partner staff. These services are provided by the Career planner at the Job Center or leveraging technology so the job seeker can use services at any time, day or night.

Online offerings include the 5 Minute Countdown Series® and Industry Scholars. 5 Minute Countdown Series® is available 24 hours a day, seven days a week. The baseline training is suitable for individuals just entering the job market as well as the long-term unemployed. Dislocated workers, recently released employees of our client businesses, can also access the training portal and select from this catalogue of "Crash Courses" which are short and to the point, making it possible for users to invest five minutes in their professional development, no matter their level of employment.

Introduced in PY2019, our targeted industries brochure and the Industry Scholars eLearning course package are resources to ensure that each career seeker has a solid understanding of the requirements and opportunities of locally available career pathways. The availability of detailed occupational information on high demand industries greatly increases interest and success in non-traditional careers among our Adult and Dislocated Worker customers. This information will continue to be updated annually so that real-time, accurate information is available for career seekers.

The SE WI WDB utilizes the Eligible Training Provider List (ETPL) that Department of Workforce Development (DWD) maintains on their website. The ETPL shows all the WIOA-approved training providers and their approved trainings. We ensure that our service providers and customers have access to information on each provider's programs, costs, and performance outcomes such as graduation rates, certifications obtained, average starting wage rate, and job placement rates to make an educated decision on appropriate training options.

With such a diverse range and delivery of services, the services can be customized to meet the individual needs of each participant.

Employment and training services are assessed and evaluated through Customer Satisfaction Surveys. This survey data to make sure we are meeting/exceeding customer experience, so it is paramount and representative of your collective brands. Our online surveying systems allows users of the One Stop System and Adult and Dislocated Worker program participants to provide service ratings whenever and wherever it's convenient for them. Online, real-time feedback enables us to immediately address any areas of customer dissatisfaction, to offer an immediate solution, and to incorporate changes as needed to improve services overall. For specific key indicators, we will evaluate our services, activities, and their value to the customer

on an ongoing basis and will be readily able to implement any changes necessary to meet the expectations of our customers. We use anonymous (online) surveys to allow customers the opportunity to provide quantitative and qualitative data about their employment and training experiences. These surveys have questions with numerical ratings and the ability to provide unlimited comments to substantiate the ratings. Targeted surveys are utilized to reach a specific audience related to a precise experience that they recently had. This type of survey can be beneficial in obtaining quick information and be used to implement immediate interventions to address service gaps or continuous improvement opportunities that have been identified.

16. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. Include an identification of successful models of such youth workforce investment activities. In addition, indicate how services to out-of-school youth will be expanded and enhanced to incorporate additional work-based learning opportunities.

The SE WI WDB targets for enrollment youth who are aging out of foster care, homeless, delinquent, disabled, more than one year out-of-school and ages 18-24 who have less than a HS/GED. Youth recruiters attend events where youth are present, attend neighborhood events, and work with neighborhood communities and the secondary schools as well as Gateway Technical College to enroll eligible youth.

The SE WI WDB designed Formal Assessment Tool is used to gather information needed for the participants' individual program development. The TABE assessment is used as the primary assessment tool for measuring academic skill levels. Any new assessment or assessment procedure approved by the WDB board staff may be also used.

The fourteen required youth elements are provided throughout the youth's program by the youth vendor or through referral to additional services. Youth can earn incentives per the SE WI WDB Youth Incentive Policy

Youth attend the current Youth vendor's (DWFS) Dynamic Futures program after enrollment and the majority enter work experience and/or training upon completion.

The SE WI WDB utilizes many activities to support youth during program participation especially focusing on the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential. Activities include, partnerships with the local school districts and technical colleges to enhance linkages with adult education and skills development to accelerate achievement of diplomas and credentials, and maximize opportunities for Youth to explore SE WI WDB sector-based career paths. Referral to WRPT for access to their training programs is available for youth interested in their trade trainings. Information is provided and referrals are also made to Job Corps, Youth and Registered Apprenticeship opportunities.

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

In-School Youth: a) failing a least 2 courses for more than one quarter, b) behind class cohort by at least 2 credits for HS graduation in four years, c) first generation student, or d) Pell grant eligible.

Out of School Youth: a) potential first generation post-secondary student, b) less than 12 consecutive months at the same employer, c) lack of transportation and/or driver's license, d) first generation student, or e) Pell grant eligible.

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

The SE WI WDB has a long standing history of working cooperatively with Gateway Technical College Adult Education services and the Literacy Services in the local area. When requested, space is made available at the local One Stop Centers for Gateway Adult Education Classes. A One Stop Center is actually located on the Gateway Technical College campus providing a strong link for coordination of services. There are strong referral systems in place between all of these providers and the local workforce service provider. Some Literacy Services provide services at the One Stop Center and One Stop staff sit on the board of one of the Literacy Services providing another strong link to coordinate services.

SE WI WDB reviews adult education and literacy activities under Title II for the local area as required by WIOA subparagraphs (A) and (B) of section 107(d)(11) to determine whether such applications are consistent with the local plan and shall make recommendations to the eligible agency to promote alignment with the local plan.

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

SE WI WDB uses the MOU developed for the One Stop Centers as the cooperative agreement with the Division of Vocational Rehabilitation, and other relevant entities [Title I of the Rehabilitation Act (29 USC 720 et seq.)], for integration of and access to the entire set of services in the local One Stop delivery system. As needed, individual cooperative agreements may be developed if not appropriate or covered in the MOU. The MOU and any other cooperative agreements with local agencies promote and enhance the provision of services in an efficient and non-duplicative manner to individuals with disabilities and other individuals. Efforts such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts to improve cooperation, collaboration and coordination are on-going activities supported and managed by the One Stop Operator.

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

Transportation Costs are paid to ensure mobility between home and location of training, and other career services. Transportation support can be provided in various forms such as: bus tokens/pass, gas cards, vehicle registration fees, driver's license fees and parking assistance. Documentation to prove the driving expense to training must include, at the time of receiving transportation assistance, one of the following: internet map showing trip mileage, attendance log, or other documentation as defined by Career Planners.

Supportive services will be provided through direct assistance, in-kind ~~in-kind,~~ or by an arrangement with other human service agencies, when necessary and as funds permit, to provide a participant with the necessary resources to achieve their career goals. Supportive services may include, but is not limited, to child care or transportation expenses.

The need for Supportive Services must be documented via the assessment process, development of the Individual Employment Plan/Individual Service Strategy and the SE WI WDB Statement of Need form. The participant must complete the Statement of Need form and verify by signing. The form is also signed by the Career Planners. All of these materials are documented in the Case Notes and documented as a Service in ASSET.

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

The SE WI WDB has established One-Stops with a history of maximizing coordination of services provided under the Wagner-Peyser Act and WIOA. Strategies include collocation,

merging workshops for multiple partners, promoting and using JCW, coordinating activities and minimizing duplication wherever possible in service delivery.

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

WIOA Title I:

Administrator: Southeastern Wisconsin Workforce Development Board

Fiscal Agent: Kenosha County Human Services

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

The SE WI WDB, in coordination with Kenosha County Department of Human Services, as the fiscal agent, competitively procures all WIOA Title I services through a formal request for proposals (RFP) process by; developing and then posting the requirements for providing service, enrollment and outcome goals, reporting and fiscal requirements with a due date for submission. Upon receiving the proposals, an evaluation team analyzes and rates the bids. The bidders may be contacted for an interview to explain and clarify their bid. The recommended bid(s) are presented to the Tri-County CEO Consortium for review and to the SE WI WDB for review and approval.

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

Performance Levels are negotiated bi-annually, the SE WI WDB will track, evaluate, and report progress through WIOA performance, customer satisfaction and other measurable activities that are included in providers' contracts. Results will be presented at WDB meetings.

In the event that performance measures are not met, the WDB will analyze the data associated with the failing metrics. Based upon the analysis, the WDB will develop a corrective action plan and identify strategies and tactics for improvement and will request the assistance of the LPL or designee if needed.

Program monitoring of Title I service providers occurs on a monthly basis. Monitoring may include: data validation, service provider performance relating to contract deliverables and one stop delivery system performance. Review of service delivery includes participant file reviews, ASSET entries reviews, case notes reviewed for content and appropriate service provision, quality of service, enrollment levels, staffing levels, and contract deliverables.

A written report is sent to the service provider, which details areas that are successful, areas for improvement, and required corrections. The monitoring is closed when all corrections are completed.

Information from the local monitoring is used to evaluate provider program effectiveness, areas where training is required, and areas for improvement.

The Fiscal Agent will conduct monitoring through the monthly review of service provider invoices. Issues are addressed immediately with the service provider. In addition, a yearly on-site Fiscal monitoring is conducted.

Continuing issues are addressed in WDA-wide training as needed.

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

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

- **Local WDB Roles:**

Services, Sector Partnerships, Career Pathways and Work To develop and implement proven, innovative or promising strategies to continue as a high-performing board and to meet the employment and skill needs of workers and all employers in the region, the WDB members lead by example to support Business Based Learning opportunities within their own organizations.

The SE WI WDB will work with the key industries, as identified in this plan. Through the strong relationships with Economic Development agencies and the business community, the SE WI WDB is often involved with identifying new industry partnerships as they are being developed. The SE WI WDB continues to work with the existing industry partnerships through its members and their membership in Chamber organizations, business park organizations, business service organizations such as Kiwanis and Rotary to influence these priorities in the local area. Additionally, SE WI WDB members representing K-12 school administration entities and post-secondary institutions carry represent these priorities in the academic realm and work with elected officials to serve the same priorities. As active members in these industry partnerships, the WDB contributes workforce expertise and access to the labor force.

- ***Local WDB Participation: Describe how the local WDB will make businesses in the local area aware of opportunities to participate on the local WDB to ensure representation of industry sectors with the greatest labor force demand. Describe how the local WDB will maintain a minimum of at least 51% of businesses as active members and participants on the local WDB.***

Referrals for business representative membership on the WDB is an on-going process to ensure that the 51% membership level is achieved. Business membership referrals are encouraged from current WDB members, economic development agencies, chambers and other business organizations. WDB members promote WDB membership through their day to day business contacts and their participation in industry partnerships and their membership in Chamber organizations, business park organizations and business service organizations. WDB board staff vet the referrals for interest and sector representation, including an initial overview of responsibilities of WDB membership to ensure their commitment before they are referred for appointment to the CLEO.

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

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

After the thirty-day period, any comments that are received will be sent to the State, along with a copy of the finished WIOA 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 on the SE WI WDB websites and a hard copy of the plan will be kept in the SE WI WDB Administrator's office.