

WORKFORCE INVESTMENT ACT

LOCAL PLAN REVISED

Workforce Development Area (WDA) #2

Submitted By:

The Milwaukee Area Workforce Investment Board

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WIA LOCAL PLAN PROGRAM YEAR 2008

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Forms:

- Form A - WDB Membership Form
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Attachments:

- A WDA#2: The New Wisconsin Job Center System
- B Criteria for Certifying Comprehensive Job Centers Checklist
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- C Business Services Plan
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Exhibits:

- Exhibit A - MAWIB Board & Committee Chart
- Exhibit B - MAWIB Board & Committee Meeting Schedule
- Exhibit C - MAWIB Organizational Chart
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Introduction

I. Workforce Development Area Needs, Labor Market Analysis, Assessment of Workforce Investment Activities and Assets

A. WDA Workforce Investment Needs

1. Employers/Businesses

The Milwaukee MSA continues to have one of the highest concentrations of manufacturing businesses in the country; consequently, the retention and renewal of advanced manufacturing is critical to our local economy. Since manufacturing occupations also represent about one-quarter of full-time openings in the Milwaukee Metropolitan area, the manufacturing industry will continue to need workforce investment solutions.¹ “Just-in-time” customized training programs will be necessary to upgrade jobseeker and incumbent worker skills to meet the current needs of area businesses.

In addition, the health care sector will also have a tremendous need for workforce investment in the future. Employment projections find that the largest industry sector for the Milwaukee-WOW area is education and health services, which represents 22% of the area’s jobs.² It is also estimated that major area hospitals have the potential to upgrade 1,000 entry-level employees, which would advance incumbent workers and open up entry-level positions to jobseekers.

Furthermore, the construction industry is likely to see an employment boom despite the housing slowdown because of the need to rebuild area infrastructure (i.e. highways, sewer lines, utility lines, power plants) and also due to billion dollar development projects (e.g. City Hall restoration, Columbia St. Mary Hospital, Menomonee Valley Redevelopment, etc.).

Other economic trends will likely alter the workforce investment landscape. For instance, the aging of the workforce promises to drive growth in dependent care jobs, particularly in community-based settings, and will also increase the demand for a greater number of skilled workers which indicates there will be greater needs for jobseeker and incumbent worker trainings to fill positions left by retirees. In addition, the application of new technologies in traditional sectors of the Milwaukee Metropolitan region will also require talent attraction and development to support new business growth. Lastly, global shifts will continue to affect workforce investment needs. As we increasingly become an innovation economy, employers will increasingly need higher skilled workers. Research of area employers already has found that “80% of full-time job openings in the Milwaukee metro area report “their greatest labor market needs [are] for skilled and semiskilled workers with postsecondary education, technical training, associate degrees, certification, licensing, or occupation-specific experience.”³

¹ *An Analysis of Job Openings in the Milwaukee Region: Job Supply and Demand*. Prepared by the Employment and Training Institute, University of Wisconsin-Milwaukee. September 2006. p. 3.

² *Wisconsin Projections 2004-2014. Employment in Industries and Occupations*. Office of Economic Advisors. Wisconsin Department of Workforce Development. OEA9009P (R. 12/2006).

³ *An Analysis of Job Openings in the Milwaukee Region: Job Supply and Demand*. Prepared by the Employment and Training Institute, University of Milwaukee – Wisconsin. September 2006. p. 7; *High School Graduation Rates in the United States*. Manhattan Institute, revised 2002, Jay P. Greene, p. 2.

2. Job Seekers

Only 20% of full-time job openings in the Milwaukee Metro area can be accessed by individuals who have not completed high school and lack job experience.⁴ Consequently, occupation-specific training and education are key to jobseekers getting jobs.

In addition, there is a geographic mismatch between jobs and jobseekers that also needs to be addressed through workforce investment solutions. 2006 data on full-time job openings in the Milwaukee metro area found that only 29% of all job openings were within the City of Milwaukee and only 13% were in the CDBG/Enterprise Community designated areas.⁵ In fact, the job gap between job seekers and full-time openings in the City of Milwaukee's CDBG/Enterprise Community is 7 to 1.⁶ This indicates that the mitigation of transportation barriers is necessary to address jobseeker needs. Workforce investment solutions to remediate transportation barriers should include a range of programming from shuttle services to driver's license recovery. The geographic mismatch also suggests that regional solutions should increase opportunities to "open up the suburbs" to Milwaukee County workers.

In Milwaukee County, there is also a particular need to develop specialized workforce investment strategies for targeted populations. For example, a University of Wisconsin–Milwaukee report found that the black male jobless rate in Milwaukee was near 50 percent in 2005.⁷ According to the study, the high unemployment for black males is primarily attributable to the decrease in manufacturing employment, which is related to country's larger economic shift from a manufacturing to a knowledge-based and innovation economy.⁸ In addition, a recent study also found that "[a]n estimated 40% of African American male's ages 25 through 29 who currently live in Milwaukee County have spent time in the Wisconsin Corrections system."⁹ Creating workforce development programming targeted towards serving and mitigating black male jobseeker, and incumbent worker, needs is critical in Milwaukee County.

3. Incumbent Workers

In 2005, the Office of Economic Advisors for the State of Wisconsin found that "[t]he Milwaukee WDA, on an average annual basis, is the highest paying WDA in the state." However, the area's average annual wages mask the presence of low-wage jobs. A UWM report concluded that Milwaukee stood "near the top in growth of low-wage employment" from the 1970s to the 1990's.¹⁰ While low-wage jobs can offer employment to low-skilled entry-level workers, research has found that "over the long run, they often lead to low-wage

⁴ *Id.*

⁵ *Survey of Job Openings in the Milwaukee Metropolitan Area: Week of May 24, 2006 Final Report*. Prepared by the Employment and Training Institute, University of Milwaukee – Wisconsin. August 2006. p.23.

⁶ *Id.* p. 26.

⁷ *The Crisis of Black Male Joblessness in Milwaukee: Trends, Explanations, and Policy Options*. The University of Milwaukee. Center for Economic Development. March 2007. Working Paper. p.17.

⁸ *The Economic State of Milwaukee's Inner City: 1970-2000*. The University of Wisconsin-Milwaukee. Center for Economic Development. December 5, 2002. p. 21.

⁹ *Barriers to Employment: Prison Time*. John Pawasarat. Employment and Training Institute. University of Wisconsin-Milwaukee. 2007. p. 4.

¹⁰ *The Crisis of Low-wages in Milwaukee: Wage Polarization in Metropolitan Labor Market 1970-1990*. University of Wisconsin-Milwaukee. Center for Economic Development. November 1994. Marc V. Levine. Abstract.

careers.”¹¹ Milwaukee County residents working in low-wage jobs need to be able to develop skills to advance beyond entry-level positions. Incumbent workers need to be able to access career pathways to quality jobs, which requires an ability to access to flexible, modular trainings (soft skills and technical skills) for career advancement. Of course, incumbent workers also need stable employment supports, including access to affordable child care, transportation, possession of a valid driver’s license, etc.

4. Youth

The City of Milwaukee consistently posts one of the lowest African-American *graduation rates* in the country, hovering around 40%.¹² Unemployment was a “staggering 76.3% for black male teenagers” in 2005.¹³ Yet only 4% of all job openings in the Milwaukee area are available to high school graduates without work experience. The Milwaukee Area Workforce Investment Board is in a unique position to develop workforce investment strategies that counter these trends. All our youth activities foster career, educational and personal attainment by guiding youth toward viable career paths with an ultimate goal of self-sufficiency.

In addition, “the likelihood of having earnings above the poverty level increases with education and experience” for jobseekers in the Milwaukee Metropolitan area.¹⁴ Given this reality, youth are provided with information about, and assistance with, accessing two-year and four-year colleges and universities through services to build awareness about postsecondary educational requirements, application procedures, tuition costs, and access to financial aid.¹⁵

Children who lack meaningful permanent connections with positive role models, including dropouts, youth who have been involved with the criminal justice system and youth aging out of foster care, require even more attention and enrichment. Accordingly, the MAWIB’s emerging vision for its youth program goes beyond the spheres of employment and education, helping young people to identify and mobilize effective support systems for themselves.

B. Labor Market Information

1. Current and Projected Occupational/Employment Opportunities.

Data for the Milwaukee workforce development area profile (WDA#2 is Milwaukee County) is combined with data for the WOW workforce development area profile (WDA#3 is

¹¹ *The State of Working Wisconsin*. Center on Wisconsin Strategy. Laura Dresser and Joel Rogers. 2006. p.38.

¹² *High School Graduation Rates in the United States*. Manhattan Institute, revised 2002, Jay P. Greene, p. 2.

¹³ *The Crisis of Black Male Joblessness in Milwaukee: Trends, Explanations, and Policy Options*. p. 17.

¹⁴ *Id.* p. 22.

¹⁵ *Job Opportunities for Milwaukee Youth Entering the Labor Force: Skill and Training Needs of Employers in the Milwaukee Metro Area*. Prepared by the Employment and Training Institute, University of Wisconsin-Milwaukee. October 2006. p. 3.

Waukesha, Washington, and Ozaukee Counties) by the State of Wisconsin's Office of Economic Advisors (OEA). In the Milwaukee-WOW area today, most employment can be found in the information/professional services industry where there are 169,000 jobs, though the education and health services industry comes a 'close second' with 162,870 jobs.¹⁶ The manufacturing industry is the third largest employing industry sector with 143,860 jobs. Both the information/professional services and education and health services industry sectors are projected to grow the most jobs by 2012. The information/professional services industry is projected to grow 22.6% by 2012, which represents an increase of 38,230 jobs; while the education and health services industry is projected to increase by 26.6%, which represents an increase of 43,370 jobs. In fact, "[a]lmost one out of every three new jobs in the region will be in the education and health services sector, while one out of every 50 new jobs will be in manufacturing."¹⁷ Nonetheless, the manufacturing sector is projected to grow 1.7% by 2012, or 2,410 jobs; and the anticipated total of 146,270 jobs in manufacturing means that this sector will continue to constitute a significant force in the Milwaukee metropolitan economy.

Given the growth of the education and health care industry in the Milwaukee-WOW economic area, it is not surprising that the occupational group expected to experience the greatest growth is the Healthcare Practitioners, Technicians & Support group; employment in this group is expected to increase by 32.4% between 2002 and 2012. In addition, seven of the twelve occupations with the greatest percent increase from 2002 to 2012 are Medical Assistants (+1,140), Physicians Assistants (+200), Medical Records/Health Info Techs (+690), Physical Therapist Aides (+130), Home Health Aides (+2,120), Personal and Home Care Aides (+3,070), and Respiratory Therapy Techs (+110).

2. Required Skills in Current and Projected Employment Opportunities.

Since 1993, MAWIB has commissioned an annual assessment of job openings and training needs in the Milwaukee Metropolitan area through a "Survey of Job Openings" conducted by the University of Wisconsin - Milwaukee's Employment and Training Institute. A report on this survey found that "80% of full-time job openings in the Milwaukee metro area report "their greatest labor market needs [are] for skilled and semiskilled workers with postsecondary education, technical training, associate degrees, certification, licensing, or occupation-specific experience,"¹⁸

An "Occupational Drill Down of Training Needs in the Milwaukee Metro Area" was created based on training needs identified by the 3,300 employers participating in the May 2006 survey. In brief, this report examined six occupational areas where technical training is required, including health care workers, manufacturing openings, computer specialists, selected service occupations, clerking and administrative support jobs, and jobs requiring a valid driver's license or commercial driver's license. Not surprisingly, "needs in the health

¹⁶ *Workforce Development Area Profile: Milwaukee, Wisconsin. Milwaukee County.* State of Wisconsin Department of Workforce Development. Office of Economic Advisors. April 2005. p.1

¹⁷ *Id.* p.2

¹⁸ *An Analysis of Job Openings in the Milwaukee Region: Job Supply and Demand.* Prepared by the Employment and Training Institute, University of Milwaukee - Wisconsin. September 2006. p. 7.

care field...dominate the job openings reported, including high demand for nurses, certified nursing assistants, health aides, and technically trained specialists.”¹⁹

OEA data found in Table 1 below, lists the twelve occupations that will experience the most employment openings between 2002 and 2012; and the skills or education requirements necessary for jobseekers to obtain employment can be found under “typical education or training path.”

Table 1. Occupations with the Most Openings from 2002-2012 (WDA#2 & WDA#3)				
Occupational Title	Employment 2002	Employment 2012	Typical Education or Training Path	Avg. Wage
Retail Sales Persons	24,080	27,140	1 mo or less OJT	\$10.54
Cashiers	18,010	20,490	1 mo or less OJT	\$8.00
Comb Food Prep/Srvr	13,060	15,760	1 mo or less OJT	\$7.74
Registered Nurses	14,780	19,540	Bachelor’s or Assoc. degree	\$24.46
Waiters/Waitresses	11,520	13,110	1 mo or less OJT	\$7.66
Office Clerks/General	16,960	18,960	1 mo or less OJT	\$11.86
Janitors/Cleanrs/Hskpng	16,110	18,840	1 mo or less OJT	\$10.14
Labrs/Frght/Sock/Hand	13,350	14,180	1 mo or less OJT	\$11.03
Nrsng Aids/Ordrlies/Attnd	12,700	16,130	1 mo or less OJT	\$10.60
Customer Service Reps	13,280	16,240	1 mo or less OJT	\$14.86
Sls Reps/Whlsl/Mfg Tech/Sci	10,670	12,780	1 mo or less OJT	\$27.31
Receptionists/Info Clerks	7,930	10,270	1 mo or less OJT	\$11.03

Source: WI DWD, Office of Economic Advisers, September 2004.

3. High Demand/High Wage Jobs and Industry Clusters & Needs.

The MAWIB has adopted a demand-driven strategy to identify and meet the needs of employers through targeted high-demand/high-wage industry sectors and through targeted economic development clusters. A central element of the overall workforce and economic development plan, WIA training resources will be intentionally targeted and coordinated to within these demand areas.

¹⁹ *Occupational Drill Down of Training Needs in the Milwaukee Metro Area*. Prepared for by the Milwaukee Area Workforce Investment Board/Milwaukee Area Workforce Investment Board by the Employment and Training Institute, University of Wisconsin-Milwaukee. p. 2. *Workforce Development Area Profile: Milwaukee, Wisconsin. Milwaukee County*. p. 6.

The M7 has identified three key industry sectors which impact the regional competitiveness. In support of those sectors the MAWIB will continue to coordinate efforts, however, in recognition of the barriers Milwaukee area job seekers face in accessing employment and careers in those sectors the MAWIB has established additional local sectors to supplement the regional effort. According to labor market information, the MAWIB has identified seven potential industry sectors and four potential economic development clusters that have the following characteristics: immediate and long-term projected job growth and career opportunities; significant impact on local economy; and where training and employment services are portable among multiple employers. The seven potential industry sectors include Manufacturing/Construction; Health Care; Retail/Hospitality; Information Technology; Business/Financial Services; Education; and Green Economy. Potential economic clusters strategies include Small Business; Central City Businesses; local TIF and BID Districts; and Green Economy economic development.

The MAWIB will focus its initial development on the Construction/Manufacturing, Health Care, and Retail/Hospitality Sectors and on Central City Business and TIF Districts as economic clusters. Significant effort has been made on the part of local workforce development partners to start initiatives in these areas and the MAWIB will build upon these efforts to attach Milwaukee job seekers to quality jobs and careers with employers in these areas.

Table 2 on the following page describes top job prospects in health care (2005-2007) in the Milwaukee/WOW area for which high demand/high wage training is available:

Table 2. Top Job Prospects in Milwaukee/WOW with High Wage Training Available in Health Care		
Occupation	Education & Training	Hourly Wage
Radiologic Technologists and Technicians	Associate's Degree	\$17.56
Dental Hygienists	Associate's Degree	\$24.43
Respiratory Therapists	Associate's Degree	\$18.12
Physical Therapist Assistants	Associate's Degree	\$17.02
Diagnostic Medical Sonographers	Associate's Degree	\$25.03
Licensed Practical and Licensed Vocational Nurses	Postsecondary Professional Training	\$21.74
Surgical Technologists	Postsecondary Professional Training	\$16.06

Sources: Milwaukee/WOW Projections 2005-2007, State OEA; 2005 State Graduate Follow-up Survey, Wisconsin Technical College System.

C. Assessment of Current Workforce Investment Activities in the WDA

1. Workforce Activities available to Adults and Dislocated Workers/Displaced Homemakers:

Adult Services:

The current WIA Adult services delivery system is primarily designed to assist unemployed job seekers with basic Case Management, Occupational Skills Training and Job Placement. The system previously operated as an independent program with minimal integration or coordination among other federal and non-federal workforce development programs and is populated primarily by individuals who have significant deficiencies in literacy, work experience, and technical skills. However, effective October 1, 2007, WIA case management was integrated with W-2/FSET case management at the three primary locations. The program provides limited assistance to remediate barriers to employment but will leverage the limited WIA funding to create integrated training programs with W-2/FSET providers.

In response to changing demands from the business community and the concerns of local leadership in addressing the past strategies to adequately prepare job seekers for the local labor market, the MAWIB has begun to transform the design and alignment of WIA services in Milwaukee, including the Case Management, Job Placement, and Occupational Skills Training infrastructure. A key element of the redesign of WIA is to integrate and coordinate service delivery within the One Stop system and among community and neighborhood based organizations. In addition to building a more comprehensive and inclusive system to prepare individuals to successfully complete training and gain employment, the redesigned system will coordinate improved strategies to connect job development and job placement activities between case managers and business services unit staff.

WIA dollars are used to contract with agencies to provide WIA core and intensive services to adults at up to three primary locations in Milwaukee County: Northeast Career Opportunity Center – 1915 N. Martin Luther King Dr. (e.g. YWCA), Northwest Job Center– 6550 N. 76th St. (Maximus), and Southeast Career Opportunity Center – 2701 S. Chase Ave. (UMOS). Additionally, the MAWIB has services available to Older Workers through the Washington Park Senior Center and at the House of Corrections to assist offenders successfully re-enter the community after incarceration.

In PY2008, it is also anticipated that MAWIB will continue to administer a voucher system for intensive and training services, which will reimburse community agencies that provide intensive services (IS) and/or training services directly to WIA customers. It is the intent to utilize the ITA and IS for W-2/FSET to provide a uniform system for contracting similar services across multiple funding sources. The MAWIB created a “2007-08 WIA Intensive Service Provider Directory” to aid case managers in referring jobseekers for Intensive Services. In 2007-2008, Intensive Services include: tutoring, basic computer skills, legal, adult basic education (ABE), Assessment, Driver Education, English as a second language (ESL), mental health, mentoring, alcohol or drug addiction (AODA) issues, and GED/HSED.²⁰ In addition, the State of Wisconsin’s certified ITA list will continue to be used by WIA case managers to assist WIA customers in accessing training services through Individual Training Accounts (ITA).

²⁰ *WIA Intensive Services Provider Directory 2007-08*. Milwaukee Area Workforce Investment Board of Milwaukee County, Inc. 2006. Adult Program Services. January 2007 Cover Memorandum from Sue Wile.

(See: <http://www.wisconsinjobcenter.org/ita/presentation/SearchBy.aspx>)

Dislocated Worker Services:

Services directly targeting dislocated workers and displaced homemakers are especially needed in today's knowledge-based, innovation economy. A 2003 national survey found that nearly "one in five Americans were laid off from their jobs during the last three years."²¹ In 2006 alone, State of Wisconsin data on Milwaukee County indicates that over 2,000 individuals were affected by plant closings in Milwaukee.

WIA dollars are to contract with the HIRE Center (Help in Re-Employment) in PY2008 to provide core, intensive, and training services to workers who have been laid off from their jobs (i.e. dislocated workers) and displaced homemakers in Milwaukee County. The HIRE Center is operated by a consortium, which includes the MAWIB, State of Wisconsin Job Service, AFL/CIO Labor Education and Training Center, Milwaukee Area Technical College, and the United Way of Milwaukee.²²

The HIRE Center provides intake, orientation, registration, enrollment, case management, job placement, and retention services to dislocated workers/displaced homemakers in a manner that addresses specific issues related to unemployment. The HIRE Center also offers a range of specific services, including vocational assessment and counseling, occupational retraining, adult basic education, literacy and language skills, computer skills, on-the-job training, and job seeking preparation including job seeking skills workshops. In addition, a Learning Lab and Resource Center are also available at the HIRE Center, as are Spanish/English Bilingual services and programs and a suite of resources on unemployment insurance and COBRA. It is also important to note that dislocated workers and displaced homemakers can be referred to intensive and training services through the MAWIB's voucher system.

NEG grant dollars will also allow HIRE Center staff to continue to provide re-employment and training services to the 405 individuals impacted by the Base Realignment and Closure Commission's determination to close the 440th Airlift Wing in Milwaukee. Grant funded service activities will take place from March 1, 2007 through December 31, 2009. In addition, a Special Response grant application has also been submitted and awarded for the HIRE Center. Staff will serve and enroll 200 individuals from Washington Mutual Insurance, Jewel Osco, and Delphi Energy/Delphi Electrical from July 1, 2007 through June 30, 2008.

2. Workforce Activities available to Youth:

In this transitional period from the Private Industry Council to the Milwaukee Area Workforce Investment Board, the MAWIB will shift to increased service of at-risk and out-of-school youth. The objective is to design and increase the availability of integrated learning opportunities to eventually serve or expend at least 40% of the WIA youth allocation on out-of school youth. The MAWIB will re-design an "in-school" youth strategy for WIA and,

²¹ *The Disposable American Worker. New Survey Shows Current Economy is Hitting Many Workers Hard: Their Confidence in Economy and U.S. Leadership Plunging as They Struggle for Answers.* Press Release. John J. Heldrich Center for Workforce Development. The State University of New Jersey, Rutgers. July 28, 2003.

²² 2006. *Plant Closing Mass Layoffs (PCML).* Wisconsin's Worknet. See: <http://worknet.wisconsin.gov/worknet/datablist.aspx?menuselection=da>.

effective July 1, 2008, contract out direct services as needed to meet the goals and objectives of the program.

The MAWIB has convened workgroups of key staff to examine current programs and plan agile, effective employment-and-training youth programs for the future. The Youth Employment Continuum workgroup, the Green Sector Career Pathways workgroup, and the Education Continuum workgroup are actively developing an overarching vision for youth services.

The initial results of these workgroups' efforts is the Blueprint for Comprehensive Youth Workforce Development (Exhibit H), a tiered approach to services that addresses the employment, educational and development/supportive services needs of young jobseekers in Milwaukee County. The Blueprint will provide the framework for the specifications of all future youth-service RFPs. The approach will include career pathways along business-driven sectors. Other major concepts include job-readiness training, competency-based subsidized work experience, private-sector internships and increased private-sector employment opportunities.

The re-alignment of youth services emphasizes the following:

- Emphasis on sectors demonstrating the most future growth and opportunity;
- Activities that capitalize on strengths, promptly address barriers and lead to self-sufficiency;
- Skills development that focuses on youth's personal career exploration and goals;
- Increased and enhanced services to out-of-school youth;
- An emphasis on personal resourcefulness through identification and development of a "circle of support" for each young person;
- Stronger, more effective partnerships with youth-serving community-based organizations; and
- Subsidized employment experiences with progressive levels of responsibility and achievement.

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Young people entering the employment-and-training system will receive a thorough assessment of their strengths and needs in the areas of employment readiness, educational achievement and supportive services. Each participant will then be assigned to activities at the most appropriate level of service. The blueprint identifies the five following steps on each participant's path to adult self-sufficiency:

- Assessment and Individual Development Plan (IDP);
- Initial Programming (i.e., basic job-readiness and "resume-building" skills);
- Advanced Programming (initial work-experience placement);

- Establishment of Independence (targeted employment, training or educational options); and
- Careers Established (high-school completion/private-sector employment).

Some activities directly coordinated by the MAWIB that youth can access in PY2008 include: (1) MAWIB's Work Experience and Summer Employment Program, which provides youth with a salary for getting work experience at selected agencies and businesses; (2) Milwaukee Career Center (MCC), a fully operational 'One-Stop Job Center' free to Milwaukee County youth that provides information on jobs, careers, trades, and schools in the Milwaukee area, as well as a resource library featuring Resume Writing Software, Vocational and College Search Program, Financial Aid and Scholarship Information, and Career Interest and Assessment tools; (3) Pre-College Programming, including access to ACT Prep classes, Financial Aid and Application assistance, and college fairs; and (4) Job Development Services for assistance in finding unsubsidized employment and to participate in job shadowing, career exploration/tours, and mentoring opportunities.

Additionally, the MCC serves as an incubator for research, evaluation and development of youth-service best practices that, once demonstrated as successful models, will be purchased rather than provided.

The WIA youth program will encourage participation in volunteer and community service projects that foster soft skills development, positive life experiences and leadership development in young people. The community contacts made through these activities can enrich a youth's "circle of support" and pool of potential employment references.

Youth participating in programming may be enrolled as WIA customers and access the same intensive services as adults and dislocated workers, such as tutoring, basic computer skills, legal, ABE, assessment, driver education, ESL, mental health, mentoring, AODA, and GED/HSED. Youth will have access to intensive services when needed.

3. Services available to Employers:

The Milwaukee Workforce Investment Board has adopted a mission committed to enhancing Milwaukee area businesses' ability to access a qualified pool of job seekers to meet workforce needs. Key principals that will guide the WIB through this mission are 1) employers will be able to access a wider [global] pool of qualified job seekers through a single system and 2) employers can access opportunities for skill development through coordinated training opportunities.

To achieve its mission, the Milwaukee Workforce Investment Board will establish a Central Business Services Unit (CBSU) that will be better able to respond to Milwaukee and Milwaukee Region employer needs. Functions of the functions of the CBSU include the following:

- Provide Milwaukee and Milwaukee Region employers with a community-wide single point of contact for employers
- Coordinate responses to major area job expansion needs or lay-offs
- Coordinate system-wide training with common credentials, standards, and quality assurance

- Analyze and provide employers and trainers Labor Market information
- Acquire, support and maintain a single data system that provides employers a common data base to identify qualified workers, obtain resumes and allow for efficient recruitment of job seekers
- Coordinate and support Career Opportunity Center services through the Central Business Services Unit
- Serve as a clearing house and coordinate recruitment, matching and referral of qualified job candidates for employer job vacancies when Job Centers cannot provide an adequate number of job seekers with appropriate skills.

The CBSU will be staffed with WIB employees and job center partner program employees that include TANF-W2; MATC; and WIA Programs (Titles I – V). The Milwaukee WIB will manage and coordinate the activities the CBSU under the authority of the WIB Board of Directors. In addition, the CBSU will coordinate its efforts with the Milwaukee 7 and other regional employer alliance groups in order enhance the development of effective referral systems that will support regional workforce efforts.

Business Services will be delivered through the Comprehensive Job Centers (CJC) certified by the Workforce Development Board in accordance with Wisconsin DWD Job Center Standards. Each CJC will establish a Business Services Team of professionals that meet appropriate job skill requirements and have job functions that are developed to enable them to assist employers with finding qualified job candidates.

BUSINESS SERVICE PLANS

In accordance with established Job Center Standards, the Business Services Plan will identify how services will be provided to businesses in counties surrounding Milwaukee including Waukesha, Washington, Ozaukee, Racine and Kenosha as appropriate and as necessary to provide employment related services to Milwaukee County residents.

Each Business Services Plan will, at a minimum, describe how the following services will be provided:

- Assistance with writing job descriptions that accurately describe the position,
- Assistance in placing job orders and announcements to effectively announce job vacancies,
- Assistance with recruiting qualified job applicants,
- Assistance in job matching of qualified job applicants to employment opportunities,
- Access to labor market information and analysis,
- Employer events such as job fairs, seminars; informational workshops, etc.
- Assistance with workforce expansion or downsizing,
- Information on retention and post-employment support services for employees,
- Information on workplace and customized training,
- Information on and assistance placing job openings on JobNet Business,
- Enhanced business services and increased outreach to employers that offer high wage, high growth jobs.

Many of these services are provided to businesses at no cost. However, specific customized services may be provided to businesses for a fee to cover costs. These services will include:

- Application Collection
- Customized Job Vacancy Recruitments
- Applicant Pre-Employment Testing, Assessments and Pre-Screening
- Global On-line Job Matching System
- Applicant Screening
- Specific Pre-Employment Assessments and Testing
- Room Rentals

II. Workforce Development Area Vision & Goals

Effective July 1, 2008 the Mayor of the City of Milwaukee assumed authority as the Chief Local Elected Official for WLA services in WDA #2, replacing the Milwaukee County Executive. In assuming the authority and responsibility for the meeting the goals and objectives of the Workforce Investment Act, the Mayor established a Transition Team to provide strategic recommendations and guidance to the newly appointed Board of Directors of the MAWIB and its staff. Additionally, the CLEO and MAWIB coordinated a series of planning and development sessions with One Stop Partners, Community Based Organizations, key local governmental units, k-16 Education providers, and business representatives to establish the priorities

1. Milwaukee's Strategic Economic and Workforce Development Vision.

The MAWIB envisions a strategic and coordinated demand-driven workforce development system that is connected to bolstering the economic strength of key industry sectors and economic clusters. The new system will be responsive to the unique needs of the unemployed and underemployed workforce as well as the need to develop talent for the knowledge-based economy. Recognizing Milwaukee's under-utilized workforce as a key to the regions economic viability, Milwaukee will have an increased importance in shaping policies and strategies to assist employers in meeting their workforce needs to compete in the global economy.

The local One Stop system will develop a coordinated strategy to increase its capacity and improve its effectiveness in partnering with employers, government and public sector bodies, non-profit and community based organizations, education systems, and labor organizations. Piloting and implementing new initiatives and using improved data management and evaluation tools, the local area will be flexible, efficient, and accountable.

The MAWIB envisions itself as key locus for the coordination and development of an integrated and intelligent response to connecting business with a developed and talented workforce. The new MAWIB will work to organize the local system to respond to businesses on Sectoral and Cluster basis, targeting businesses where economic growth and workforce development are intimately connected.

The Board will link public and private workforce investment resources to ensure innovative training and employment initiatives are demand-driven and successful in meeting the immediate and long-term needs of employers.

To better assist individuals in gaining economic self-sufficiency, the Board will develop Bridge programs to prepare chronically unemployed and underemployed individuals to successfully gain and retain quality employment as well as work toward career growth through articulated and flexible career pathway models. The MAWIB will work with One Stop partners to establish a single point of contact for businesses in the Milwaukee Area and develop a coordinated menu of employer services, inclusive of occupational skills training options and intensive services.

2. Strategic Goals to achieve Vision

Goal 1. All employers will be able to access appropriate and needed employees through a single system.

Employers will be able to simply contact the workforce system with their needs. The workforce system will be able to identify from a community-wide pool, job seekers who could address the employer's needs. At a minimum, the employer will receive referrals of persons with the qualifications for their open position(s).

Goal 2. Employers and job seekers can access opportunities for skill development through coordinated training opportunities.

Training and educational services from all sources will be coordinated. Recognizing the significant skills gap between regional economic driving sectors and the available workforce in the larger urban areas is crucial. This coordination will allow employers to identify and use the most appropriate available training resources. Job seekers will be able to see the range of potential opportunities available to them and make informed choices as to the most appropriate option for them.

Goal 3. All job seekers will obtain employment and employment services through the Job Center system.

All job seekers will begin their employment search at Job Center points of entry. Job Centers will have services available to serve adults, dislocated workers and youth. A range of Job Center services will be offered at each location for both business and job seekers.

Goal 4. All entry level workers will receive access to work supports that enable them to obtain and retain employment

Many of those who seeking employment and/or who obtain entry level, low wage employment require a variety of supports to obtain and retain employment. These workers will have access directly and referral to these needed supports.

Goal 5. All workers who obtain employment will have the opportunity to pursue career pathways that lead to jobs that increase economic well being.

The low skill level of Milwaukee's workforce demands the development of strategies to bridge the divide between dead-end jobs or unemployment and career pathways. Workers who obtain employment will be able to continue to upgrade their skills to advance in their careers and earning power.

Goal 6. Prepare Youth to successfully complete education and participate in the future workforce.

The local High School drop-out rate is among the highest in the country and requires the community to focus its efforts in re-engaging out-of-school youth, as well as implementing more aggressive programs to keep youth from leaving school. Further, youth need to understand and become engaged in career development activities

Goal 7. Improve coordination between public and private interests, especially around economic development initiatives

Significant public investments in workforce development and its connection with local economic infrastructure is uncoordinated and often confusing. Joint leadership between public and private leadership is an extremely effective mechanism for achieving greater efficiency.

3. Measures to track progress towards goals.

MAWIB Board of Directors and staff will work with the Corporation for a Skilled Workforce to develop a benchmarking and measurement tools to determine progress toward goals. Existing benchmarks are tracked per each funding source’s requirements. However, the MAWIB is exploring tracking systems such Efforts to Outcomes to record progress toward goals and necessary data elements across all systems.

4. Process used to develop local vision and goals.

Mayor’s Transition Team

The Mayor appointed 23 local leaders to develop a broad vision and recommendations for development of a strong workforce development board. The members of the Transition Team include: William Andrekopoulous (MPS), Alderman Willie Wade (City of Milwaukee), Alderman Ashanti Hamilton (City of Milwaukee), Dan Bader (Bader Foundation), Darnell Cole (MATC), Dennis Conta (Conta & Assoc.), John Hiller (former PIC Board Chair), Melanie Holmes (Manpower), Doug Jansson (Greater Milwaukee Foundation), Tina Koehn (UMOS), Lupe Martinez (UMOS), Phil Neuenfeldt (AFL-CIO), Rev. Louis Sibley (MICAH), Carol Sample (Spotted Eagle High School), Howard Snyder (Northwest Side CDC), Tim Sullivan (Bucyrus International), Supervisor Willie Johnson (Milwaukee County), Donald Sykes (MAWIB), Julia Taylor (GMC), Devon Turner (MMAC), Joe Tucker (MMAC), Wallace White (Commissioner, MMSD), and Steven Xiong (Catholic Charities). The Team met two times and in the course of those meetings identified strategic issues to be addressed by the new Milwaukee Area WIB and established a fundamental vision toward addressing the workforce needs of the local community. From this new vision and common understanding, four sub-committees were established to provide a more detailed set of recommendations for the role of the new Workforce Investment Board.

The workgroups and their membership are listed below:

Mayor’s Transition Team Workgroups		
Group	Chair	Members
Economic Development	Howard Snyder	Dan Bader, Ashanti Hamilton, Willie Johnson
Resource Development	Wallace White	Doug Jansson, Dan Bader
Organizational Restructuring	Darnell Cole	Dennis Conta, Dan Bader, Ashanti Hamilton, Lupe Martinez, Phil Neuenfeldt
Business Services		Tim Sullivan, Melanie Holmes, Julia Taylor, Joe Tucker, Tim Sheehy

The Sub-Committees have all met and developed a set of recommendations that the Transition Team will present to the full MAWIB at its next Board meeting in March.

Milwaukee Coordinating Council

As part of its efforts to re-design and implement an improved process for workforce development, the Council established several planning workgroups to address key operational issues of the One-Stop system.

The Coordinating Council is comprised of key partner agencies engaged in local workforce development who share operational responsibility for implementing the primary federal workforce development programs in Milwaukee. Partner agencies participating in the workgroup planning process include leadership and staff from the MAWIB, UMOS, the YWCA, PSI Inc., Maximus Inc., DVR, WI Job Service, MATC, Milwaukee County DHFS, Milwaukee County Child Support Enforcement, the UWM Center for Workforce Development and City of Milwaukee Mayor's Office of Workforce Development.

The Workgroup and sub-committees of the workgroup convened on-going meetings from July 1, 2007 through October 31, 2007. Developing a working set of recommendations in key areas impacting the coordination and delivery of services in the local WDA.

SEE Exhibit M "Summary of Workgroup Recommendations to the Transition Team and the Milwaukee Area Workforce Investment Board, Board of Directors"

5. Describe how the needs of the entire WDA, and region, if appropriate, were incorporated.

Participation in the M7 and Regional Workforce Alliance is the framework for our collaboration, to be operationalized by the implementation of the WIRED grant.

6. Strategies to achieve the WDA's vision and goals.

Goal 1. All employers will be able to access appropriate and needed employees through a single system.

- a. Create a Central Business Services Unit that serves as a coordinated single point of contact for Businesses
- b. Coordinate Central Business Service Unit with the Regional Business Services unit strategy.
- c. Identify one or more champion employers who can demonstrate the value of working with the workforce development system and help market this system as a primary place to obtain employees.
- d. Ensure that the Job Centers are well organized to connect and effectively communicate with employers who are seeking employees—each employer gets a single case manager.
- e. Create a single, integrated information source—website—which serves as a “first stop” for employers and employees and links appropriately to the individual organizations in the workforce development system.

- f. Develop an enhanced “job matching” system with the ability to sort and certify information in order to better match employers seeking workers with employees seeking jobs.
- g. Examine the temporary employment agency business model (like private counter parts) for direct placement activities.
- h. Demonstrate that the Milwaukee Area workforce-development system is an effective source for obtaining employees.
- i. Market an image of the workforce-development system as an effective source for obtaining employees rather than the conventional view as a social- service system.

Goal 2. Employers and job seekers can access opportunities for skill development through coordinated training opportunities.

- a. Advance Sectoral coordination with training and skills development as the central organizing principal
- b. Promote an integrated system for employers and job seekers who are seeking job training and skills development programs
- c. Regularly review and analyze data gathered through offices of state and local government and other research entities (e.g, higher education institutions and local research organizations) to understand local, regional, state, national, and international employment trends.
- d. Involve employers and MATC industry councils in determining training and educational programs by sector for the local workforce-development system.
- e. Provide basic skills/literacy training so that all of those that seek employment or to advance in employment have the fundamental skills allowing them to pursue a wide range of training and educational opportunities.
- f. Develop and post a quarterly training calendar listing the offerings of all partners. Where possible, “slot-in” opportunities will be available on a pro-rated basis.

Goal 3. All job seekers will obtain employment and employment services through the Job Center system.

- a. Create private-sector support for the integrated plan for the Milwaukee County workforce development system; ensure that employers understand the mission and operation of this plan.
- b. Work with local, regional, state and national foundations as a means to support and advance implementation of the integrated plan.
- c. Explore the creation of public-funded employment to support workers seeking to enter the workforce and develop skills and experience.

Goal 4. All entry level workers will receive access to work supports that enable them to obtain and retain employment

- a. Develop new workplace and community mentorship programs aimed at supporting employment retention
- b. Work with employers to ensure that entry-level employment requirements are not set so high as to disqualify workers who might be effective employees from receiving employment (including work with ex-offenders seeking to reenter the workforce).
- c. Engage the Human Resource Management Association to create cooperative arrangements based upon mutual understanding of critical issues of both parties.

Goal 5. All workers who obtain employment will have the opportunity to pursue career pathways that lead to jobs that increase economic well being.

- a. Develop career pathway models for key industry sectors
- b. Coordinate with MATC to implement the RISE initiative
- c. Develop work-readiness, job-readiness and career-readiness certifications in conjunction with career-readiness centers coordinated with Adult Learning Centers

Goal 6. Prepare Youth to successfully complete education and participate in the future workforce.

- a. Work with local public school districts to promote vocational education and related training opportunities at the high school level.
- b. Implement recommendations of the STEM advisory task force.
- c. Create opportunities for students to apply math/science learning to career opportunities through such vehicles as internships, experiential learning and Project Lead the Way.
- d. Develop innovative school-to-work experiences to re-engage out-of-school youth.
- e. Utilize the skills and assets of the technical system, especially Milwaukee Area Technical College, in creating linkages between education systems and employers.
- f. Explore how the new Job Corps Center that is coming to Milwaukee can support the Milwaukee County workforce development system and its integrated plan.

Goal 7. Improve coordination between public and private interests, especially around economic development initiatives

- a. Develop economic cluster approach for central-city, small and minority businesses.
- b. Coordinate workforce development initiatives within BID/TIF districts with the Department of City Development, MEDC and CDBG.
- c. Coordinate regional economic development with the M7.

- d. Develop a coordinated response to opportunities in the emerging “green economy.”

III. Workforce Development Board

A. Plan Input and Review Process

1. Opportunity for public comment.

The Local Plan has been developed with substantial input from the members of Mayor’s Transition Team as well as the partner members of the Milwaukee Workforce Collaborative MAWIB staff, and individual members of the MAWIB Board of Directors.

Public Participation Process:

- The announcement of a 30-day public comment period – including directions on how to submit written comment, attend a listening session to submit oral comment, or attend a MAWIB’s Program Committee meeting to submit oral comment - will be publicly noticed in recognized local newspapers with circulation in Milwaukee County. Copies of the plan will be made available online at the MAWIB's website, at the MAWIB headquarters, and at the Office of the City Clerk of Milwaukee.
- Listening sessions will be scheduled in the January of 2008. These listening sessions will be publicly noticed through a variety of local print media, through postings on the MAWIB website and via mail to all formal and informal WDB partners.
- MAWIB’s Program Committee will schedule a time to receive public comment on the Local Plan during the 30-day sunshine period.
- Written comments will be directed to the MAWIB Corp Office. Any written comments that are submitted to MAWIB during the 30-day sunshine period will be compiled and submitted to the Board for consideration. Comments will be provided after the sunshine period and will be attached to the local plan.

2. Comments that express disagreement with the Local Plan, and response.

None received at this time.

B. WDB Functions

WIA identifies a number of functions that are geared toward the overall success of the workforce investment system. These functions are to be carried out by the WDB. These functions include:

- Development and submission of the Local Plan.
- Assuring coordination of workforce investment activities with economic development strategies and development of other employer linkages.
- Promoting the participation of private sector employers in the local and statewide workforce investment system and ensuring effective provision, through the system, of connecting, brokering and coaching activities, which assist employers in meeting hiring needs.
- Selection of One-Stop operators and service providers.

- Development of a budget to carry out these functions and direct the disbursement of WIA Title IB funds.
- Monitoring the One-Stop delivery system and WIA Title IB programs.
- Negotiating local performance measures with the Chief Local Elected Official and the Governor.
- Assisting in developing the statewide employment statistics system.
- Monitoring access to ensure everyone has access to the One-Stop system and core employment related services (universal access).

1. Additional Roles & Responsibilities of WDB, agreed upon by CLEO.

The MAWIB will enter into a Memorandum of Agreement with the City of Milwaukee to conduct collaborative planning and development related to the coordination of public investment in economic and community development.

2. Identify the fiscal agent or entity responsible for the disbursement of grant funds.

As the CLEO, the Mayor of Milwaukee has designated and entered into an agreement with the Milwaukee Area Workforce Investment Board to act as the fiscal agent on behalf of Workforce Development Area #2.

3. Identify any state or regulatory requirements the WDB would like the State to include as part of a waiver plan to the Department of Labor.

The Milwaukee Area WIB requests relief from the mandate of the Department of Development, Division of Workforce Solutions policy, “Workforce Investment Act (WIA) 35% Expenditure Requirement for Training leading to High Wage Jobs.”

It is the position of the Milwaukee Area Workforce Investment Board that this policy, while well intentioned creates certain systemic barriers to a large section of the population in Milwaukee County and disadvantages those persons most in need of the full spectrum of services provided by WIA funds in Milwaukee County. We ask that the DWD grants the Milwaukee Area WIB relief from the policy requirements for the reasons which follow.

- Persons with the most significant barriers to employment (e.g. persons with disabilities, felons, people with LEP, or those with AODA issues) have their access to intensive services provided through local formula allocation funds limited by this policy unintentionally, because local Boards may have to spend more on training to align with this policy.
- The higher demand for high wage job trainings created by this policy is suitable for individuals with the fewest barriers to employment or advancement in the workforce. This unfortunately results in “creaming” the talent pool to place the most skilled job seekers, and therefore those less in need of WIA services into training, rather than those most in need of assistance.

- This policy is not responsive to the needs of a large number of employers in the Milwaukee community. Many employers in Milwaukee County need trainings to fill positions that pay well by WIA participants' standards, but do not meet the high wage criteria. These employers are shortchanged by this policy.
- The 35% Expenditure Requirement is a disincentive to co-enroll with W-2 and FSET because this population will be less likely to ready for trainings leading to high wage occupations.

The Milwaukee Area Workforce Investment Board will also initiate a formal waiver plan request addressing the following federal provisions:

- WIA §101(8)(C) – requiring employers to pay for not less than 50% of the cost of the training.
- WIA §101(25) and 20 CFR 664.200 – the eligibility requirements for Youth Services.

50% Training Cost Contribution by Employers

The Milwaukee Area WIB will request a waiver to allow for the employer contribution to be based on a sliding scale of 10%-50%, the actual percentage to be determined by applying specific criteria. The current 50% contribution requirement has been a significant deterrent and severely limited the number of customized training proposals submitted to the Board.

Allowing the circumstances and needs of an employer to be taken into account when determining the amount of the contribution will encourage and increase our utilization of customized trainings. A sliding scale also provides the Board with an expanded capacity to provide the full range of WIA services particularly to smaller employers with limited resources.

In addition, Adult, Dislocated Workers, and Older Youth eligible for WIA services will be impacted. These job seekers will ultimately benefit from increased customized training opportunities which have the commitment to hire those who successfully complete the training.

Youth Services Eligibility

The Milwaukee Area WIB will also request a waiver to permit documentation of eligibility for the National Free and Reduced Lunch Program to also be sufficient to meet the eligibility requirements for receiving WIA Youth Services. This was permitted until July 1, 2007 when current DWD policy prohibited its use.

A majority of high school youth in WDA #2 are eligible for the National Lunch Program, receive its benefits, and in the past have therefore also been eligible for WIA Youth Services. Both programs utilize means testing as a part of eligibility determination. Many who qualify for the lunch program also qualify for WIA services.

It is not untypical that youth who are eligible for WIA services to have difficulty producing all the paperwork requested of them. However, this is not the case for the lunch program which requires a lesser degree of paperwork, and the schools keep copies of it on file. A significant

number of youth who would be able to access the school copies to use for WIA eligibility, will be unable to receive services for which they qualify.

C. WDB Composition.

WIA plans will not be approved unless a DWD certified Board is in place.

1. Nomination and Selection Process for WDB.

On July 1, 2007 the Mayor of Milwaukee was designated as the Chief Local Elected Official for WDA #2 and upon assuming responsibility for the local WDA the Mayor accepted nominations from the Business Community and Public Sector represented bodies mandated by WIA for appointment to the local Workforce Investment Board. In order to facilitate a timely transition of leadership and to avoid any disruption of service delivery to clients and businesses, the Mayor established agreement with the Private Industry Council of Milwaukee County Board of Directors to establish a new Board of Directors that would be immediately appointed following the resignation of all seated Board members. Upon resignation, the Mayor appointed a new Board of 33 members in accordance with WIA Board composition guidelines and with particular consideration to identifying Board membership positioned and interested in advancing the needs of employers and job seekers in the local area.

2. WDB membership list (as of May of 2007).

See WDB Membership Form for list of current WDB members (Form A)

3. WDB Subcommittee Structure.

Effective December 13, 2007 the Milwaukee Area Workforce Investment Board of Milwaukee County adopted changes to its by-laws which establish three permanent sub-committee of the Board charged with special duties in service of the full Board of Directors a Board Committee Organizational Chart is included as **Exhibit A**. The Committee's meeting schedule is attached as **Exhibit B**. The Standing committees of the MAWIB are listed below:

Executive Committee:

The Executive Committee of the Board of Directors consists of the board's officers, the chairs of the program committee and the personal and Finance Committee as well as three at-large Board members appointed by the Board Chair. The purpose of the Executive Committee is to exercise the authority of the MAWIB to ensure efficiency and flexibility when it is impractical for the entire board to convene.

Personnel & Finance Committee:

The Finance Committee reviews fiscal processes and procedures to ensure the agency is in compliance with federal and state regulations. The committee reviews and recommends to the WDB, human resource policies, benefits arrangements and annual pension contributions and serves as the grievance committee for third step personnel and program grievances. It also approves annual budgets and reports to the full board on the annual audit.

Program Committee:

The Program Committee provides leadership to the Board pertaining to matters which affect program design, program policy, and contract performance. Further, the Committee provides leadership to the coordination and development of partnerships which govern the local workforce development infrastructure including the Comprehensive Job Centers, the One Stop Operator Agreements, and Central Business Services Unit. Additionally, the Program Committee is charged with oversight and support of the Local Coordinating Council, the Neighborhood and Community Council, and the Sector Partnerships Initiative. The Committee establishes procurement processes for program activities, makes recommendations to the Board regarding the selection of contractors and monitors the performance of contractors and vendors. The committee works with independent reviewers and staff of the WDB to solicit and fund high quality, innovative initiatives that meet the needs the local workforce area. It also develops local program policy pertinent to specific programs and funding sources.

Youth Council:

The Youth Council formerly the Youth Committee is a mandatory subgroup of the WIB as outline in WIA Sec. 117 (h) and is composed of both youth and adults appointed by the Mayor. Youth Council appointees have expertise or special insight in youth issues and services. The Youth Council acts as an advisory committee to the WIB providing insight, coordination and recommendations to staff on youth programming, service provider and grant awards.

4. Process to notify the chief elected official of vacancies and to fill those vacancies.

Board members who vacate seats voluntarily prior to the completion of their term are asked to provide written notification of their resignation to the Chair and President of the Board whereupon the Chair and President will notify the CLEO and request the vacated position be filled in a timely manner. The CLEO will solicit nominations for the vacated position from the appropriate representative group and make appointments accordingly. The Mayor's Office will provide letter of appointment and follow-up with the appointee will be conducted jointly by the Board Chair and President.

For Board Members who are currently seated, three months prior to the completion of their term on the Board, the Board Chair and President will request counsel with the CLEO to determine whether or not the member will be asked to serve an additional term. Based on the determination to re-appoint or seek a new Board member the CLEO will issue appropriate written correspondence 30 days prior to the date of completion of the term.

D. Youth Council

The Youth Council is a mandatory subgroup of the WIB appointed by the WIB in cooperation with the chief local elected official. Some members of the WIB will serve on the Youth Council, in addition to other individuals identified as having expertise or special interest in youth policy and services.

1. Roles and responsibilities of the Youth Council (as of May of 2007):

Historically, the MAWIB's Youth Council has a purely advisory role. However, the Youth Council performs five basic functions as outlined in the Workforce Investment Act:

- a) *Coordinating youth activities.* The MAWIB Youth Council oversees the development of youth-related events throughout the year, including job fairs, Juneteenth, Black History Month, etc.
- b) *Developing portions of the Local Plan related to eligible youth.* Throughout the years the MAWIB Youth Council has reviewed and provided input on policies relative to the MAWIB's youth programs.
- c) *Recommending eligible youth service providers in accordance with WLA section 123, subject to the approval of the Local Board.* MAWIB Youth Council members are kept abreast of all solicitations for services and encouraged to communicate with their contacts regarding application for provider status.
- d) *Conducting oversight with respect to eligible providers of youth activities in the local area, subject to the approval of the Local Board.* The MAWIB Youth Council reviews proposals and Review Committee scores for subsidized-employment worksites. The MAWIB Youth Council provides its feedback and forwards its recommendations to the Full Board for approval.
- e) *Carrying out other duties as authorized by the Chairperson of the Local Board, such as establishing linkages with educational agencies and other entities.*

2. Conflict of interest for Youth Council members.

Since the Youth Council makes no binding decisions for the WIB, no conflict-of-interest situations have arisen. One of the primary responsibilities of the Youth Council is to review the applicants for Youth Work Experience and Summer Employment worksites. Youth Council members directly affiliated with applicant organizations recuse themselves from the vote. The net result of the Youth Council's action regarding worksites is a recommendation to the Board, which makes final approval decisions. Furthermore, the worksites do not receive funds directly from the MAWIB, but rather provide supervision and activities for young people. Therefore, no financial conflict of interest would exist in any case.

3. Complete the Youth Council Membership Chart (Form B).

The current WIA Youth Council composition reflects the standing Council as appointed prior to the MAWIB's transition from County Executive to Mayoral authority. It is the intent of the MAWIB and Mayor to establish an effective Youth Council which meets regularly and provides guidance to the Board. In order to achieve this, the Mayor and Board will reconstitute the Youth Council, considering the number of appointments, the nomination process, and the balance of representation as required by WIA regulation. It is the intent of the MAWIB complete a plan for re-establishing the Youth Council and its functions in the first quarter of 2008 and complete the nomination and appointment process by June 30, 2008.

4. Youth Council's recent activities, frequency of meetings, and level of involvement in WIB activities.

Historically, the WIA Youth Council meets on a quarterly basis to review the MAWIB's youth programs. At its spring meeting, the Council reviews Work Experience and Summer

Employment worksite applications to prepare advisory recommendations of worksites to the Workforce Investment Board.

E. WDB Support and Administration.

1. Provide a complete description of the WDB's support and administrative procedures.

It the intent of the MAWIB to restructure its internal staffing to reflect its new role as the primary planning, coordination, and development agency for local workforce development efforts. The current organization structure remains reflective of the deliberate process of transition and in recognition of the MAWIB's commitment to develop clear strategies and priorities before making any major staffing changes.

2. Include an organizational chart of WDB staff, administration and support.

For an organizational chart of the MAWIB as of December 28, 2008, please refer to:

- **Exhibit A** for MAWIB's Board of Directors Chart
- **Exhibit B** for MAWIB's Board and Committee Meetings
- **Exhibit C** for MAWIB's Organizational Chart

3. Describe the distribution of administrative funds subject to the 10% limit, as allocated to:

100% of administrative funds will be directed to WDB support. Allocation to be determined.

IV. One-Stop Delivery System

A. System Description

1. Job Center Delivery System for the Milwaukee Workforce Area

Guiding Principles

- The Milwaukee WIB will serve as the coordinating agency for all Milwaukee workforce development activities.
- The Milwaukee WIB will develop a community-wide one stop system that includes WIA as part of One-Stop Centers and Coordinated Business Services.
- The Milwaukee WIB will provide geographically based intake sites for business and job seekers.
- The Milwaukee WIB will establish and maintain ongoing communication systems, supported by information technology.
- Customers, i.e. business and job seekers, will receive integrated services.
- The Milwaukee WIB will work toward establishing common assessment tools that will be used by all system partners.
- The Milwaukee WIB will use its limited WIA training resources for customized skills to develop employees for employers.
- The Milwaukee WIB will coordinate with W2 Agencies, MATC and others to use to provide skills enhancement and bridge trainings.

- Within the requirements of federal and state law and regulations, the State will provide optimal flexibility to the Milwaukee.
- The State and federal government will actively assist the Milwaukee WIB in obtaining waivers that assist in effective program implementation.

Purposes of the One Stop System

The Milwaukee Workforce Investment Board (MWIB) is proposing an upgraded One-Stop system that will:

- Provide coordinated access for employers and job seekers to employment, training and education.
- Provide employers a single point of contact for the potential employees or trainees most appropriate for their business needs
- Provide residents in Milwaukee with single point of access to jobs and the skills needed to obtain employment.

The One Stop system will offer a single point of entry for all employers and job seekers, regardless of specific service delivery programs. Among the programs that will participate in the system will be WIA, W2, FSET, Job Service, DVR, MATC, and MPS.

Employers will be able to work within the One-Stop system to address all employment needs. They can contact the system in a variety of ways, explain their needs and use the labor supply of all programs to meet their demand for employees. (See Business Services below)

A **job seeker** will be able to go enter the system to access a menu of opportunities that address her/his employment needs. The One-Stop will not only provide WIA services but also offer through its partners, access to the full range of employment, training and educational opportunities available in the Milwaukee community. For example, access to such services placement, W2 services, dislocated worker services, educational services and other services specifically related to employment will be accessed through the One-Stop. In addition, the One-Stop will provide access to critical supports needed for obtaining and retaining a job, e.g. child care, Food Share, health insurance opportunities and assistance in obtaining transportation. (See One Stop Centers below)

The new One-Stop system will rely upon a major **coordination effort off all stakeholders** in the Milwaukee community. It requires not only initial agreements but ongoing coordination. The WIB will maintain a Coordinating Council consisting of:

- MWIB
- MATC
- MPS
- W2 Agencies
- Job Service
- Milwaukee County Department of Social Services
- Job Service
- DVR

- Foundations
- Job Corp
- Department of City Development
- Community Development Block Grant
- Business Representatives

It will provide ongoing input into the system's development, monitor the effectiveness of the system and oversight to the One-Stop network and provide advice on its continuous improvement.

The one stop system will be supported by an information-technology based communication system that allows for sharing of business employee requirements and potential employees skills, qualifications and interests.

Business Services

- Business services will be part of a coordinated effort that links all job development and business service efforts.
- Business services will consist of a Central Unit and representatives in each job center.
- Employers can contact Business Services centrally or at each comprehensive job center.
- Business services will provide employers with potential workers from all locations.
- Business services will work with employers to provide customized skill training to which the WIA will commit all of its non-ITA training resources.

One Stop Centers

- Each comprehensive job center and access points of service will provide access to all job seekers adult, youth, older adult, and dislocated workers
- Three strategically located comprehensive job centers will be established. These centers will have a basic capability for access, intake and referral of all employees. (A youth and dislocated workers specialist will be located at each comprehensive job center)
- The Access points of services will offer intake and referral for all employees who come to these centers. The APS will be the Dislocated Worker Center, Older Adult Center and Youth Services Center)
- Critical support services will be build into the centers, i.e. Food Share, Medicaid/Badger Care, Drivers License recovery, WETAP transportation, child support, MATC, (others

- a. *Describe the local system for delivering the services of the required Job Center partners in a seamless and integrated manner to job seekers, incumbent workers, youth and employers.*

The local system for delivering services involves all mandated partners in addition to including collaborating partners that provide employment and training services to Milwaukee area residents. Under WIA, the Local Workforce Development Board exercised its granted authority to select from several processes a manner to designate or certify the local area One-Stop Operator. Under its current structure, the One-Stop Operator maintains a Wisconsin DWD approved and active Memorandum of Understanding for the Northeast Comprehensive Job Center following the guidelines of the DWD Local Plan Guidelines (March 2007). The One Stop Operator and

Northeast Career Opportunity Center partners affiliated with this CJC under this certification and fully executed MOU includes:

One-Stop Operator Consortium – WIA Title I, Title II, and Title III

Northeast Career Opportunity Center partners – WIA Activities for Adults, Youth & Dislocated Workers (Title I); Adult Education and Family Literacy (Title II); Labor Exchange for Wagner-Peyser (Title III); Vocational Rehabilitation (Title IV) Temporary Assistance to Needy Families/WI W-2 Employment & Training; Food Stamp Employment & Training; Senior Community Service Employment Program (Older Americans Act Title V); Trade Adjustment Assistance and FAFTA-TAA; Veterans E & T Services; Unemployment Insurance; Housing and Urban Development/Employment Training; Native American Programs in Milwaukee County (WIA Section 166); Community Services Block Grant (CSBG); and Migrant Seasonal Farm Worker (WIA Section 167).

This MOU also includes a Business Services, Plan, Collaborative Service Agreement, Staff and Cost Sharing Plan and a Business Services Plan.

The Milwaukee WIB has the lead roles of planning, coordinating, monitoring and developing resources of this job system to ensure it will provide an integrated continuum of existing and newly developed services that will address current and future needs of employers and job seekers.

All job seekers can begin their employment search at Job Center points of entry. Job Centers will be structured to provide services to serve adults, dislocated workers and youth. At each Career Opportunity Center locations program partners will offer required core, intensive and training services designed to help job seekers obtain meaningful employment, advance careers, and/or receive training in high-demand jobs. Services provided to job seekers on behalf of employers with job opportunities include: job search assistance; workshops on career advancement and personal development and other community interests.

- b. Address how access to the local system will be achieved so that any individual or employer will have access to the Job Center system and to core employment-related services.*

The Central Business Service Unit will place major focus on developing and maintaining a system that maximizes the resources available to support employment services from all public and private partners. First steps include:

- Establish a system of job sharing that will provide employers a pool of the best qualified candidates, regardless of the agency or organization serving them.
- Develop and support a system-wide data system that will have the capacity to provide at a minimum, basic individual participant data; common assessment

information on all job seekers; job seeker resume information, employer postings, and data required for reports.

- The Milwaukee WIB will identify and secure cutting edge technology to available to job seekers and employers that will significantly improve the quality and efficiency of hiring job candidates throughout the region. This will be a first-of-its kind integrated employment matching system anticipated to serve as a catalyst to make the Milwaukee Area one of the best places for businesses, small and large, to recruit and retain qualified employees.
- As a member of the Regional Workforce Alliance, Milwaukee Area WIB has also begun preliminary discussions on how business planning and employer access can occur regionally.

2. Identify Existing, Planned and APS Locations in the WDA (Attachment G)

a. *Existing*

The Northeast Career Opportunity Center is located at 1915 N. Dr. Martin Luther King Jr., Drive, Milwaukee, WI 53212 and has six Access Points of Service Locations identified in the MOU. This Job Center was certified by the Wisconsin DWD in January 2007. See **Attachment G**.

b. *Planned*

The Southeast Career Opportunity Center is located at 2701 S. Chase Street, Milwaukee, WI 53207. It is expected to have six Access Points of Service Locations which will be identified in the MOU. The certification process is expected to be complete by January, 2008. The Northwest Career Opportunity Center located on the North 76th Street in Milwaukee is expected to have six APS Sites as well which will be identified in the MOU. The certification process is expected to be completed by June 30, 2008.

c. *Staffing support*

The Milwaukee Area WIB will continue to provide staffing support to the current One-Stop Operator in order to provide planning, coordination, and monitoring. This staff will also provide resource development assistance to Board, Transition Team and other Work Groups assigned with activities relative to the development of the Central Business Services Unit. In addition, Milwaukee Area WIB will continue to provide staffing support to insure effective and efficient delivery of CJC Business Services Team activities.

B. Continuous Improvement

Measuring Progress.

Progress toward Job Center Service Standard attainment will be the joint responsibility of the Milwaukee Area WIB as administrative entity and members of the One-Stop Operator consortium using the Wisconsin DWD criteria checklist for certifying job center standards.

Continuous Improvement.

In conjunction with workforce investment partners, the Milwaukee Area WIB undertakes efforts to evaluate the performance of WIA service delivery at One-Stops. For example, staff work with service providers to aid in placing WIA customers and meet performance benchmarks through our “team concept.” Milwaukee Area WIB staff also work closely with employers and trainers to develop relevant customized trainings. In consideration of the new emphasis on high growth, high wage occupations, the Milwaukee Area WIB will take the following steps toward an improved WIA and One-Stop system in each of the following areas: Core Services, Intensive Services, Training Services, and Business Services Unit.

Core Services – Selected provider(s) will provide WIA Core Services in the comprehensive One-Stop centers in order to streamline the intake process. Job Service will continue to staff the Resource Rooms at One-Stops and continue to provide Core Services at One-Stops.

The Milwaukee Area WIB may expand other Core activities, such as workshops and interactive financial/computer literacy tools to enhance jobseekers’ initial employment search. This increased emphasis on long term goals, demand industries, the value of employer benefits and other career resiliency elements at the Core level, will create more opportunities for jobseekers to make informed choices about their future.

Intensive Services – Milwaukee Area WIB will continue to operate the WIA team concept in 2007-2008. In addition, the Milwaukee Area WIB has initiated a component focusing on enhanced communications and coordination among all Job Center personnel. It is anticipated that the on-going initiative to seek NAWDP certification for Milwaukee Area WIB staff and providers will also elevate and standardize the caliber of services provided in the One-Stops.

In 2001 the Board identified the need for jobseekers to access Intensive Services more effectively. This led to the development of an Intensive Service Provider Network (IPSN) system that has been replicated in other arenas. Case managers can easily make referrals to resources outside the One-Stop system by writing vouchers for services. The Milwaukee Area WIB recently reviewed the Intensive Services Network provider list to identify those providers with the most meaningful, cost effective services and ensure quality of services. This led to the development of a 2007 WIA Intensive Services Provider Directory, which lists providers with a proven track record. It is also the intent of the MAWIB to expand the IPSN to W2/FSET case management and JDPA partners.

Training Services – The Board will focus on the ITA list of training providers whose offerings and placement rates further high wage, high demand employment for WIA participants. Not only will existing training providers be reviewed, but all future training opportunities, including OJTs, CSTs and certificate trainings, will be tailored to careers that ultimately lead to a wage comparable to local median wage standards. Milwaukee Area WIB staff and contracted case managers will become increasingly rigorous in the selection of appropriate trainings. Case management staff will collaborate with participants to find the most suitable occupational match within these parameters.

Furthermore, the Milwaukee Area WIB will build on current efforts to:

- Partner with MATC in developing short-term certificate programs in demand areas

- Coordinate with other programs, such as W2/FSET and Refugee Services
- Seek fruitful partnerships with quality employers through OJTs and CSTs
- More closely monitor the local ITA list for quality and relevance to labor market trends

Business Services Unit – The Milwaukee Area WIB staff is participating in Team meetings, as well as coordinating closely with WIA Job Development staff, Job Service Business Unit staff and other area job development entities. Part of this effort will be alignment of services to avoid duplication. Additionally, a core function of the WIB staff will be to support the planning and development activities critical to the creation and implementation of the Central Business Services Unit as well as support the coordination of activities of the CBSU and localized employment activities at Career Opportunity Centers. The WIB will coordinate with the CBSU in the development of a menu of employer services and a marketing initiative to brand One-Stop center products and services to attract local employers. This Unit staffing currently consists of six Business Services Specialist having specialty areas—(1) Job Developer Team Leader; (1) Training Coordinator; (1) Job Developer Adult; (1) Job Developer Youth; (2) Disability Program Navigators and (1) Unit Manager.

C. One-Stop Operator

1. The current One-Stop Operator Designation is a consortium that consists of WIA Title I, WIA Title II and WIA Title III. This designation was selected by the Workforce Development Board in 2006 in accordance with WIA legislation dictating approved processes and options.

The parties to the One-Stop Operator Agreement (OSOA) for Milwaukee County (e.g. WDA#2) constituting the OSO consortium for the Milwaukee County Job Center System, includes WIA Title I Agent Donald Sykes as the representative of WIA Activities for Adults, Youth & Dislocated Workers, WIA Title II Agent Dr. Darnell Cole as the representative of Adult Education and Family Literacy (i.e. MATC), WIA Title III Agent Sheila Knox as the representative of Labor Exchange for Wagner-Peyser (i.e. WI State DWD Job Service). Signatories to the OSOA also include Shirley Lanier, Acting WIB Board Chair, and Tom Barrett, Mayor, City of Milwaukee as the Chief Elected Local Official.

The MAWIB anticipate a significant change to the OSO agreement within the first quarter of 2008. Representatives of TANF/FSET programs have agreed to become parties to the agreement and will be added in accordance with Board approval. Further, a revised MOU will be established further detailing the role of the OSO in implementing greater coordination and integration of business and customer services across locations and programs.

2. Roles and Responsibilities.

a. Provide a description of the roles and responsibilities of the One-Stop Operator(s).

DWD defined OSO roles and responsibilities formed the basis of the roles and responsibilities set out in the One-Stop Operator Agreement (OSOA) for WDA#2; specific roles and responsibilities are outlined in the OSOA in **Attachment K**.

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

There is currently 1 approved OSOA and 2 pending/in process OSOA. These agreements will in place at each of the Career Opportunity Centers located at the NE COC (approved), SE COC (pending Board approval), and NW COC (in Process). As noted in the previous section the configuration of partners to the OSOA is expected to be revised in January 2008.

Partner agency commitments under the OSOA to oversee the certified Comprehensive Job Center in Milwaukee County can be found on page 2 of **Attachment K**. Consortium activities include the development of operational procedures and policies per “2007 Wisconsin WIA Local Plan Guidelines” – including the creation of: (a) Job Center Service Standards, (b) CJC and APS Business Service Plan, (c) CJC Cost Contribution and Staffing Plan, and (d) Assessing Customer Satisfaction and Developing Strategies for Improvement. Currently, the local Coordinating Council is in discussion regarding proposed changes to the OSOA which may include new roles and responsibilities of the OSOA and local Career Center Partners. To achieve greater system-wide coordination and communication, the Central Services Business Unit would develop a local Business Services Plan which provides strategic direction and accountability to meeting local business needs. The CBSU would coordinate with each OSO to ensure not only State Job Center Standards are met, but that goals for the local and regional overall system are achieved.

- c. One-Stop Operator role will include coordination of other partner services, describe the process used to obtain the agreement of all of the partner agencies to this relationship. Document this agreement by including the OSO role in the MOU described below.*

The role of the OSO consortium is to coordinate partner services; the Milwaukee Area WIB worked actively with other designated OSO parties to ensure that all partner agencies understood their relationship in the new Wisconsin Job Center System (See **Attachment A** for chart of the OSO model selected for WDA#2).

D. Memorandum of Understanding

1. Process/Approach

- a. Describe the process used to develop the MOU(s).*

The MOU was developed pursuant to the Workforce Investment Act of 1998, state guidelines, and partner meetings. See IV. C. for a description of the process used to obtain agreement.

- b. Provide copies of the signed MOU(s) or a status report on the negotiations of MOU(s) not yet signed.*

See **Attachment D**.

2. Contents of the MOU

See **Attachment D**; the MOU addresses the following requirements:

- Signatures of all required parties to the MOU(s).

- Each signatory agrees to work towards Job Center system measures and program performance measures (See Part 2.D Implement the Job Center Service Standards).
- The MOU Collaborative Service plan describes how services will be provided without overlap or duplication among the Job Center partners (See Attachment L).
- The Site Cost Contributions and Staffing Plan has been completed for the Northeast CJC (See Attachments M and E).
- Job Center Service Standards are indicated in Access Points of Service Agreements.
- Methods of referral of individuals between the One-Stop Operator and the Job Center partners for the appropriate services and activities are spelled out in Part 3 of the MOU: Methods for Referral of Individuals between the One-Stop Operator and the Job center Partners and between Job Center Partners.
- The MOU shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA), otherwise by action of law, or in accordance with this section.

E. Local Elected Official (LEO) Agreements

See Attachment N

F. Developing Resources for the Job Center System.

1. Process for seeking Additional Resources.

The Milwaukee Area WIB is a partner of the Regional Workforce Alliance (RWA), which is a public-private partnership to develop short- and long-term workforce development goals for the Southeastern Wisconsin region. RWA's relationship with M7, the new regional economic development organization for Southeastern Wisconsin, furthers integration goals, which includes coordination of resources. Milwaukee Area WIB B has supported, and will continue to support RWA's application for funding resources, such as through the state GROW grant and federal WIRED designation.

2. Business Services Team and Fee for Service(s).

The Milwaukee Area WIB understands the direction that DWD is taking relative to the creation of Business Services Teams. Business Services Unit is taking a primary role in the development of overall strategy, given team member expertise with employer-related services, including recruitment, prescreening, assessment, employer relations and dissemination of job postings. Milwaukee Area WIB's Businesses Services Team is uniting job development efforts across WIA partners at Comprehensive Job Centers in Milwaukee County. At this point, a business services plan has been developed for the Northeast Job Center.

Fees for services are currently being reviewed and assessed for appropriate rates. Service delivery areas that program partners are currently providing and absorbing costs are those that related to staff time, facility use, internet software and direct assessment and other pre-employment verification services. Specific services being considered for fees include application collection, customized recruitment and prescreening; facility rental; and other direct placement costs. Services that will continue to be provided at no cost are those that

are standard programs to assist employers in the rapidly changing business environment include and are not limited to JobNet; Access to Labor Market Information and Analysis; Employer Seminars; Electronic linkages and resources, and rapid response support services.

V. Demand Driven Workforce Investment System

1. Process to Work with Businesses and Assess Needs.

Historically, the local Board has used many mechanisms to engage employers. Typically, the Board's employer marketing efforts focus on the array of services available through the public labor exchange, as well as products developed to address training and recruitment needs. These products can include Customized Skills Training for entry-level or incumbent workers, as well as basic recruitment resources for entry-level positions. The MAWIB's Businesses Services Team takes the lead on marketing workforce services to businesses and developing workforce solutions for business customers as well as facilitating a single-point of contact / coordinated outreach effort through the Central Services Business Unit. Potential businesses customers may be identified through direct contact or through referrals from economic or business groups. It is also anticipated that the area's local Businesses Services Team will grow to a regional scale through the Regional Workforce Alliance. Regional processes for working with businesses and assessing business needs across workforce development areas in Southeast Wisconsin have yet to be developed on a regional level.

2. Partnerships with Regional Business Associations.

Affiliated with the Mayor's Office of Workforce Development and as an active member of the Regional Workforce Alliance, the MAWIB is intimately connected to the Milwaukee 7 or M7. The efforts of the M7 are viewed as a critical component of the MAWIB's efforts to align resources and strategy across the region. Additionally, a number of economic development and business associations are represented on MAWIB's Board and the M7 creating a unique synergy of shared understanding and coordination with regional economic development efforts.

3. Industries Prioritized in Milwaukee County.

The WDB uses state and local LMI data, as well as historical experience, to determine planning and funding priorities having the most impact. The MAWIB will prioritize the healthcare sector, manufacturing / construction industries, and retail/hospitality sectors. Additional Sectors are being examined to determine the viability of a coordinated sector approach including Education, IT, Business/Financial Services, and Green Economy.

A. Information about In Demand Occupations.

Historically, service provider staff (e.g. contracted WIA case managers) receive information about up-to-date labor market information from MAWIB Corporate Office staff and incorporate that information when developing Individualized Employment Plans (IEPs) with WIA customers. MAWIB staff also relay Board priorities and policies based on in-demand occupations to contracted and frontline staff at the One-Stops.

B. Applying Growing Industry Information to Workforce Delivery.

The MAWIB will continue to collect and analyze local labor market data to establish priorities and policies. Utilizing survey data and analysis done by the State Bureau of Labor Market information, the Center on Wisconsin Strategies, the UWM Center for Workforce Development, the UWM Center for Employment and Training, and the UWM Center for Economic Development. The MAWIB will make decisions regarding allocations for training and education. This labor market data can continue to guide staff to pursue discussions with industry sectors based on identified needs in order to identify shared challenges and develop solutions. In addition, the MAWIB captures trends through its relationships with economic development organizations and local employers -- information gleaned from direct experiences with the local labor market can help the board make changes to workforce delivery in Milwaukee County.

C. Innovative Strategies to meet Labor Market Needs.

In addition to developing Career Pathways and Industry Sector strategies, the MAWIB has identified two key strategic areas for Labor Market coordination: STEM Education and Career development and Economic Cluster development. As Milwaukee and the region continues to move toward advanced and next generation manufacturing as well as toward technology and knowledge economy, it is critical to realign education and training efforts toward STEM related disciplines and careers. The long term development of workforce talent is largely dependent on aggressive closing skills and knowledge gaps, particularly among youth. Local Economic Clusters, like the 30th Street Corridor and the numerous BID and TIF Districts, provide immediate public access toward the alignment of workforce development activities and employment. A recent study by the UWM Center for Workforce Development recognizes that employers within the Central City face similar workforce development needs and challenges and that local workforce system is poised to create a coordinated response which will serve both job seekers and employers. Related, the MAWIB will develop a coherent strategy tailored to meet the needs of small and mid size business which often cited as the greatest arena for new job creation.

In addition, it is anticipated that the MAWIB will continue to pursue regional innovation in its role as a member of the Regional Workforce Alliance (RWA). As a member of RWA, the MAWIB will continue to work in conjunction with the Waukesha-Ozaukee-Washington WDB and Southeast Wisconsin WDB in order to develop strategies to address skill shortages and projected workforce needs for employers throughout Southeastern Wisconsin.

D. Process to prioritize efforts with Quality Employers.

The MAWIB is currently reviewing strategies used by WDB's around the country to identify and prioritize efforts to work with employers who are committed to partnership with the local workforce development system and/or who provide access to quality employment.

VI. WIA Title I Program Services (REVISED 11-06)

A. Financial Literacy

1. Financial Literacy Educational Programming at Job Centers in Milwaukee County

In collaboration with The Milwaukee Job Service, the Milwaukee Area Workforce Investment Board will facilitate The Money Smart Financial Literacy training within the designated One-Stop Centers, which was designed by the Federal Deposit Insurance Corporation (FDIC) to

help adults outside and within the financial mainstream enhance their money skills and create positive banking relationships.

The Money Smart program is a set of 10 instructor led modules covering basic financial to MAWIB's. The subject matter begins with a description of deposit and credit services offered by banks and moves progressively to MAWIB's such as choosing and maintaining a checking account, the mechanics of budgeting, the importance of saving, and how to obtain and use credit effectively. Workshops will cover, at minimum, the following to MAWIB's from the following modules:

- *Bank On It - Introduction to the many functions of the Banking Industry.* Includes the review of major types of insured financial institutions and basic banking terms; discussion about the differences between banks and check cashing services; and description of banking services and types of accounts.
- *Check it Out - Information on opening and maintaining a checking account.* Provides a discussion about the benefits of using a bank versus using a check cashing service; reviews the different types of checking account fees; compares types of checking account; discusses how to write checks, maintain records and reconcile a checking account; also provides instruction on how to use ATM, Debit Cards and Pay Roll Cards.
- *Money Matters – Information on preparing a personal budget.* Reviews the concept of budgeting; identifies the benefits of budgeting; introduces a budgeting tool.
- *Pay Yourself First – Recognize the importance of saving money.* Discusses ways to save money; describes how money can grow when you save; describes the difference between types of savings and investment accounts.
- *Keep It Safe - Your rights as banking consumers.* Reviews the laws that protect banking consumer rights; discusses ways to avoid scams; discusses identify theft and ways to protect identity; and discusses how to resolve complaints regarding bank accounts.

Currently the instructors for the workshops given by Milwaukee Job Service will be the same for the Financial Literacy Workshops. They are Roland Schroeder and Laneice McGee. The expectation is each of the certified One-Stops will have instructors in house. LaHarve Buck and Heather Koston will be instructors and the Job Center Northeast; and Barbara Atkins and Alameida John will be instructors at the Job Center Northwest.

In addition, we have partnered with the following Banks and Credit Unions to add value to the workshop series; these financial institutions may also provide account services for a reduced rate at the end of the workshop series. Resource/Partners including the following representatives:

North Shore Bank
2337 North Martin Luther King Drive
Milwaukee, Wisconsin 53212
Voice: 414 263 6987
Contact Person: Ericka Johnson Branch Manager – Assistant Vice President

Marshall & Ilsley Bank
770 N. Water St., NW9

Milwaukee, WI 53202
Voice: 4147657712, Fax: 4147657514
Contact Person: Ammar Askari Community Education Administrator

Chase Bank
735 North Water Street
Milwaukee, Wisconsin 53212
Voice: 414 9775767
Contact Person: Bonnie Vermiglio Vice President Small Business Banking
Gwen Dansby Vice President Community Development

Landmark Credit Union
4000 South 27th Street
Milwaukee, Wisconsin 53221
Contact Person: Don Cohen Vice President of Community Development & Lending
Voice: 262 7964500 X 3019

2. Using DWD's Interactive DVD on Financial Education.

MAWIB staff will acquire this DVD and distribute it to service providers who will make it available for individual use in the One-Stop Job Centers. The MAWIB will also gather income/benefits calculators and other multimedia materials produced by the FDIC and workforce related entities, such as the New Hope Project. As part of its technological updates, the MAWIB is revamping its own website and seeking ways to foster a "Virtual One-Stop" environment for Milwaukee County jobseekers, with financial education as a featured to MAWIB.

3. Referrals to other Financial Literacy Services, including credit rehabilitation counseling.

Information about credit rehabilitation counseling resources, including the UW-Extension list of recommended providers, will be made available on a self selecting basis. This will not be a mandatory part of financial literacy services, since the One-Stop system is unable to shoulder costs related to credit repair.

4. IRS Volunteer Income Tax Assistance (VITA) Program.

Milwaukee County Job Centers were used as VITA sites, which was coordinated through the Social Development Commission (SDC) and their Mobile Units. SDC announced the service on their web site and the Job Centers used flyers to advertise the dates and times of services to job seekers and general public. It is anticipated that many of the same methods will be used in subsequent tax seasons. The OSO through the resource room team(s) will look at additional marketing and advertising plans to increase awareness of the services offered.

In addition, most of the W2 providers in the local area provide some form of VITA assistance and information. The MAWIB's Business Services Unit is currently conducting an inventory of all services available through the One-Stop system. Once all this data is compiled, the MAWIB will address service gaps in each comprehensive job center and affiliated point of service. Milwaukee has good resources for bilingual VITA

and EITC assistance, including UMOS and Hmong American Friendship Association, both contracted MAWIB service providers.

B. Demand-Driven Career Counseling

Education regarding career ladders and the application of effective strategies are the shared responsibility of all entities having direct contact with Milwaukee County jobseekers. The Board and the One-Stop Operator will take the responsibility of implementing a career resiliency strategy. The steps in the ladder are different for each subpopulation within the WIA participant pool. However, all jobseekers will be introduced to the idea of career resiliency throughout their experience with WIA services. It will permeate all components from orientation to post-hire follow-up, and all services stages in between.

The technical assistance being provided to WIA contracted case management entities and the increased emphasis on high-demand, high-wage jobs will dovetail into this effort. It is anticipated that healthcare, advanced manufacturing, construction and service jobs will be targeted.

In addition, MAWIB will introduce more career related offerings into core services, such as general orientation to demand occupational areas, career exploration workshops and the like. For individuals entering the Intensive case management component, case managers will direct them to longer term trainings that can lead to advancement rather than mere attachment to the labor force. At placement, WIA participants will learn how to tap into their new employer's array of retention/ promotion resources, including paid tuition, EAPs to address barriers, workshops on the job trainings, etc. WIA case managers will ensure that all jobseekers become versed in where to find out about these resources and how to best take advantage of them.

C. Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

1. Priority of Service Due to Limited Funding

a. *Criteria to be used by WDB to determine if funds are limited.*

The MAWIB does not intend to determine that funds are limited; however, if needed, the WDB would use the federally outlined criteria.

b. *Description of how WDB members will be involved in this determination process.*

The Board's Selection Committee would make the determination to activate the Priority of Service system.

c. *Describe the process to give priority to veterans.*

The MAWIB has developed a Priority of Service tool that is administered to all potential WIA participants before registration. This tool gives priority to veterans and their spouses, in accordance with federal laws. When a jobseeker comes in to the One-Stop, they are asked about their military status. If they answer in the affirmative that they are a veteran or spouse, they will be administered the special Veteran's Priority of Service questionnaire. If they answer in the negative, they will be rated based on the regular Priority of Service questionnaire.

2. Other Funding Priorities.

a. *Describe the process that the WDB will use to direct its OSO(s) to provide “first” service to veterans and veteran’s spouses.*

Before administering the Priority of Services tool, the WIA Registrar screens each applicant for veteran status. There is a separate tool for veterans and spouses of veterans that automatically place them in higher priority categories, regardless of other variables.

b. *If income is used as a basis for serving adults, submit the local policy.*

WIA Adults Income Eligibility Requirements were set as an official policy by the MAWIB Board of Directors and made effective as of July 1, 2006. The following is the local policy for using income as a basis for serving adults:

The Milwaukee Area Workforce Investment Board WIA Adult program requires employed participants meet an income eligibility determination defined as a family income no greater than 300% of poverty at time of enrollment. Participants enrolled in programs serving “Incumbent Workers,” “High Demand / High Wage Occupations” (as defined by the Local WDB) or other Milwaukee Area Workforce Investment Board approved specialized trainings are exempted from income eligibility requirements.

3. Mix of Services with Title I Funding.

For Adults and Dislocated Workers, the MAWIB will allocate resources in the following percentages:

Service Tier	Percentage of Formula Allocation
Core	35%
Intensive	30%
Training	35%

4. Displaced Homemakers as Dislocated Workers.

a. *Coordination with MATC Displaced Homemaker Programs.*

The Displaced Homemaker Project at MATC focuses on a number of issues impacting Displaced Homemakers, including the completion of basic education or occupational skills training, job readiness, employment, family law and other legal issues, domestic violence referrals and coordination of supportive services, such as transportation, housing, child/elder care and medical coverage. A common challenge for Displaced Homemakers is the length of time they have been out of the job market or inexperience with the world of work outside the home. Therefore, the MAWIB coordinates with this program by facilitating referrals to employment and training programs at the HIRE Center or WIA Adult, where applicable. MATC offerings are thus supplemented with a full range of trainings through WIA, including Non Traditional Occupations for women.

b. *How services to displaced homemakers will be integrated into the dislocated worker program.*

The Displaced Homemaker program at Interfaith Older Worker Program has cross referrals with the dedicated Displaced Homemaker staff person in MAWIB's Dislocated Worker program, especially for WIA customers needing more in-depth training. The Interfaith program and the Dislocated Worker program are exploring ways to expand this relationship, especially as it relates to Non Traditional Occupations. Examples of increased collaboration include workshops, job fairs, resource fairs and assessments of transferable skills. Both the Interfaith program and the HIRE Center also coordinate with MATC.

5. Targeting Services

a. *Serving dislocated workers, low-income individuals (including recipients of public assistance), individuals training for nontraditional employment, and individuals with multiple barriers (including older workers and individuals with disabilities).*

The HIRE Center is the Specialty One-Stop for dislocated workers, including displaced homemakers. Comprehensive services are available for retraining and for educational attainment/advancement for those who recently lost employment or who are attempting to enter the workforce after an extended absence. Networking activities such as Job Club further augment the standard menu of services available at the Job Center.

In addition, all minority and female persons receiving WIA case management will be administered the Non Traditional Occupation questionnaire at the HIRE Center and all other APS sites and One-Stops. In addition, one APS site provides services directly to older workers.

b. *Address what service strategies (e.g., infrastructure relationships with Benefit Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.*

Funding for the Disability Program is unknown at this time. Once known, service strategies for meeting the needs of customers with disabilities will be created. In the past, Disability Navigators have provided the following services at Milwaukee One-Stops:

- Strengthen linkages between the One-Stops and a variety of services to individuals with disabilities, including cross referrals with Benefits Planners.
- Provide education regarding workplace needs of jobseekers with disabilities to key stakeholders, including employers, One-Stop staff and service providers in public/private agencies
- Ensure seamless service provision from One-Stop staff and such vital partners as DVR, Badgercare, GAMP, Social Security, the Housing Authority, transportation providers and all other public entities that can assist with an array of supportive services
- Educate FBO/CBO networks serving individuals with disabilities about the One-Stop system and the incentives/programs in place for jobseekers with disabilities.

6. Service strategies that target Women.

MAWIB recognizes its obligation to serve all jobseekers with barriers to self-sufficiency, regardless of gender. While it is undoubtedly true that at a statewide level, females have less earning power than males, Milwaukee's central city presents a slightly different picture. In fact, unemployment for young African American males in Milwaukee's most economically disadvantaged census tracts runs anywhere from 40-55 %.

Nonetheless, MAWIB does advance service strategies to benefit women. WIA case managers are prepared to provide labor market information to women that will help them assess the prospects of a given occupation. This will counteract the tendency to channel unskilled women into occupations that emphasize traditional caretaking skills (such as childcare, home health aide or food service) without adequate compensation, which only serves to perpetuate the earnings disparity. In addition, MAWIB's services focus on developing career ladders and MAWIB is also prioritizing training in high wage, which helps to upgrade women's skills and also address wage disparity issues for females.

MAWIB also believes that women can advance through exposure to nontraditional occupations (NTO). All females who are screened for WIA registration receive NTO information. In addition, MAWIB's youth programs offer opportunities for young women to examine careers in the sciences. These include partnerships with Discovery World children's museum for science immersion programs, as well as linkages to UW campuses, such as River Falls for agricultural sciences. This gives younger women the chance to develop life goals that will lead to sustainable wages and more fulfilling careers.

7. Policies and procedures to support UI Profiling activities.

The Unemployment Insurance (UI) Profiling Program is no longer available through the One-Stops and the HIRE Center One-Stop for Dislocated workers.

8. Methods to respond expeditiously to plant closings and layoffs.

The AFL-CIO currently contracts with the State of Wisconsin to provide Rapid Response services. The WDB, and when appropriate, the WOW WDB or SEWWDB, will coordinate with the designated Rapid Response contractor when large dislocations occur. The HIRE Consortium will continue to coordinate with Milwaukee County's Rapid Response Team for small dislocations.

Because of its design, the HIRE partnership is able to provide a multidisciplinary approach. As needed and without duplicating efforts, HIRE staff will enroll the workers, identify training needs and determine what funds are available to meet those needs. The WDB receives Workers Adjustment and Retraining Notification Act (WARN) notices, prompting the initiation of contact with employers, union leadership (if applicable) and affected workers. If Rapid Response funds are exhausted, HIRE will coordinate WIA Dislocated Worker formula funds to provide program services to workers from larger dislocation events with minimal delay. Where necessary, Special Response and National Emergency funds will be solicited. The WDB and staff will communicate regularly with State Rapid Response staff to provide a coordinated and effective response to company closings and layoffs.

For plant layoffs, the State's Rapid Response staff is typically involved in layoffs affecting greater than 50 workers. When HIRE receives a notice of a dislocation in which fewer than 50 workers are laid off, HIRE staff will immediately begin an "expedited response" by contacting both the company and union representatives, if applicable, to arrange an informational meeting with the Local Rapid Response Team. The Team may include staff from AFL-CIO, Job Service, United Way and the MAWIB. In all cases, a representative from UI will be requested to participate. When appropriate, economic development agencies will be notified. At the initial meeting, the team will provide an overview of the services available through the Dislocated Worker Program. The team will gather details about the dislocation, and whenever possible, schedules an onsite orientation for the affected workers. During this orientation, laid-off workers will complete a survey, which identifies their employment and training needs.

When the number of workers involved is very small (10 or less), the company and/or union will be provided with brochures describing available dislocated worker services for distribution to those affected. If the company or union provides a listing of affected workers, HIRE Consortium staff will generate an informational mailing, or conduct telephone outreach to dislocated individuals to encourage them to participate in the program. When there is going to be sufficient time prior to the layoffs, HIRE staff may conduct employer-specific group registration sessions.

Since Milwaukee Workforce Development Area (WDA) plant closings, relocations, and mass layoffs have often included workers who reside in other areas, close working relationships will be maintained with neighboring service delivery areas, particularly the Waukesha Ozaukee Washington (WOW) County WDA. The longstanding partnership formed between the WOW and Milwaukee WDB's will assure a joint response to layoffs that affect workers from both WDA's.

D. Title I Core Services

Sec. 134(d)(2) of WIA Title I lists the following core services as allowable under the Act:

- *Eligibility determination*
- *Outreach and intake*
- *Initial assessment of skill levels, aptitudes, abilities, and supportive service needs*
- *Job search and placement assistance*
- *Access to Labor Market Information*
- *Information on program providers*
- *Information on One-Stop system performance*
- *Information on available supportive services*
- *Follow-up services*
- *Information on filing unemployment compensation claims*
- *Assisting in establishing eligibility for employment and training programs not funded under WIA*

1. Core services that will be provided in addition to those above.

The following additional core services will be offered at Milwaukee County One-Stops:

- Resume development assistance
- Job retention and networking workshops

- Interviewing

- Basic computer and Internet skills

In addition, the reconstituted and recertified WDB under the new CLEO may seek to expand core services at One-Stops. New core services may include workshops addressing financial management, small business development, or orientations to different industry sectors. The MAWIB would contract for provision of core services not currently offered selected service provider(s) or by Job Service.

2. Design for Title I Core Services.

The MAWIB will contract with service providers to provide core, registration, enrollment, case management, job development, job placement, and retention services to adults. At each One-Stop, one service provider will be responsible for provision all WIA Adult services. It is anticipated that this change from previous years (e.g. when Job Service acted as the WIA registrar and referred WIA customers to service providers for enrollment) will reduce the overall time it takes for an interested jobseeker to enroll as a WIA customer and receive WIA services. Under this new approach, MAWIB contracted service providers will coordinate with, and enhance, the labor exchange services provided under the Wagner Peyser Act at the One-Stops.

3. Policy for supportive services.

If it is determined that the following two conditions are met, the MAWIB will authorize payment for emergency supportive services, including childcare, dependent care, transportation, housing or medical services:

Supportive services will be paid under WIA Title I funding if: (a) services are necessary to enable an individual to participate in activities authorized under WIA Title I; and (b) all other funding sources have been explored and exhausted.

No attachment is provided, since this language constitutes the full text of the policy.

E. Intensive Services

Sec. 134(d)(3) of WIA Title I lists the following intensive services as allowable under the Act:

- Comprehensive and specialized assessments
- Development of an individual employment plan
- Group and individual counseling
- Career planning
- Case management
- Prevocational services

1. WIA intensive services in Milwaukee County.

MAWIB has compiled an Intensive Services Provider Network that includes the following services: GED/HSED; ABE; ESL; Basic Computer Literacy; Specialized Assessments; AODA and Mental Health Evaluations and Treatment; Civil Legal Assistance; Driver's Education; Tutoring; and Mentoring.

2. WDB's definition of "self-sufficiency."

Current policy: 300% of poverty is the accepted point of self-sufficiency. Family size and income are the two determining factors.

3. Coordination of Intensive Services across programs/partners in the One-Stop Centers.

The WIA program has established a One Stop Navigator program to streamline the front door process for individual job seekers. During the intake process, a Navigator will assess whether a potential WIA participant is eligible for other partner programs, such as DVR or W2, and will make referrals at that time. Intensive services through the WIA program will be utilized by WIA customers if there is a determined need and if services through other programs are exhausted. In the case of other partner programs, such as Adult Education, the MAWIB will collaborate with the partner program, either as an Intensive Services Network Provider or as a referral from WIA. These services may be provided by personnel located at the One-Stop Center(s), or by technological links, or at offsite locations.

F. Training Services

1. Allocation of Training Funds.

The WDB will allocate 35% of Title I money for training. Funds will be applied to the training programs in the following manner:

Percentage (%)	Programs
35 %	Individual Training Account (ITA)
20 %	On the Job Training (OJT)
45 %	Customized Training (CST)/ Certificate Training

Based on the poor historical performance of individuals who have completed ITA trainings, the MAWIB will be putting increased emphasis on Customized Skills Trainings, On-the-Job Trainings and other trainings in a group setting. By sharing the success rates of trainers with WIA participants (and effectively steering them toward in-demand careers), the MAWIB will ensure that the use of ITA vouchers correlates more closely to current employer demand.

2. ITA System Policy.

The employment and training policy for WIA Title I Adult services is developed and implemented by the MAWIB's Program Committee.

All WIA Title I Adult training components require that the employment gained by the participant be at least \$8 per hour with earnings of at least \$320 per week. The MAWIB Board targets resources coordinated through the WIB Sector and Cluster Initiatives as well and places emphasis on trainings providing transferable skills and/or industry recognized credentials. This requirement has been incorporated into all MAWIB employment and training related Requests for Proposals and ITA voucher approvals. In addition, the connection between trainings and attainment of high wage/high demand jobs is prioritized by local ITA policy, requiring consideration in the decision-making process for training referrals by WIA Case Managers.

With regard to Individual Training Accounts, the MAWIB's Program Committee has developed a local policy to ensure that trainings remain tied to placements for participants. Providers are reimbursed on a payment schedule after certain benchmarks are attained: training providers receive 25% of their training cost amount upon enrollment, 25% upon the student's completion of training, and 50% when the student completes 30 days on post training employment of at least \$8 per hour with earnings of at least \$320 per week.

The Selection Committee developed a "Preferred Provider" status for those training programs with a proven track record of success. Those providers who could document a 70% completion and employment rate for participants during the previous 3 years are exempted from the payment policy. Once determined to be a preferred provider, an agency receives full payment for training upon participant registration. This designation is reviewed on an annual basis.

Regarding the WDB's policy on ITA limits on length and duration, local policy was adopted in January of 2001 and modified in March of 2006 by the MAWIB's Monitoring and Selection Committee.

The local policy on ITA limits is as follows:

The total value of all vouchers issued to an individual shall not exceed \$2,500. In a few limited instances, the maximum value may be exceeded, up to a total of \$6,000. The ITA shall cover tuition, books, fees and all other educational materials and supplies. Individuals have a maximum of 2 years to begin to use an ITA that has been issued. An ITA voucher cannot exceed 2 years of training (104 instructional weeks). Individuals receiving an ITA will not be authorized for training within a 12 month period after the first training program has been completed.

The maximum value exception applies to certain special populations and demand occupations requiring more costly training. Training exception requests (whether involving cost, duration or both) are reviewed on a case-by-case basis, according to established criteria.

3. Intent to use exceptions (contracts) instead of or in conjunction with the ITA system.

a. Policies for OJT and Customized Training opportunities.

Customized Skills Training and On-the-Job Training programs continue to be a highly effective, targeted tool to link jobseekers and employers. After training placements must be pay a wage of at least \$8 per hour and \$320 per week.

MAWIB's On-The-Job Training policy provides for an 80/20 payment. The employer receives a 50% wage subsidy during an agreed upon training period, not to exceed 16 weeks. 20% of the subsidy is retained by the MAWIB pending employer documentation of 30 days of unsubsidized employment with health benefits. Locally defined wage standards apply.

Customized Skills Training (CST) is employer linked and performance-based. The payment policy for CST is that 70% cost of training costs are paid upfront, and 30%

is held back until the placement benchmark is met. The same wage and benefit policies apply to CSTs as to the other components. In addition, employers must contribute not less than 50% of training costs and commit to hiring those who complete the CST. Retention is promoted through the 30% payment upon 30 days of unsubsidized employment of the participant.

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

Not applicable at this time. If a determination were to be made in the future, it would be based on research and analysis of trainings available in the local market and specific employer needs.

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.

MAWIB serves two special participant populations: older workers and limited English Proficient (LEP) individuals. An RFP process is used to solicit proposals and an evaluation process is used to assess proposals. Criteria reviewed include: experience and performance, financial strength, plan for staffing, program design for services, and proposed budget. Community members with expertise in faith-based and LEP issues typically sit on the Review Team that evaluates proposals.

At this point, RFP's for serving these two special populations were issued in the spring of 2006; however, the evaluation team has not yet reviewed proposals. Current contracts end on June 30, 2007.

4. Local Board Policies and attachments.

a. Documentation required to demonstrate a "need for training."

As part of the approach to gauge the suitability of an individual for WIA services, MAWIB contracted service providers ask participants to proactively conduct a career exploration by developing an employability plan (with Case Manager assistance). Self-directed career and interest tools, including assessments, are used to develop individualized plans (e.g. IEPs). Case managers use IEPs and assessment results to determine what customers are referred to which trainings, if any. Training referrals will also consider a participant's capabilities, interests and motivation. (Other factors, such as criminal history, will be taken into account to aid in making a more realistic match of participants with available career opportunities.)

Referrals will not be made unless (a) a WIA customer is well suited to a training, and (b) there is a clear connection between a training and jobs in a high wage/high demand occupations OR a connection between a training and a job in that advances a jobseeker in a career ladder.

The Board is in the process of finalizing language regarding this policy and will provide DWD with the final version when it is available.

b. *Needs Related Payments.*

The local WDB will provide needs related payments for individuals enrolled in WIA training programs when no other resources are available and the need is clearly demonstrated. This will be determined on a case-by-case basis.

G. Training Funds for Higher Wage Jobs

MAWIB will take steps to ensure that the 35% of Title I funding will be directed to training in Milwaukee County for higher wage jobs. For the training funds directed to individualized training accounts (35% of all training funds), MAWIB will develop a formal high wage training policy to ensure that the issuance of vouchers for ITAs are consistent with the goal to prepare Milwaukee County residents for higher wage jobs (i.e. jobs paying \$14.57 per hour in Milwaukee County). WIA case managers will be informed about MAWIB's high wage job policy for trainings; this high wage policy will inform decision-making for referrals for WIA training services. The high wage policy will be consistent with state requirements and will also allow "career ladder" training when a case manager determines (through assessment or counseling) that a WIA customer is a suitable candidate for undergoing a series of progressive trainings to reach a long-term career goal (documentation will be required of career ladder candidates). Offering a career ladder option to meet the high wage job requirement is essential in Milwaukee County given the skill levels of many of our WIA customers.

For training funds directed to on-the-job (OJT) training (20% of all training funds) or to customized/certified trainings (45% of all training funds), MAWIB will continue to engage employers in key local industries (i.e. manufacturing, health care, and construction) in order to develop training solutions that meet employer needs for skilled labor and also offer jobseekers the opportunity to attain a high wage job.

H. Youth Program

1. Milwaukee County Framework for the Youth Program.

a. *Integration with the One-Stop system.*

The One-Stop system has numerous points of entry for young jobseekers, including the Milwaukee Career Center (MCC), the Milwaukee Public School system and community-based organizations serving families and youth.

As a specialty One-Stop, the MCC is an Access Point of Service providing job-development resources such as resume-writing software, vocational and college software, and career interest/assessment tools. MCC also organizes college fairs, on-site recruitment events and other opportunities for young people to acquire ample information about their higher-education options. In addition, MCC is currently offering ACT preparation courses to approximately 500 students annually, with low-income youth receiving this service free of charge.

The WIA Title I Youth program assists in-school and out-of-school youth between the ages of 14 and 21 in developing a career that interests them. The program uses the individualized development plan (IDP) to guide youth in exploring and establishing postsecondary and occupational options, removing barriers to success,

completing their secondary education and finding subsidized or unsubsidized employment.

Youth specialists will be available at Comprehensive Job Center and Access Point of Service to streamline referrals to the full array of youth employment-and-training services for young people who enter the system through this avenue.

b. Coordination with other youth programs.

The WIB coordinates with a number of partner programs, including:

- Milwaukee Public Schools, including the Futures First initiative
- Gaining Early Awareness Program - Upward Progress (GEAR-UP)
- JOBNET and WISCareers
- Youthbuild
- Youth Apprenticeship Program
- Jobs for America's Graduates (JAG)
- MATC pre-college programs
- CDBG youth programs
- CSBG youth and family programs
- Brighter Futures Initiative
- Department of City Development youth employment

All Milwaukee County youth can visit the Milwaukee Career Center (MCC) at MAWIB's 27th and North St. facility, which includes classrooms, a resource room and a multilingual array of educational and career assessment software. The Specialty One-Stop also provides onsite career exploration services at Milwaukee Public Schools middle and high schools.

c. Ensuring coordination between other WIA Title I youth programs.

Milwaukee recently received a local Job Corps site. At this time, the project is in its start-up phase. As it develops, the MAWIB will coordinate closely to streamline services and create efficiencies.

d. How this framework will ensure that youth who are not eligible for WIA have access to youth services within the Job Center system.

Non-WIA eligible youth have access to the Milwaukee Career Center (MCC) and its complete menu of such computerized resources as self-directed career exploration, basic personality and work style assessments, financial aid information, resume creation, typing instruction and basic computer literacy. The above-listed programs may also be appropriate for these youth; Memoranda of Agreement will be developed to formalize relationship and assure access for appropriate youth. As the funding stream for employment-and-training services diversifies in the new configuration of the MAWIB, an increasing number of programs and options will be available to youth who do not qualify for WIA services.

2. Youth program elements within youth program design.

- *Preparation for postsecondary educational opportunities*

The Blueprint for Comprehensive Youth Workforce Development details a range of educationally based activities for youth. The MAWIB Youth program will refer youth to services appropriate to their particular point of development in the educational continuum – whether that be ABE or ESL for low-literacy youth or limited English speakers, or ACT preparation, information about two- or four-year degrees, apprenticeships or technical training in a demand industry. Some of the programs described in this section help bridge the gap between participants’ skill levels and their ultimate career and educational goals.

In addition, the Milwaukee Career Center (MCC) provides pre-college programming to Milwaukee County Youth. During the 2006-2007 school year, the youth program enrolled 542 students in ACT preparation courses, improving their composite scores an average of 2.0 points. In addition, 87 students received assistance in completing their college applications and 45 got help with completion of the FAFSA federal financial aid application.

Jobs for America’s Graduates (JAG), a 17-year-old program sponsored by the National Governor’s Association, is a unique effort to assist struggling high school seniors in four Milwaukee Public Schools high schools impacted by poverty. JAG works intensely with these students to help them develop the skills they need to graduate and to find success after high school. Youth must meet five core competencies of the program: Career Development; Job Attainment; Job Survival; Basic Competencies; and Leadership, Self Development and Personal Skills.

The MAWIB is also collaborating with two local entities, UW-Milwaukee and Milwaukee Public Schools, to coordinate employment related services under the Gaining Early Awareness Program Upward Progress (GEAR UP) grant. Our programs help to reengage young people who are behind grade level or at risk of dropping out of school.

- *Strong linkages between academic and occupational learning*

MAWIB has partnered with local employers, public schools, universities, technical colleges, and public institutions in order to expand opportunities to Milwaukee County youth participating in the WIA/STEP-UP Program. Programs that demonstrate linkages between academic and occupational learning include:

- UW – Whitewater Upward Bound Program
- MATC/ State Fair Culinary Arts Program partnership
- UW – River Falls Urban Agricultural Program
- Wisconsin Conservatory of Music – REACH for the Arts Program
- UW – Stevens Point Fine Arts Collaboration
- UW – Oshkosh Entrepreneurial Program
- Johnson Controls/Student Conservation Association/MAWIB partnership (Milwaukee Conservation Leadership Corporation)

- *Preparation for unsubsidized employment opportunities*

The MAWIB's Work Experience and Summer Employment program provides youth with valuable occupational skills through subsidized employment.

As detailed in the Blueprint, the work-experience component utilizes a progressive model to gently acclimate young people to the world of work. Youth applying for a work experience placement are required to prepare a resume, have an interview and fill out a job application to gain real-world skills in a protected environment. They are then referred to targeted job-readiness courses to address any areas needing improvement.

The initial work experience placement provides many participants with their first “job.” The focus is on development of work ethics, proper communication styles and respect for the superiors in the workplace.

As youth gain more experience in the world of work, they are placed in more rigorous subsidized or unsubsidized employment with higher expectations and an opportunity to gain transferable job skills.

- *Effective linkages with intermediaries with strong employer connections*

As the MAWIB works toward developing a stronger, more effective Youth Council, great emphasis will be placed on securing Council members from demand employment sectors that offer solid career ladders. When the new Council convenes, development of these linkages will be a top priority for planning and discussion.

- *Alternative secondary school services*

The MAWIB works closely with the many alternative school options provided by MPS and other entities in the greater Milwaukee region. In upcoming months, as services to out-of-school youth become more prominent, the WIB will focus more specifically on linkages for re-attachment of youth who have not completed high school.

- *Summer employment opportunities*

- *Paid and unpaid work experiences*

The upcoming Requests for Proposals for the Youth Work Experience and Summer Employment program will result in a variety of placement opportunities for youth. These opportunities have always been a cornerstone of the local WIA Youth program. We will continue to build on our successes in providing a safe space for young people to transition to the adult world of work while gaining marketable skills.

- *Occupation & skills training*

The Blueprint focuses a young person’s participation in employment-and-training activities so that every activity is working toward an individual’s ultimate career goal. For example, participants may engage in job shadowing or volunteer work that allows them first-hand career exploration. The ample resources of the Milwaukee Career Center help individuals plan for entry into a trade or technical field. WIA Youth participants are guided toward careers with proven growth potential in the Milwaukee area.

After this progressive exposure to a career path, older youth are encouraged to complete occupational-skills training with an Individual Training Account (ITA) voucher, where appropriate. At the same time, participants who are completing their high school or

equivalency are exposed to a number of career options requiring technical training, including diploma and certification programs at two-year colleges.

- *Leadership development opportunities*

MAWIB's Youth program puts a great emphasis on personal and leadership development for the youth it serves. The Blueprint has acknowledged the importance of this aspect of our youth program by tracing a path for self-development alongside the progressive steps for advancement in education and employment skills. Traditionally the Youth Program has involved its participants in youth summits, leadership camps, membership on the WIA Youth Council, development and implementation of community service projects and networking opportunities.

From a workforce-development perspective, leadership development provides the following benefits:

- Helping youth discern their true career path – through activities, youth discover strengths and interests they never knew they had
- Young people gain exposure to individuals who may become part of their “circle of support” or serve as future references for employment, college admission, etc.
- As self-confidence increases, youth move from a dependence on supportive services to the development of a reliable support network
- Successful program completers are cycled back into the youth program as mentors for those beginning the transition to adulthood.

- *Comprehensive guidance and counseling*

The Milwaukee Career Center offers an extensive assessment program. A five-step career development strategy counsels youth on career options. Youth move through the following steps in order to create a plan: awareness, assessment, exploration, selection and application. Assessments are used throughout this process to gather information about their interests, skills, experience and values.

In addition, the youth development portion of the MAWIB's revamped youth program incorporates a sustainable source of guidance for each young person. This begins at the first visit. At the same time youth are assessed for educational attainment and job interests, they discuss their “Circle of Support” with WIA youth workers. Youth learn not only to seek the guidance of a youth worker during business hours, but how to identify and access individuals in their lives who can help them through difficulties, whenever they occur.

- *Supportive services*

WIA formula youth programs provide participants with referrals to childcare, where appropriate. Participants' transportation needs are addressed with bus tickets, subsidized rides and other resources, including Job-Ride for those who become employed. In addition, youth can access services through the WIA Intensive Services Provider Directory when needed.

See discussion in “Comprehensive guidance and counseling” regarding the “Circle of Support.”

- *Follow-up services*

Follow-up services are provided in all of the youth programs and in most youth serving agencies. Since STEP-UP coordinators are located in schools with students, they have the opportunity to provide case management to youth at any time. The Milwaukee Career Center provides follow-up services to students through individual appointments at the MCC and through follow-up with teachers whose students have participated in activities in the MCC.

In addition, students who are accepted into higher education institutions outside the Milwaukee area are connected to the campus resources they may need. Youth workers follow up with the students and with the service providers/public resources in the other city to make sure that connections have been made and students' needs are met.

Many of the youth served are not in stable living situations. By remaining in contact with a participant's "Circle of Support," the youth program can keep up with young people who may no longer be living at the last known address in program records.

3. Youth Definitions

a. *Local definition of the sixth youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure and hold employment."*

As a sixth criterion, the following factors are included in eligibility determination: (1) Disability Status, (2) Limited English proficiency (LEP), and (3) Computer 'illiteracy.' In the case of Factors #1 and #2, the MAWIB uses federally established definitions in deciding whether an individual qualifies under these classifications. The Americans with Disabilities Act is used to determine Factor #1, namely, "an individual with a disability is a person who:

- has a physical or mental impairment that substantially limits one or more major life activities;
- has a record of such an impairment; or
- is regarded as having such an impairment."

Factor #2 uses the U.S. federal government definition of LEP individuals as "those who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English." (www.lep.gov) Locally, the limited ability to read, speak, write or understand English has been defined as a score of 5 or below on the CASAS, Side by Side or Best PLUS ESL examinations.

Factor #3 is determined by self-reports, test or observation method. (Those who are unfamiliar with basic computer functions would be considered "computer illiterate.")

b. *Provide your local definition of "deficient in basic literacy skills" criterion.*

An individual must be performing at 8th grade level or lower in math and/or reading to be defined as "deficient in basic literacy skills." This individual may require additional assistance to complete an educational program or to secure and hold employment.

4. The Department of Labor is placing an increased focus on serving out-of-school youth rather than in-school youth. Process used to target services toward out-of-school youth given DOL focus.

Outreach is an essential element in engaging youth who have lost contact with the public-school system. Through attrition, the MAWIB will shift to increased services to at-risk and out-of-school youth. The objective is to design and increase the availability of integrated learning opportunities to eventually serve and/or expend at least 40% of the WIA youth allocation on out-of-school youth.

The MAWIB will employ three primary strategies in reaching out to young people who have dropped out of formal education:

- Strengthening and formalizing partnerships with community-based organizations that serve youth;
- Working with public entities, such as the foster-care system, the criminal justice system, and correctional system, to identify young people who are typically the most barriered and at-risk; and
- Serving OSYs who walk in to the Milwaukee Career Center or other points of entry in the One-Stop system.

Community-based organizations and Comprehensive One-Stops will have primary responsibility for identification of and service provision to this population. The security of a primary service site is important for youth whose housing situation may be in flux. Continuity of services is also enhanced for youth when they are able to interface with known and trusted entities.

5. How the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, and others as listed above.

In 2007 the Annie E. Casey Foundation noted that “Youth leaving foster care are more likely to experience unemployment, lack of health insurance, and other barriers to success in the workforce than their peers.” Similar statistics are reported for youth who have had contact with the criminal-justice system.

The MAWIB’s youth program re-design acknowledges that disadvantaged young people lack the family or community connections that open employers’ doors to their middle-class counterparts. The MAWIB will be convening an advisory group to discuss and plan effective services to at-risk youth. The ultimate outcome will be a pilot project implemented in partnership with public agencies, youth-serving CBOs and other stakeholders in youth services. In the short term, the MAWIB will coordinate with these entities to educate them about WIA Youth services and encourage referrals to the One-Stop system.

Another primary resource for students returning to school after a period of incarceration or expulsion is the Futures First Initiative. This DOL ETA funded project is a collaboration between Milwaukee Public Schools and the MAWIB. Located in 5 of Milwaukee Public School’s high schools, the program closely tracks students at risk of gang activity or other anti-social behaviors and builds unique interventions for students who are not progressing. The Futures First Initiative will be a major pipeline for enrollment and services to high-risk and out-of-school youth.

6. Identification of eligible providers of youth activities.

a. *Process and criteria to be used in awarding grants for youth activities.*

Process:

The MAWIB uses a competitive request for proposal (RFP) bid process to identify and select providers of youth services. Interested entities are invited to submit proposals in response to an RFP that MAWIB issues in the spring of the year for Summer and Year-round worksites. The RFP clearly articulates the purpose of the program, the scope of services to be provided at worksites, and the evaluation process for the selection of providers. Applicants are also offered technical assistance sessions to learn more about the program and ask questions about the RFP.

An Evaluation Committee (comprised of both MAWIB and non-MAWIB staff) assesses each proposal with a score sheet. Proposals and preliminary scores are forwarded to the WIA Youth Council for review and recommendation. The recommendations of the WIA Youth Council are then forwarded to the full Workforce Development Board for consideration. The WDB has responsibility to select or reject the providers of service and to award contracts or other agreements. The Youth Services Department makes written notification of awards to all applicants and begins contract or agreement negotiations, as applicable.

(Note that the list of applicants is maintained by MAWIB and is accessed as needed.)

Criteria:

The competitive bidding process is conducted in accordance with all state guidance regarding WIA procurement and has established procedures and criteria to ensure fairness and encourage the response of a wide range of interested vendors. When seeking sites for summer or year-round employment, the MAWIB requires all applicants to address how they will provide services in conformance with “the ten program elements.” Criteria include organizational capacity, fiscal solvency, history of performance, strength of the proposed program and preparedness of staff to deliver services. The evaluation tool used in all youth procurement processes conforms as precisely as possible to the actual questions on the solicitation to further ensure fairness in the selection process.

b. *Local board and Youth Council involvement in Selection of youth service providers.*

See process as described above. Youth Council members receive proposals and staff recommendations (based on an objective evaluation process) and then make official approval recommendations, which are submitted to full Workforce Development Board for consideration. The WDB has official decision-making responsibility regarding the selection of youth service providers.

I. New Service Delivery Strategies for WDA’s Failing Performance Measures

MAWIB met all performance measures in Program Years 2006 and currently is not engaged in a corrective action plan.

J. Strategies for Faith and Community-Based Organizations

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

The MAWIB has established a Community and Neighborhood Coordinating Council to increase the input and participation of CBO's in the One Stop system. The Council will meet regularly to discuss the challenges of serving those individuals and families who are socio-economically distressed and most challenged in securing jobs and developing careers. The Council will serve in an advisory capacity to the Board of Directors and provide on-going recommendations and information to the Board regarding what's happening at a grassroots level. In the planning and development phase of the Transition, the CBO's are considered a key partner in creating a more comprehensive and effective delivery system for both the Adult/Dislocated Worker and Youth populations. Initial opportunities for CBO participation in program coordination have been identified as:

- i. Out-Of-School Youth program services – it is the intent of the MAWIB to increase attention, focus and evaluation of the local service to the most at-risk youth in the WDA. CBO organizations have traditionally had greater experience and expertise in the recruitment and delivery of a wide range of services to youth.
- ii. Job Readiness / Career Readiness – Grassroots workforce development programs and agencies will work with the MAWIB to develop Bridge programs and basic work readiness programs that prepare individuals to better participate in Career Pathway Programs and succeed in gaining and retaining employment.
- iii. Barrier Remediation – The limited resources of the workforce development system provide great incentive to coordinate social services and community development resources to assist individuals and families address personal and family problems. Substance abuse issues, childcare, transportation, housing, mental health, and other factors un-related to work, education, or training have a tremendous impact of an individuals success in the workplace.
- iv. Mentoring – Peer to peer mentorship, family and parenting support, and career coaching are all elements that reflect the unique capacity of CBO's and faith communities to establish long term relationship with individuals and families that can improve workplace retention and career development and growth.

2. Activities to expand the access of faith-based and community organizations' clients and customers to the One-Stops in the State.

The Community and Neighborhood Coordinating Council members will establish a protocol for referral between CBO's and One Stop programs. Through coordinated agreement on assessment process and greater understanding of how to utilize One Stop program services, the CBO and faith community will be able to make effective referrals and coordinate more comprehensive set of services. In addition, the MAWIB will continue to utilize the WIA Intensive Services Provider Directory, but in a more streamlined and user-friendly way CBO's and other organizations who are providing critical and in some cases emergency services.

VII. Service Providers and Oversight

A. Selection of Service Providers

1. The Process for Selecting Service Providers.

a. *Core Services*

Core Services for the WIA Adult and Dislocated Workers programs are provided through sole source agreements between the MAWIB and contractors providing WIA Case Management services.

(See section **VII A1b** for description of Case Management sole source agreements)

b. *Intensive Services*

WIA Adult Case Management:

The transfer of authority for WIA services within the local WDA on July 1, 2007 coincided with the completion of WIA Adult Case Management contracts on June 30, 2007. As a function of the transfer, the MAWIB was not positioned to issue a new Request for Proposals seeking vendors to provide Case Management services at the three One Stop locations and therefore for the purpose of avoiding a shut down or disruption of services in the WIA program between July 1, 2007 and September 30, 2007, the MAWIB extended pre-existing WIA Case Management contracts as an interim strategy.

In consideration of new leadership and the desire to re-invigorate partnership among local One Stop programs and in an effort to reduce the duplication of services, leverage limited resources and streamline the provision of services through the local one stop system, the CLEO and the MAWIB have sought to establish greater coordination and integration of WIA activities with the local W2 and FSET programs. To effectuate this vision and with consideration to ensuring smooth transference of program, effective October 1, 2007 through June 30, 2008 the MAWIB extended sole source grant agreements to three contractors to provide the primary Case Management services for WIA Title 1 Adult Services at the two compressive job center locations as well as a third access point of service currently seeking certification as a comprehensive job center. As a function of the sole source agreement, the contractors are required to demonstrate an integrated approach to delivering WIA services within the pre-existing W2 and TANF Case Management system. As the current vendors for the W2 and TANF programs at their respective locations, the vendors are uniquely positioned to integrate and deliver Case Management services.

Additionally, the MAWIB has entered into sole source agreements to provide specialized services to meet the needs of Older Workers and Incarcerated/Returning Offenders. In consideration of the unique capacity and the procurement history of identifying services for the Older Worker population, the MAWIB entered into a 12 month sole source agreement July 1, 2007 – June 30, 2008 with the contractor who has been providing services for the past several years. In consideration of the

pressing need to assist those currently Incarcerated and the unique problems facing ex-offender populations, and in consideration of the established partnership to serve these individuals within the corrections system the MAWIB established a sole source contract to ensure services are available to this population between October 1, 2007 – June 30, 2008.

WIA Dislocated Worker Case Management:

All local WIA Dislocated Case Management services are provided through Sole Source agreements between the MAWIB and the partners of the HIRE Center consortium – July 1, 2007 – June 30, 2008. The HIRE Center (Help in Re-Employment) consortium is a pre-existing partnership to the establishment of WIA and has established itself as uniquely positioned to provide services for the Dislocated Worker population. Since the inception of WIA, the Labor Employment Training Center, MATC, and Wisconsin Job Service have served as the sole source providers of Core and Intensive services.

WIA Adult & Dislocated Worker Intensive Services:

In 2006 the local Board issued a Request for Services in order to compile a list of approved providers of Intensive Services for a “WIA Intensive Service Provider Directory.” The names of agencies whose services received a passing score from an impartial evaluation team were forwarded to the Monitoring and Selection Committee for final approval. Services provided include those specified within the Case Management contract or those that may be provided by entities other than Case Management contractors. Services are identified in federal law, as well as according to local definition, such as basic computer literacy. All approved services are accessed through vouchers written by One-Stop case management staff. The MAWIB has developed a locally defined lifetime cap on WIA Adult Intensive Services of \$2,000 per individual. In November 2007, the MAWIB issued an additional RFS to provide Employer Related Intensive Services designed to provide employer specific intensive services that are connected to gaining employment. In the period from January 1, 2008 and June 30, 2008 the MAWIB will establish additional opportunities for intensive service delivery packaged to complement training programs and opportunities.

c. Youth Services

The MAWIB will conduct a series of Request for Proposal procurement processes between January 1, 2008 and June 30, 2008 to solicit vendors to provide WIA Youth Services defined by law as the WIA Ten Elements with particular emphasis on the development of Summer Employment programs and Work Experiences programs. As the MAWIB transitions its focus from in-school youth toward the Out-of-School youth population, the MAWIB anticipates utilizing both sole source and RFP processes to implement pilot programs and/or demonstrate new service delivery systems. For all solicitations, an evaluation team of internal and external staff will

review proposals and forward their findings to the Youth Council, which sends its recommendations to the Program Committee and then full Board for final approval. Additionally, the MAWIB will continue to utilize the comprehensive WIA Intensive Services Provider Directory which has been developed for use by both youth and adult/dislocated worker program.

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

a. *Core Services*

As noted, Core Service are integrated into the Case Management contracts serving compressive job centers, APS sites, and locations serving special populations. (Please see VII A2b)

b. *Intensive Services*

General intensive services are delivered by providers listed in the WIA Intensive Services Network Provider Directory (except for WIA intensive case management services). General intensive services take place onsite at the vendors' locations. Case management intensive services to adults are delivered at designated One-Stop job centers by WIA Services, case management services Older Workers and Incarcerated individuals are delivered at APS sites, case management services to dislocated workers are delivered at the HIRE Center (an APS site).

c. *Youth Services*

Currently, WIA In-School Youth Services are located and provided within all Milwaukee Public Schools high schools. Additional In-School services are also connected to all alternative, charter, suburban, and private high schools in Milwaukee County through WIA Case Coordinators. Out-of-school youth are currently served through the Milwaukee Career Center (MCC) on 27th and North Ave as well as community-based organizations throughout Milwaukee. Youth Intensive Services are delivered by providers listed in the latest WIA Intensive Service Provider Directory.

The MAWIB anticipates that through procurement process in the next six months additional community based and One Stop locations will be integrated into the overall service delivery strategy and that additional locations will be added.

3. Provide an organizational chart showing staff and administration of all service providers:

- Core and intensive case management services will be provided to adults in Milwaukee County through selected service providers. Refer to **Exhibit E1**
- Core and intensive case management services of dislocated workers will can be found in the organizational chart Refer to **Exhibit E2**.

- Core and intensive case management services of youth (in-school and out-of-school) are provided directly by MAWIB's Youth Services Division; an organizational chart of MAWIB's Youth Services Division can be found in **Exhibit F**.
- Intensive services to adults, dislocated workers, and youth in Milwaukee County are listed in the "WIA Intensive Services Provider Directory: 2007-2008," which can be found in **Exhibit H**.
- Training services accessed through individualized training accounts (ITAs) are provided by eligible training providers listed on the State certified training providers list; see: <http://www.wisconsinjobcenter.org/ita/presentation/SearchBy.aspx>. (MAWIB's ITA voucher system pays eligible training program providers for the costs of training services utilized by WIA customers in accordance with MAWIB's payment policy for training services). Providers of customized training services are identified as trainings are developed to meet employer needs.

B. Oversight and Training of Service Providers

1. Describe the monitoring and oversight procedures the WDB uses.

For contracted WIA Title I Adult registration and case management vendors, the MAWIB conducts the following monitoring activities:

- Continuous desk review.
- In-depth review of billings containing benchmark achievements (case management vendors only).
- Minimum of one onsite monitoring, including the following: Participant interview – file review, Participant review – file review (hard copy), Staff interview - Fiscal review

In addition, the MAWIB monitors the services contracted under Customized Skills Trainings. Neither the vendors on the Intensive Service provider list nor the Individual Training Account vendors are under contract; these partners are monitored only when questions or concerns arise. These reviews have led to the removal of a few unsuitable vendors.

2. Describe how staff providing services are trained in the use of the ASSET system and the WIA program.

New MAWIB or contracted staff is trained on ASSET during the first week of employment, either in a group or individual setting. This initial training is followed by onsite tutoring sessions, as needed. One-on-one assistance with ASSET is also provided to new and veteran staff upon request.

The WIA Adult and Dislocated Worker program each convene a monthly Case Manager meetings, which provide a forum to discuss developments, changes and issues related to ASSET. New information is disseminated to MAWIB and contracted WIA staff at these meetings, as well, including all DWD directives pertaining to ASSET. In addition, MAWIB and contracted staff attend all technical assistance sessions provided by the State relative to ASSET and other case management functions.

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

The MAWIB ensures timely data entry into ASSET through a variety of means. The MAWIB's contract auditors and quality control staff review ASSET entries daily for accuracy and completeness. This includes credential, employment and retention data, and follow-up and exit data as well as case notes that adequately describe and document activities and case manager contacts.

The MAWIB's staff includes one ASSET specialist who attends the State ASSET Users Group, as well as three (3) full-time quality control employees. The quality control staff manages all program exits, as well as overseeing data corrections and adjustments.

VIII. Performance and Accountability

A. MAWIB Developed Performance Standards.

In addition to meeting Federal and State negotiated performance measures the MAWIB has established a number of contract-based performance strategies to ensure quality and accountability. These policies and related performance are monitored by staff and the Program Committee of the Board to ensure desired impact is achieved. For the WIA Adult Program the following performance policies include:

- Placements are defined as unsubsidized employment with gross earnings of 320 hours per week at a rate of \$8.00 per hour or more.
- Payments to agencies for contracted services are paid under a "70/30 policy." Seventy percent of funds for contracted WIA Adult Program services will be paid on a cost reimbursement and the remaining thirty percent of funds for contracted services are paid on per unit basis according to an incentivized employment and training placement framework.

For WIA Adult and Dislocated Worker Training programs the following performance based contracting methodologies are in practice:

- ITA Training vendors are paid for their training costs under the policy known as "25/25/50 Payment Policy." That is, 25% of the total training cost at enrollment/25% at completion/50% at 30 day retention in employment within 5 months of program completion.

Preferred Provider Policy Exemption for ITA use is designed to provide increased flexibility and partnership to agencies and/or intermediaries who demonstrate high performance standards in assisting individual's complete training and gain employment. The threshold for meeting the Preferred Provider Policy Exemption is 70% of Participants Complete Training and of those 70% are placed into employment which meets the local placement definition.

The Customized Skills Training Payment Policy provides payment of contract costs at 70% cost reimbursement and 30% of cost on a per unit placement basis.

The On the Job Skills Training Payment Policy provides payment of contract costs at 80% cost reimbursement and 20% of cost on a per unit placement basis

The MAWIB reviews and evaluates the performance and activities of all vendors on a regular basis through the Program Committee of the Board. Agencies not meeting the performance standards or contract goals are subject to the de-obligation of contract funds which are then redirected appropriately. In the case of the training vendors, the MAWIB provides case managers and WIA participants with information on placement rates associated with different trainings as a means of helping participants decide where to get more effective and readily applicable training in their chosen field of study. In a few cases, TTA vendors have been removed for poor performance or lack of adequate standards in their trainings.

B. Local Area Continuous Improvement Activities.

The establishment of accurate and timely data collection and reporting is critical to the development of local policy and program innovations as well as local accountability for the impact of workforce development. Because detailed WIA participant data cannot be gleaned rapidly enough from ASSET to generate direct and immediate reporting, the MAWIB is currently considering additional software and data collection technology to better understand and communicate participant and employer activities. Currently, the MAWIB makes use of an internal data collection system known as HOMER to facilitate timely program data analysis and to capture measures not available through the ASSET system. HOMER is primarily used by the Adult and Youth Departments. It is anticipated that by July 1, 2008 the MAWIB will have the capacity to issue standardized monthly reports on WIA activities as well as aggregated activities and services provided through the entire One Stop and Career Opportunity Centers network.

As the MAWIB seeks to establish greater integration of the total workforce system, there are even greater data management challenges related to measuring the effectiveness and impact of the WIA program and its related impact with other partner programs. In order to establish an appropriate baseline of data, the MAWIB will consult with local and national experts to interpret past and current performance data and integrate that analysis into current management and Board decision making. Looking forward the MAWIB has engaged the Corporation for a Skilled Workforce (CSW) to conduct strategic planning with the Board and develop a template to measure the "Critical Success Factors." CSW will establish the role and capacity of the Board to provide functional governance to local Workforce system and provide a system of accountability between Board, MAWIB staff, and local partners.

C. Follow-up Services to emphasize Retention Strategies.

Since the State issued Policy Update 0402 on September 22, 2004, the MAWIB has been in the process of developing practices, procedures and activities to delineate and implement a local follow-up policy. The MAWIB's intention is to infuse a culture of follow-up into every level of WIA services and train all supportive staff accordingly. Retention will be viewed as an integral activity from the outset of WIA services rather than an afterthought. It will be communicated to WIA participants that their involvement in the program is long-term, regardless of whether training or other activity is merely short-term.

Best practices gathered at the March 2005 Follow-up and Retention technical assistance session in Madison are being applied locally, including the 10 core messages that all staff will impart

throughout the WIA participation process. The MAWIB's entire WIA staff will be trained on this new alignment of priorities and practices.

Retention strategies include the following:

- *Intake* – Individuals interested in the WIA program will: 1) Receive an in-depth understanding of WIA participant responsibilities, including the retention element; 2) Be screened as to their motivation to adhere to these requirements; and 3) Be rated as to their suitability for WIA, based on the level of barriers, relative employability without services and need for available services.
- *Case Management* – The Employability Plan for each WIA participant will provide for pre- and post-exit activity and regular contacts. Case managers will develop contingency plans with participants, both for the training phase of WIA and after employment is secured. Participants will also work out individual budgets in order to ensure adequate income during the period required for training.
- *Mentorship* – An individual's success in completing education or training programs as well as duration at a particular job is positively impacted through mentorship. The MAWIB will work within Industry Sectors and among partners to build a local workplace/occupational mentorship program intended help individual deal with challenges on the job or in training programs.
- *Employer Support* – Human resources and supervisory personnel at local employers play a critical role in determining the short and long term retention of participants. To ameliorate cultural misperceptions and to aid employers in developing progressive and aggressive retention strategies, the local CBSU will develop Business Services employee retention programs to be made available to small and large employers.
- *Exit/Follow-up* – The MAWIB will provide a variety of ongoing follow-up and retention services, based on participant need and at the level of intensity required for each individual situation.

IX. Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to a full range of career choices including orienting and exposing women to training and jobs with family supporting wages that traditionally women have not held.
6. The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American’s with Disabilities Act of 1990.
8. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, and all other applicable federal and state laws.

NOTE: Signatures are also required on the Certifications in the Forms c and d.

This plan has been developed for the Milwaukee Workforce Development Area (#2) in accordance with the terms of the Workforce Investment Act.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): Daniel Bader

Signature: _____ Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): Mayor Tom Barrett

Title: _____

Signature: _____ Date: _____

Local Elected Officials (Optional):

Name (type or print): _____

Title: _____

Signature: _____ Date: _____

Name (type or print): _____

Title: _____

Signature: _____ Date: _____