



Workforce Innovation and Opportunity Act (WIOA) Local Plan

**Wisconsin WDA #2
Program Years 2020-2024**

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

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

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

Knowledge, Skills, and Certifications

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

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

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

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

Employment Needs of In Demand Industry Sectors

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

growth by 2026¹. EMI targets high demand industries by analyzing labor market information to identify a critical mass of jobs, positive projected growth rates, and substantial quantity of annual job openings. Using this methodology, EMI has identified the following high demand industries:

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

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

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

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

¹ DWD Bureau of Workforce Training, Office of Economic Advisors, December 2018

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

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

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

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

Employment Needs of In Demand Occupations

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

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

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

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

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

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

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

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

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

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

Table 4: Labor Force and Unemployment Data, Milwaukee County				
Year	2016	2017	2018	2019 (10-month average)
Labor Force	477,610	476,163	472,701	473,560
Employed	453,900	457,018	455,544	455,716
Unemployed	23,710	19,145	17,157	17,844
Unemployment Rate	5.0%	4.0%	3.6%	3.8%

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, Queried on 12/5/19

Table 5: Labor Force Participation Rate (LFPR) and Employment to Population Ratios (EPOP), Milwaukee County				
Year	2015	2016	2017	2018
LFPR	65%	65.1%	65%	63.9%
EPOP	61.2%	61.8%	62.4%	61.6%

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, Queried on 12/5/19

Table 6: Veterans Labor Force, Population 18-64 years old						
Location	18-34 years old		35-54 years old		55-64 years old	
	Veteran	Nonveteran	Veteran	Nonveteran	Veteran	Nonveteran
Milwaukee	2,638	242,190	7,148	224,443	7,395	107,160
Wisconsin	21,937	1,260,944	63,515	1,379,492	57,227	767,464

Source: US Census Bureau, 2018 American Community Survey 1- year estimates, Table S2101

Table 7: Disability Labor Force, Milwaukee County		
Disability and Employment Status	Milwaukee County	Wisconsin
Employed, with a disability	18,401	135,105
Unemployed, with a disability	2,234	12,551
Not in labor force, with a disability	40,472	174,516

Source: US Census Bureau, 2018 American Community Survey 1-year estimates, Table DP02

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

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

Location	Less than HSD	HSD	Some College	Associates Degree	Bachelor's Degree or greater
Milwaukee County	11.4%	28.7%	20.9%	8.2%	30.7%
Wisconsin	7.9%	30.6%	20.5%	11.0%	30.0%
United States	11.7%	26.9%	20.3%	8.6%	32.6%

Source: US Census, 2018 American Community Survey, 1-year estimates, Table S1501

Educational Attainment Level	% living below poverty level	Median Earnings Last 12 months
Less than HSD	32.9%	\$24,020
HSD	19.1%	\$30,057
Some college or associate degree	13.0%	\$34,426
Bachelor's Degree or higher	5.0%	\$57,160

Source: US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1501

Race	High school diploma or higher	Bachelor's degree or higher
White	94.7%	40.5%
Black	84.4%	13.1%
American Indian	83.5%	14.7%
Asian	77.4%	41.4%
Some other race	65.0%	7.2%
Two races or more	93.2%	31.0%
Hispanic or Latino	69.3%	11.7%

Source: US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1501

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

ALICE (Asset Limited, Income Constrained, Employed) Population²: ALICE households are those that earn more than the federal poverty level, but less than the basic cost of living for the county (ALICE threshold). Approximately 29% of Milwaukee County households are living below the ALICE threshold.

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

² United Way, United for ALICE, Point in Time Study, 2016

Race	City of Milwaukee	Milwaukee County
White	13.5%	9.4%
Black	33.7%	33.6%
American Indian	NA	17.9%
Asian	32.6%	23.8%
Some other race	26.6%	24.5%
Two or more races	25.7%	25.6%
Hispanic or Latino	25.4%	22.8%

Source: US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1701

Youth and Young Adults (16-24 years old): Youth ages 16-19 years and young adults ages 20-24 in the city and county of Milwaukee have higher unemployment rates and lower labor market participation rates than the state (Table 12). The city of Milwaukee population is 592,002, which is approximately 62.4% of Milwaukee County’s population. The city is comprised of a younger and more diverse population when compared to the county, surrounding suburbs, and state³, making it a prime source for future workers.

Location	Unemployment Rate		LFPR	
	16-19	20-24	16-19	20-24
City of Milwaukee	12.0%	9.5%	39.1%	76.7%
Milwaukee County	10.8%	8.6%	40.3%	78.3%
Wisconsin	9.2%	5.2%	51.9%	80.8%

Source: US Census Bureau, 2018 American Community Survey 1-year estimates, Table S2301

Individuals Involved with the Criminal Justice System⁴: Admissions are defined as physical admissions to Wisconsin Department of Corrections (DOC) Adult Prisons which does not include individuals on a temporary hold. In 2018, there were 9,224 admissions into the justice system in Wisconsin and 2,250 admissions in Milwaukee County. Milwaukee County continuously held the greatest percentage of admissions from 2000-2018. Releases are defined as physical releases from DOC adult prisons. There were 2,398 individuals released back to Milwaukee County in 2018 which represented 26% of all releases in Wisconsin.

Homeless Individuals⁵: Milwaukee County continuum of care homeless services determined there were 885 individuals experiencing homelessness at the point in time count on January 23, 2019.

Limited English Proficiency⁶: In Milwaukee County there are 160,191 individuals over the age of 5 that speak a language other than English. Of those individuals, 36.1% speak English less than very well (as defined by the US Census Bureau).

³ US Census Bureau, 2018 American Community Survey, 1-year estimates, Table DP05

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

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

⁶ 5US Census Bureau, 2018 American Community Survey, 1-year estimates, Table S1601

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

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

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

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

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

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

Workforce development activities include:

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

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

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

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

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

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

Occupational Training

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

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

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

Bridge Programs

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

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

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

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

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

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

Key strengths of EMI's workforce system include:

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

Challenges for EMI's workforce system includes:

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

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

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

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

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

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

- People-centered
- Rooted in equity & opportunity

- Networked with intentional partnerships
- Regionally responsive
- Growth and system-oriented

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

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

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

Outreach and marketing to businesses can be increased through:

- Focused targeting and outreach to businesses by BST staff to improve promotion of products, particularly On-The-Job Training and Incumbent Worker Training.
- Moving some onsite hiring events to virtual settings to maximize business participation, especially for small and medium-sized businesses that have less staff capacity to attend onsite events.
- Continue to strengthen and refine the collaborative process of multiple partners working with the same business through Job Center of Wisconsin (JCW) Business.
- Continue to convene the Job Developer Cooperative (JDC) monthly or more often as needed. The JDC is a meeting of front-line Job Developer staff to meet and share information about job openings, hiring opportunities, training and business intelligence. BST staff from participating organizations are informed of our respective organizations' employer engagement efforts and ensure that workforce needs from businesses are being shared with organizations' program clients, so they are fully informed of employment and training opportunities. BST staff participating in the JDC include, Job Service, DVR, OVS, MAXIMUS, America Works and all other organizations that have a contract/agreement with EMI that includes job placement, and Milwaukee Area Technical College (MATC).
- Expand employer relationships through industry specific associations, either existing or new (e.g., WI Tool, Die & Machining Assoc., WI Motor Carriers Assoc., WI Restaurant Assoc., WI Bankers Assoc., etc.).

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

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

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

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

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

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

EMI's Industry Advisory Boards are the primary "marketers" of spreading the word to other members of the business community regarding programs, grants, resources and additional opportunities available through EMI and our partners. Increased employer engagement by the BST will bring more partners and ultimately help to expand overall services to businesses in the WDA and region. The Hospitality/Retail IAB has developed significantly due to the efforts around short-term industry recognized credentials. The same holds true for the launching and success of the BankWork\$ program in the Finance sector and the TechHire grant in the IT sector. These programs, in particular, have relied upon sector partnerships to promote short-term credentialed trainings and have resulted in strengthening and growing EMI's relationships and reputation in the respective sectors. Additionally, EMI serves as the fiscal agent for the Center for Healthcare Careers of Southeast Wisconsin (CHCSEW) and assists in the collaboration of CHCSEW partners in the healthcare sector.

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

The overall goal of these activities is to ensure that the business community has access to talented and qualified job seekers, as well as business solutions, and resources to help them thrive and expand. Increased connections, provided by EMI, between businesses, education and vocational providers, adult

basic education providers, economic development entities and other public workforce system partners can provide a measure of progress to meet the overall short- and long-term goals.

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

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

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

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

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

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

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

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

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

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

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

Active sector partnerships in WDA 2 currently include:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Coordination: Continue refining the coordination of services through co-enrollment of WIOA Title I clients with system partners including TANF, Adult Education and Literacy, Division of Vocational Rehabilitation (DVR), Trade Adjustment Assistance, and the FoodShare Employment and Training (FSET) programs, when

individuals are eligible. This will help to leverage resources and ensure that individuals are serviced effectively and able to achieve and maintain positive outcomes.

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

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

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

With a focus on the creation of a workforce that can meet the expectations of the future economy, EMI has developed many successful relationships with area adult education providers offering Title II services. EMI leads this network of partners in the enhancement of services as aligned with the provision of WIOA. Collaboratively, they strive to combine resources and examine labor market data and industry research to determine skills needed in the workforce. Moreover, they developed the following strategies that address basic skill deficiencies which are significant in the Milwaukee area and constrain labor market development.

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

Second, EMI worked with DWD, Wisconsin Technical College System and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and

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

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

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

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

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

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

EMI plays a key role in strengthening the linkage between the one-stop delivery system, UI and dislocated worker programs, by ensuring WIOA providers are actively engaged and participating in the delivery of

services to individuals that are seeking unemployment insurance assistance. In addition, service providers are identifying individuals who are receiving Title III services via ASSET and noting that they have applied for UI benefits and may be interested in other career planning services.

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

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

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

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

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

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

neighborhood community-based organizations that provide entrepreneurial resources to individuals and support microenterprise services.

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

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

Programs available through the WDA 2 workforce development system include:

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

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

In addition to prioritizing Career Pathway Training programs with Title I service providers, job seekers are provided with career pathway education and information upon enrollment in WIOA programs so that job seekers can view long-term career pathways with educational options for vertical advancement. Career pathway awareness has increased in recent years as more pathways have been developed. Career planners in all core programs play a key role in educating job seekers on their options for industry-

recognized credentials which helps the client make an informed choice that best meets their individual needs. Job seekers receive labor market information with projected job openings and salary levels to assist their understanding of the various steps along a career pathway.

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

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

EMI, in partnership with representatives from Milwaukee Public Schools (MPS) and MATC works to identify, create and develop career pathway opportunities with the local area by integrating efforts into EMI's sector-based strategies. Chief Executive Officers from MPS and MATC serve on the EMI Board of Directors. As such, the organization has access to multiple levels of academic administrators at the schools. Thus, when MATC moved from a sequential Adult Basic Education/English Language Learner (ABE/ELL) model to an integrated ABE/ELL design, EMI's input was important. In this model, students would be concurrently enrolled in ABE/ELL courses making educational gains or earning their secondary credential. Concurrently, students would be also enrolled in a post-secondary program and earning college credits. Students would then have greater course completion rates and their college credits would be embedded into post-secondary career pathway diplomas and associate degrees. EMI also joined in conversations about creating learning laboratories for ABE/ELL students at the AJCs and another college-sponsored educational center in the near south side of Milwaukee (Walker's Square). Last, EMI worked with MATC to ensure that the new model, ABE/ELL Integrated Comprehensive Services is aligned with the Plan and focuses on the credentials within the seven high demand job clusters: Construction, Finance, Healthcare, Hospitality, Information Technology, Manufacturing and Transportation.

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

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

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

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

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

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

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

- *Required Partners:* Front-line supervisors or managers from each core and partner program meet quarterly to discuss individual program updates, areas of common need, and strategies to align and/or integrate service delivery.
- *WDA 2 BST:* Business services representatives from all core and partner programs convene at least monthly through the Job Developer Cooperative (see Question #6, a.) to discuss business needs, employer services, and opportunities to align and/or integrate service delivery.
- *All-Staff Meetings:* Meetings for all staff who are part of core and partner programs are convened quarterly to provide and/or receive workforce system updates, participate in shared training, and more.
- *All-Career Planner Meetings:* Career planners from core and partner programs are convened at least annually to participate in program updates, shared learning, and discuss co-enrollment and areas for alignment.
- *Other:* Lunch-n-Learn events and topical educational and training events are held on an as-needed basis for front line and supervisory staff of core and partner programs to enhance service delivery.

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

- Title I
- Title II
- Title III
- Title IV
- Title V

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

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

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

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

WDA 2 partners use www.jobcenterofwisconsin.com as an effective tool used for shared job search and data management of both required Wagner-Peyser and WIOA staff. American Job Center staff utilize www.jobcenterofwisconsin.com for intake and some case management for all clients, jobseekers and businesses. Self-registration and referral through www.jobcenterofwisconsin.com is available from anywhere in the WDA 2 where there is internet access and the extensive resources available through the DOL website, city and county websites, technical college websites, State of Wisconsin websites, etc.

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

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

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

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

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

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

EMI's most highly utilized assessments include:

- Test of Adult Basic Education
- CASAS
- Career Locker
- Career Cruising
- WorkKeys
- Provelt!
- Skills Explorer
- Work Readiness Assessment (provider-specific)
- CEPT Individual Employment Plan Tool: Job Fit Review
- Online Work Readiness Training (OWRA)

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

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

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

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

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

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

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

EMI conducts an annual Section 188 review of the comprehensive one-stops. The annual review examines physical and programmatic accessibility of facilities, programs and services, materials, and technology. Technology is often the area where the most changes occur and require the most attention. When needed, American Job Center system partners consult with the DVR to meet the needs of individuals with disabilities.

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

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

- Includes a presentation of clients' rights to nondiscrimination and equal opportunity, including the right to file a complaint, during orientation sessions.
- Ensure that communication with clients and potential clients with disabilities is as effective as communication with other clients.

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

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

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

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

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

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

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

The OSO will share data collected from customer surveys and AJC Sign In systems with the EMI Board of Directors and American Job Center System partners. An annual review process will identify successes, implementation barriers, and unsuccessful strategies. The lessons learned through the review process will

inform the identification process of the next cycle. Employer engagement and satisfaction is tracked for large scale events or efforts and through a workforce survey.

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

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

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

Occupational skills training under WIOA Title 1-B is provided through individual training accounts following EMI's Individual Training Account (ITA) policy. Other locally approved training programs (e.g., GED/HSED provided in combination with another service) that meet EMI's criteria can also be provided through individual training accounts. Other training services such as On-the-Job Training and incumbent worker training are provided through individual cost-reimbursement contracts with employers. These contracts must follow EMI policy which includes contract monitoring and reimbursement requirements.

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

EMI ensures clients have relevant information to make an informed choice for employment and training. EMI and its providers utilize credible sources to provide labor market information, employment projections, and information on the performance of training providers. DWD's Long-Term Occupation Projections List for WDA 2 is utilized to provide individuals access to a wide breadth of training choices for local in-demand occupations. For occupations that do not have sufficient data available on www.wisconomy.com, Career Planners must utilize other credible resources (e.g., EMSI, Talent Neuron, Bureau of Labor Statistics, CareerOneStop) to determine positive projected openings and/or median wages. Career planners are trained to understand how to access, utilize, and explain information in a manner that is understandable by all clients.

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

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

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

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

Marketing materials have been created to visually appeal to targeted audiences. Mass communications through newsletters, websites, and social media of available services and programs are provided on a regular basis. Fliers and other materials are distributed at local libraries and resource centers. American Job Centers host workshops and information sessions for targeted audiences.

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

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

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

Examples of coordination include plans that identify, create, and develop career pathway opportunities within the local area by integrating efforts into EMI's sector-based strategies. Information developed through Wisconsin Career Pathways, used as a staff resource, is available at <https://pathwayplanit.com>

and offers exploration in Science, Technology, Engineering; Health Science; Architecture and Construction; Human Services as well as an Interest Profile Assessment and Career Cluster Interest Survey.

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

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

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

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

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

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

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

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

There is a wide range of workforce development activities and services available for youth workers across the WDA 2 public workforce system. Activities and services are provided by public workforce and local government agencies, private nonprofit workforce agencies, and community-based organizations. There is a strong history of providing high-quality, results-oriented services to youth. Activities are designed to be accessible to all clients including those with disabilities, have been involved in the criminal justice system, experienced trauma, or have other barriers to employment.

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

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

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

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

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

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

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

- a. In-school Youth; and**
- b. Out of School Youth.**

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

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

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

- Has previously dropped out, been suspended or been expelled from school.

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

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

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

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

Providers must make available information regarding their outcomes for individuals related to employment, attaining a high school diploma or equivalent and transition to post-secondary education and training. To expand its intake system, EMI engages the partners in data sharing, co-enrollment opportunities, and continuous quality improvement to align services and avoid duplication. Vital documents are provided in both Spanish and Hmong.

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

Finally, EMI provides monthly oversight of the service providers by requiring 30-day financial and program reporting and conducting comprehensive interviews and file reviews. If concerns arise, EMI provides technical assistance to the provider to develop a corrective action plan with milestones and goals for the purpose of meeting performance accountability measures.

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

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

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

Please see primary activities listed in Question #13 b.

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

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

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

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

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

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

Members of the Coordinating Council include:

- City of Milwaukee Community Development Block Grant Office
- Housing Authority of City of Milwaukee (HACM)
- Social Development Commission (SDC)
- Job Corp
- Milwaukee Area Technical College (MATC)
- United Migrant Opportunity Services (UMOS)
- Goodwill Industries of S.E. Wisconsin
- YWCA of Greater Milwaukee

- M-7 (Regional Alliance)
- Center for Veteran Issues (CVI)
- Hmong American Friendship Association (HAFA)
- Milwaukee Area Workforce Funding Alliance (MAWFA)
- MAXIMUS
- Ross Innovative Employment Solutions
- America Works
- ResCare
- State Department of Vocational Rehabilitation (DVR)
- State Division of Children and Families (DCF)
- State Department of Workforce Development (DWD)
- Milwaukee County Office of Child Support
- Wisconsin Regional Training Partnership/Big Step (WRTP/BIGSTEP)
- African- American Chamber of Commerce
- Hispanic Chamber of Commerce

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

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

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

Administrative Entity and Fiscal Agent: Employ Milwaukee, Inc.

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

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

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

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

Dislocated Worker	Q2 Unsubsidized Employment	72%
Dislocated Worker	Q4 Unsubsidized Employment	71%
Dislocated Worker	Median Earnings	\$6,100
Dislocated Worker	Credential Attainment Rate	52%
Youth	Q2 Unsubsidized Employment	58%
Youth	Q4 Unsubsidized Employment	57%
Youth	Credential Attainment Rate	58%
Youth	Median Earnings Q2 Exit	Baseline

Definitions of Primary Indicators of Performance:

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

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

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

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

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

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

EMI's Board of Directors and committees, along with its collaborative regional partnerships, support its efforts to become and remain a high-performing WDB. The following activities will be a prime focus in PY2020 through PY2024:

- *Data-Driven Planning and Performance Management:* EMI will continue to enhance its workforce service delivery outcomes by using business intelligence obtained through the Efforts to Outcomes (ETO) and ASSET systems to develop efficient, effective service delivery plans and

improve performance management and monitoring. EMI's goal is for programs to be consistently outcome-driven with established benchmarks, developed through data and program analysis, that can be shared with staff and system partners who provide services within the core programs. These efforts will include the analysis of local area and regional economic conditions to be proactive in the provision of sector and career pathway services.

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

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

EMI's By-Laws establish that Board members are appointed to three-year terms. Those terms are staggered to ensure continuity of operations and leadership. Annually, EMI staff formally notifies the CEO and Board Chair of upcoming terms and works with the CEO to ensure re-appointments or new appointments are made in a timely manner. In the event a Board member chooses to resign from the Board, a formal letter of resignation is requested and the vacancy is communicated to the CEO, along with

appropriate information relative to the seat and whether it is a private sector or mandated partner position.

EMI utilizes labor market information and considers local industry demands to support the appropriate mix of industries on the board. EMI complies with WIOA requirements by routinely tracking board membership to ensure private sector business representation is always at or above 51%.

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

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

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

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

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

- EMI strategic planning and discussions at WDB meetings.
- Individual meetings and/or communication with local workforce system partners and Industry Advisory Boards.
- An online survey distributed to WIOA, community, and business/labor partners for input prior to the Draft plan being posted for public comment.
- EMI will have copies of the draft local plan available (hard or digital) for board members at the May Program and Executive Committee meetings. This will enable the local plan to be shared with business members, labor organizations, and education entities and allow for their respective organizations to review and make comments.
- Comments could be made via email or in writing with specific instructions included in the public notice.
- A section will be added to the bottom of the local plan which will contain the comments received during the 30-day comment period and sections that were changed due to the comment period will appear italicized in the document.