

Milwaukee Area
WORKFORCE
INVESTMENT BOARD, INC.



2010

Workforce Investment Act (WIA) **LOCAL PLAN**

Workforce Development Area (WDA)

Submitted By:

Milwaukee Area
WORKFORCE
INVESTMENT BOARD, INC.



Milwaukee Area Workforce Investment Board, Inc.

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INTRODUCTION

I. GROW REGION WORKFORCE NEEDS, LABOR MARKET ANALYSIS, ASSESSMENT OF WORKFORCE INVESTMENT ACTIVITIES AND ASSETS

A. GROW Region Workforce Needs

1. Workforce investment needs of the GROW Region as they relate to:

a. Employers/Businesses

Economic trends are altering the workforce investment landscape. The current recession has the largest impact on the workforce demand and supply. As of January 2010, there been a minimized hiring ability coupled with increased layoffs. Prior to the economic downturn, data showed workforce gaps included: a growth in dependent care jobs (driven by a large aging cohort), and an increase the demand for a greater number of skilled workers as the Baby Boomers retire. This indicates that long-term, there will be greater needs for jobseeker and incumbent worker trainings to fill positions left by retirees. In addition, the application of new technologies in traditional sectors of the Milwaukee Metropolitan region will also require talent development to support new business growth. Lastly, global shifts will continue to affect workforce investment needs. As we increasingly become an innovation driven economy, employers will increasingly need higher skilled workers. According to *Job Opening- Job Supply and Demand Survey* (May 2009), “89% of full-time job openings in the region required education training for occupation-specific beyond high school.”

The report also indicated that “in May 2009 1 out of every 4 full-time job openings was in a **health-related field** (either directly providing health care or working for a health-care provider), and 1 out of every 3 part-time job openings was in a health-related field. Twenty-nine percent (29%) of the health related openings required a 4-year college degree or more, another 60% required technical training or experience, 10% required high school graduation, and only 1% had no education or experience requirements.”

Finally the report indicated “The labor market has nearly dried up for unskilled workers lacking a high school diploma and occupation-specific experience. In May 2006 there were an estimated 6,548 full-time openings for these workers; in May 2009 there were less than 500 such openings. Only 1% of job openings in the health fields were open to unskilled workers lacking a high school diploma.”

In addition to local, regional and global challenges, employer assessment of the workforce is divided. According to *Inner-city Milwaukee Businesses: An Assessment of Conditions* (January 2008), employers are split on their assessment of the current workforce: 47% say the strong work ethic is the local workforce’s greatest attribute, at the same time, 26% say the absence of a strong work ethic is the top workforce challenge. Employers of all sizes and industries made these assessments.

b. Job Seekers

Economic conditions for workers throughout southeastern Wisconsin are the worst in the past 25 years. In fact with 49,937 receiving Unemployment Insurance in April 2010 we now have more unemployed workers in Milwaukee County as a result of the Great Recession than we did during the height of the Great Depression, when 36,400 workers were unemployed and not working on federal relief projects.

Unemployment in the city of Milwaukee (12.3% in March 2010) is at its highest level in the last 20 years.

For Job Seekers, there has been a deepening need for jobs, greater competition for openings and increasing entry-skill requirements. The unemployment rate has escalated from January 2008 to April 2009 with a current high of a 12.3% unemployment rate for the City of Milwaukee and 9.0% for the Milwaukee region. Only 20% of full-time job openings in the Milwaukee Metro area can be accessed by individuals who have not completed high school and lack job experience.¹ Consequently, occupation-specific training and education are key factors to jobseekers getting jobs.

In addition, there is a geographic mismatch between jobs and jobseekers that also needs to be addressed through workforce investment solutions. The 2006 data on full-time job openings in the Milwaukee metro area found that only 23% of all job openings were within the City of Milwaukee and only 11% were in the CDBG/Enterprise Community designated areas.² In fact, the job gap between job seekers and full-time openings in the City of Milwaukee's CDBG/Enterprise Community is 25 to 1.³ This indicates that the mitigation of transportation barriers is necessary to address jobseeker needs. Workforce investment solutions to remediate transportation barriers should include a range of programming from shuttle services to driver's license recovery. The geographic mismatch also suggests that regional solutions should increase opportunities to "open up the suburbs" to Milwaukee County workers.

In Milwaukee County, there is also a particular need to develop specialized workforce investment strategies for targeted populations.

"The American Community Survey reported an estimated 48,420 African American males in the labor force from Milwaukee County in 2008. Of these, 40,482 (or 83.6%) were employed and 7,938 (16.4%) were unemployed and seeking for work. The 16.4% unemployment rate for African American males (ages 16 and above) is more than double the rates for white males (5.8%) and Hispanic males (8.1%), according to the 2008 ACS data. Among African American males, the employment rate was highest for men of prime working age (i.e., ages 25 thru 54) where 87.6% were employed and 12.4% were unemployed in 2008. Unemployment rates were the worst for male teens and young adults in the labor force (39.5% and 37.1%)."

Creating workforce development programming targeted towards serving and mitigating black male jobseeker, and incumbent worker, needs is critical in Milwaukee County.

c. Incumbent Workers

In 2005, the Office of Economic Advisors for the State of Wisconsin found that "[t]he Milwaukee WDA, on an average annual basis, is the highest paying WDA in the state." However, the area's average annual wages mask the presence of low-wage jobs. A UWM report concluded that Milwaukee stood "near the top in growth of low-wage employment" from the 1970s to the 1990's.⁴ While low-wage jobs can offer

¹ *Survey of Job Openings in the Milwaukee Metropolitan Area: Week of May 25, 2009 Final Report*. Prepared by the Employment and Training Institute, University of Milwaukee – Wisconsin. August 2009. p.3

² *Id.*

³ *Id.* p. 26.

⁴ *The Crisis of Low-wages in Milwaukee: Wage Polarization in Metropolitan Labor Market 1970-1990*. University of Wisconsin-Milwaukee. Center for Economic Development. November 1994. Marc V. Levine. Abstract.

employment to low-skilled entry-level workers, research has found that “over the long run, they often lead to low-wage careers.”⁵ Milwaukee County residents working in low-wage jobs need to be able to develop skills to advance beyond entry-level positions. Incumbent workers need to be able to access career pathways to quality jobs, which require an ability to access to flexible, modular trainings (soft skills and technical skills) for career advancement. Of course, incumbent workers also need stable employment supports, including access to affordable child care, transportation, possession of a valid driver’s license, etc.

d. Youth

Youth in the Milwaukee region have extensive workforce investment needs and have to overcome a range of obstacles in obtaining employment. For example, The Annie E. Casey Foundation recently found that among the 50 largest cities in the country, Milwaukee ranks sixth in its percentage of teen births. The teen pregnancy rate in 2007 was 50 births per 1,000 females. The Milwaukee Public Schools High School graduation rate is 64%. As of the 2000 Census, 28% of young people between the ages of 18-24 did not have a high school diploma in Milwaukee County. A recent study released by Harvard University’s Civil Rights Project shows that Wisconsin ranks 10th in the extent of segregation in its schools for African-American students. The same study showed that Milwaukee posted the second-largest increase of African-American students in the district over the last 20 years. According to that same study, for the third straight year, Wisconsin leads the nation in failing African-American students. In 2008, metropolitan Milwaukee was ranked by *Blackagendareport.com*, which uses Justice Department statistics, as one of the “Ten Worst Places To Be Black In America.” Milwaukee has a burgeoning population of disconnected young adults with few opportunities for family-sustaining employment.

2. Workforce investment need in your WDA not reported in 1 a-d

There is no additional information that was not reported from items 1 a-d.

3. How needs were identified

Needs are identified by analysis of data provided locally through the following: UW Wisconsin Centers [(1. Employment & Training Institute, (2. Community and Economic Development, and (3. Center for Workforce Development)], regional data, feedback from governmental and community leaders and other regional workforce development boards.

B. Labor Market Information

1. Detailed analysis of the regional economy, the labor pool, and labor market

a. Characteristics of the Economic base by Industry

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

The M7 has identified three key industry sectors which impact the regional competitiveness – Next Generation Manufacturing; Financial Services; and Emerging Industries in Biotechnology, Bio Industry, and Nanotechnology. In support of those

⁵ *The State of Working Wisconsin*. Center on Wisconsin Strategy. Laura Dresser and Joel Rogers. 2006. p.38.

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

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

Table 1 describes top job prospects in health care in the Milwaukee/WOW area for which high demand/high wage training is available:

Table 1. Top Job Prospects in Milwaukee/WOW with High Wage Training Available in Health Care		
Occupation	Education & Training	Hourly Wage
Radiologic Technologists and Technicians	Associates Degree	\$19.14
Dental Hygienists	Associates Degree	\$26.52
Respiratory Therapists	Associates Degree	\$19.88
Physical Therapist Assistants	Associates Degree	\$19.35
Diagnostic Medical Sonographers	Associates Degree	\$24.58
Nursing	Associates Degree	\$23.04
Surgical Technologists	Postsecondary Professional	\$17.47

2009 State Graduate Follow-up Survey, Wisconsin Technical College System.

b. Industries and Occupation that are expected to grow or decline by more than the state and regional average in the short term and over the next decade

Table 2 describes industries and occupation expected to grow or decline over next decade throughout the M7 region.

Occupation	Grow	Decline
Natural Resources & Mining	14.2%	
Construction	2.6%	
Manufacturing		-8.0%
Trade, Transportation, Utilities Information		-0.9%
Financial Activities	1.2%	
Professional & Business Services	11.1%	
Education & Health Services	5.4%	
Leisure & Hospitality	10.1%	
Other Services	1.0%	
Public Administration		-3.3%
Unclassified		-80.0%

c. Local Industries and Occupations that have high demand for skilled workers, both today and projected over the next decade

Southeastern Wisconsin, defined as Milwaukee, Kenosha, Racine, Ozaukee, Washington, Walworth, and Waukesha counties, exists as a contiguous and economically interdependent labor market connecting businesses and employment for seven counties and three vital urban cities – Milwaukee, Kenosha, and Racine. While there are unique labor markets within the region and in particular the City of Milwaukee, increasingly businesses and markets are operating without regard to municipal or county boundaries. In effect, the regional labor market has emerged as the key indicator of economic growth and opportunity. This development has had a major impact on the City of Milwaukee and its potential labor force.

Data for the Milwaukee workforce development area profile (WDA#2 is Milwaukee County) is combined with data for the WOW workforce development area profile (WDA#3 is Waukesha, Washington, and Ozaukee Counties) by the State of Wisconsin's Office of Economic Advisors (OEA). In the Milwaukee-WOW area today, most employment can be found in either the education and health services industry with 178,804 jobs, or the information/professional services industry where there are 130,976 jobs in the first quarter of 2008.⁶ Manufacturing industry is the third largest employing industry sector with 131,816 jobs in the first quarter of 2008.⁷

Given the growth of the education and health care industry in the Milwaukee-WOW economic area, it is not surprising that the occupational group expected to experience the greatest growth is the Healthcare Practitioners, Technicians & Support group. Employment in this group is expected to increase by 22.1% between 2006 and 2016.⁸ In addition, eleven occupations in this field are expected to increase by 200 or more jobs from 2006 to 2016 which are pharmacists (+270), Registered Nurses (+4,210), Physical Therapist (+330), Medical and Clinical Laboratory Technologists (+240), Dental

⁶ *Workforce Development Area Profile: Milwaukee, Wisconsin. Milwaukee County. Workforce Development Area Profile: Milwaukee, Wisconsin. Waukesha County. Workforce Development Area Profile: Milwaukee, Wisconsin. Ozaukee County. Workforce Development Area Profile: Milwaukee, Wisconsin. Washington County.* State of Wisconsin Department of Workforce Development. Office of Economic Advisors. August 2009

⁷ *Ibid*

⁸ *WDA 2&3 Milwaukee/WOW Occupational Projections, 2006-2016* State of Wisconsin Department of Workforce Development. Office of Economic Advisors. November 2008

Hygienists (+380), Radiologic Technologists and Technicians (+280), Emergency Medical Technicians and Paramedics (+230), Pharmacy Technicians (+560), Surgical Technologists (+200), Licensed Practical and Licensed Vocational Nurses (+400), and Medical Records and Health Information Technicians (+250).⁹

Skill needs for the available and projected high demand jobs

A summary of the major occupational groups, their designated skills needs and the educational path is found in (Occupational Priorities & Skill Needs-Exhibit P).

d. Current and Projected demographics of the available labor pool, including the incumbent workforce

See Current and Projected demographics of available labor pool in (Exhibit Q)

e. “In migration” or “out migration” of workers that affect the regional labor pool

This information is found in the table below.

County	July 2008 Estimate	July 2009 Estimate	Total Births	Total Deaths	Natural	Change	Migration
Kenosha	164,345	165,382	2,245	1,218	1,027	1,037	10
Racine	200,109	200,601	2,678	1,563	1,115	492	-623
Walworth	100,538	100,593	1,214	812	402	55	-347
SE Wisconsin	464,992	466,576	6,137	3,593	2,544	1,584	-960
Milwaukee	953,973	959,973	15,010	8,108	6,902	5,548	-1,354
Ozaukee	85,821	86,311	862	650	212	490	278
Washington	129,722	130,681	1,575	936	639	959	320
Waukesha	380,935	383,154	4,178	2,989	1,189	2,219	1,030
WOW	596,478	600,146	6,615	4,575	2040	3,668	1,628
Milwaukee 7 Total	2,015,443	2,026,695	27,762	16,276	11,486	10,800	-686

Source: US Census Bureau Population Estimates 2009

f. Current and projected and regional area skill groups

Since 1993, MAWIB has commissioned an annual assessment of job openings and training needs in the Milwaukee Metropolitan area through a “Survey of Job Openings” conducted by the University of Wisconsin - Milwaukee’s Employment and Training Institute. A report on this survey found that, “89% of full-time job openings in the region required education training or occupation-specific experience beyond high school.”¹⁰

An “Occupational Drill Down of Training Needs in the Milwaukee Metro Area” was created based on training needs identified by the 3,300 employers participating in the May 2006 survey. In brief, this report examined six occupational areas where technical training is required, including health care workers, manufacturing openings, computer

⁹ Ibid.

¹⁰ *An Analysis of Job Openings in the Milwaukee Region: Job Supply and Demand*. Prepared by the Employment and Training Institute, University of Milwaukee – Wisconsin. September 2006. p. 7.

specialists, selected service occupations, clerking and administrative support jobs, and jobs requiring a valid driver's license or commercial driver's license. Not surprisingly, "needs in the health care field...dominate the job openings reported, including high demand for nurses, certified nursing assistants, health aides, and technically trained specialists."¹¹

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

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

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

2. WDA specific labor market characteristics not reported in 1a-h

There are no additional reports.

C. Assessment of Current Workforce Investment Activities in the GROW Region

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

Adult Services:

The current WIA Adult Services delivery system is primarily designed to assist unemployed job seekers with basic Case Management, Occupational Skills Training and Job Placement.

¹¹ Occupational Drill Down of Training Needs in the Milwaukee Metro Area. Prepared for by the Milwaukee Area Workforce Investment Board Milwaukee Area Workforce Investment Board by the Employment and Training Institute, University of Wisconsin-Milwaukee. p. 2. Workforce Development Area Profile: Milwaukee, Wisconsin. Milwaukee County. p. 6.

MAWIB is currently integrating WIA case management with W-2/FSET case management at the three primary locations. This approach increases the assistance to remediate barriers to employment by leveraging resources and eliminating duplication of services.

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

WIA dollars are used to contract with agencies to provide WIA core and intensive services to adults at up to five locations in Milwaukee County: Northeast Career Opportunity Center – 1915 N. Martin Luther King Dr. (e.g. YWCA), Southeast Career Opportunity Center – 2701 S. Chase Ave. (e.g. UMOs) and Milwaukee Job Center Central – 4030 North 29th St. (e.g. MAXIMUS). Additionally, the MAWIB has services available to Older Workers through the Interfaith Older Adult Program (500 W. Virginia) and to assist offenders successfully re-enter the community after incarceration services are provided through Wisconsin Community Service (3732 W Wisconsin Ave Suite 200).

MAWIB will continue to administer a voucher system for intensive and training services, by reimbursing community agencies that provide intensive services (IS) and/or training services directly to WIA customers. It is the intent to utilize the ITA and IS for W-2/FSET to provide a uniform system for contracting similar services across multiple funding sources. The MAWIB issued a Request for Services in June of 2009 and in November of 2009 disseminated a “WIA intensive Service Provider Directory.” All proposals were reviewed by an impartial evaluation team and were screened on historical, programmatic and financial criteria. The locally defined lifetime cap remains \$2,000 per individual. These Intensive Services include: tutoring, basic computer skills, legal, adult basic education (ABE), Assessment, Driver Education, English as a second language (ESL), mental health, mentoring, alcohol or drug addiction (AODA) issues, and GED/HSED. In addition, the State of Wisconsin’s certified ITA list will continue to be used by WIA case managers to assist WIA customers in accessing training services through Individual Training Accounts (ITA).

In addition, the MAWIB is actively involved in regional workforce development efforts underway within the Southeastern WIRED region. As program opportunities emerge through the Governors Grow Wisconsin Initiative and the DoL WIRED program the MAWIB will actively engage One-Stops, businesses, and Adult/Dislocated Workers in project objectives. For example, MAWIB is participating in the WIRED Priority Project which focuses on technology solutions for regional business services alignment that will be organized in a two-pronged regional website. The two-pronged website will include: (1) an employer website to create a single point of contact for employers to access business services, and (2) a website for Board staff in order to provide Business Services Staff with

the ability to discuss employer needs and solutions across multiple workforce development organizations with physical locations throughout the region.

Dislocated Worker Services:

The HIRE Center (Help in Re-Employment) provides core, intensive, and training services to workers who have been laid off from their jobs (i.e. dislocated workers) and displaced homemakers in Milwaukee County. The HIRE Center is operated by a consortium, which includes the MAWIB, State of Wisconsin Job Service, AFL/CIO Labor Education and Training Center, MATC, and Wisconsin Regional Training Partnership.

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

The NEG grant dollars will also allow HIRE Center staff to provide re-employment services to the Delphi workers impacted by the closing of their Oak Creek facilities. HIRE was instrumental in helping the Delphi workforce be certified for Trade Adjustment Assistance, which provides an outstanding array of employment and training benefits, with a strong emphasis on full-time occupational training.

Since June 2008, the HIRE Center Dislocated Worker Rapid Response team has intervened over the fifty two dislocation events, with about one-third of those featuring substantial percentages of minority workers displaced from low skilled jobs. The WIRED funding has afforded HIRE to provide training opportunities to incumbent Limited English Proficiency workers. This grant is specifically targeted to serve the training and employment needs of Latinos and Hmong, who have very low basic skills. This has granted HIRE the extraordinary opportunity to expand its capacity to serve a significant number of LEP workers who fall in these categories. The most recent Special Response award was received on March 2009 and these funds have provided the ability to serve 200 participants from Midwest Airlines, Via Systems, and E.R. Wagner.

2. Workforce Activities available to Youth in GROW region:

The Blueprint for Comprehensive Youth Workforce Development (Exhibit G) provides a tiered approach to services that addresses the employment, educational and development/supportive services needs of young jobseekers in Milwaukee County. The Blueprint provides the framework for the specifications of all future youth-service RFPs. The approach includes career pathways along business-driven sectors. Other major concepts include the adoption of youth development principals, quality standards, local performance measures and best practices in implementing programs to meet the needs of youth, including: comprehensive career planning, work-readiness training, competency-based subsidized work experience, private and public sector internships and increased private-sector employment opportunities.

The re-alignment of youth services emphasizes the following:

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

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

- Individual Service Strategy (ISS);
- Initial Programming (i.e., basic job-readiness and "resume-building" skills);
- Advanced Programming (initial work-experience placement);
- Establishment of Independence (targeted employment, training or educational options); and,
- Careers Established (high-school completion/private-sector employment).

Some activities directly coordinated by the MAWIB that youth can currently access include: (1) MAWIB's Work Experience and Summer Employment Program, which provides youth with a salary for getting work experience at selected agencies and businesses; (2) MAWIB Youth/Resource Center, a fully operational 'One-Stop Job Center' free to Milwaukee County youth that provides information on jobs, careers, trades, and schools in the Milwaukee area, as well as a resource library featuring Resume Writing Software, Vocational and College Search Program, Financial Aid and Scholarship Information, and Career Interest and Assessment tools; (3) Pre-College Programming, including access to ACT Prep classes, Financial Aid and Application assistance, and college fairs; (4) Milwaukee Builds a partnership facilitates best practices and leverage resources among community agencies to provide marketable skills in the construction field to disadvantaged, unemployed youth, and (5) Job Development Services for assistance in finding unsubsidized employment and to participate in job shadowing, career exploration / tours, and mentoring opportunities.

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

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

3. Services available to Employers in GROW region:

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

To achieve its mission, the MAWIB established a Central Business Services Unit (CBSU) which responds to Milwaukee and Milwaukee Region employer needs. Functions of the CBSU include the following:

- Coordinate responses to major area job expansion needs or lay-offs
- Coordinate system-wide training with common credentials, standards, and quality assurance
- Utilize, support and maintain a single data system that provides employers a common database to identify qualified workers, obtain resumes and allow for efficient recruitment of job seekers
- Coordinate and support Career Opportunity Center services through the Central Business Services Unit
- Serve as a clearing house and coordinate recruitment, matching and referral of qualified job candidates for employer job vacancies when Job Centers cannot provide an adequate number of job seekers with appropriate skills.

The CBSU is staffed with WIB employees and job center partner program employees that include TANF-W2; MATC; and WIA Programs (Titles I – V). The MAWIB manages and coordinates the activities the CBSU under the authority of the WIB Board of Directors. In addition, the CBSU coordinates its efforts with the Milwaukee 7 and other regional employer alliance groups in order enhance the development of effective referral systems that support regional workforce efforts. Business Services are delivered through the Comprehensive Job Centers (CJC) certified by the Workforce Investment Board in accordance with Wisconsin DWD Job Center Standards. Each CJC maintains a Business Services Team of professionals to assist employers with finding qualified job candidates. (Further details are found on Exhibit F1)

II. REGIONAL VISION AND WORKFORCE DEVELOPMENT AREA GOALS

A. Region's Strategic Economic and Workforce Development Vision

The Regional Workforce Alliance (RWA) is a collaboration of organizations representing workforce development, economic development and education across Southeastern Wisconsin. Led by the MAWIB, the Waukesha-Ozaukee-Washington Workforce Development Board and the Southeast Wisconsin Workforce Development Board, the Alliance promotes strategies to build the skilled workforce that the region's businesses need to compete in today's global economy. The RWA is leading the implementation of a \$5.1 million WIRED (Workforce Innovation in Regional Economic Development) grant from the U.S. Department of Labor.

As a seven county region, Southeastern Wisconsin is on the way to building a talent development network by engaging and aligning business, educational systems, economic development, and workforce development organizations. The RWA and the transformational investments from the WIRED Initiative played a role in the transition by bringing leaders together to make the Milwaukee 7 region more competitive and prosperous. The RWA and the

WIRED Initiative take a proactive, whole system approach working strategically ahead of the need. Major goal areas for the RWA and WIRED Initiative include:

- Building the regional talent development network: design specification
- Know the Need; Labor Market and Occupational Competency Demand
- Engage the Talent
- Source the Talent
- Create a Common Language for employers and job seekers using ACT WorkKeys
- Catch and Refer
- Fuel the Network
- Align Business Services
- Leverage Philanthropic Resources
- Fund Innovation Sustain the Gain

The ongoing success of the Regional Workforce Alliance will depend on the degree to which leaders and staff in this wide partnership of organizations understand, “own,” and implement the innovations that are being piloted. How will the RWA ensure that the innovations endure? How will the RWA help organizations continue to cross institutional boundaries and “silos,” link and leverage resources to the point that regional collaboration becomes second nature? The RWA’s Regional Leadership Institute will inform and instruct staff members working for chamber organizations, workforce development centers, and economic development organizations about the benefits of thinking and acting regionally and the goals and outcomes of the RWA’s various priority projects. In 2010 and beyond, the RWA will continue in its role of fostering links and partnerships between organizations and influencing strategic planning across the M7 region.

(See Sector Initiative Exhibit G & O)

B. Strategic Goals to achieve Vision

The MAWIB has been restructured to provide a strategic and coordinated demand-driven workforce development system that is connected to bolstering the economic strength of key industry sectors and economic clusters. This new system is increasingly responsive to the unique needs of the unemployed and underemployed workforce as well as the need to develop talent for the knowledge-based economy. Recognizing Milwaukee’s under-utilized workforce as a key to the region’s economic viability, Milwaukee will have an increased importance in shaping policies and strategies to assist employers in meeting their workforce needs to compete in the global economy. The MAWIB envisions itself as key locus for the coordination and development of an integrated and intelligent response to connecting business with a developed and talented workforce. The MAWIB continues to respond to businesses on sectoral and industry cluster basis, targeting businesses where economic growth and workforce development are intimately connected. This new vision and goals are the result of a year-long process that included a Board Retreat in July 2008 where action steps were articulated and prioritized. These actionable items became the priorities and goals outlined below:

MAWIB has identified the following Strategic Goals to achieve that vision

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

Employers are able to simply contact the workforce system with their needs. The workforce system is able to identify from a community-wide pool, job seekers who can address the

employer's needs. At a minimum, the employer will receive referrals of persons with the qualifications for their open position(s).

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

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

Goal 3. All job seekers will obtain employment and employment services through the workforce development system.

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

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

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

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

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

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

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

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

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

MAWIB's Strategic Funding priorities include:

- Capacity building for One-Stop-Partners and other key community based organizations.
- Developing and implementing a large-scale urban transition jobs program. To better assist individuals in gaining economic self-sufficiency, MAWIB will develop Bridge programs to prepare chronically unemployed and underemployed individuals to successfully gain and retain quality employment as well as work toward career growth through articulated and flexible career pathway models.

- The MAWIB will work with One-Stop partners to establish a single point of contact for businesses in the Milwaukee Area and develop a coordinated menu of employer services, inclusive of occupational skills training options and intensive services.
- Leveraging its strong relationship with the City of Milwaukee Mayors Office and Department of Workforce Development.
- Developing and implementing a job training/ career development strategy to prepare workers (both youth and adult) for “Green Jobs.”
- Expanding services for out-of-school youth including developing projects to address youth with multiple barriers with special attention to youth who are involved in gangs, the criminal justice system or who are aging out of foster care.
- Building capacity to serve employers and providing career pathway support and skills training in MAWIB’s target sectors of (for more detail refer to Exhibit D):
 - Construction
 - Retail/ Hospitality/ Tourism
 - Health Care
 - IT/ Financial Services
 - Green Economy
 - Manufacturing
 - Education
- Utilizing a variety of funding sources, design programs to strengthen urban communities by supporting programs that providing mentoring, job training and other transitional services for ex-offenders.
- Connect Workforce Development to economic development activities such as BID and other zones to workforce investment needs.

C. Measures to track progress towards goals

MAWIB Board of Directors and staff will utilize a range of benchmarking and measurement tools to determine progress toward goals. The Board has adopted six strategic “actioning” goals which are tracked and reported on a quarterly basis to the Board.

D. Process used to develop local vision and goals

As part of its efforts to re-design and implement an improved process for workforce development, the MAWIB works with a Coordinating Council comprised of key partner agencies engaged in local workforce development, and a CBO Council. Participating organizations include those which share operational responsibility for implementing the primary federal workforce development programs in Milwaukee. Partner agencies participating in the workgroup planning process include leadership and staff from the MAWIB, UMOS, the YWCA, PSI Inc., MAXIMUS Inc., DVR, WI Job Service, MATC, Milwaukee County DHFS, Milwaukee County Child Support Enforcement, UWM Center for Workforce Development and City of Milwaukee Mayor’s Office of Workforce Development.

E. WDA goals that are not consistent with the region’s vision

MAWIB shares the overall region’s vision. Any apparent discontinuity arises from an emphasis on specific strategies and approaches to deal with workforce development for the region’s largest urban WDA.

F. Strategies to achieve the WDA’s vision and goals

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

- a. Central Business Services Unit that serves as a coordinated single point of contact for businesses.

- b. Coordinate Central Business Service Unit activities with the Regional Business Services unit strategies.
- c. Identify one or more champion employers who can demonstrate the value of working with the workforce development system and help market this system as a primary place to obtain employees.
- d. Ensure that the Job Centers are well organized to connect and effectively communicate with employers who are seeking employees—each employer gets a single business representative.
- e. Support a single, integrated information source—website—which serves as a “first stop” for employers and employees and links appropriately to the individual organizations in the workforce development system.
- f. Develop an enhanced “skill matching” system with the ability to sort and certify information in order to better match employers seeking workers with employees seeking jobs.
- g. Examine the temporary employment agency business model (like private counter parts) for direct placement activities.
- h. Demonstrate that the Milwaukee Area workforce-development system is an effective source for obtaining employees.
- i. Market an image of the workforce-development system as an effective source for obtaining employees rather than the conventional view as a social- service system.

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

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

Goal 3. All job seekers will obtain employment and employment services through the workforce development system.

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

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

- a. Develop new workplace and community mentorship programs aimed at supporting employment retention.
- b. Remediate key barriers related to transportation, including Drivers License Recovery and improved coordination with WETAP, Ways to Work, and Justice 2000 programs.
- c. Work with employers to ensure that entry-level employment requirements are not set so high as to disqualify workers who might be effective employees from receiving employment (including work with ex-offenders seeking to reenter the workforce).
- d. Engage the Human Resource Management Association to create cooperative arrangements based upon mutual understanding of critical issues of both parties.

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

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

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

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

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

- a. Develop economic cluster approach for central-city, small and minority businesses.
- b. Coordinate workforce development initiatives with economic development activities and districts in partnership with the Department of City Development, MEDC and CDBG.
- c. Coordinate regional economic development with the M7.
- d. Develop a coordinated response to opportunities in the emerging “green economy.”

III. GOVERNANCE AND STRUCTURE

A. Plan Input and Review Process

1. Opportunity for public comment

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

Public Participation Process:

- The MAWIB will conduct a 30-day public comment period including directions on how to submit written comment, attend a listening session to submit oral comment, or attend a MAWIB's Program Committee meeting to submit oral comment. The plan and public comment period will be publicly noticed in recognized local newspapers with circulation in Milwaukee County. Copies of the plan will be made available online at the MAWIB's website, City of Milwaukee's website, at the MAWIB headquarters, and at the Office of the City Clerk of Milwaukee.
- Written comments directed to the MAWIB Corporate Office. Any written comments that are submitted to MAWIB during the 30-day sunshine period will be compiled, reviewed, and incorporated as appropriate. Written comments will be attached to the final local plan and all parties submitting comment have received written response from the Board.

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

None received at this time.

B. Local Elected Officials(s) (LEO)**1. Describe the role of the LEOs in the governance and implementation of WIA in the local area**

Effective July 1, 2007 the Mayor of the City of Milwaukee assumed authority as the Chief Local Elected Official for WIA services in WDA #2 replacing the Milwaukee County Executive. Feedback and information provided by One-Stop Partners, Community Based Organizations, key local governmental units, K-16 education providers and business representatives have been incorporated into MAWIB's strategic goals and is operational strategies.

2. WDB composed of more than one unit of general local government, liability of the individual jurisdictions must be specified in a written agreement between the chief elected officials

(See LEO Consortium Agreement Attachment C).

3. LEO Consortium Agreement

(See LEO Consortium Agreement Attachment C)

C. WDB Functions**1. Additional Roles & Responsibilities of WDB, agreed upon by CLEO. Identify where these responsibilities are listed in WDB-LEO agreement**

The MAWIB has entered into a Memorandum of Agreement with the City of Milwaukee to conduct collaborative planning and development related to the coordination of public investment in economic and community development. The MAWIB is accountable to its community. It collaborates with local, regional and national partners to examine labor market trends and create effective workforce solutions for the community. The MAWIB also provides information and resources to enable individuals to gain competencies, make career decisions, set goals, and take action to change the course of their lives.

The MAWIB has been working towards strategic and coordinated demand-driven workforce development system that is connected to bolstering the economic strength of key industry sectors and economic clusters. The goal is to have a system that is

responsive to the unique needs of the unemployed and underemployed workforce as well as the need to develop talent for the knowledge-based economy. Recognizing Milwaukee's under-utilized workforce as a key to the region's economic viability, Milwaukee will have an increased importance in shaping policies and strategies to assist employers in meeting their workforce needs to compete in the global economy.

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

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

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

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

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

The MAWIB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, DET Guidance and all other applicable federal and state laws. As the CLEO, the Mayor of Milwaukee has designated and entered into an agreement with the MAWIB to act as the fiscal agent on behalf of Workforce Development Area #2.

D. WDB Composition

1. Nomination and Selection Process for local business representatives to the WDB

The CLEO will solicit nominations for the local business representative from a variety of business groups and representatives and make appointments accordingly. The Mayor's Office will provide letter of appointment and follow-up with the appointee will be conducted jointly by the Board Chair and President.

2. Describe how the Board will provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system

The MAWIB provides leadership in the development, implementation, and oversight for the workforce investment system through its Board of Directors. The Program Committee of the Board of Directors as well as the Governance and Compliance

Committee work with the MAWIB staff to keep abreast of any changes in the law, regulations, or State policies and any issues or concerns which arise in the delivery of workforce programs and services. These are reviewed for any impact that would require development of or a change in policy, or involve modifying coordination of services or methods of operation.

3. WDB Conflict of Interest Policy (Exhibit K)

Please see attached page of guidelines, “Conflict of Interest” and “Conflict of Interest Statement and Disclosure Statement” to be approved at June 10, 2010 Board Meeting.

4. WDB Membership List (Form A)

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

5. WDB Subcommittee Structure (Form A)

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

Executive Committee:

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

Personnel & Finance Committee:

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

Program Committee:

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

Youth Council:

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

6. WDB meetings and information activities are accessible to the public

All public notices for MAWIB's Board meetings include a phone number and TTY number to call to request accommodations. Meetings are held at the corporate headquarters which is fully accessible. Information regarding WDB activities and services at all Comprehensive One-Stop Centers are available through Accessible Work Stations. Information is also available in alternative formats at the Centers. All WDB meetings agendas and minutes will be shared with Department of Employment and Training staff.

All MAWIB Board and Committee meeting dates and location, Agendas, and Minutes are available online at <http://www.milwaukeeewib.org/about/records.html>.

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

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

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

8. WDB By-Laws

Refer to WDB By-Laws in Exhibit O to be approved at June 10, 2010 Board Meeting.

E. Youth Council

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

1. Roles and responsibilities of the Youth Council:

The MAWIB's Youth Council serves as an advisory body to the Board of Directors and performs five basic functions:

- a) **Coordinating youth activities.** The MAWIB Youth Council oversees the development of a local youth workforce development strategy and the development of strategic and innovative partnerships to provide youth services.

- b) **Developing portions of the Local Plan related to eligible youth.** The MAWIB Youth Council reviews and provides input on the Local Plan and policies relative to the MAWIB's youth programs.
- c) **Recommending eligible youth service providers in accordance with WIA section 123, subject to the approval of the Local Board.** MAWIB Youth Council will advise the Board in the determination of services needs and the development of procurement for these services. When appropriate and directed the Youth Council will participate in the review and recommendation of services and contracts.
- d) **Conducting oversight with respect to eligible providers of youth activities in the local area, subject to the approval of the Local Board.** The MAWIB Youth Council will review program contracts and local service delivery performance. The Youth Council will provide advice and recommendations to the Board of Directors on a quarterly basis.
- e) **Carrying out other duties as authorized by the Chairperson of the Local Board, such as establishing linkages with educational agencies and other entities.** The MAWIB Youth Council will be comprised of representatives of key local education and community organizations serving youth. The MAWIB Youth Council will serve as key connection and collaboration body to advance improved service delivery.

2. Youth Council developing youth policy

The Youth Council makes recommendations regarding program delivery services. However, since the Youth Council makes no binding decisions for the WIB, no conflict-of-interest situations have arisen. Some of the primary responsibilities of the Youth Council is to review and recommend the applicants for the Year Round Innovative program and the Summer Employment worksites. The net result of the Youth Council's action regarding worksites is a recommendation to the Board, which makes final approval decisions.

3. Recent description and assessment of availability of youth activities

Refer to the Youth Services section of MAWIB's Plan, Section VI, E.

4. Youth Council Conflict of Interest

While the Youth Council is advisory to the Board and its member have no authority to make binding decision on behalf of the Board, the MAWIB requires Youth Council member to also sign a disclosure with regards to conflict of interest to ensure recommendation and public comments regarding potential funding remains transparent and fair. Youth Council members are subject to the same conflict of interest guidelines and disclosure statement as Board members.

5. Youth Council Membership Chart

See Youth Council Membership form for list of current Youth Council members (Form B)

6. Youth Council's recent activities, meetings and level of involvement in WDB activities

Please see attachment of meeting schedules and time (Exhibit B)

7. Youth Council oversight of youth service providers

As for oversight of eligible providers, the Youth Council approves the content of the RFP and approves requested worksites and follows progress of the contracted providers.

F. WDB Support and Administration

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

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

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

For an organizational chart of the MAWIB, please refer to:

- **Exhibit A** for MAWIB's Board of Directors Committees Chart
- **Exhibit B** for MAWIB's Board and Committee Meetings
- **Exhibit C** for MAWIB's Organizational Chart
- **Exhibit M** for Supportive Service Policy

3. Describe organizational changes occurred during PY08-09 and any additional changes anticipate for PY10

Effective July 1, 2007 the Mayor of the City of Milwaukee assumed authority as the Chief Local Elected Official for WIA services in WDA #2, replacing the Milwaukee County Executive. In assuming the authority and responsibility for the meeting the goals and objectives of the Workforce Investment Act, the Mayor established a Transition Team to provide strategic recommendations and guidance to the newly appointed Board of Directors of the MAWIB and its staff. Additionally, the CLEO and MAWIB coordinated a series of planning and development sessions with One-Stop Partners, Community Based Organizations, key local governmental units, K-16 education providers, and business representatives to establish the priorities.

Work has been done to bring the bylaws and articles of incorporation up-to-date and incorporate the major changes discussed in July and subsequently concerning more responsive committees and a general governance structure which is more in line with the current community standards of good governance. The biggest change to the articles of incorporation is the much expanded purposes section to align with the revitalized business objectives and vision and to recognize new regulatory parameters. Changes to the bylaws and articles of incorporation also reflect the new structure.

4. Describe programmatic, organizational changes that may result in more cost-effective and efficient service delivery system

We will provide greater emphasis on the co-enrollment of W2/FSET and WIA customers where the co-enrollment expands the opportunities to the customer. Staff in the One-Stops will be carrying caseloads of co-enrolled customers, whereby enabling the customer to work with one case manager, instead of more than one.

The youth division has gone through a major program change that focused on putting more money into community youth services agencies and leveraging of additional funds to create greater partnerships and more effective ways to serving those youth who are most hard to serve. During the MAWIB transition phase, the Youth Department subcontracted youth services to local Community Based Organizations within the Milwaukee community. In addition, MAWIB shifted to increased service of at-risk and out-of-school youth. The objective is to design and increase the availability of integrated learning opportunities to eventually serve or expend at least 60% of the WIA youth allocation on

out-of school youth. The MAWIB re-design includes an “in-school” youth strategy for WIA and, effective July 1, 2008, contract out direct services as needed to meet the goals and objectives of the program.

5. WDA quarterly budget (Form E)

The quarterly budget is still under “Pending” status. MAWIB will provide the quarter budget once it becomes available.

6. WDB Cost Allocation Plan

(See WDB Cost Allocation Plan in Exhibit N.)

IV. ONE-STOP DELIVERY SYSTEM

A. One-Stop Operator (OSO)

In accordance with WIA State Compliance Policies Section 1.4 One-Stop Delivery System Revised July 2005, the One-Stop Operator was designated under agreement between the Local Workforce Investment Board and a consortium of entities that included three of the required One-Stop partners, specifically:

- a. Adults, Youth and Dislocated Workers (WIA Title I)
- b. Adult Education and Family Literacy (WIA Title II)
- c. Labor Exchange for Wagner-Peyser-WI State DWD-WI Job Service

This Consortium was adopted by the Workforce Investment Board in 2006 in accordance with WIA legislation dictation approved processes and options. An updated One-Stop Operator Agreement was drafted in April 2009 to reflect current Consortium Agent Representative (Attachment OSO Agreement).

1. Describe OSO designation process

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

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

2. Roles and Responsibilities

See Attachment (OSO Operating Agreement & Responsibilities Chart)

Serves as Liaison for the Local Area WDB to ensure Job Center certifications in WDA with activities and operations that are:

- Responsible for implementing Job Center Service Standards
- Responsible for developing and implementing the Business Service Plan for each Comprehensive Job Center and affiliated Access Point of Service
- Responsible for completing the Cost Contribution and Staffing Plan for Comprehensive One-Stop Job Centers

- Responsible for implementing the MOU between the MAWIB and each Comprehensive One-Stop Job Center
 - Responsible for oversight management of Comprehensive One-Stop Job Centers and affiliated Access Points of Service.
- a. **Comprehensive Job Center and service locations in One-Stop Delivery System**
See Comprehensive Job Center and service locations in (Form F).
 - b. **Relationship of OSO to the WDB**
The role of the OSO consortium is to coordinate partner services; the MAWIB worked actively with other designated OSO parties to ensure that all partner agencies understood their relationship in the new Wisconsin Job Center System (See Attachment A for chart of the OSO model selected for WDA#2).
 - c. **Multiple operators and/or consortia**
The Milwaukee OSO Consortium is to coordinate services at multiple sites throughout the Milwaukee WDA. Services are also provided for special populations such as older workers and incarcerated individuals.

B. One-Stop Service Delivery

1. One-Stop Delivery System for the Milwaukee Workforce Area (Form F)

In addition to the OSO delivery system described above, for Dislocated Workers and Displaced Homemakers, MAWIB through its HIRE Center provides an Access Point of Service. It is the only one of its kind in the State of Wisconsin that provides centralized contact to the range of services needed by dislocated workers. (See One-Stop Delivery System Chart Exhibit F)

2. Describe actions taken by WDB to promote maximum integration of service delivery through One-Stop delivery system for both business and individual customers

WIA dollars are to contract with the HIRE Center (Help in Re-Employment) in PY2010 to provide core, intensive, and training services to workers who have been laid off from their jobs (i.e. dislocated workers) and displaced homemakers in Milwaukee County. The HIRE Center is operated by a consortium, which includes the MAWIB, State of Wisconsin Job Service, AFL/CIO Labor Education and Training Center, MATC, and Wisconsin Regional Training Partnership.

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

The HIRE Center will serve over 500 workers from nine companies in PY10 as part of a statewide National Emergency Grant. Those companies are Stroh Die Casting, Milwaukee

Ductile Iron, Harley-Davidson, GE Healthcare Monitoring Solutions, Midwest Airlines, Universal Brixius, AIG American General, Badger Meter, and KeHE Distributors.

Milwaukee WDA's initial share of the overall statewide grant authorization is \$2,000,000 to be utilized from January 1, 2010 to December 31, 2011.

Since June 2009, the HIRE Center Dislocated Worker Rapid Response team has intervened in over fifty-six dislocation events, across a broad range of sectors affected by the recession. HIRE has continued to work on the development of special bridge training programs to provide dislocated workers with low basic skills or English language limitations to receive meaningful occupational training. Training projects in CNC Machining and Baking Production for Spanish speakers and Baking Production for Hmong and Laotians began at the end of PY09 and will conclude in August. HIRE is participating in the Pathways to Construction Trades Department of Education demonstration grant and will be recruiting three cohorts for a Carpentry bridge training project, which includes low basic skills English speakers, and Spanish and Hmong speakers. These bridge training projects built on the foundation laid in the previous program by the Foundational Manufacturing Skills training project, the Hmong/Lao Basic Manufacturing project, the ELMSPREP incumbent worker project, and the Latino Industrial Skills Training Opportunities Project (LISTO). HIRE will be serving several dislocated worker groups utilizing Special Response funding in PY10, including Viasystems, Midwest Airlines, Badger Meter, KeHE Distributors, Monopanel Technologies, Actuant Power Packer, and E.R. Wagner.

In order to assist job seekers with access to services, the MAWIB is working on the following and will be available for Job Seekers in 2010:

- Northside Poverty Elimination Workforce Development Center, which is being developed with Goodwill Industries of Southeastern Wisconsin, Social Development Commission, and UMOs. The goal is to provide employment resources and supportive services to City of Milwaukee residents. Satellite sites will be opened to include individuals on the south, east and west sides of Milwaukee.
- The MAWIB has continued to support and cultivate Community Information Kiosks. The kiosks provide individuals with a technological connection to resources and current community and partner information. They serve as a community access point to connect users to community resources in education, employment, and public services. The MAWIB is sponsoring this pilot project with the support of the Helen Bader Foundation. Current kiosk partners are the Milwaukee Public Library, Goodwill Industries of Southeastern Wisconsin, the Department of Health and Human Services, and the City of Milwaukee Housing Authority in this effort. The success of the kiosk is measured by the increased demand and new partnership agreements such as the Wisconsin Department of Corrections which has acquired two kiosks. Current partners are adding additional kiosks to enhance their outreach to customers. Goodwill Industries of Southeastern Wisconsin has ordered another kiosk to be placed in its 91st Street location and the Milwaukee Public Library is to receive another kiosk that will be housed at the 76th & Mill Road library. Having a kiosk housed at the Milwaukee City Hall Rotunda is also being pursued.
- MAWIB has requested substantial funding as part of the State DWD request to the DOL for inclusion in Formula Replenishment National Emergency Grant program to

provide additional dislocated worker funding for PY10 to offset the surge of enrollment that occurred in PY09, which created unprecedented WIA dislocated worker program obligations for PY10.

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

Measuring Progress

Progress toward Job Center Service Standard attainment is the joint responsibility of the MAWIB as the administrative entity and members of the One-Stop Operator consortium using the Wisconsin DWD criteria checklist for certifying job center standards. MAWIB assures that comprehensive Job Centers will implement and abide by the PY 2009 One-Stop Center Requirements and Standards of Service and that it will insure the other service locations in the One-Stop Service Delivery System follow the standards.

Continuous Improvement

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

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

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

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

The development of an Intensive Service Provider Network (ISPN) system that has been replicated in other arenas is the result of the Board identification need. Case managers can easily make referrals to resources outside the One-Stop system by writing vouchers for services. The MAWIB recently reviewed the Intensive Services Network, a providers list to identify those providers with the most meaningful, cost effective services and ensure quality of services. The result is the WIA Intensive Services Provider Directory, a providers list with a proven track record. It is also the intent of the MAWIB to expand the utilization of the ISPN to W2/FSET case management.

The MAWIB recognizes Drivers License Recovery and Transportation as significant elements in creating a comprehensive workforce development strategy. The lack of a valid

Driver's License serves as both a transportation barrier and a central indicator of individual success for job seekers. In response the MAWIB is working with local driver's license recovery initiatives as well as employment related transportation programs to provide job seekers and employers with practical solutions to their needs.

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

Furthermore, the MAWIB will build on current efforts to:

- Partner with MATC in developing short-term certificate programs in demand areas
- Coordinate with other programs, such as W2/FSET
- Seek partnerships with quality employers through OJTs and CSTs
- More closely monitor the local ITA list for quality and relevance to labor market trends

The MAWIB staff is participating in Team meetings, as well as coordinating closely with WIA Job Development staff, Job Service Business Unit staff and other area job development entities. This effort in alignment of services has diminished and will continue to work at eliminating duplication of services. Additionally, a core function of this staff is to support the planning and development activities critical to the creation and implementation of the Central Business Services Unit as well as support the coordination of activities of the CBSU and localized employment activities at Career Opportunity Centers. The MAWIB will continue to coordinate with the CBSU in the development of a menu of employer services and a marketing initiative to brand One-Stop Center products and services to attract local employers. See (Exhibit X), *Executive Summary, Technology Solutions for Business Services Alignment*.

4. Each WIA partners involved in One-Stop delivery system, their contribution to Planning and implementation efforts

All partners are included in the planning and implementation efforts. The following have active and involved partnership role:

- Participation on Board of Directors
- Participation in Sector Strategies, Sector Overview PowerPoint
- Retail, Hospitality, Tourism Partnership MOU
- Participation in Central Business Service Unit
- Development and participation on Coordinating Council, Coordinating Council
- Participation/Partnership in Workforce Initiatives

(See Retail, Hospitality and Tourism Partnership Exhibit Z)

- #### **5. MOU between WDB and each One-Stop partners (Attachment A & A-1)** See MOU between WDB and each One-stop partners (Northeast and Southeast Attachments A & A-1)

V. DEMAND DRIVEN WORKFORCE INVESTMENT SYSTEM

1. WDB's roles and relationships with the following:

- **PK-16 Council**

MAWIB acknowledges the work of the PK -16 Council. While the MAWIB has no official relationship efforts to align careers and PK-16 education, many of its partner agencies work actively to participate in this initiative.

One example of active collaboration includes support of more career and technical education including STEM related initiatives, a priority of the Regional Workforce Alliance (RWA) WIRED Initiative whose leadership team is comprised of the Directors of the three workforce boards in southeast Wisconsin and Julia Taylor, Executive Director, Greater Milwaukee Committee, representing M7.

- **Local Technical College**

With the reorganization of the MAWIB and new approaches and directions, the MAWIB and MATC have become intricately involved in joint planning, development and program collaboration. Highlights of this partnership include:

- The MAWIB and MATC have a part time Workforce Development Manager position in common filled by the same person who insures coordination, collaboration and communication (including staffing the leadership team of the RWA.)
- The following are highlights MATC's commitment to this critical partnership:
 - has an Office of Economic Development and Community Partnerships (OEDCP) created specifically to better align workforce and education and facilitate the internal changes necessary to accomplish that goal;
 - has a Coordinator of Community Partnerships within the OEDCP works with her counterpart in a similar position at the MAWIB to coordinate and build relationship with Community Based Organizations (CBO) in common;
 - is a member on the Coordinating Council;
 - has several staff participating in the development and implementation of the regional and local Business Services Unit (BSU);
 - has been actively working to implement the Quiet Agent skill matching system;
 - is participating in the RWA work skills assessment demonstration which will include both work and career readiness certifications;
 - is a major education and training partner with the MAWIB FSET contract and is planning to implement the MAWIB Efforts to Outcomes (ETO) data tracking system under this contract;
 - has developed a range of regional or locally based grant applications with the MAWIB on technology, older workers, and dislocated workers;
 - provides the leadership in developing the career development certificates as the ramps to career pathways within the college;
 - is committed to modularizing and restructuring curriculum to meet the needs of referrals and workforce participants;
 - has been working closely with the HIRE Center and COCs on individual referrals through the Individual Training Account system (ITA) and on customized training for its referrals; and
 - has been working with MAWIB to develop company based specialized training.

- **Local University of Wisconsin Campuses**

Besides extensive work with the UWM employment and Training Institute on many research efforts, MAWIB utilizes the UWM Workforce Development Center for Board development and the sector development including Water Council and Health Careers.

MAWIB is also an active member in the Milwaukee Partnership Academy and STEM7 through the RWA. Also as part of the RWA the MAWIB is engaged in numerous exploratory and demonstration grants with universities and colleges throughout southeast Wisconsin

- **Regional economic development entities**

The primary regional involvement is through the coordinated efforts of the M7 and RWA WIRED Initiative. In addition, through the Department of City Development, a number of initiatives are going on with BIDs and TIFs.

2. **WDB's efforts with industry partnerships**

As previously described, the MAWIB has identified seven potential industry sectors that have the following characteristics: immediate and long-term projected job growth and career opportunities; significant impact on local economy; and where training and employment services are portable among multiple employers. The seven industry sectors include Manufacturing/Construction; Health Care; Retail/Hospitality/Tourism; Information Technology; Business/Financial Services; Education; and Green Economy. Industry councils will be created for each sector identified in the plan. These industry councils will build upon the MATC advisory councils convened to review and validate curriculum.

Health Care

The Milwaukee Area Workforce Investment Board (MAWIB) sector initiative is a new approach to workforce and economic development. MAWIB's sector projects are partnerships that focus intensively on specific industries over a sustained time period, customizing solutions for multiple employers within a regional labor market. MAWIB and its partners seek to strengthen economic growth and industry competitiveness by creating new pathways into targeted industries, and toward good jobs and careers that provide entry level workers with family supporting incomes, benefits and career pathways. Currently, MAWIB's sector projects have centered around two industries—Retail/Hospitality/Tourism and Healthcare.

Milwaukee Area Workforce Investment Board has partnered with the Milwaukee Area Workforce Funding Alliance (MAWFA) and the Milwaukee Area Healthcare Alliance (MAHA) to address the current and future workforce needs in the health care industry. (Please see Exhibit Y & Y-1)

The efforts of these partnerships are centered on two primary goals:

- Analyze healthcare specific workforce challenges and design solutions
- Coordinate the initial activities currently funded under a Wisconsin Department of Workforce Development grant—Advancing Associate Degree Nurses to Bachelor Degree Nurses; Providing School at Work for entry level hospital workers; Certified Nursing Assistants training; and Community Health Worker training

The most ambitious undertaking is with the Milwaukee Area Workforce Funders Alliance in the areas of construction, health careers and manufacturing. There is also an initiative in the sector of retail hospitality and tourism. The first stage is a career center at the Bay

Shore mall building upon the national retail federation credential for customer service. Another key initiative is MAWIB's work with the Water Council.

Career Works is MAWIB's strategic partnership model for the sector initiative that is designed to identify and implement solutions to "skills gaps" using new approaches to improve access to good jobs for workers while at the same time, helping businesses to find the qualified workforce it needs to prosper. Career Works is a Retail, Hospitality & Tourism sector project which is an industry-focused approach to workforce and economic growth and development with a particular focus on building a workforce pipeline that addresses current and future skilled workforce needs. It also gives workers improved access to good jobs and increased job quality. This sector project is designed to provide workforce solutions for employers in the Retail/Hospitality/Tourism Industry surrounding the Bayshore Town Center area. (See Exhibit Z)

3. WDB plans to better align its resources to meet the training and employment needs of key industry sectors in the region

The MAWIB will target training resources, OJT, CST and ITA, to the identified industry sectors and demand occupations. Our current training policy states that all ITA training must have either an employer or group of employers committed to hire at the successful completion of training, or occupational demand must be demonstrated by local labor market information. CST proposals must be accompanied by employer commitments to hire. OJTs are the most immediate training vehicle to attach job seekers with demand occupational opportunities. The MAWIB has recently expanded its efforts to develop OJTs and will continue to work with employers through this training vehicle. Also the MAWIB is challenging the training system to build career ladders with the first rung in the basement. In order to accomplish that goal, high school and pre-college programs have to modify curriculum for more advanced placement courses in high school and more contextual learning opportunities utilizing the Integrated Basic Skills and Training (IBEST) model.

4. Methods to be used within the GROW Region to measure the progress toward the goals

(See Matrix Exhibit R)

VI. WIA TITLE I PROGRAM SERVICES

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

1. Priority of Service Due to Limited Funding

a. Description of the criteria to be used by the WDB to determine if funds allocated local area for adult employment and training activities are limited

Title 1 WIA funds are targeted for recipients of public assistance, unemployed and underemployed individuals. In the event it may be necessary to make that determination of limited funding, the MAWIB would create a waiting list of potential participants based on the Veterans Priority of Service Tool (See Exhibit H) and the Priority of Services questionnaire (See Exhibit I). The MAWIB assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.

b. Describe how the WDB members will be involved in process

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

c. Priority to veterans and veterans spouses, low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants

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

2. WDBs income as a basis for serving adults

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

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

3. Describe any plans for transferring up to 100% of the funds between the adult and dislocated worker programs.

There are no plans to transfer funds between adult and dislocated worker programs.

4. Describe plans for using up to 10% of local area formula funds to provide statewide employment and training activities, including incumbent worker training.

The MAWIB's Adult program may use up to 10% of local funds to train incumbent workers as a part of a broader strategy in working with a particularly defined sector, such as health care.

Currently, the Dislocated Worker program only serves incumbent workers through special non-WIA funding from another source. This has limited the number of incumbent services being provided; however, due to the positive impact this kind of service has demonstrated in getting people to get a new job (from a known shut-down) and to keep the job, the MAWIB will be asking for waiver to serve incumbent workers on a special case-by-case basis. This ability would have a positive impact on the numbers served and meeting customer need were such a waiver given.

5. WDB's plan for allocation of funds between service categories for both adults and dislocated workers. (Form E)

Adult Services funds will be spent in the following manner:

- Core Services - 63%
- Intensive Services - 2%
- Training Services - 35%
- Supportive - 1%

6. Target Populations

a. Describe how WDB will serve each of these significant segments of the population

- **Low-income individual**

As the area with the highest poverty rate, MAWIB recognizes that it has a responsibility to assure that a range of services are available to low-income individuals residing in Milwaukee County. To better serve this population, there is a concerted effort to co-enroll W2 and FSET customers in WIA, all of whom meet the low income criteria. Milwaukee's One-Stop Job Centers offer an extensive menu of programs and services that address low-income individuals' needs including.

- Co-enrolling W-2 and FSET participants in WIA Core, Intensive and Training services whenever possible
- Hosting Job/Career Fairs
- Providing supportive services and resources to low-income job seekers, such as:
 - Child Care assistance
 - Medicaid
 - Transportation assistance
 - Energy assistance
 - Emergency assistance
 - Basic education
- Giving support and assistance in order to retain employment and/or advance their careers.

- **Individual training for nontraditional employment**

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

Nonetheless, MAWIB does advance service strategies to benefit women. WIA case managers are prepared to provide labor market information to women that will help them assess the prospects of a given occupation. This will counteract the tendency to channel unskilled women into occupations that emphasize traditional caretaking skills (such as childcare, home health aide or food service) without adequate compensation, which only serves to perpetuate the earnings disparity. In addition, MAWIB's services focus on developing career ladders and MAWIB is also prioritizing training in high wage jobs, which helps to upgrade women's skills and also address wage disparity issues for females. MAWIB also believes that women can advance through exposure to nontraditional occupations (NTO). All females who are screened for WIA registration receive NTO information. In addition, MAWIB's youth programs offer opportunities for young women to examine careers in the sciences. These include partnerships with Discovery World children's museum for science immersion programs, as well as linkages to UW campuses, such as River Falls for agricultural sciences. This gives younger women the chance to develop life goals that will lead to sustainable wages and more fulfilling careers.

- **Individual with multiple barriers**

Disability Navigators have provided the following services at Milwaukee One-Stops for customers with disabilities:

- Strengthen linkages between the One-Stops and a variety of services to individuals with disabilities, including cross referrals with Benefits Planners.

- Provide education regarding workplace needs of jobseekers with disabilities to key stakeholders, including employers, One-Stop staff and service providers in public/private agencies.
- Ensure seamless service provision from One-Stop staff and such vital partners as DVR, Badgercare, GAMP, Social Security, the Housing Authority, transportation providers and all other public entities that can assist with an array of supportive services.
- Educate FBO/CBO networks serving individuals with disabilities about the One-Stop system and the incentives/programs in place for jobseekers with disabilities. (Further details are found in Exhibit D1)

b. Describe service strategies WDB has in place or will develop that will improve meeting needs for customers with disabilities.

All public notices for MAWIB meetings include a phone number and TTY number to call to request accommodations. Meetings are held at the corporate headquarters which is fully accessible. Information regarding WDB activities and services at all Comprehensive One-Stop Centers are available through Accessible Work Stations. Information is also available in alternative formats at the Centers.

c. Describe how services to displaced homemakers will be integrated into the dislocated worker program

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

Coordination between the dislocated worker program and provision of services to displaced homemakers occurs through the HIRE Center which is the Access Point of Service for all dislocated workers, including displaced homemakers. Comprehensive services are available for retraining and for educational attainment/advancement for those who recently lost employment or who are attempting to enter the workforce after an extended absence. Networking activities such as Job Club further augment the standard menu of services available at the Job Center for displaced homemaker. There will be a concerted effort to outreach and recruit displaced homemakers by making contact with local partners whose mission is to also provide a support system and similar services. Roundtable discussions will be held to identify strategies to collaborate with CBOs and faith based organizations to raise awareness of the potential training opportunities that could be made available to this disfranchised population who are predominantly female. In addition, all minority and female persons receiving WIA case management will be administered the Non Traditional Occupation questionnaire at the HIRE Center and all other APS sites and One-Stops.

d. WDB's local policy-Service to veterans and other

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

7. Coordination and Collaboration:**a. Offender Reentry**

The MAWIB "Windows to Work" (WTW) initiative is a re-entry program aimed at serving 160 customers incarcerated at Oshkosh Correctional Institution (OSCI) and Racine Correctional Institution (RCI) who will return to the Milwaukee area within the next 6-8 months. The objectives of the Milwaukee Windows to Work (MWTW) are to:

- Decrease recidivism and facilitate gainful employment in self sustaining wage jobs for customers.
- Increase success rates of these customers by fostering effective risk management and treatment programming, accountability, community and victim participation.
- Promote public safety by reducing the threat of harm to persons and their property by released customers in the communities to which those customers return.

The "Windows to Work" model collaborates with the social worker in the institution, Department of Corrections- Community Corrections Agent and the Windows to Work coach to integrate reentry supports. Contracted case managers (Coaches) will work with customers within the institution 6-8 months prior to release and 12 months after release. Additional pre-screening interviews will be scheduled as customers become eligible for the program. Classes are scheduled to begin the week of May 24, 2010.

b. TANF and Food Share Employment and Training

The MAWIB, effective May 1, 2009, operates the Milwaukee's FSET program. MAWIB is integrating WIA case management with FSET case management subcontractors (UMOS, YWCA and MAXIMUS). Each has its own procedures in place to co-enroll TANF and FSET customers into the WIA program, where appropriate. Designated subcontractor staffs carry co-enrolled caseloads and therefore have expertise in dual program areas.

c. Adult Basic Education

Seven (7) Adult Basic Education providers in Milwaukee have been approved through a Request for Services (RFS) process to service WIA customers. The seven approved ABE providers are: Benedict Center, Council for the Spanish Speaking, Journey House, Milwaukee Achiever, SDC, UMOS and YWCA. When case managers find educational level to be a substantial barrier to employment, a referral is made to one of these vendors. In addition, these same vendors have been approved to provide GED/HSED classes. (See Exhibit T)

d. Adult Apprenticeship

Apprenticeships are accessed by WIA adults through trainings and educational remediation efforts provided by WRTP/BIG STEP. WRTP's strong relationships with

the construction and manufacturing trades have been a valuable asset to the WIA system. Customers access the trainings through our local ITA vouchering system.

8. RISE career pathways principles and timetable for implementation.

See the attachment on MATC Career Development Certificates to Career Pathways for the Workforce. In addition, as part of its M7 partnership, MAWIB is in the process of incorporating the findings of the Center on Wisconsin Strategies (COWS), *Focusing on Adult Basic Education: Bridges to Career Pathways in Southeastern Wisconsin*. The goal is to have at least two foundational certificate bridge programs in each sector by the fall of 2010. More detailed information on the RISE initiative is found in Exhibit L.

9. WDB policies to support Unemployment Insurance Profiling and reemployment services activities.

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

10. Methods of WDB developed to respond to plant closings and layoffs.

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

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

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

When the number of workers involved is very small (10 or less), the company and/or union will be provided with brochures describing available dislocated worker services for distribution to those affected. If the company or union provides a listing of affected workers, HIRE staff will generate an informational mailing, or conduct telephone outreach

to dislocated individuals to encourage them to participate in the program. When there is going to be sufficient time prior to the layoffs, HIRE staff may conduct employer-specific group registration sessions.

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

11. Expand coordination of service delivery with the Trade Adjustment Assistance program.

The HIRE Center will continue its innovative practice of housing a Trade Case manager, funded through the Department of Workforce Development. This onsite presence has improved communication between other Hire Center case managers to better meet customer needs. Tasks handled more expeditiously because of this arrangement include trade petitions, case intake, and worker orientations.

B. Title I Core Services

1. Core services that will be provided in addition to those above Section 134 (01)(2)

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

- Resume development assistance
- Job retention and networking workshops
- Interviewing
- Basic computer and Internet skills

The recent economic conditions have resulted in a very large increase in demand for Core Services. Additional WIA funding will be used to augment the staff available to address this need. Efforts to Outcomes (ETO) software is being utilized to document the demand and to collect demographic data on all job seekers entering the One-Stops. The data generated from this database will allow us in the future to improve and tailor the Core services we provide.

2. Design for Title I Core Services

The MAWIB will contract with service providers to provide core, registration, enrollment, case management, job development, job placement, and retention services to adults. At each One-Stop, one service provider will be responsible for provision all WIA Adult services. MAWIB contracted service providers will coordinate with, and enhance, the labor exchange services provided under the Wagner Peyser Act at the One-Stops. Under this design service provider agency staffs work side-by-side with Wagner Peyser staff, particularly in the One-Stop Resource Rooms. WIA funded staff do not duplicate any Wagner Peyser staff efforts.

3. Policy for supportive services

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

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

Exhibit M provides the MAWIB's Supportive Services policy.

C. Intensive Service

1. WIA intensive services in Milwaukee County as defined Section 134(d)(3)

The MAWIB utilizes an Intensive Services Network list which provides an ability to select providers with the most meaning, cost effective services while ensuring quality of services. Intensive Services include: tutoring, basic computer skills, legal, adult basic education (ABE), Assessment, Driver Education, English as a second language (ESL), mental health, mentoring, alcohol or drug addiction (AODA) issues, and GED/HSED.

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

The WIA intensive services are available to all WIA customers, including those co-enrolled with TANF, DVR, FSET, and Adult Education. The co-enrollment of customers is intended to broaden the availability of services to customers, not to duplicate what is available under the originating funding source. Case managers are informed that WIA intensive funds should be tapped only when other sources to provide the same service are not available.

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

3. WDB’s definition of “self-sufficiency”

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

D. Training Services

1. Allocation of Training Funds and percentage of earmarked for ITA, On-the-Job Training (OJT), and customized training.

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

Percentage (%)	Programs
60	Individual Training Account (ITA)
15	On the Job Training (OJT)
25	Customized Training (CST)/ Certificate Training

2. Percentage of Adult, Dislocated Worker and Special Response funds set aside to train for middle skilled jobs. How job seekers made aware of training for occupations in demand.

Fifteen percent of funds will be set aside for training Adult Workers the Middle Skilled jobs. Historically, MAWIB has served individuals with low academic and skill levels and assuring expenditure for middle skilled jobs could interfere with serving those seeking services through MAWIB. However, the current economic downturn has increased the number of workforce applicants with somewhat higher skill levels. It should also be acknowledged that MAWIB’s goal is always to encourage all participants to strive to

improve their skill level to the highest level possible thereby improving their employability and compensation capacity.

The Dislocated Worker program follows the federally mandated guidelines for training funding. All Dislocated Workers' training is based on customized ITAs. The nature of the current job seekers' skill level and job market need, have led to a creation of training plans that integrate career ladders which begin with English proficiency, math competency and lead the dislocated worker into advanced manufacturing skills training such as CNC.

3. ITA System Policy

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

With regard to Individual Training Accounts, the MAWIB's Program Committee has developed a local policy to ensure that trainings remain tied to placements for participants. Providers are reimbursed on a payment schedule after certain benchmarks are attained: training providers receive 80% of their training cost amount upon enrollment, 20% when the student completes 30 days on post training employment of at least \$8 per hour with earnings of at least \$320 per week.

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

Regarding the WDB's policy on ITA limits on length and duration, local policy was modified in June of 2009.

The local policy on ITA limits is as follows:

The total value of all vouchers issued to an individual shall not exceed \$3,000. In a few limited instances, the maximum value may be exceeded, up to a total of \$7,000. The ITA shall cover tuition, books, fees and all other educational materials and supplies. Individuals have a maximum of 2 years to begin to use an ITA that has been issued. An ITA voucher cannot exceed 2 years of training (104 instructional weeks). Individuals receiving an ITA will not be authorized for training within a 12-month period after the first training program has been completed.

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

4. WDB's policy and procedures for adding, monitoring and removing training providers from the ITA list.

New ITA applicants contact the MAWIB for information. An ITA template and MAWIB's ITA local policies and procedures are emailed to them. Once the application is received, it is reviewed and sent to the State Department of Workforce Development. Local staff does not restrict the vendors who can apply beyond the criteria established by the application itself. The MAWIB, however, in no way ensures that any WIA customers from Milwaukee will be referred to the applicant organization for training.

Training agencies are monitored under a variety of conditions. Customer, sub contractor, or staff concerns may trigger an onsite visit. These concerns may be programmatic or fiscal. Monitoring may occur at any time, when an agency first applies or after approval and use as a training vendor.

Removal of a training vendor has occurred where the vendor has asked to be removed as a vendor or to have a specific training program removed from their listing. We have also requested the removal of a vendor when we have determined that the training vendor is no longer in existence.

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

a. Policies for OJT and Customized Training opportunities.

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

- MAWIB's On-The-Job Training policy on payment reflects the sliding scale in accordance with the waiver policy. The employer receives a wage subsidy during an agreed upon training period, not to exceed 16 weeks. See Exhibit (AA)
- Customized Skills Training (CST) is employer linked and performance-based. The payment policy for CST is 100% cost reimbursement. The same wage and benefit policies apply to CSTs as to the other components. In addition, employers must contribute training costs on a sliding scale in accordance with the waiver policy. (See Exhibit W)

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

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

c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.

The MAWIB will be serving two special population groups, ex-offenders and older workers. The ex-offenders will be individuals who are being released from State or County institutions. The older workers are job seekers who are age 55 or older. These providers will be chosen on the basis of experience working with the special population, historical performance outcomes, financial strength, and experience of staff, program design and reasonableness of cost. In addition, these contractors will be

held to the three state performance standards of entered employment, employment retention and average earnings. Additional local criteria may be added that measures such factors as effort, referrals to services, trainings and job openings.

6. Local Board Policies and attachments

a. Documentation required to demonstrate a “need for training.”

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

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

b. Needs Related Payments.

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

7. WDB’s current or planned coordination and collaboration efforts with the following program:

a. Manufacturing Skills Standard Certification (MSSC)

MATC provides MSSC on a contract basis through the Office of Community Learning (OCL). The MAWIB will be strongly encouraging MATC to incorporate into its regular curriculum using the Gateway Technical College model. (See Southeastern Wisconsin WIRED METRICS Progress Report Exhibit S)

b. Customized Labor Training (Department of Commerce)

MAWIB agrees to collaborate with any recipient of any Department of Commerce for customized labor training funding.

c. Wisconsin Advancement Training Grants (WTCS)

WAT Grants are implemented through the MATC OCL on a business by business basis. MATC and the MAWIB will be exploring the interest of businesses by sector for consortium applications.

d. Regional Industry Skills Education (RISE)

See the attachment on MATC Career Development Certificates to Career Pathways for the Workforce. In addition, as part of its M7 partnership, MAWIB is in the process of incorporating the findings of the Center on Wisconsin Strategies (COWS), Focusing on Adult Basic Education: Bridges to Career Pathways in Southeastern Wisconsin. We have at least two foundational certificate bridge programs in each sector. See Exhibit R.

8. WDB bridge programming, contextual remediation training and chunked curriculum for occupational training as describe in the Wisconsin RISE initiative.

See MATC Career Development Certificate (Exhibits U & V).

E. Youth Program

1. WIA youth program supports partners with the following program:

a. Youth apprenticeship

The MAWIB has partnered with Milwaukee Public Schools in working very closely with the Youth Apprenticeship Coordinator to better coordinator getting youth in the WIA Youth Program involved as well as coordinator of private sector employers to be Youth Apprenticeship worksites.

b. Job Corps

MAWIB plans to work very closely with the local Job Corp to better streamline services to youth.

c. Project Lead the Way

Youth completed Project Lead the Way which is dedicated to strengthen youth in Science, Technology, Engineering and Math (STEM) careers. Project Lead the Way is in collaboration of businesses, colleges and professional organizations that have come together to work with the Milwaukee Public Schools in the MPS STEM Partnership Team.

d. Department of Public Instruction Career Clusters

In collaboration with Milwaukee Public Schools, MAWIB is currently using the 16 Career Clusters to assist youth in focusing on their career track. See 16 Career Clusters (Exhibit J)

e. Career and technical education

The MAWIB is implementing the Career Pathways model that will offer low income adults and youth clear and reliable courses of action for building skills to progress in their careers. Career Pathways is a workforce development strategy used to support workers' transitions from education into and through the workforce in order to increase education, training and learning opportunities for the current and emerging workforce. Industry sectors that are appropriate for pathway development are those that need skilled workers and contribute to the economic growth of the region.

f. Wisconsin Covenant

Through partnership with MPS, the Superintendent sits on our WDB, they currently provide coordination and leadership in this area. In addition MAWIB will distribute information regarding Wisconsin Covenant.

g. Homeless and Runaway youth services

MAWIB does not offer direct services for homeless and runaway youth. However the MAWIB will refer any customers who inquire about homeless and runaway youth services to the appropriate local Community Based Organization for services.

h. Financial literacy

The MAWIB youth staff has been trained in the FDIC Money Smart Financial Literacy curriculum and have added financial literacy as a critical piece to it Job Readiness Training that is done for youth that participate in MAWIB's programs.

i. Americorps

This coming year MAWIB will be exploring the possibility of working with Americorps programs and staff.

j. STEM Initiatives

YouthBuild is an example of the collaborative arrangements MAWIB is coordinating and are covered under the STEM Initiatives. This program provides a comprehensive training program that leverages community resources in a coordinated fashion to yield stronger results including: mentoring, leadership training, community service learning experiences, driver license recovery, and counseling and AODA services.

2. Regional efforts involvement or planning youth initiatives

On March 5, 2009 MAWIB hosted regional Summer Youth initiatives to state wide CBO's, county and state employee to demonstrate the process on how to run a successful Summer Youth employment program. Last year MAWIB and the City-Mayors office launched a successful "Earn and Learn" Summer youth employment program, employing over 3,000 youth and placed them in various employment throughout the Milwaukee county area. The MAWIB may be utilizing stipends/incentives to enhance program.

3. WIA Youth Program and the Job Center service delivery system

Integration with the One-Stop system.

The One-Stop system has numerous points of entry for young jobseekers, including the MAWIB Youth/Resource Center, the Milwaukee Public School system and community-based organizations serving families and youth.

MAWIB's Youth/Resource Center also organizes college fairs, on-site recruitment events and other opportunities for young people to acquire ample information about their higher-education options. In addition, MAWIB's Youth/Resource Center is currently offering ACT preparation courses to approximately 250 students annually, with low-income youth receiving this service free of charge.

The WIA Title I Youth program assists in-school and out-of-school youth between the ages of 14 and 21 in developing a career that interests them. The program uses the Individual Service Strategy (ISS) to guide youth in exploring and establishing postsecondary and occupational options, removing barriers to success, completing their secondary education and finding subsidized or unsubsidized employment.

4. Referrals made for youth who are not eligible for WIA youth services

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

5. Youth Program 10 WIA program elements within youth program design

Preparation for postsecondary educational opportunities - The Blueprint for Comprehensive Youth Workforce Development details a range of educationally based activities for youth. The MAWIB Youth program will refer youth to services appropriate to their particular point of development in the educational continuum – whether that be ABE or ESL for low-literacy youth or limited English speakers, or ACT preparation, information about two- or four-year degrees, apprenticeships or technical training in a demand industry.

Some of the programs described in this section help bridge the gap between participants' skill levels and their ultimate career and educational goals.

In addition, the MAWIB Youth/Resource Center provides pre-college programming to Milwaukee County Youth.

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

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

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

Preparation for unsubsidized employment opportunities - The MAWIB's Work Experience and Summer Employment program provides youth with valuable occupational skills through subsidized employment. As detailed in the Blueprint, the work-experience component utilizes a progressive model to gently acclimate young people to the world of work. Youth applying for a work experience placement are required to prepare a resume, have an interview and fill out a job application to gain real-world skills in a protected environment. They are then referred to targeted job-readiness courses to address any areas needing improvement.

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

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

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

Alternative secondary school services - The MAWIB works closely with the many alternative school options provided by MPS and other entities in the greater Milwaukee region. In upcoming months, as services to out-of-school youth become more prominent, the

MAWIB will focus more specifically on linkages for re-attachment of youth who have not completed high school.

Summer employment opportunities - The upcoming Requests for Proposals for the Youth Work Experience and Summer Employment program will result in a variety of placement opportunities for youth. Included in this are both paid and unpaid work experiences these opportunities have always been a cornerstone of the local WIA Youth program. We will continue to build on our successes in providing a safe space for young people to transition to the adult world of work while gaining marketable skills (Such as Earn & Learn, MCLC program and Project Lead the Way). The MAWIB may be utilizing stipends/incentives to enhance program.

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

After this progressive exposure to a career path, older youth are encouraged to complete occupational-skills training with an Individual Training Account (ITA) voucher, where appropriate. At the same time, participants who are completing their high school or equivalency are exposed to a number of career options requiring technical training, including diploma and certification programs at two-year colleges.

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

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

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

(See Blueprint for Comprehensive Youth Development Exhibit G)

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

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

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

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

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

6. Out-of-School Youth Participation

a. Recruitment strategies to expand and market services to out-of-school youth

MAWIB and the City-Mayor Tom Barrett office will release a Request for Proposal (RFP) seeking partnerships and projects with an interest in development and operating creative applications of field-tested youth program standards to develop effective solutions in today's marketplace.

b. Target services to youth year round

- Occupational Skills Training
- Paid/unpaid work experiences
- Tutoring, study skills training and instruction leading to secondary school completion
- Alternative secondary school or GED completion
- Leadership development opportunities

c. Retention strategies to retain out-of-school youth in employment or post-secondary education

Ongoing monitoring and technical assistance by MAWIB staff will be an integral part of the Year-Round Youth Innovative Program services. The goal is to ensure that programs are running smoothly, proper service levels are maintained, and all programmatic and fiscal requirements are being met by all service providers keeping in mind, the ultimate goals of youth participants completing or retaining employment and educational goals.

d. Assessment tool for basic skills deficient (math and reading)

All youth will be tested using the TABE test. It is a standardized test that is used throughout the state to assess and measure the basic skills of math and reading score. If

the participant is deemed basic skills deficient then the service provider will use the TABE tools to assist the youth in enhancing his/her skill to increase the grade level.

e. Service strategies for out-of-school who are deficient in reading/write and math to become proficient.

All youth will be tested using the TABE test. It is a standardized test that is used throughout the state to assess and measure the basic skills of math and reading score. If the participant is deemed basic skills deficient then the service provider will use the TABE tools to assist the youth in enhancing his/her skill to increase the grade level.

7. Youth Definitions

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

The MAWIB has the following definition, “an individual who requires additional assistance to complete an educational program or to secure and hold employment is defined as a youth who has one or more of the following characteristics:”

- Has Disability Status (as defined Americans with Disabilities Act)
- Computer Illiteracy (determined by self-reports, test or observation method)
- Has repeated at least one secondary grade level or is one year over age for grade
- Has a core GPA of less than 1.5
- Not on track for graduation: Loss of credits have resulted in student being in danger of lacking sufficient credits for graduation
- Is previous dropout or within the previous 12 months has been suspended five or more times or expelled
- There are court/agency referrals mandating school attendance
- Has a limited English proficiency
- Has aged out of foster care
- Has been referred to or is being treated by an agency for a substance abuse related problem
- Has experienced a recent traumatic event, is a victim of abuse, or resides in an abusive environment as documented by a school official or professional
- Has never held a job (applied to older youth only)
- Has been fired from job within the 12 months prior to application (applies to older youth only)
- Has never held a full-time job for more than 13 consecutive weeks (applied to older youth only)
- Resides in non-traditional family setting (i.e. Single parent, live with a guardian, etc.)

These criteria are documented during the eligibility and enrollment period and will be documented in ASSET as well as the participant case file. A “Youth Barrier” checklist documents which of the aforementioned characteristics describe participant eligibility. Each element is verified through either: self- attestation, case manager assessment, or documentation by related professionals. The checklist has a recommended source of verification of the presence and/or status of that element.

This definition was further refined from a more general definition and is effective May 1, 2009.

b. Provide your local definition of “deficient in basic literacy skills” criterion.

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

c. Provide your local definition of “Faces serious barriers”

The MAWIB’s definition of “Faces Serious barriers” for Youth 14 through 21 years of age who meets one of the following (has been or is at-risk of becoming a statistic of):

- Deficient in basic literacy skills
- School dropout
- Homeless, runaway or foster child
- Pregnant or parenting
- Offender
- Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program or to secure and hold employment.

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

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

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

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

9. Identification of eligible providers of youth activities.

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

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

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

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

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

10. Plans for requesting waiver of the competitive procurement process for youth providers and what performance improvements are expected.

The Youth Department does not have any waivers of a competitive procurement process for youth providers and what performance improvements expected.

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

MAWIB met all performance measures in Program Year 2009 and currently is not engaged in a corrective action plan.

G. Strategies for Faith and Community-Based Organizations

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

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

- i. Out-Of-School Youth program services – CBO’s have traditionally had greater experience and expertise in the recruitment and delivery of a wide range of services to youth. MAWIB has planned and coordinated a suite of services based off of the WIA 10 program elements with local based CBO’s and faith based organizations to ensure that the goal to serve or expend at least 60% of WIA youth allocation on OSY is accomplished. In addition, MAWIB plans to expand its other OSY initiatives such as the Milwaukee Youth Build / FreshStart Collaborative.
 - ii. Job Readiness / Career Readiness – Grassroots workforce development programs and agencies will work with the MAWIB to develop Bridge programs and basic work readiness programs that prepare individuals to better participate in Career Pathway Programs and succeed in gaining and retaining employment.
 - iii. Barrier Remediation – The limited resources of the workforce development system provide great incentive to coordinate social services and community development resources to assist individuals and families address personal and family problems. Substance abuse issues, childcare, transportation, housing, mental health, and other factors un-related to work, education, or training have a tremendous impact of an individuals success in the workplace.
 - iv. Mentoring – Peer to peer mentorship, family and parenting support, and career coaching are all elements that reflect the unique capacity of CBO’s and faith communities to establish long term relationship with individuals and families that can improve workplace retention and career development and growth.
- 2. Activities to expand the access of faith-based and community organizations’ clients and customers to the One-Stops in the State.**

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

VII. SERVICE PROVIDERS AND OVERSIGHT

A. Selection of Service Providers

1. The Process for Selecting Service Providers

a. Core Services

Core Services for the WIA Adult and Dislocated Workers programs are provided through sole source agreements between the MAWIB and contractors providing WIA Case Management services. (See section VII A1b for description of Case Management sole source agreements)

b. Intensive Services

WIA Adult Case Management:

MAWIB will be sole sourcing WIA adult case management under the authority of the Department of Workforce Development’s approval. The approval was granted to provide these services at the same locations that provide W2 and FSET- YWCA,

MAXIMUS and UMOS with the understanding that the WIA services would be integrated with the other programs. This will be accomplished by the continuation and expansion of case manager caseloads to provide services to FSET/WIA co-enrolled customers and W2/WIA co-enrolled customers. This is a model embraced by one provider during the last program year and will be used by the others. Staff is provided the necessary training to effectively work within two program parameters and to identify customers for whom co-enrollment would provide the most benefit.

Case Management for ex-offenders and older workers will also be sole sourced, since the two current contractors have unique knowledge and experience to provide assistance to their respective special populations. They have performed well over several years and have developed relationships with other community agencies and businesses that know and respect their programs.

WIA Dislocated Worker Case Management:

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

WIA Adult & Dislocated Worker Intensive Services:

The MAWIB issued a Request for Services in June of 2009 and in November 2009 disseminated a “WIA Intensive Service Provider Directory.” All proposals were reviewed by an impartial evaluation team and were screened on historical, programmatic and financial criteria. The locally defined lifetime cap remains \$2,000 per individual. Services provided include those specified within the Case Management contract or those that may be provided by entities other than Case Management contractors. Services are identified in federal law, as well as according to local definition, such as basic computer literacy. All approved services are accessed through vouchers written by One-Stop case management staff.

c. Youth Services

The MAWIB in-school and out of school services are being provided by the following agencies:

- Boys & Girls Clubs of Milwaukee
- Hmong American Friendship Assoc.
- Milwaukee Community Service Corps
- MPS Vincent HS
- Wisconsin Community Service-Project Excel
- UMOS
- Excel
- Word of Hope Ministries, Inc
- Career Youth Development Center
- Lad Lake
- MPS South Division HS
- Social Development Commission
- Wisconsin Regional Training Partnership
- YWCA
- Hip
- United Neighborhood Ctrs of Milw.

MAWIB also remains in 5 Milwaukee Public High Schools (Bradley Tech, Madison HS, South Division, North Division, and Transitions HS) working with gang involved in-school and out of school youth returning back to school.

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

a. Core Services

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

b. Intensive Services

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

c. Youth Services

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

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

B. Oversight and Training of Service Providers

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

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

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

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

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

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

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

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

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

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

4. Describe any local data systems in use to record and track participants.

MAWIB assures that no WIA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.

MAWIB currently uses:

- HOMER an Access database that interacts with our financial system (MIP) to track voucher requests, encumbrances and payments. Its use will be phased out early July 2010 and replaced by ETO.
- ETO (Efforts to Outcomes) is a web-based client tracking and performance management system utilized by MAWIB and its partners to augment the information already collected in ASSET to include more specific intermediary measurement around progress made towards the goals listed in the participant's ISS and other point of service deemed necessary by the case manager.
- WIA MAIN, an Access data system created to track and record participants enrolled for services as Dislocated Workers at the HIRE Center.

VIII. PERFORMANCE AND ACCOUNTABILITY

A. MAWIB Developed Performance Standards.

In addition to the Federal and State negotiated performance measures, the MAWIB has a number of contract based performance strategies to ensure quality and accountability. These policies and related performance are monitored by staff. WIA adult sub contractor performance includes:

- Placements defined as unsubsidized employment with gross earnings of \$320 per week at a rate of \$8.00 per hour or more and retained 30 days.
- Additional measurements will be added to capture the extent of staff effort whether or not it results in placement. Such efforts may include number of WIA registrations, number of referrals to intensive services, number of referrals to training programs, number of employer contacts made, number of customer referrals to job openings.

ITA training vendors are paid in the following performance based method:

- 80% of the tuition costs are paid at enrollment into the training
- 20% of the tuition costs are paid at placement into unsubsidized employment with gross earnings of \$320 per week at a rate of \$8.00 per hours or more and retained 30 days. This must occur within 5 months of training completion.
- Work Experience opportunities are provided in public, private and non-profit settings to allow individuals to demonstrate work- readiness in real work situations. This preparation allows those lacking positive or current work histories to develop current evidence of work readiness, gain work references, experience work requirements to determine career direction and gain specific work skills.

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

The Customized Skills Training Payment Policy provides payment of contract costs at 100% cost reimbursement.

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

B. Local Area Continuous Improvement Activities

The establishment of accurate and timely data collection and reporting is critical to the development of local policy and program innovations as well as local accountability for the impact of workforce development. Because detailed WIA participant data cannot be gleaned rapidly enough from ASSET to generate direct and immediate reporting, the MAWIB is currently employing additional software and data collection technologies to better understand and communicate participant and employer activities. The MAWIB intends to use ETO starting July 1, 2010 to track ITA vouchers and payment.

During summer of 2008, the youth department and sixteen youth subcontractors began utilizing the Efforts to Outcomes (ETO) software to track all required program measures not currently entered into ASSET. This arrangement was written into all of MAWIB's partner subcontracts for the upcoming plan year for Youth, Adult and Dislocated Worker service providers. The MAWIB Adult services department will continue to monitor subcontractor performance through monthly reports, team meetings with staff, desk reviews and on site visits. In addition, our Quality Control Department continuously provides oversight to data entry and the activities that impact performance.

Program design updated for common performance measures. Adult and Dislocated Worker (DW) Entered Employment Rate, Adult and DW Employment Retention Rate, and Adult DW Average Earnings.

The adult program design will not be changed as a result of the common measures. Although the measure of Employment and Credential is eliminated under common measures, the MAWIB feels strongly that obtaining an industry recognized employment credential is highly beneficial to our customer both in terms of the quality of the training they received and the transferability of the skills they have learned. We will continue to encourage customers to consider credential eligible training programs first.

C. Local Area Initial Standards for Measures to be used in negotiation with DWD

1. Adult and Dislocated Worker 1) Entered Employment Rate, 2) Retention Rate, 3) Average Earnings:

Base on information from Department of Workforce Development, MAWIB will be using last year negotiated and agree upon levels.

2. Youth Placement in Employment or Education:

The Youth program utilizes the State of Wisconsin performance standards. Every year it has exceeded or met these standards. In the event of design change, MAWIB will request for WIA renegotiation. Our proposed standards for Youth:

Youth Aged 19-21

• Entered Employment	71.4%
• Employment Retention	87%
• Month Earnings Change	\$4,414
• Credential Rate	58%

Youth Aged 14-18

Placement or Retention in Post-Secondary: 93%

3. Youth Attainment of a Degree or Certificate:

Youth Aged 14-18

Attainment of Secondary School Diploma/Equivalent 85.9%

4. Youth Literacy and Numeracy Gains:

Youth Aged 14-18

Skill Attainment Rate 93%

D. Steps to sustain Adult and DW performance during PY 09-10

Payment for these contractors will be primarily cost reimbursement with a build in cost incentive payment for placements that meet the definition described above.

E. Steps to address Youth Common Measures transition, ensuring older and younger youth measures does not start to decline.

MAWIB will work closely with the state in order to address Youth Common Measures transition smoothly and to ensure older and younger youth measures do not start to decline.

IX. Waivers

MAWIB requests that the State of Wisconsin request a Work-Flex program waiver available under Titles I-III of the Act. This will permit greater statutory flexibility in serving both our employer and job seeker clients.

X. ASSURANCES AND SIGNATURES

See Assurances and Signatures