



**WORKFORCE DEVELOPMENT  
BOARD, INC.**

*An Investment in Today's Workforce for Tomorrow's Future*

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# Local Workforce Investment Act (WIA) Plan

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Program Year 2011

**Fox Valley Workforce Development Board  
2011-12 WIA Plan  
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## **GOVERNOR WALKER's WORKFORCE VISION and PRIORITIES**

The cornerstone of the guidelines is based on Governor Scott Walker's workforce vision and priorities. In compliance with WIA, these guidelines are also consistent with the State Plan.

With a focus on a more flexible, nimble and effective system, Governor Walker has articulated his vision for a workforce system in Wisconsin that:

- Anticipates employer labor needs while building and strengthening Wisconsin's workforce;
- Supports the development of a highly qualified labor force; and
- Empowers individuals to pursue and retain good paying careers.

In order to achieve the Governor's vision, the following key workforce investment priorities have been developed in cooperation with the Council on Workforce Investment (CWI). The following six of the eight priorities are relevant to WIA activities:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board representative;
- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,
- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

## WORKFORCE PLAN: PART I

The Governor has established workforce goals (page 1) that serve as the basis for local area's responses to the following:

### A. Overarching Workforce Priorities

Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers

1. Describe how and what the WDB will do to implement each goal;

**Goal 1:** Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers

**Fox Valley Workforce Development Board (FVWDB) has a history of partnership with Economic Development Professionals (EDP), Fox Valley Technical College (FVTC) and Moraine Park Technical College (MPTC) to meet with employers, both on an individual basis as well as an industry sector basis, to identify the skills needed for incumbent workers and new hires. In the partnership we align our resources to identify the appropriate curriculum that the technical colleges create and deliver. Examples of such partnership are Oshkosh Corporation for welding and production, Mayville Engineering for welders and production, and the healthcare field for entry level jobs.**

**The FVWDB system is in the process of implementing the “Funnel” model (see Attachment JJ) for identifying workers for the following industry sectors: healthcare, advanced manufacturing, modernized agriculture, call centers, logistics, and construction. Business-led advisory teams are being developed to address the skill sets needed in the individual industry sectors for which the technical colleges will create short term curriculum for quick employment, but also will bridge into a career path for continuing education opportunities.**

**FVWDB, through its One-Stop Committee and mandated One-Stop partners, would like to implement the “Iowa” model (see Attachment KK) for integration in the Job Centers. This will require three cross-functional/cross-organizational teams that will assess job seekers, move them into more intensive services or into employment. The first team will meet job seekers, and assess job seekers. The second team, working with intensive service will share responsibility to address specific individual needs that are barriers to employment, though they will not be able to expend another organization’s funds for training. This will move job seekers more quickly to further assessments, to identify career direction and to address any skill gaps or deficiencies to redirect them to more intensive services. The third team is a cross-organizational business service team that understands the demand of the employer and/or industry sector, has knowledge of available jobs, and will align the job-ready job seeker to the best employment opportunity (ies).**

**FVWDB acts as a catalyst to bring partners around the table on priorities such as those noted above. We are taking the leadership role and facilitating the conversation so we can better use our resources to meet the demands of employers and work with the schools in developing a pipeline of workers.**

**Goal 2:** Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;

**FVWDB works with local EDP to align resources to meet the demands of local employers for recruitment, retention and expansion of businesses. FVWDB provides a one-page document for EDP to utilize as part of their benefit package for the individual businesses. We are able to identify all the resources of the One-Stop system from job posting, recruitment and screening of potential employees. FVWDB includes JobFit for the job match patterns that are provided to the employer, as well as all the resources of the One-Stops for onsite recruitment and the Board identifies training per potential hire. The Board is able to identify approximately \$2,400 per hire the employer will save which goes into the EDP's package. FVWDB will work with DWD to identify opportunities for waivers that allow us to better serve employers while meeting the demands of job seekers. At times, the Board takes a leadership role by bringing in the EDP when we are aware of an employer who is hiring, expanding, or downsizing. At other times the EDP brings in the Board and on occasion, the technical colleges may have the lead with the industry. Economic Development (ED) and the colleges are working with the Board to create the "Funnel" approach of developing a pipeline of skilled workers for businesses.**

**FVWDB has reviewed WDA One-Stop data and how services are delivered throughout the area and has determined that Oshkosh Area Workforce Development Center needs to be a comprehensive Job Center. As we are looking at relocating the Fox Cities Workforce Development Center to Outagamie or Calumet County, it would be imperative, based on population and services, for the Winnebago site in Oshkosh to be a comprehensive Job Center. This would require all partners to invest resources in the center on space and services as long as there are no restrictions in their Federal program guidelines.**

**Goal 3: Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand.**

**FVWDB, with agreement from ED partners and technical colleges, has determined the six industry sectors for focusing resources. These are: healthcare, advanced manufacturing, modernized agriculture, call centers, logistics, and construction. This is based on Labor Market Information received from Jeffrey Sachse, DWD's Labor Market Analyst. Please refer to the Industry Composition and Industry Occupation Projections in Policy Compliance Part II A. FVTC and MPTC are working with the Board to create short term trainings with stackable credentials that will allow people to job out and return for additional training on that career path. Industry sector advisory groups will provide technical assistance for industry specific assessments and training to meet the occupational demands.**

**Goal 4: Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board representative**

**At this time, FVWDB has staff on Fox Cities Economic Development Partnership, Waupaca County Economic Development Corporation and Calumet County Economic Development Committee. The Oshkosh Area Economic Development Corporation is creating the opportunity for FVWDB to be on their board. FVWDB will continue to work with Fond du Lac Economic Development Corporation for the opportunity to be a member of their association. FVWDB has a standing Economic Development Committee (EDC) that meets at least quarterly and is made up of Economic Development Professionals from the seven counties representing city and/or county. New North is also a member of the FVWDB EDC. Other members are private sector board members, technical colleges, DWD and Wisconsin Public Service (WPS). This**

**Committee identifies economic needs and recommends to the full FVWDB on how resources should be directed to address the challenges for economic growth on creating jobs and developing a skilled workforce.**

**Goal 5:** Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes.

**FVWDB is developing metrics to measure outcomes while focusing on effective processes that ensure positive results. Value Stream Mapping, a LEAN principle, has been used and will continue to be used on processes to guarantee effective use of resources, time management, and system flow. Outcome metrics will identify the level of success and areas that need potential improvement. As an example, FVWDB has found Value Stream Mapping to help with more efficient flow in the Resource Rooms of the Job Centers. To address the transparency, FVWDB provides the project and the outcomes on the FVWDB website.**

**Goal 6:** Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

**FVWDB is borrowing from Iowa its One-Stop model to better serve businesses and job seekers. This requires DWD support as their staff at the local level will need to be engaged in the process. As earlier mentioned, this system involves cross-functional/cross-organizational teams. The second process that FVWDB has borrowed is from Connecticut. It is an industry sector “Funnel” that allows individuals to choose the industry specific direction they are going, though not necessarily the occupation within the industry. The job seeker is assessed for aptitude, interest and skill sets. The individual is either redirected back to more intensive services for a different career path, or moved into the “Funnel” for specific industry sector training that will result in employment. If they are not ready for employment, they are reassessed, redirected to services and counseled towards other opportunities for employment. This is a more focused way of moving people into jobs and more effectively using the funding than through a general ITA process. The FVWDB, Local Elected Officials and partners have signed off on both of these opportunities for improvement of our local system.**

2. Identify if the WDB will take a leadership role, or, in what manner the WDB will be engaged;

**The FVWDB has identified their leadership role in each of the Governor Walker’s goals, as shown above. More details can be provided upon request.**

3. Identify how the WDB will measure the progress of the above activities to attain these goals, and any evaluation methodologies;

**Metrics are being put into place to evaluate the outcomes and Return on Investment for the system. Systems are being reevaluated through Value Stream Mapping and other quality improvement tools to address efficiencies. Value Stream Mapping will be used as a baseline on all appropriate processes at least annually but no more than every two years. These will include service delivery in the One-Stop system, Business Service outreach and response and other critical areas where the Board’s resources are utilized. Metrics will be further developed to measure outcomes at points of service delivery as sometimes WIA Performance Measures alone do not address outcomes in a timely manner for effective change of service delivery. See Attachment LL.**

4. If the WDB had WIA-related state set-aside and/or incentive funds, what top three activities would the WDB pursue?
  - a. Incumbent worker training would be provided for small to medium size companies that are on the edge of expansion and hiring new employees.
  - b. FVWDB would use the additional funding for short term industry sector trainings that lead to jobs through the “Funnel” concept.
  - c. The additional funding would benefit technology upgrades for the One-Stop system.
  - d. FVWDB would pursue projects that would allow Dislocated Workers opportunity for subsidized employment to improve their work experience and allow them to show employment on their resume for their next job. (It is understood that this may not be allowed by WIA funding, but it would be an opportunity to deliver a pilot project if a waiver could be provided.)
  
5. List any other recommendations that would assist the State in meeting these goals.
  - a. FVWDB is requesting from DWD to make Oshkosh Area Workforce Development Center a comprehensive Job Center as data supports high activity in the center. If only two comprehensive centers are allowed in a WDA, we would ask that Fond du Lac not be one of the comprehensive Job Centers but FVWDB will retain the WIA staffing and services at the same level.
  - b. FVWDB asks DWD for support in the realignment of the One-Stops for integration of services through our cross-functional/cross-organizational teams.
  - c. FVWDB would benefit from technical assistance from DWD as it realigns the training opportunities to the industry sector specific “Funnels”.
  - d. If set aside money cannot be used for a pilot project for subsidizing Dislocated Workers into employment, we would ask the state consider other funding that would help with this endeavor. It is believed that “you have to have a job to get a job”, which eliminates many long term Dislocated Workers.

## **B. Workforce Investment Description**

1. Briefly "identify the workforce investment needs of businesses, jobseekers, and workers in the local area," and how these needs were identified. [118(b)(1)(A); 20 CFR §661.350(1)]

**Business:** Through surveys, direct conversations, and other means of communication, area businesses have identified a concern with lack of skills of job seekers. The skill gap includes “21<sup>st</sup> century” soft skills such as the ability to work in a team, critical thinking, computer literacy, etc., as well as technical skills for the job. Employers are saying they will hire people without the technical skills and will train them however it is difficult to hire people without soft skills.

**Job Seekers:** Job seekers needs are identified through the RES classes, online assessments such as JobFit, WorkKeys, etc., and through Case Management and technical college partners. Skill deficiencies are identified through assessments and services are provided through the universal access of the Resource Rooms and workshops, however, training funds for program eligible individuals have been dwindling. Individuals have been hesitant to return to work for jobs that pay at the same level as their UI benefits, but now are challenged as benefits are running out.

**Workers:** Skill sets of workers have not been updated by employers due to the economy and conserving resources. Information was gained through working directly with employers, Alliances and through input from economic development and technical college partners. Employers have been accessing WAT grants. DOL

**restrictions on WIA Incumbent Worker Training has limited the ability of FVWDB to serve employers with training.**

2. Briefly describe the WDB's employer linkages per the WIA provisions.

*["Employer Linkages. The local board shall coordinate the workforce investment activities authorized under this subtitle and carried out in the local area with economic development strategies and develop other employer linkages with such activities." [Sec. 117 (d)(3)(B)(7)] "The local board shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs." [Sec. 117 (d)(3)(B)(8); §661.305(a)(8)]*

**Job Centers have contacts with local businesses. Businesses are encouraged to post their jobs on Job Center of Wisconsin. Job Center staff may take applications for employers upon request. The Fox Valley Workforce System may do prescreening of applications, assessments and background checks for employers. Note: some of these activities may have a charge for the employer, such as background checks. If the employer gives parameters of expectations for job seekers when applying for the job, the One-Stop staff will provide technical assistance to the job seeker to be prepared for interviewing specific for that employer. Job Centers offer employers to be Employer of the Week, and provides booths, interviewing rooms and other services. Job Centers also facilitate Job Fairs for employers. The FVWDB staff does an email blast of Job Center Newsletter to all employers in the area based on information provided by the One-Stop partners.**

**FVWDB staff connects with Economic Development Professionals, technical colleges and other critical players to address individual business needs for retention and hiring. An example would be the Oshkosh Corporation hiring of 800 individuals utilizing the One-Stop system and the Economic Development partnership to ensure streamlining of resources and positive outcomes. When appropriate and funding is available, incumbent worker training funds are provided. FVWDB provides businesses with LMI and Economic Modeling Specialists, Inc. (EMSI) data for competitive process, attracting business and expansion opportunities (example: Mayville Engineering, Wautoma). FVWDB provides networking opportunities for businesses around industry sector initiatives. FVWDB partners with Bay Area WDB on the Manufacturing Alliance and provides staffing. The Fox Valley Healthcare Alliance (FVHCA) has developed over the years through the initiative of FVWDB and is now a standing committee of the Board.**

3. Provide highlights of your Business Services Team (as required in the Comprehensive Job Center Standards) and list the membership with their organization representation:
- In general, how are you working with businesses?: Identify key activities and the WIA partners who actively, collaboratively participate in these activities; and
  - Attachment A** Attach a copy of the WDB's regional Business Services Plan, and identify who, including workforce partners, participated in the development of that Plan.
  - Describe how the Business Services Team coordinates with business services activities of partners, especially Job Service and Vocational Rehabilitation.

**Fox Valley WDB has a regional Business Services Committee that is made up of FVWDB Business Services Managers, Wagner-Peyser, Vets, Technical College and Vocational Rehabilitation business services partners. There is an attempt to meet quarterly to discuss regional business services, align activities and provide education on individual organizational services and programs. FVWDB and its**

partners have always worked together on Job Center programming and activities, which business service is one of the programs. Regional data has been maintained on business outreach and services since 1999.

4. Career Pathways: Identify what sectors, programs/courses, and where they are being provided. Describe how the WDB intends to expand career pathways and other similar models. If career pathways training is not available for youth and adults within the WDA at this time, list top action steps in concert with WTCS to develop career pathways, and an anticipated timeline as to when career pathways will be incorporated into the WDB's service delivery. Identify other strategies the WDB is using for participants to be competitive in the job market to train-up for the next level of prospective employment.

**Career Pathways training is identified in the WIA ITA Plan (Attachment R). FVWDB is partnering with MPTC and FVTC to continue or develop new curriculum that builds on a career pathway or stackable credentials. Career Pathways model has been in practice for at least the last five years if not longer. The Industry Sector "Funnel" training will continue to build on this model with short-term, industry specific credentials that allows for a person to "job out" and return to additional training that provides "stackable" credentials leading to a degree.**

### C. Sector Strategy Activities

1. Identify the WDB's current targeted high-demand industry sectors, how they have been determined, and the evidence used to identify the labor demand.

**FVWDB uses DWD's LMI provided by the Labor Market Analyst and EMSI data to project industry sector demand and initiatives. The following industries have been identified by FVWDB as priority sectors: Construction, Healthcare, Manufacturing, Business Services, Modernized Agriculture, and Logistics. All of these industries have threads of occupations to include in the market analysis related to IT, finance, management and administration.**

Industry	2011 Q1 Emp	% of Total	2010-2011 Change	2010-2011 % Change
Construction	12570	4.6%	113	0.9%
Education & Health Services	55811	20.5%	732	1.3%
Financial Activities	13165	4.8%	-63	-0.5%
Information	3489	1.3%	1848	112.6%
Leisure & Hospitality	23915	8.8%	445	1.9%
Manufacturing	61294	22.5%	2858	4.9%
Natural Resources & Mining	2924	1.1%	46	1.6%
Other Services	9362	3.4%	-182	-1.9%
Professional & Business Services	25053	9.2%	1170	4.9%
Public Administration	11445	4.2%	126	1.1%
Trade, Transportation, Utilities	50921	18.7%	1372	2.8%
Total All Industries	271937		6827	2.6%

Source: Quarterly Census of Employment and Wages, U.S. Bureau of Labor Statistics

NAICS	Industry Title	Employment <sup>(1)</sup>			
		2008 Estimate	2018 Projection	Change	% Change
	<b>Total, All Nonfarm Industries</b>	<b>292,430</b>	<b>299,000</b>	<b>6,560</b>	<b>2.2%</b>
1133, 21, 23	Construction/Mining/Natural Resources	17,100	17,870	760	4.5%
31-33	Manufacturing	65,230	57,590	- 7,640	- 11.7%
333	Machinery Manufacturing	10,350	9,930	- 420	- 4.0%
322	Paper Manufacturing	11,280	8,760	- 2,520	- 22.3%
311	Food Manufacturing	7,480	7,490	10	0.1%
42, 44-45	Trade	43,080	42,830	- 250	- 0.6%
423	Merchant Wholesalers, Durable Goods	7,250	7,260	10	0.1%
48-49, 22	Transportation and Utilities (Including US Postal)	11,050	11,460	410	3.7%
52-53	Financial Activities	13,760	14,060	300	2.2%
61-62	Education and Health Services (Including State and Local Government)	51,010	58,280	7,270	14.2%
611	Educational Services (Including State and Local Government)	18,640	18,880	250	1.3%
621	Hospitals (Including State and Local Government)	9,830	11,930	2,100	21.4%
71-72	Leisure and Hospitality	25,340	26,890	1,540	6.1%
51, 54-56, 81	Information/Prof. Services/Other Services	49,770	53,470	3,700	7.4%
	Government (Excluding US Postal, State and Local Education and Hospitals) <sup>(2)</sup>	16,080	16,560	470	2.9%

**Source:** Office of Economic Advisors, Wisconsin Department of Workforce Development, April 2011

2. Demand-sectors change based on the changing economy. Describe the methodology used to determine if the existing sector should change, or if new sector strategies should be developed. Identify any new sectors the WDB may intend to pursue.

**LMI and EMSI data is reviewed at a minimum every six months to evaluate labor market demand. Industry sectors are specifically looked at for economic impact which causes changes to the individual company within the sector. FVWDB partners with Economic Development to address the challenges of a changing economy such as downsizing, expansion and retention of such industry.**

**Alliances have been created such as the Manufacturing Alliance, Healthcare Alliance and the Financial and Insurance Alliance. These industry sector alliances self-govern their own changes based on input from the membership within their industry. They utilize LMI data, EMSI reports and national surveys that provide insight into industry needs. FVWDB provides support to address their specific challenges and potential need for change. Support is provided through training of new workers, direct staffing for the alliance and developing LMI and EMSI reports to better prepare them for change.**

**FVWDB will pursue other sectors as they are identified as critical sectors through the partnership of NEW North and NEWREP.**

3. What does the WDB do to ensure that the workforce skills needed by these high-demand industry sectors and other private employers are targeted for WIA-participant training?

**FVWDB has always worked with employers and technical colleges to address these needs. FVWDB utilizes data from LMI and EMSI to identify high demand**

industry sectors in the WDA. By policy, Case Managers must work with job seekers to direct them to high demand industry sector training with use of WIA funds. LMI will continue to be utilized, however for PY11 and going forward the Board is implementing a process that connects job seekers with industry specific skill set training and job placement. (For the time being, this is referred to as the Industry Sector Funnel.) The FVWDB has met with the technical colleges to request the development of short term trainings with certificates, specifically focused on needed industry sector skill sets. The schools have or are in the process of developing stackable certificates around the industries FVWDB has identified as high demand. FVWDB will develop contracts with the training institutions for short term, focused industry sector classroom training to ensure WIA participants are not on waiting lists but in actual training. When it is appropriate, TAA will partner with FVWDB on these contracts.

The “Funnel” process includes the following steps:

- Job seeker self identifies interest in industry sector
- Through the One-Stop, initial assessments are done, such as WorkKeys and JobFit
- As the individual becomes more focused into an occupation within the industry sector, additional assessments which are identified as being critical by Industry Sector Advisory Team are given
- Individuals that meet the parameters of the assessment will be moved into specific industry training
- Individuals who do not meet the parameters of the assessment are reassessed, counseled, provided additional remedial training through the One-Stop system and either redirected into another industry sector or career where their talents are best utilized
- After training is completed, the Case Manager may act as a job coach, or a job coach is assigned to ensure placement into that industry sector
- Support and follow-up is provided

4. How does the WDB mesh the workforce strategies/activities with the area's economic development strategies/activities?

FVWDB has an Economic Development Committee (EDC) that is made up of Economic Development Professionals (EDP). The FVWDB EDC ensures that economic needs and challenges of the WDA are identified and addressed, and makes recommendations on how WIA resources are utilized in the best way possible to foster job creation and economic growth. FVWDB partners with Economic Development on recruitment, retention and expansion of business by identifying One-Stop resources and training funds that best address individual employer needs. A one-page document is tailored to each individual employer that is added to the Economic Development tool box of savings by using the FVWDB and One-Stop resources.

FVWDB provides staff support for the Annual Business Contest to support entrepreneurs through NEWREP (Northeast Wisconsin Regional Economic Partnership). The FVWDB educates Economic Development partners on all resources available through One-Stops for businesses. FVWDB also partners with Economic Partners on virtual incubators such as ORIGIN (Oshkosh Regional Innovation and Growth Incubator Network). FVWDB CEO is a member of the New North Board and Executive Committee, as well as the co-chair of Attract, Develop Retain, Diverse (ADRD) talent Task Force. This committee is working on addressing long term displaced worker issues and is also developing a Jobs Campaign through

an ad-hoc committee with the technical colleges and Bay Area Workforce Development Board (BAWDB). The Jobs Campaign be rolled out at the New North Summit on December 7, 2011.

Through creation of the Healthcare Alliance, a second retention survey is being completed which will be helpful to local ED partners in supporting the healthcare industry. There have been surveys with the Manufacturing Alliance that have also been successful in providing key information not only to the industry but also to ED. Another area where the FVWDB has taken part in is the LIFE study that has provided information related to jobs in the area. This information is also helpful to ED.

5. Describe any "regional planning and coordination."

*[Governor's workforce goals: Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers; and, "Improving sector alignment of mutual purposes" with economic development activity within the WDAs.]*

FVWDB EDC brings representation across seven counties and helps the Board develop and implement strategies that support the region, while addressing individual county economic challenges for job growth. The majority of EDC and FVWDB partnership activities have been previously identified.

Other regional activities that the FVWDB is involved in are with NEWREP and NEW North. All of the FVWDB interactions with ED partners, both locally and regionally, integrate strategies to best utilize our resources to identify economic development initiatives and grow jobs.

The FVWDB role in the partnership is to provide One-Stop resources, occasionally leverage or match funding when appropriate, train workers for industry needs, facilitate discussions, coach diverse thinkers to arrive at common solutions, and coordinate efforts to align resources. These are valuable tools the FVWDB brings to the table for ED.

## POLICY COMPLIANCE: PART II

### A. Labor Market Information

WDB's are required to contact and work with their Local Labor Market Analyst on this section of the plan. Identify the staff and their involvement in the development of this section.

1. Provide a detailed analysis of the regional economy, the labor pool, and labor market. This analysis must include the following:
  - a. The composition of the economic base by industry.

Industry	2011 Q1 Emp	% of Total	2010-2011 Change	2010-2011 % Change
Construction	12570	4.6%	113	0.9%
Education & Health Services	55811	20.5%	732	1.3%
Financial Activities	13165	4.8%	-63	-0.5%
Information	3489	1.3%	1848	112.6%
Leisure & Hospitality	23915	8.8%	445	1.9%
Manufacturing	61294	22.5%	2858	4.9%
Natural Resources & Mining	2924	1.1%	46	1.6%
Other Services	9362	3.4%	-182	-1.9%
Professional & Business Services	25053	9.2%	1170	4.9%
Public Administration	11445	4.2%	126	1.1%
Trade, Transportation, Utilities	50921	18.7%	1372	2.8%
Total All Industries	271937		6827	2.6%

Source: Quarterly Census of Employment and Wages, U.S. Bureau of Labor Statistics

- b. Industries and occupations that are expected to grow or decline by more than the state and regional average in the short term and over the next decade [*"the current and projected employment opportunities in the local area"* Sec.118(b)(1)(B)]

NAICS	Industry Title	Employment <sup>(1)</sup>			
		2008 Estimate	2018 Projection	Change	% Change
	<b>Total, All Nonfarm Industries</b>	<b>292,430</b>	<b>299,000</b>	<b>6,560</b>	<b>2.2%</b>
1133, 21, 23	Construction/Mining/Natural Resources	17,100	17,870	760	4.5%
31-33	Manufacturing	65,230	57,590	- 7,640	- 11.7%
333	Machinery Manufacturing	10,350	9,930	- 420	- 4.0%
322	Paper Manufacturing	11,280	8,760	- 2,520	- 22.3%
311	Food Manufacturing	7,480	7,490	10	0.1%
42, 44-45	Trade	43,080	42,830	- 250	- 0.6%
423	Merchant Wholesalers, Durable Goods	7,250	7,260	10	0.1%
48-49, 22	Transportation and Utilities (Including US Postal)	11,050	11,460	410	3.7%
52-53	Financial Activities	13,760	14,060	300	2.2%
61-62	Education and Health Services (Including State and Local Government)	51,010	58,280	7,270	14.2%
611	Educational Services (Including State and Local Government)	18,640	18,880	250	1.3%
621	Hospitals (Including State and Local Government)	9,830	11,930	2,100	21.4%
71-72	Leisure and Hospitality	25,340	26,890	1,540	6.1%
51, 54-56, 81	Information/Prof. Services/Other Services	49,770	53,470	3,700	7.4%
	Government (Excluding US Postal, State and Local Education and Hospitals) <sup>(2)</sup>	16,080	16,560	470	2.9%

**Source:** Office of Economic Advisors, Wisconsin Department of Workforce Development, April 2011

Employment is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment does not include jobs among self-employed, unpaid family, or railroad workers. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.

Government employment includes tribal owned operations, which are part of Local Government employment. Information is derived using 2008 CES and 2008 QCEW data. Unpublished data from the US Bureau of Labor Statistics and the US Census Bureau is also used. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2008 to 2018. It is important to note that unanticipated events may affect the accuracy of the projections.

**Source:** Office of Economic Advisors, Wisconsin Department of Workforce Development, April 2011

**Projections Methodology:**

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c. Local industries and occupations that have a high demand for skilled workers, both today and projected over the next decade.

SOC Code	Occupational Title	Estimated Employment <sup>(1)</sup>				Annual Openings			Typical Education and Training Path <sup>(4)</sup>	Estimated Salary and Wages		
		2008	2018	Change	% Change	New Jobs	Replacements <sup>(2)</sup>	Total <sup>(3)</sup>		25 <sup>th</sup> percentile	50 <sup>th</sup> percentile	75 <sup>th</sup> percentile
<b>00-0000</b>	<b>Total, All Occupations</b>	<b>292,430</b>	<b>299,000</b>	<b>6,570</b>	<b>2.2%</b>	<b>660</b>	<b>6,730</b>	<b>7,390</b>		<b>\$ 10.43</b>	<b>\$ 15.54</b>	<b>\$ 23.06</b>
29-1111	Registered Nurses	4,490	5,380	890	19.8%	90	80	170	Associate or Bachelor's <sup>(5)</sup>	\$ 25.02	\$ 28.27	\$ 32.04
53-3032	Truck Drivers, Heavy and Tractor-Trailer	4,680	5,060	380	8.1%	40	80	120	Short-term on-the-job training	\$ 14.67	\$ 17.88	\$ 21.52
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	2,230	2,520	290	13.0%	30	60	90	Bachelor's degree	\$ 7.49	\$ 16.26	\$ 24.05
33-3012	Correctional Officers and Jailers	1,620	1,840	220	13.6%	20	40	60	Moderate-term on-the-job training	\$ 18.25	\$ 20.75	\$ 23.13
15-1081	Network Systems and Data Communications Analysts	660	880	220	33.3%	20	10	30	Bachelor's degree	\$ 22.19	\$ 26.46	\$ 31.59
47-2061	Construction Laborers	1,490	1,680	190	12.8%	20	10	30	Moderate-term on-the-job training	\$ 13.68	\$ 17.01	\$ 20.93
13-2011	Accountants and Auditors	2,060	2,220	160	7.8%	20	40	60	Bachelor's degree	\$ 21.67	\$ 25.55	\$ 31.21
29-2061	Licensed Practical and Licensed Vocational Nurses	1,040	1,200	160	15.4%	20	30	50	Postsecondary vocational training	\$ 16.78	\$ 18.78	\$ 20.88
15-1031	Computer Software Engineers, Applications	900	1,060	160	17.8%	20	10	30	Bachelor's degree	\$ 28.91	\$ 33.76	\$ 39.71
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	760	900	140	18.4%	10	10	20	Postsecondary vocational training	\$ 18.90	\$ 21.62	\$ 24.69
29-2021	Dental Hygienists	440	540	100	22.7%	10	10	20	Associate degree	\$ 27.02	\$ 29.80	\$ 32.51
27-3031	Public Relations Specialists	670	760	90	13.4%	10	20	30	Bachelor's degree	\$ 15.85	\$ 20.95	\$ 27.25
13-1071	Employment, Recruitment, and Placement Specialists	370	450	80	21.6%	10	10	20	Bachelor's degree	\$ 18.13	\$ 22.83	\$ 29.26
29-1123	Physical Therapists	350	430	80	22.9%	10	<5	10	Master's degree	\$ 31.88	\$ 36.90	\$ 40.91
13-1111	Management Analysts	870	940	70	8.0%	10	20	30	Bachelor's or higher degree + work experience	\$ 26.87	\$ 34.50	\$ 46.63
13-1051	Cost Estimators	660	730	70	10.6%	10	20	30	Bachelor's degree	\$ 20.33	\$ 24.54	\$ 30.75
43-5052	Postal Service Mail Carriers	660	730	70	10.6%	10	20	30	Short-term on-the-job training	\$ 17.52	\$ 23.77	\$ 26.29
41-3021	Insurance Sales Agents	510	580	70	13.7%	10	10	20	Bachelor's degree	\$ 15.93	\$ 20.90	\$ 28.29

13-1199	Business Operations Specialists, All Other	2,010	2,070	60	3.0%	10	50	60	Bachelor's degree	\$ 22.57	\$ 28.57	\$ 37.06
43-6011	Executive Secretaries and Administrative Assistants	2,250	2,310	60	2.7%	10	30	40	Work experience in a related occupation	\$ 14.52	\$ 17.58	\$ 20.69
11-2022	Sales Managers	820	880	60	7.3%	10	20	30	Bachelor's or higher degree + work experience	\$ 30.73	\$ 41.48	\$ 53.24
15-1051	Computer Systems Analysts	890	950	60	6.7%	10	20	30	Bachelor's degree	\$ 25.85	\$ 31.98	\$ 38.51
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	900	960	60	6.7%	10	20	30	Work experience in a related occupation	\$ 22.78	\$ 28.94	\$ 34.13
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	850	910	60	7.1%	10	20	30	Moderate-term on-the-job training	\$ 15.29	\$ 18.04	\$ 21.73
11-9111	Medical and Health Services Managers	430	490	60	14.0%	10	10	20	Bachelor's or higher degree + work experience	\$ 25.54	\$ 33.69	\$ 43.54
19-3021	Market Research Analysts	370	430	60	16.2%	10	10	20	Bachelor's degree	\$ 21.10	\$ 26.85	\$ 35.41
13-1073	Training and Development Specialists	470	530	60	12.8%	10	10	20	Bachelor's degree	\$ 19.41	\$ 23.86	\$ 30.67
29-2034	Radiologic Technologists and Technicians	420	480	60	14.3%	10	10	20	Associate degree	\$ 20.77	\$ 23.42	\$ 26.98
21-1022	Medical and Public Health Social Workers	270	330	60	22.2%	10	10	20	Bachelor's degree	\$ 11.60	\$ 17.61	\$ 22.03
15-1032	Computer Software Engineers, Systems Software	340	400	60	17.6%	10	<5	10	Bachelor's degree	\$ 30.27	\$ 36.74	\$ 44.04
13-1041	Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation	320	380	60	18.8%	10	<5	10	Long-term on-the-job training	\$ 16.01	\$ 19.41	\$ 24.23
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	2,190	2,240	50	2.3%	10	50	60	Work experience in a related occupation	\$ 15.37	\$ 19.41	\$ 25.27
41-3099	Sales Representatives, Services, All Other	1,150	1,200	50	4.3%	10	30	40	Work experience in a related occupation	\$ 14.97	\$ 20.60	\$ 27.70
29-2011	Medical and Clinical	310	360	50	16.1%	10	10	20	Bachelor's degree	\$ 22.34	\$ 25.50	\$ 28.94

	Laboratory Technologists											
21-1023	Mental Health and Substance Abuse Social Workers	310	360	50	16.1%	10	10	20	Master's degree	\$ 17.52	\$ 22.36	\$ 26.61
29-2055	Surgical Technologists	220	270	50	22.7%	10	10	20	Postsecondary vocational training	\$ 17.88	\$ 20.64	\$ 23.73
39-1021	First-Line Supervisors/Managers of Personal Service Workers	300	350	50	16.7%	10	10	20	Work experience in a related occupation	\$ 13.81	\$ 16.05	\$ 20.08
11-9021	Construction Managers	440	490	50	11.4%	10	<5	10	Bachelor's degree	\$ 30.78	\$ 36.38	\$ 43.81
29-1122	Occupational Therapists	230	280	50	21.7%	10	<5	10	Master's degree	\$ 27.51	\$ 31.21	\$ 35.24
13-2052	Personal Financial Advisors	190	240	50	26.3%	10	<5	10	Bachelor's degree	\$ 17.64	\$ 25.81	\$ 41.86

(1) **Employment** is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment does not include jobs among self-employed, unpaid family workers, or railroad workers. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.

(2) **Replacements** are an estimate of the number of job openings expected because people have permanently left a given occupation. Permanent exits occur if someone dies, retires, or otherwise leaves the labor force. Permanent exits also include openings resulting from someone permanently changing occupations. For example, a person leaves their job as a cashier and becomes a truck driver. Openings resulting from people changing employers, but staying in the same occupation are not included.

(3) **Total openings** are the sum of new jobs and replacements. Total openings are an indication of how many new people are needed to enter a given occupation.

(4) **Typical Education and Training Path** gives a general indication of the education or training typically needed in the occupation. There may be other pathways into the occupation, as well as additional educational, training, or licensing requirements.

**Short-Term On-the-Job Training:** These occupations require no more than one month of on-the-job training and the training usually happens at the workplace.

**Moderate-Term On-the-Job Training:** Training for these occupations usually occurs at the workplace and lasts from one to twelve months.

**Long-Term On-the-Job Training:** These occupations require more than one year of on-the-job training, or combined work experience and classroom instruction.

**Work Experience in Related Occupation:** Occupations in this category require skills and experience gained in other jobs.

**Postsecondary Vocational Training:** These formal training programs last from a few weeks to more than a year, and are offered at vocational or technical schools.

**Associate Degree:** This degree requires two years of full-time academic work beyond high school.

**Bachelor's Degree:** This degree requires four or five years of full-time academic work at a college or university.

**Master's Degree:** This degree requires one to two years of full-time study beyond a bachelor's degree.

**Doctoral Degree:** This degree usually requires at least three years of full-time study beyond a bachelor's degree.

**First Professional Degree:** These degrees typically require at least two years of full-time study beyond a bachelor's degree.

**Bachelors or higher degree, plus work experience:** These occupations require a bachelor's or higher degree, in addition to work experience in a related non-managerial position.

(5) Either a bachelor's or an associate degree is accepted in this occupation. It depends on the specifics of the position and the employer.

\* Information is not available.

- d. Skill needs for the available, and projected high demand jobs ["the job skills necessary to obtain such employment opportunities" Sec. 118(b)(1)(C)]

	2008-2018 Employment Change	Estimated Annual Openings
Associate Degree	170	110
Associate or Bachelor's Degree	890	170
Bachelor's Degree	2280	1000
Bachelor's or Higher Degree + Work Experience	-190	310
Doctoral Degree	20	30
First Professional Degree	110	50
Long-Term On-the-Job Training	220	470
Master's Degree	200	70
Moderate-Term On-the-Job Training	-630	1380
Postsecondary Vocational Training	920	410
Short-Term On-the-Job Training	2370	3380
Work Experience in a Related Occupation	40	560
<b>Grand Total</b>	<b>6400</b>	<b>7940</b>

- e. Current and projected demographics of the available labor pool, including the incumbent workforce.

Unemployment Rate	Fox Valley	United States	Wisconsin
WHITE ALONE	5.3%	6.2%	5.4%
BLACK OR AFRICAN AMERICAN ALONE	24.2%	13.3%	17.5%
AMERICAN INDIAN AND ALASKA NATIVE ALONE	15.2%	13.2%	15.8%
ASIAN ALONE	6.5%	5.8%	7.6%
NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER ALONE	0.0%	9.0%	8.9%
SOME OTHER RACE ALONE	9.9%	8.9%	9.2%
TWO OR MORE RACES	12.3%	11.0%	12.7%
WHITE ALONE NOT HISPANIC OR LATINO	5.3%	5.9%	5.3%
HISPANIC OR LATINO	7.7%	8.6%	9.5%
Total, All Race and Eth.	5.6%	7.3%	6.2%

Share of Labor Force	Fox Valley	United States	Wisconsin
WHITE ALONE	95.8%	75.8%	90.1%
BLACK OR AFRICAN AMERICAN ALONE	0.6%	11.6%	4.6%
AMERICAN INDIAN AND ALASKA NATIVE ALONE	0.6%	0.7%	0.8%
ASIAN ALONE	1.5%	4.6%	1.8%
NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER ALONE	0.0%	0.2%	0.0%
SOME OTHER RACE ALONE	1.0%	5.5%	1.8%
TWO OR MORE RACES	0.6%	1.6%	0.9%
WHITE ALONE NOT HISPANIC OR LATINO	94.4%	67.8%	87.8%
HISPANIC OR LATINO	2.4%	14.2%	4.2%
Total, All Race and Eth.	100.0%	100.0%	100.0%

Source: American Community Survey 2005-2009 Five-Year Estimates, U.S. Census Bureau

- f. Any “in migration” or “out migration” of workers that affect the regional labor pool.

Fox Valley WDA	
Total:	548,577
Same house 1 year ago	470,539
Different house in United States 1 year ago:	76,565
Same city or town:	24,288
Same county	23,373
Different county (same state)	915
Elsewhere:	52,277
Same county	19,304
Different county:	32,973
Same state	26,601
Different state:	6,372
Northeast	154
Midwest	2,949
South	1,722
West	1,547
Abroad 1 year ago:	1,473
Puerto Rico	21
U.S. Island Areas	20
Foreign country	1,432

Source: American Community Survey, 2005-2009 Five-Year Estimates, U.S. Census Bureau

- g. Current and projected regional area skill gaps.

**Regional area skill gaps include the “soft skills” or “21<sup>st</sup> Century Skills”, as well at technical skills. Basic computer and technology literacy are fundamental skills missing in the available workforce, especially those over forty years of age. Technical skills include, but are not limited to, are welding, robotic welding, robotics, CNC operator, machinists, automated production, electromagnetic painters, construction trades, plumbers, electricians, nursing, medical technologists and others as identified by industry specific data.**

- h. Known threats and opportunities to the local industries, employment or composition of the labor force.

**Challenges: Aging workforce, international trade and competition, lack of skilled workforce for 21<sup>st</sup> century jobs related to the 7.9% unemployment rate and length of unemployment, barriers related to Federal and State regulations, lack of training funds, and manufacturing and other industries are challenged to get the K-12 guidance counselors and educators to direct students into their industry for the future workforce.**

**Opportunities: creation of the WEDC and the Governor’s and Administration’s focus on jobs, resources for retraining both displaced and incumbent workers, quality technical college and university system, aligning resources, the ability of companies and industries to connect with the K-12 education system for creating future workforce, and the willingness of FVWDB, local EDP, and the technical colleges to work together to find solutions for businesses and utilize resources effectively.**

## I. Population and Demographics

### Population

	<u>2000 Census</u>	<u>2010 Census</u>	<u>10-yr. # Change</u>	<u>10-yr. % Change</u>	<u>2010 - 2020 Projected Growth Rate*</u>
U.S.	281,421,906	309,050,816	27,628,910	9.8%	8.7%
Wisconsin	5,363,675	5,664,218	300,543	5.6%	7.5%
Fox Valley WDA	549,651	580,618	30,967	5.6%	9.2%

Source: U.S. Census and WI Department of Administration, Demographic Services

\*Projected population growth rates to be revised based upon full release of 2010 Census

### Share of Total Population by Age

Age Group	<u>U.S.</u>	<u>Wisconsin</u>	<u>Fox Valley WDA</u>
0-4	6.9%	6.4%	6.2%
5-17	17.7%	17.2%	17.2%
18-24	9.9%	10.5%	9.5%
25-34	13.4%	12.3%	12.8%
35-44	14.2%	14.0%	14.6%
45-54	14.5%	15.4%	15.5%
55-64	10.8%	11.1%	10.9%
65-74	6.5%	6.6%	6.6%
75+	6.1%	6.6%	6.7%
Total	100.0%	100.0%	100.0%

Median Age	36.5	37.8	38.2
Percent Working Age (18-64)	62.8%	63.2%	63.3%
Percent Retirement Age (65+)	12.6%	13.2%	13.3%

Source: U.S. Census, 2005-2009 American Community Survey

### Highest Educational Attainment (Ages 25+)

	<u>U.S.</u>	<u>Wisconsin</u>	<u>Fox Valley WDA</u>
Less than High School Graduate	15.4%	11.0%	10.5%
High School Graduate/GED	29.3%	34.3%	38.6%
Some College, no degree	20.3%	20.5%	19.8%
Associate Degree	7.4%	8.8%	9.1%
Bachelor's Degree	17.4%	17.0%	15.7%
Graduate/Professional Degree	10.1%	8.4%	6.3%
Total	100.0%	100.0%	100.0%

Source: U.S. Census, 2005-2009 American Community Survey

	<u>2010</u>		
	<u>U.S.</u>	<u>Wisconsin</u>	<u>Fox Valley WDA</u>
Labor Force	153,889,000	3,062,600	325,424
Number of Employed	139,064,000	2,807,300	299,781
Number of Unemployed	14,825,000	255,300	25,643
Unemployment Rate	9.6%	8.3%	7.9%

Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics Program (LAUS) and Current Population Survey (CPS)

- i. Commute patterns as they relate to critical industries to the local area.

## Inflow/Outflow Report

### Selection Area Labor Market Size (Primary Jobs)

	2009	
	Count	Share
Employed in the Selection Area	248,051	100.0%
Living in the Selection Area	263,793	106.3%
Net Job Inflow (+) or Outflow (-)	-15,742	-

### In-Area Labor Force Efficiency (Primary Jobs)

	2009	
	Count	Share
Living in the Selection Area	263,793	100.0%
Living and Employed in the Selection Area	190,805	72.3%
Living in the Selection Area but Employed Outside	72,988	27.7%

### In-Area Employment Efficiency (Primary Jobs)

	2009	
	Count	Share
Employed in the Selection Area	248,051	100.0%
Employed and Living in the Selection Area	190,805	76.9%
Employed in the Selection Area but Living Outside	57,246	23.1%

### Outflow Job Characteristics (Primary Jobs)

	2009	
	Count	Share
External Jobs Filled by Residents	72,988	100.0%
Workers Aged 29 or younger	20,511	28.1%
Workers Aged 30 to 54	40,672	55.7%
Workers Aged 55 or older	11,805	16.2%
Workers Earning \$1,250 per month or less	18,266	25.0%
Workers Earning \$1,251 to \$3,333 per month	29,699	40.7%
Workers Earning More than \$3,333 per month	25,023	34.3%
Workers in the "Goods Producing" Industry Class	15,942	21.8%
Workers in the "Trade, Transportation, and Utilities" Industry Class	19,759	27.1%
Workers in the "All Other Services" Industry Class	37,287	51.1%

### Inflow Job Characteristics (Primary Jobs)

	2009	
	Count	Share
Internal Jobs Filled by Outside Workers	57,246	100.0%
Workers Aged 29 or younger	16,601	29.0%
Workers Aged 30 to 54	31,100	54.3%
Workers Aged 55 or older	9,545	16.7%
Workers Earning \$1,250 per month or less	15,011	26.2%
Workers Earning \$1,251 to \$3,333 per month	22,475	39.3%

Workers Earning More than \$3,333 per month	19,760	34.5%
Workers in the "Goods Producing" Industry Class	13,708	23.9%
Workers in the "Trade, Transportation, and Utilities" Industry Class	17,143	29.9%
Workers in the "All Other Services" Industry Class	26,395	46.1%

**Interior Flow Job Characteristics (Primary Jobs)**

	2009	
	Count	Share
Internal Jobs Filled by Residents	190,805	100.0%
Workers Aged 29 or younger	45,157	23.7%
Workers Aged 30 to 54	110,506	57.9%
Workers Aged 55 or older	35,142	18.4%
Workers Earning \$1,250 per month or less	45,990	24.1%
Workers Earning \$1,251 to \$3,333 per month	77,455	40.6%
Workers Earning More than \$3,333 per month	67,360	35.3%
Workers in the "Goods Producing" Industry Class	59,725	31.3%
Workers in the "Trade, Transportation, and Utilities" Industry Class	29,456	15.4%
Workers in the "All Other Services" Industry Class	101,624	53.3%

Source: Quarterly Workforce Indicators, Local Economic Dynamics, U.S. Census Bureau

j. Training programs that relate to high-demand jobs.

**At this time, FVHCA is implementing a second round of the Retention Survey for workers. This information will be used for future training programs in the Healthcare field.**

**The following identify the training programs available through MPTC and FVTC.**

**Agriculture, Horticulture & Natural Resources**

- Agri-Business/Science Technology (AAS)
- Agriculture Equipment Service Technician (TD) NEW
- Agriculture Power Equipment (AAS)
- Crop Application Specialist (C)
- Exploring Agriculture, Horticulture & Natural Resources (C)
- Farm Business and Production Management (TD)
- Farm Operation (TD)
- Greenhouse Grower/Plant Propagation Technician (C)
- Horticulture Technician (TD)
- Laboratory Science Technician (AAS) NEW
- Landscape Construction Technician (C)
- Landscape Maintenance Technician (C)
- Landscape Series, Home Owners (C)
- Natural Resources Technician (AAS)
- Outdoor Power Equipment Technician (TD)
- Power Sports Technology (C)

**Construction**

- Building Maintenance and Repair (C) NEW

Construction Electrician Apprentice (JAC) (A)  
Construction Management Technology (AAS)  
Construction Technician, Commercial (C)  
Construction, Residential Building (TD)  
Electrical Code, National (C)  
Electrician Apprentice (ABC) (A)  
Electricity (TD)  
Electronic Systems Technician (A)  
Energy Auditor (Residential) (C)  
Operating Engineer Apprentice (A)  
Photovoltaic Installer Entry Level (C)  
Plumbing Apprentice (A)  
Sheet Metal Apprentice (ABC) (A)  
Sheet Metal Construction (A)  
Steamfitting Apprentice/Steamfitting Service Apprentice (A)

### **Health Science**

Dental Assistant (TD)  
Dental Hygienist (AAS)  
Emergency Medical Technician (EMT) - Basic (TD)  
Emergency Medical Technician (EMT) - Paramedic (TD)  
Exploring Health Careers (C)  
Gerontology (C)  
Health Information Technology (AAS) NEW  
Intermediate Technician (C)  
Medical Assistant (TD)  
Medical Coding Specialist (TD) NEW  
Nursing - Associate Degree (AAS)  
Nursing Assistant (TD)  
Nursing, Licensed Practical Nurse Refresher (C)  
Nursing, Practical (TD)  
Nursing, Registered Nurse Refresher (C)  
Occupational Therapy Assistant (AAS)  
Paramedic Technician (AAS)  
Pharmacy Technician (TD)

### **Manufacturing**

CNC Conversational Programming and Operation (C)  
CNC M/G Code Programming and Operation (C)  
Digital Manufacturing (C) NEW  
Emergency Preparedness for Business & Industry (C)  
Engine Lathe (C)  
Exploring Manufacturing Careers (C)  
Grinding Processes (C)  
Industrial Electrician Apprentice (A)  
Industrial Maintenance (C)  
Integrated Resource Management (C)

Lean/Six Sigma (C)  
Machine Tool Measurement & Benchwork (C)  
Machine Tool Technician (TD)  
Machinist Apprentice (A)  
Maintenance Mechanic/Millwright Apprentice (A)  
Maintenance Technician Apprentice (A)  
Manual Machine Tools, Advanced (C)  
Manual Milling Machines (C)  
Manufacturing Process Improvement (C)  
Materials Planning and Control (C)  
Millwright - Pipefitter (A)  
Pipe Fabricator Apprenticeship (A)  
Pipefitting Apprentice (A)  
Purchasing (C)  
Quality Assurance (C)  
Safety and Occupational Health (C)  
Sheet Metal - Industrial (A)  
Supply Chain Management (AAS) NEW  
Technical Studies-Journeyworker (AAS)  
Tool & Die Apprentice (A)  
Welding Technician, Industrial (AAS)  
Welding, Production (TD)  
Welding/Metal Fabrication (TD)  
Wood Manufacturing Technology (TD)

### **Transportation**

Auto Collision Repair and Refinishing Technician (TD)  
Automotive Maintenance Technician (TD)  
Automotive Service Management (C)  
Automotive Technician (TD)  
Automotive Technician - Imports (TD)  
Automotive Technology (AAS)  
Automotive Technology - GM ASEP (AAS)  
Automotive Technology - Imports (AAS)  
CDL Straight Truck (C)  
Diesel Equipment Mechanic (TD)  
Diesel Equipment Technology (AAS)  
Diesel/Caterpillar Construction Equipment Technician (C)  
Diesel/Caterpillar Electric Power & Marine Engine Technician (C)  
Diesel/Caterpillar Engine Technician (C)  
Diesel/Caterpillar Rental Store Equipment Technician (C)  
Electrical Power Generator Service Technician (C)  
Exploring Automotive Careers (C)  
Logistics (C)  
Truck Driving (TD)  
Vehicle Refinishing and Repair Technology (AAS)

Call Centers

Call Center Simulations

2. Describe any WDA specific labor market characteristics not reported in 1.a. to j.

**No additional characteristics noted at this time. New North is looking at creating certain industry sector initiatives that may not be identified in the FVWDB labor market as being high demand at this time.**

3. Include an analysis that was provided to the Board and any additional analysis done by staff that was the basis for the above information. [*Governor's workforce goal of having "sufficient evidence of labor demand" for priority spending on "regional sector strategy priorities"; WIA high-demand occupations for training requirement*]

**The analysis provided is inserted in the above 1a. to 1j. Additional analysis is identified in Attachment MM representing EMSI data that identifies a distribution of occupations throughout the seven-county region. It is supported by an additional EMSI data report identified as New North's Occupation Opportunity Projections. The Occupation Opportunity Projections report is a guide for key occupational opportunities for high demand jobs in New North (see Attachment NN).**

## B. Governance

Note that WDB recertification and other governance compliance issues are in Administrative Services Compliance: Part III.

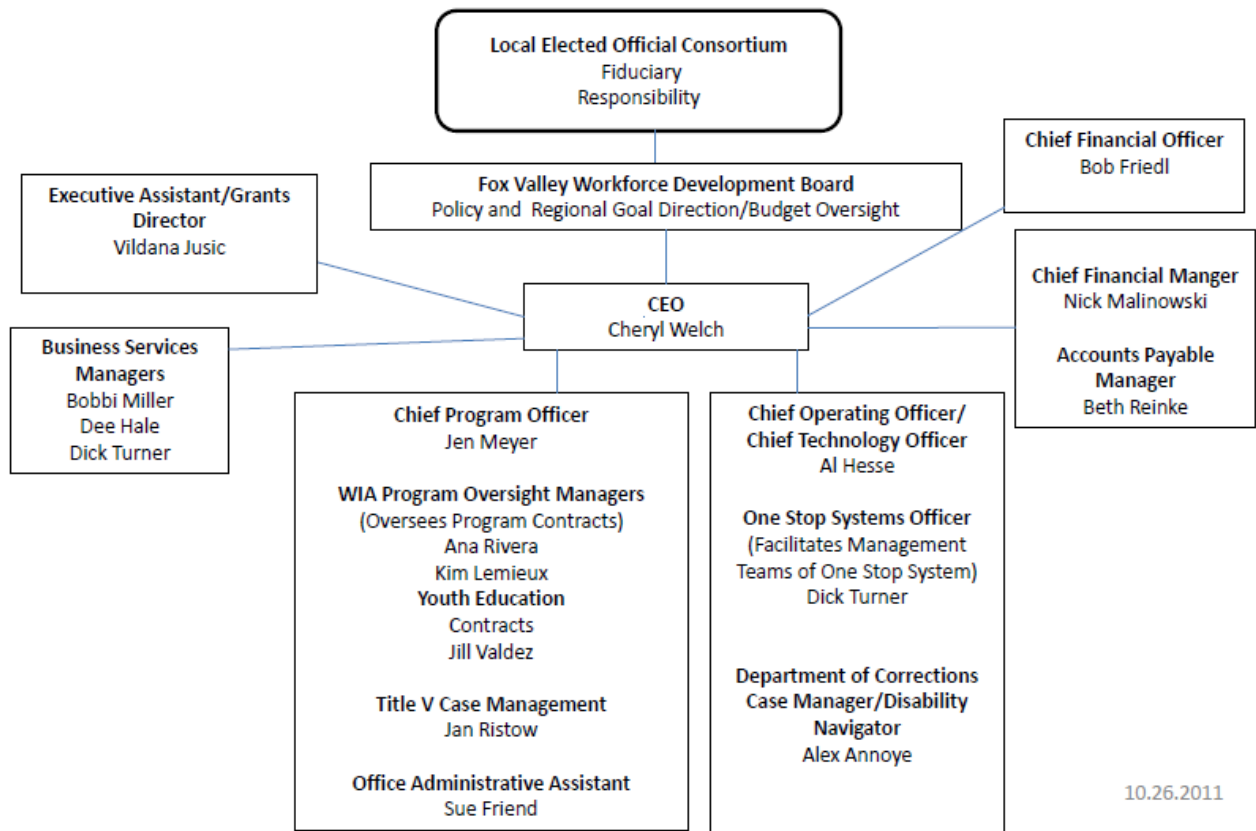
1. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public including persons with disabilities. [Sec. 117 (e)]

**All Board and committee meetings are posted through the County Clerks and FVWDB website. Newspapers are notified of meetings, though they may not post them. All agendas and approved minutes are posted to FVWDB's website at [www.foxvalleywork.org](http://www.foxvalleywork.org). Notices for RFPs and WIA plan 30-day review are given to newspapers for the public to access via FVWDB's website and hard copies are provided at FVWDB's Administrative Office. Copies are also provided in the Job Centers. All meetings are held in buildings that are accessible to persons with disabilities, such as the administrative building, local Job Centers, or on occasion a hotel.**

2. If the WDB/WIB employs staff, identify the number of staff (time percentage), general role and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provide direct WIA services. [*"Staff. The local board may employ staff" Sec. 117 (d)(3)(B)(ii)*]

**All FVWDB employees are full time equivalents. No staff provide direct WIA services as Case Management or Resource Room Specialists as this is contracted out through competitive process. However, FVWDB has additional grants to provide services through Title V, Department of Corrections and other grants. Please refer to the organizational chart below for detailed staffing.**

# Fox Valley Workforce Development Board



10.26.2011

### **C. One-Stop System and Service Delivery**

A description of the one-stop delivery system, including:

1. "A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants." [Sec. 118 (b)(2)(A); §661.350(a)(3)(i)]

The One-Stop delivery system in the FVWDA is comprised of two (or potentially three) comprehensive centers. FVWDB is identifying the comprehensive centers as the Fox Cities Workforce Development Center (FCWDC), and the Oshkosh Area Workforce Development Center (OAWDC). However, we would like to have a third comprehensive center which would be the Fond du Lac Area Job & Career Center (FDLAJCC). If DWD does not support a third comprehensive Job Center, FVWDB will continue to provide the same level of service in Fond du Lac, but will not consider it a comprehensive Job Center. The comprehensive centers have all required partners, either co-located or electronically connected.

In addition, the comprehensive centers have affiliate service locations which include the Waupaca Area Job Center, the Berlin Job Center and the Waushara County Job Center. The three major urban centers FCWDC, FDLJCC and the OAWDC are full time locations (see Attachment C). Beginning July 1, 2011 the three rural affiliated sites are open on a part time basis. The affiliated service locations have various levels of partner co-location and service provision.

The FVWDB strives to promote integration of services through the One-Stop system through the utilization of comprehensive center management teams. The management teams include all system partners and decisions are made through consensus agreement. Management teams meet regularly to discuss overall center issues/concerns as well as to share information on partner programs/services for job seekers and employers. This regular communication allows center partners to work in conjunction to improve overall services, promote shared responsibility, avoid duplication of effort and make appropriate customer referrals.

The FVWDB, in conjunction with the various center management teams, has promoted a philosophy of continuous improvement throughout the one-stop system. It has incorporated a system to provide customer feedback on universal services received in each center. Customer feedback includes completion of "Your Comments Count" surveys available daily in the resource room/career centers, customer evaluation of workshops offered and a quarterly customer satisfaction survey administered by the FVWDB. In addition, all locations, both comprehensive and affiliated sites, utilize a standard data collection system as it relates to universal and partner activities. The information collected and the results of customer feedback are provided to comprehensive center management teams as well as to the FVWDB One-Stop Committee. This provides both groups with the information necessary to implement program modifications for the continuous improvement of services. The centers have regularly met or exceeded customer expectations.

FVWDB and its mandated partners have agreed to pursue an integrated system based on the Iowa model. This will require three cross-functional/cross-organizational teams that will assess job seekers, move them into more intensive services or into employment. The first team will meet job seekers, and assess job seekers. The second team, working with intensive service will share responsibility to address specific individual needs that are barriers to employment, though they will not be able to expend another organization's funds for training. This will move job seekers more quickly to further assessments, to identify career direction and to address any skill gaps or deficiencies to redirect them to more intensive services. The third team is a cross-organizational business service team that understands the

demand of the employer and/or industry sector, has knowledge of available jobs, and will align the job-ready job seeker to the best employment opportunity (ies).

Based on the “Iowa” model, the Board staff and the WI Job Service (Wagner-Peyser & re-employment Services staff) are in the process of developing a “triage” needs assessment form, with a corresponding service directory for each of the centers. It will be utilized with new customers accessing center services through the center resource room or via re-employment services, thus avoiding duplication of services and better meeting the needs of job seeker customers.

The FVWDB, in conjunction with its partners, has developed a WDA wide Business Services team which coordinates and connects employer services with the various centers. The Business Services team’s activities include; provision of common information on job center services, LMI, employer on-site recruitment, employer of the week displays, Job Fair and Career Day events and coordination of OJT activities and employer volunteer activities which assist job seekers in the various centers.

FVWDB awards contracts via competitive RFP process either annually or every two years. The FVWDB does program monitoring and fiscal monitoring of all of its contractors.

FVWDB and mandated One-Stop partners are developing an integrated service delivery system through cross-functional/cross-organizational team approach for core services, intensive services, training and job placement. This will be monitored by oversight of FVWDB standing committees to evaluate effectiveness of the process and the outcomes. Metrics will be implemented to measure outcomes and Return On Investment (ROI). Value Stream Mapping and appropriate LEAN principles will be used to identify potential areas of improvement, and tools such as process improvement will be utilized to develop a better system. In this integrated model for One-Stop service delivery, WIA contracted service providers will be incorporated into the cross-functional/cross-organizational teams and into the continuous improvement process.

2. **Attachment B** Memorandum of Understanding (MOU) Template between the WDB and each of the one-stop partners must be used. The only alteration(s) may be specific WDB additions that tailor the document to local circumstances. The document(s) require signatures that must be current within the past three (3) months. If the WDB has all partners sign one MOU, or, if the WDB uses a standard MOU for sign-off by each partner, attach one MOU. If each partner has a different MOU, attach a copy of each MOU. [Sec.118(b)(2)(B); §662.300-662.310] **Draft MOU is attached for three comprehensive centers.**
3. **Attachment C** Comprehensive and affiliated one-stop service delivery system locations and other information. Template must be used. [§662.100(c)]
4. **Attachment D** Provide a summary, and include copies, or, list hypertext links of any area's technical assistance and training materials being used to train WIA staff, other WIA partner's staff and WIA training providers.  
[Governor's workforce goal is to infuse "research and best practices" for improvements "to support an effective, well-coordinated programming system." DWD is requesting this information to begin assessing what is currently available as a stepping-off point to meet this goal.]
5. **Attachment E** Universal access activities, assessment and other information. Address the bullet points in Attachment E. [See reference document]
6. Briefly describe coordination of service delivery strategies with:
  - Manufacturing Skills Standards Certification;

**FVWDB, MPTC and FVTC partner to deliver MSSC training and credentialing. All three entities have certified trainers based on previous MSSC grant received so all three entities' staff may proctor the online training for the sections. Once an individual has successfully completed all sections, either technical college can provide the certificate for the credential. FVWDB has provided onsite proctoring both at the Job Centers and at the administrative office.**

- **Registered Apprenticeship;**

**FVWDB is partnering with BAWDB in funding apprentice and journey worker training and support services using SAGE grant funding. The Board also works with the Bureau of Apprenticeship Standards (BAS) to coordinate possible trades for 'greening' and ensuring that the local technical colleges have the necessary curriculum to support apprenticeship training. Apprentices are notified by DWD of possible eligibility for SAGE funding and FVWDB and BAWDB work with apprentices and journey workers to provide funding and support for training. Within the scope of the SAGE grant, FVWDB and BAWDB are in the process of developing a SAGE Advisory Committee comprised of representatives from local businesses and public sector. The Advisory Committee will have the task of working on energy sector planning, identifying other resources of apprenticeship training funds, and recommending trades for possible apprenticeships to the BAS.**

**In addition, information on the registered apprenticeship is available in all six of the FVWDA job centers. Center partner targeted programs also provide information to their customers pertaining to the benefits and availability of the apprenticeship program.**

- **Youth Apprenticeship;**

**The FVWDB subcontracts with ADVOCAP, Inc., which is a not-for-profit corporation whose mission is "to create opportunities for people and communities to reduce poverty." ADVOCAP, with funds from the FVWDB, runs the Fresh Start Program for out-of school-youth. The Fresh Start program aims improve the lives of youth and young adults who have multiple barriers to success by emphasizing positive rewards that come from physical work, educational goal attainment, and healthy human interaction.**

**The Fresh Start program runs year-around and involves at-risk youths and young adults constructing a home (or major rehabilitation) from scratch while at the same time they rebuild their lives and overcome barriers to success. They work on educational goals, such as achieving a GED/HSED; demonstrate proficiencies through accomplishing identified competencies in employment-related areas; develop occupational skills and job readiness skills through on the job training; acquire leadership skills that will help them in the address personal issues. Those that complete the program also obtain and maintain unsubsidized employment and pursue post-secondary education. They also receive scholarships to help them pursue educational goals. Participants spend 20% of their time in classroom activities and 80% in worksite training/construction activities to build or rehab a home. They are paid an hourly wage for the time spent each week in classroom and worksite activities. Participants also spend time working on community service**

projects which help them contribute to the community, develop leadership skills, and add knowledge.

- Offender Pipeline Initiative;

The FVWDB supports the Offender Pipeline initiative in a number of ways. The FVWDB has a purchase of service agreement with the WI Dept. of Corrections for a Windows to Work Program (WtW). This program provides services to “high risk” inmates in the Oshkosh and Fox Lake Correctional Institutions who will be releasing to one of the seven counties comprising the FVWDA. The WtW case manager works closely with partner staff in each of the centers to utilize and coordinate partner services to assist in the reintegration of offenders to the community. This includes coordination with WI Job Service staff to provide “job club/opening doors workshops for offenders”. The WtW and partner staff are also involved in various local Circle of Support groups for offenders. Through the WtW program much stronger ties with local community corrections staff have been developed.

In addition, the FVWDB with and through its contracted staff provide weekly services at the OAWDC for inmates in the DOC Drug and Alcohol Community Corrections (DACC) program. Soon to be released DACC inmates access the OAWDC on a supervised weekly basis to utilize resource room core services. Resource room staff assist inmates with job search assistance, resume preparation and information on job center locations in the community to which they will be returning. One-Stop partner staff also participate in Prison Job Fairs including those held at Oshkosh Correctional Institution (CI), Kettle Moraine CI, Redgranite CI and the Tacheedah CI.

- Continuing implementation of the National Career Readiness Certificate.

FVWDB has utilized WorkKeys as an assessment tool for WIA eligible customers. Recently, FVWDB and DWD have signed an MOU for use of WorkKeys for the universal population visiting our centers. WorkKeys/KeyTrain is a mechanism used to achieve the NCRC.

WIA programs, WtW and One-Stop center partner programs encourage individuals to obtain the NCRC. FVWDB relies on Wagner-Peyser staff to provide proctoring of the WorkKeys testing outside of WIA eligible individuals. For technical assistance, we would ask that DWD initiate a state-wide marketing effort to inform employers of the benefits of a NCRC.

7. Briefly describe how the WDB provides or, plans to provide, any specific service strategies to best meet the needs of WIA targeted populations:

- Low-income/economically disadvantaged individuals;

FVWDB provides universal and case management services to all targeted populations. As WIA is not an entitlement program, we ensure the Priority of Service Policy is followed which would encompass low-income/economically disadvantaged individuals. For referrals into the programs and services, FVWDB and WIA contractors participate in interagency coordination groups wherein information on WIA programs is provided to community partners and referral of potentially eligible individuals is encouraged.

- Individuals with multiple barriers including older workers and persons with disabilities;

**FVWDB administers Title V/Wisconsin Senior Employment (WISE) program in the seven-county area which ensures coordination with WIA. FVWDB coordinates with DVR and other community organizations serving the disability population, and has provided Disability Navigator in the Job Centers as funding permits.**

- Youth;

**FVWDB partners with local Chambers of Commerce and other community groups to provide outreach and education to K-12 for 99 school districts in the WDA, both public and private, on career exploration and work-readiness preparation. Additional programming provided to the schools includes “Reality Stores” which teaches financial literacy, “Passport to Success” events tied to career exploration, Career Auctions, Career Carnival, 8th Grade Career Fairs, Mock Interviews, Career Payday, and other events as listed on the FVWDB website link <http://foxvalleywork.org/K12Youth.html>.**

- Individuals training for non-traditional employment.

**All customers of One-Stops are informed of the availability of WisCareers for career exploration, including exploration of non-traditional occupations. The local technical colleges also provide One-Stop Resource Rooms with information on non-traditional training opportunities available at their respective institutions. Non-traditional employment opportunities are discussed with all WIA participants and this status is tracked in the state’s ASSET database.**

8. **Attachment F** WDB policy(s) and procedures to support and coordinate with Unemployment Insurance re-employment services activities. If the WDB does not have a written policy, describe the coordination processes.

9. Describe the WDB’s design for WIA Title I core services. Include
  - a. How Title I core activities complement Wagner-Peyser Labor Exchange Services WIA Title II.

**Title I WIA core services are coordinated with Wagner-Peyser Labor Exchange to provide universal core services in the comprehensive Job Centers in the WDA. However, Wagner-Peyser resources are not sufficient to provide adequate staff assistance in the various center resource rooms. Therefore FVWDA provides WIA core service funds for the provision of resource room staff in each of the centers. This is done through a subcontractor selected in a RFP process. The resource rooms provide self service as well as staff assisted services to a universal population. Wagner-Peyser staff assist in the resource rooms as resources allow. Core service for employers is provided by the WDA wide business services team.**

- b. Provide a description that ensures these two sources of funds are not duplicative. If a duplication does exist, identify that activity(s) and the plan to coordinate, not supplant, funds. For example, if a WDB is offering a particular service for a fee that the public labor exchange is offering at no cost to employers.

**FVWDB and Wisconsin Job Service coordinate all activities for job seekers and employers, and do not duplicate efforts but align resources to ensure**

**maximum customer benefit. FVWDB asks DWD to ensure their centralized programming does not create duplication as well.**

- c. Describe core services provided in addition to those specified in Sec. 134 (d)(2).

[Governor's workforce goal: "Coordinating federal and state economic and workforce development funds to target resources more effectively."]

**To complement the core services specified in Sec. 134 (d)(2), various job seeking skills workshops are provided locally and are coordinated with other WDA workshops thru the statewide video conferencing network. This coordinated effort thru the video conferencing system allows job seekers and employers access to workshops statewide. Computer basic workshops are also offered in the three large job centers.**

10. Describe activities to promote Job Center of Wisconsin (JCW), and address

- a. Any participant needs for computer literacy as part of a system improvement; and

**The FVWDB one-stop system is developing a "triage" needs assessment form for new customers. This document asks if the customer is registered on JCW. If no, or don't know response is received, staff will inform and assist the customer in registering on JCW. If the needs assessment indicates the customer is not computer literate, the customer will be referred to one of the center's computer basics workshop.**

**The FVWDA Business Services team promotes JCW to all employers with whom they come in contact. This includes various business organizations such as Chambers of Commerce, the Manufacturing Alliance, and NEWREP.**

- b. How the WDB is coordinating with workforce partners, including Veteran's Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings.

**FVWDB continues to support JCW and to promote it whenever possible. However, the technical colleges, Chambers of Commerce, and private sector businesses still utilize other job posting venues such as Monster.com, NationJob, and the technical college internal job posting systems.**

11. Describe the activities and referrals utilized with faith-based and community-based organizations as active partners in the one-stop delivery system for improved service delivery.

**The partners in the One-Stop system are actively involved with community and faith based organizations. The One- Stop system has strong referral ties to the area community Action programs provided by Advocap, Inc. and CAP Services, Inc. One-Stop partner staff participate in "Project Promise", the annual "Convoy of Hope" program as well as participation in the facilitation of faith based job seeker groups. Local churches have partnered with FVWDB to create local support for job seeker networking groups.**

12. Information Technology (IT) in the One-Stop System:

- a. What systems are in place to assess and place job seekers (include all IT services owned or subscribed to)?

Each job center has a combination of DWD and FVWDB owned compute assets that are made available to the general public. Each computer has access to the Internet which is provided through DWD or a local vendor. Assessment applications such as 'JobFit' and 'Work Keys' can be accessed via computer; additionally, usage of [jobcenterofwisconsin.com](http://jobcenterofwisconsin.com) (JCW) is mandated.

- b. What systems are used for employer management (include all IT services owned or subscribed to)?

**FVWDB staff, subcontractors, Job-Center partners and the Business Services Team all encourage local employers to take advantage of the services found on JCW.**

- c. What systems are used to track participant services (include all IT services owned or subscribed to)?

**FVWDB and subcontractor staff use ASSET and Webl (Web Intelligence). PAS (Payment Authorization System) is used for tracking training/support services from a fiscal perspective.**

- d. How are local IT systems coordinated with JCW, ASSET and other federally or state provided systems?

**N/A**

- e. What other system(s) is the WDB utilizing and for what purpose(s)?

**N/A**

- e. What is the assessment process to determine the IT needs?

**Feedback is gathered from the appropriate staff on the effectiveness of given applications. Staff feedback is based on personal experience directly (e.g. ASSET) or indirectly (through participants or the general public). Feedback is then directed back through the ASSET Users' Group (AUG) when appropriate. Case management meetings are another avenue used by FVWDB for assessing IT needs.**

#### D. Adult and DW Service Delivery

1. Identify the anticipated percentage of the total Adult and Dislocated Worker formula funds for the three-tier service levels:
  - **Core: 35%**
  - **Intensive: 30%**
  - **Training: 35%**
2. How will special response funds be used to provide core, intensive and training services?

**FVWDB responds expeditiously to plant closings and layoffs by having a core team of experts from partner agencies that are prepared to give orientations to dislocated workers. Once notified of a dislocation either by the state or through local channels, the coordination process begins.**

1. Initial contact with the employer is made and as much information is gathered about the situation (e.g. number impacted, date(s), orientation logistics, etc) as possible.
2. The orientation team (DWD, WIA case manager, unemployment, technical school, VET Services, and FISC (Financial Information and Services Center) is advised of potential orientation dates. Email and an online collaboration tool are used to coordinate this process.

**FVWDB maintains a minimal amount (~100) of dislocated worker folders containing the most current information on hand for short notice responses. Select staff and Title V clients are trained in preparing the folders and are ready to quickly respond to build more if necessary.**

**The implementation of the Iowa model will provide more efficiency through the cross-functional/cross-organizational teams in core services, case management, training and business services referrals.**

2. Within the total formula funds for training only, identify the anticipated percentage of training formula funds earmarked for Individual Training Account (ITA), On-the-Job Training (OJT), Customized Training and other training contracts for specialized training [§663.430]

**FVWDB will implement the “Funnel” approach for industry sector training. The focus will be on shorter term training not requiring an ITA, but customized by the technical colleges to meet industry specific demands. Due to budget constraints, FVWDB will be asking case managers to move more individuals through the “Funnel” approach versus ITAs. This will involve classroom training where contracts will need to be signed with the training provider to serve a larger number of individuals. FVWDB will align Adult funds with DW and partner with TAA when appropriate for shared classroom space. In the first year it is anticipated that of the 35% of WIA Adult and Dislocated Worker funds identified for training that 10% would be for ITAs, 5% for OJT, 5% for support services, and 15% will be used for short term classroom training focused on industry sector training. As individuals already in the two-year program with WIA funds graduate, FVWDB will redirect WIA training funds to the shorter duration trainings that are industry specific for demand jobs.**

4. List the U.S. Department of Labor-approved State waiver(s) that the WDB anticipates using, and the method of evaluating the effectiveness of the waiver(s).  
*[Governor's workforce goal: "to explore options such as federal waivers that support innovative solutions."]*

**FVWDB will be requesting the Common Performance Measures (WIA Section 136(b). FVWDB requests this waiver for the same reason CWI does, to**

increase accountability across programs with more comparable data for evaluation and continuous improvement strategies. The common measures focus on entered employment, employment retention, average six-month earnings and employment/credential outcomes.

FVWDB requests the opportunity for the waiver to increase the employer reimbursement for on-the-job training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(31)(B). At this time, FVWDB utilizes 50%, but for smaller to medium sized companies wishing to hire this sliding scale strategies may be the impetus they need to hire.

FVWDB will request the waiver to reduce the 50% employer match for customized training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(8)(C). The waiver makes the availability to reduce the employer match for customized training for small to medium sized companies on a sliding scale to better serve in upgrading skills. FVWDB supports DWD with this effort for the waiver and believes it will be helpful for the local area. This provides opportunity for the FVWDB and the Technical Colleges to partner in moving Adults and DW into skill training for jobs identified by specific employers.

FVWDB would like the opportunity to pursue the waiver to transfer authority up to 50% between the Adult and DW funding streams allocated to the FVWDB area, WIA Section 133(b)(4). This waiver increases the current 30% cap to 50% for WDBs to transfer funds between the WIA Adult and DW WIA Title IB formula allocation funds. The waiver gives FVWDB the ability to respond to on-going changes and significantly increase flexibility over program delivery to best address the specific geographic, demographic and industry needs that change from community to community.

FVWDB will request the waiver to allow the use of up to 10% of local Adult funds and up to 10% of local DW funds for incumbent worker training only as part of a lay-off aversion strategy serving only low income/economically disadvantaged adults and, along with other conditions such as training restricted to skill attainment activities, WIA Section 134. This waiver will allow the use of up to 10% of the adult and dislocated worker formula funds to provide activities as allowable. The set-aside funds that come to the local WDBs could be addressed in the 10% with an emphasis on incumbent worker training. Providing resources for employers to train their workers may open up new job openings for displaced workers and adult workers as entry level jobs.

5. Provide "a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area" [Sec. 118 (b)(2)(B)(4)] and "including a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITA's, if any, are justified under WIA section 134(d)(4)(G)(ii)." [§ 661.350(a)(5)] [Further detail to address in 15.h.]

FVWDB will follow its ITA policy for individuals that are eligible for long term training (see Attachment R for ITA policy). As FVWDB is developing the "Funnel" approach to address industry sector needs and job seeker training for skill set match, ITAs will be minimally utilized. As funding is limited it is important to complete the training of eligible participants who are already in a two year program, but new WIA enrollments will be directed towards the short term industry sector

**specific trainings. This will be done through stackable credentials so that participants can job out sooner while matching the skills needed by business. This process places job seekers on a career path between employment and education.**

6. Methods for ensuring that WIA coordinates enrollments with the Trade Adjustment Assistance Program (TAA):
  - a. Describe the methods and procedures used to coordinate service delivery with the TAA Program. Address the following points:
    1. Identification and referral of participants between the programs;

**The One-Stop System WIA and TAA case managers are co-located in the One-Stops and share the ASSET data system. In addition, each One-Stop has a defined referral process as identified in the One-Stop MOU.**

2. Customer flow and the role of each program in providing assessment, employability plan development, case management, placement services, training and follow-up;

**Please see Attachment WW.**

3. Transition of participants between the programs and program funding; and,

**Due to the referral process in the One-Stops as previously mentioned, individuals are co-enrolled in TAA and WIA DW when appropriate. In the past, WIA funds paid for WIA/TAA eligible individuals for less than full time training that could not be covered by TAA. TAA funded full time training. As TAA legislation has been reauthorized and allows for less than full time training, we are in discussion on how we will coordinate our efforts. FVWDB asks DWD for any insight for coordinating these funding sources in response to the new legislation.**

4. How duplication of services and inappropriate charging of costs is avoided.

**Please see the previous responses 2 and 3. For classroom training, FVWDB and TAA sign a contract agreement to ensure duplication of costs is avoided.**

- b. **Attachment G** Any local guidance or policy that has been issued relating to TAA.
7. **Attachment H** for the WDB's written policies and procedures for Rapid Response. If the WDB does not have a policy or the criteria outlined below are not addressed in the local policy, address the following here:  
[In this section, when a dislocation event is anticipated to affect less than 50 workers, the local rapid response practitioners are responsible for the provision of rapid response services ("local rapid response"). If 50 or more workers are to be affected, the State participates and oversees the rapid response services ("state rapid response").]
  - a. Describe the process involved in carrying out *local* rapid response services, addressing the following:
    1. Whether the WDB directly provides rapid response services or utilizes a third party provider and whether one individual is the designated rapid response coordinator or if multiple individuals share that responsibility. List the name(s) of the local Rapid Response Coordinator(s) and their contact information;
    2. The criteria that generally must be satisfied for local rapid response to occur (e.g., minimum number affected, new dislocation event v. recurring layoffs at same employer, etc.);
    3. The efforts made to ensure rapid response services are provided prior to layoff date, onsite at the company, and on paid time, whenever possible;

4. The services that are provided as part of local rapid response and the factors that are considered when deciding the level of services to provide;
5. The local partners that are involved as part of local rapid response; and
6. How local rapid response coordinates services with TAA in instances where there is a current TAA certification.
  - b. Describe how the WDB coordinates with the State for dislocations involving state rapid response.
  - c. Describe how the WDB ensures a seamless transition between rapid response (state and local) and One-Stop activities for the affected workers.
  - d. Describe the manner in which the WDB tracks dislocation events and its activities. *["A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate" Sec. 118 (b)(2)(B)(5)]*
8. Provide "a description of the criteria to be used by the Governor and the Local Board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the One-Stop operator" [*§661.350 (a)(11)*] Include how the WDB is involved in this process of determining limited funds, and the process that the WDB directs its OSO(s) to gives priority to veterans and veterans' spouses, low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.
  - a. **Attachment I** for the WDB policy on the "priority of service" due to limited funding as approved by the WDB [*§663.600*] If this is not in the "priority of service" policy, also attach the WDB policy if income is used as a basis for serving adults, or, indicate that the WDB does not use this criteria.
  - b. **Attachment J** for WDB's policy on serving eligible veterans and spouses first to meet the Jobs for Veterans Act. [*Administrator's Memo 10-2*]
  - c. **Attachment K** for any additional policies for determining eligibility for other services beyond core services.
9. Provide the WDB's definition of "unlikely to return to previous industry or occupation" when required for eligibility for dislocated worker services. [*Sec. 101(9)*]

**This determination is made when the dislocated workers are laid off from positions with skill sets that are considered obsolete or if there is a saturated market for similar skill sets and retraining would increase their chances for successful employment.**

10. Describe the process and system used for collecting and maintaining equal opportunity information on "every individual who is interested in being considered for WIA title I financially assisted aid..." [*§663.105(c)*]

**The individual must complete the WIA Application Form, a WIA Financial Aid Authorization Exchange of Information and the Personal Profile Packet (see Attachment OO). Upon completion, these forms are provided to the case manager who sets up IEP.**

11. Describe the processes the WDB will use to maximize competition in the selection of service providers for core and intensive services.

**FVWDB issues RFPs at least every three years for Adult, DW and Youth programming for Resource Room staffing and case management to maximize competition.**

12. Describe any changes in service delivery from the previous Local Plan in response to "the financing available" and the "need to revise strategies to meet performance goals."  
[§661.355]

**Two things that the FVWDB is putting into place in response to the financing available and the need to revise strategies to meet performance goals are realignment of the One-Stop system into the cross-functional/cross-organizational service delivery system, and the industry sector "Funnel" for training.**

13. Attach the following policies listed below. If the policy does not include the issues identified below, address those issues in narrative form in the attachment for each policy:
- a. **Attachment L** WDB policy on the definition of Self-Sufficiency that (1) may include criteria such as family size, definition of "dependent" or lack of health care insurance; (2) describe how it is applied to dislocated workers [*"Self-sufficiency for a dislocated worker may be defined in relation to a percentage of the layoff wage."*]; and, (3) how the "special needs of individuals with disabilities or other barriers to employment should be taken into account when setting criteria to determine self-sufficiency." [§ 663.230]
  - b. **Attachment M** WDB policy on Supportive Services that includes what supportive services may be provided; when they may be provided; and, limits on the amount and duration. [§ 663.800 - 663.810]
  - c. **Attachment N** WDB policy on Follow-up Services [§ 662.240(b)(11)]
  - d. **Attachment O** WDB policy on Needs Related Payments policy, or, indicate that the WDB does not use this WIA provision [§ 663.815 - 663.840]
  - e. **Attachment P** WDB policy related to: "Any local area may enter into an agreement with another local area (including a local area that is a city or county within the same labor market) to pay or share the cost of educating, training, or placing individuals participating in programs assisted under this title, including the provision of supportive services. Such agreement shall be approved by each local board providing guidance to the local area and shall be described in the local plan under section 118." [Sec. 195(3)(A-B)]

## Intensive Services

14. Address the following: "Identification of eligible providers of intensive services. If the one-stop operator does not provide intensive services in a local area, the local board shall identify eligible providers of intensive services described in section 134(d)(3) in the local area by awarding contracts" [Sec.117 (d)(2)(D)]

**FVWDB awards contracts for intensive service through an RFP process. In the FVWDA the One-Stop Operator is a consortium of mandated partners that was grandfathered-in in 1998-99. The consortium oversees the One-Stop system. FVWDB is a member of the consortium. However, FVWDB does financially support staff in the Resource Rooms in all six centers which is done through an RFP process.**

## Training Services

15. In relation to adult training services:
- Indicate how participants are made aware of training for "occupations in demand in the workforce area" and identify the sources for that information.

**Case managers provide WIA participants information on training for occupations in demand in FVWDA using LMI data. On occasion, EMSI data has also been utilized.**

- Provide a "description of the competitive process to be used to award the grants and contracts in the local area for activities carried out under this subtitle." If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services including the process to be used to procure training services that are made as exceptions to the Individual Training Account process [Sec. 118 (b)(2)(B)(9), § 661.350 (a)(10)]

**Please see an example of an RFP as attached (Attachment PP). Training is procured from the local technical colleges and/or specific industry sector requested training provider for example, ABA Robotic Welding.**

- [Attachment Q](#) WDB policy(s) for determining eligibility for training services.
- Provide a list of training services that the WDB intends to offer, including services that are not specifically listed in WIA. [*Identification of eligible providers of training services. Consistent with section 122, the local board shall identify eligible providers of training services described in section 134(d)(4)". Sec.117 (d)(2)(C)*]

**FVWDB provides training through certifications staff have received for LEAN, Achieve Global and MSSC. There are workshops through the One-Stop system related to customer service, resume writing, interviewing, basic computer skills, job seeking skills, and soft skills. Trainings that yield a certificate or credential are provided through local technical colleges or a specific training provider for that specific credential required. RFPs will be utilized when deemed appropriate outside of what local training providers can provide.**

- [Attachment R](#) WDBs ITA policy, and other policies that indicates any limits on duration and amounts of ITAs, and policies/documents required of participants to demonstrate a "need for training."

- f. **Attachment S** WDB policy(s) and procedures for adding, removing, and monitoring training providers on the ITA List.
- g. **Attachment T** WDB's OJT and Customized Training policy(s).
- h. Describe the WDB's intent to use exceptions instead of, or in conjunction with, the ITA system (e.g. OJT, Customized Training, Apprenticeships, or for "hard-to-serve" individuals). If the WDB intends to serve special participant populations that face multiple barriers to employment that is allowable outside of the ITA system, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other organizations that serve these populations. [*§663.430(3)*]

**As the industry sector training is identified for the FVWDA to implement the "Funnel" we expect to address this question at that time.**

- i. Describe the (1) specific process and/or method used by which WIA training funds are coordinated with other sources of funding for training and, (2) process by which WIA funds are utilized if other sources of funding are pending approval, and how those WIA funds are accounted for when other sources of funding are approved/disapproved. [*§663.320*]

**FVWDB aligns its funding whenever possible with other training funds. The Board looks at the requirements of all funding that is available for training and determines where alignment is possible, contractual agreements are necessary, or training partnership cannot be utilized.**

- j. Provide a description of any WDB program-specific performance information that is used to determine the successful delivery of services by training providers and the validation of eligible training providers.

**FVWDB reviews training institutional data related to graduation rates and placement rates. As the FVWDB is determining ROI, there will be additional metrics developed to assess successful delivery of services of training providers. Please note: FVWDB may be requesting technical assistance from DWD to help develop reports from data that would be available in the ASSET system.**

## E. Youth Program

As part of the overarching workforce priorities, the Governor is focusing on aligning the school systems curricula with the education and training needed for successful job placements. Additional educational options for K-12 are also a priority. The 21<sup>st</sup> century economic landscape is rapidly changing with innovation, technology, and globalization altering the nature of work, and the skills and training needed by workers to compete in the workforce. Today's economic realities necessitate that the publicly-funded workforce system serving youth be aimed at preparing them to secure jobs in high-demand industries and occupations.

1. Describe the WDB strategies to promote collaboration between the local workforce development systems, education, juvenile justice, and others, to focus services on youth including youth in foster care, aging out of foster care, youth offenders, youth with disabilities, children of incarcerated parents, and migrant and seasonal farm worker youth.

**The FVWDB communicates with and markets its services to area schools, community agencies, businesses, county human service agencies, police departments, DVR and other organizations. In addition, the FVWDB has created brochures marketing the WIA Youth Program and case managers actively recruit participants and promote the program. Staff at the FVWDB are continuously improving its networking strategies with these organizations to encourage referrals to the WIA Youth Program.**

2. Provide "a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities" [Sec. 118 (b)(6); §661.350(a)(7)]

**The FVWDB partners with area Chambers to provide career and technical education. The Fox Cities Chamber of Commerce develops an 8th grade career fair for Fox Valley area middle schools. Prior to the career fair students take the Wisconsin Career Assessment which will generate a student's top three career clusters. During this event students experience a 10 minute hands on activity and a 10 minute question and answer session with a professional in a each of their top three career clusters.**

**In the Winnebago County area, the Calumet County Area, and the Waupaca County area students participate in an 8th grade career fair entitled the Passport for Success in which students take the Wisconsin Career Assessment and identify their top three career clusters. Then students have to take their passport and interview professionals in their top three career clusters along with professionals in an additional 3 career clusters.**

3. Describe the connection between the WDB WIA program and the Job Center service delivery system and JCW for serving youth, and include the types of referrals made for youth not eligible for WIA services.

**Job Centers in the FVWDA have designated areas for youth/teens. The designated area of the job center is labeled "Teen Center." This area has computers with sites for teens to search for jobs, research labor market information, use self-assessment tools, research information on secondary and post secondary education, learn about area workforce development centers, and learn about WIA Youth services. In addition to online information, the teen centers have written materials about community organizations and services.**

**If youth are not eligible for WIA youth services the appropriate referrals are made to county human services, local job centers, DVR, and area technical colleges or state career counselors for further assessment if necessary.**

- a. Describe the WDB's recruitment strategies to expand and promote services;

**The FVWDB communicates with and markets its services to area schools, community agencies, businesses, county human service agencies, police departments, and other organizations. In addition, the FVWDB has created brochures marketing the WIA Youth Program and case managers actively recruit participants and promote the program. Staff at the FVWDB is continuously improving its networking strategies with these organizations to encourage referrals to the WIA Youth Program.**

- b. Describe the WDB's retention strategies for youth in training/education programs and employment;

**Case Manager's make at least monthly contact with clients while in training and/or education programs. Follow up services are also available to all exited clients in the youth program, again at least one a month contact is made with the client to make sure they are still working. If more than the year follow up is needed it is up to the discretion of the case manager if more contact and follow up is required. It is the FVWDB's goal that youth are successful at achieving post secondary education and finding and retaining employment.**

- c. List workforce partners and other entities that are actively engaged with the WDB's to retain and assist youth in training/education programs and employment. Describe their role.

**FOCUS (Fostering our Communities Understanding of Science, Technology Engineering, and Math -STEM) is a group of students grades 5 – 9 who have identified an interest in a STEM Career. Focus provides these students in the Fox Valley area and the Oshkosh area with hands on experiences to help them bridge the gap in all things related to STEM. The FVWDB along with the Fox Cities Chamber of Commerce and CESA 6 partner with local STEM business to provide students with 5 - 6 hands on field trips throughout the school year.**

**Throughout the school year the FVWDB and the Fox Cities Chamber of Commerce provide school districts in the seven county area with career exploration assistance. Some of the activities provided are financial literacy projects, career assessments, resume and cover letter workshops, career auctions (where students bid on various jobs), video lending, various career games and career fairs.**

5. **Attachment U** Attach the policy or describe how the WDB will make available each of the ten program elements to youth participants. [Sec. 129(c)(2)(A-J); §664.410(a)(1-10)]

**Each WIA Youth subcontractor has in their contract they will provide the 10 Program Service Elements to all enrolled youth. These elements include tutoring study skills, alternative secondary school, paid work experience, including summer employment, occupational skill training, leadership development opportunities, supportive services, adult mentoring, follow-up services, comprehensive guidance and counseling, and monitoring. Each provider is also required to attend Round tables, subcontractor bi-monthly meetings, trainings, and conferences to keep updated on new policies, procedures, best practices, and updates.**

6. As part of the youth eligibility definition (in addition to being the age 14 through 21, and is a low income individual as defined by WIA), WIA provides one or more categories that must be met. Of the six categories, the sixth criterion is left to the WDB to define. Provide the WDB's definition for the youth eligibility category: "Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or secure and hold employment." [Sec. 101(13)(C)(vi); §664.200(c)(6)]

**The sixth eligibility criterion used is disability. A youth with a disability may be eligible even if the family income exceeds normal eligibility limits. When determining a youth's income, the FVWDB considers W2, SSI payments and any other community or family support. Possible resources include; housing, counseling, DVR support services, transportation, job skills training, and other employment help. FVWDB also works with Transition Advisory Councils; this council works with schools and teachers to improve work transition of students with disabilities.**

7. Up to 5% of youth participants served by youth programs may be individuals who do not meet the income criterion for eligible youth. WIA provides eight categories of which one or more must be met. One of those eight categories is: "Face serious barriers to employment." Provide the WDB's definition of "face serious barriers to employment" in this 5% youth context. [129(c)(5)(H); §664.220(h)]

**A person is considered to "face serious barriers to employment" if they do not have a documented disability but are receiving counseling or assistance because they are homeless, are living in subsidized housing, have health issues, or have legal problems.**

8. [Attachment V](#) List of youth providers for required State list.
  - a. Describe the WDB's request-for-proposal process to be used in awarding contracts for youth services including the frequency of issuance, review criteria, and who reviews the proposals. "the local board shall identify eligible providers of youth activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council." [Sec.117(d)(2)(B)]

**Public notices are printed in all local newspapers and Request for Proposals are available to the counties within the seven county WDA.**

**Contracts are generally awarded for one program year and can be renewed for an additional one year with appropriate Board and Committee approval and if the subcontractor is meeting and achieving their goals and objectives as stated in their contract.**

**Proposals are reviewed by the FVWDB Youth Council, and a presentation process also takes place where interested agencies give a presentation on why their agency should be awarded the contracts.**

- b. How does the WDB measure the success of youth service providers?

**Each youth subcontractor must submit monthly reports to the Youth Program Director on number of youth served, performance related exits, new enrollments, etc. FVWDB also does quarterly monitoring of participant files to make sure they are meeting their goals and objectives. At the end of the program year subcontractors are required to submit a yearend report to FVWDB providing data**

**on their total enrollments, expenditures, performance goals and objectives and required service elements were met.**

9. **Attachment W** List of Youth Council members, their titles, and the organizations they represent. Provide a description of the solicitation and selection processes used to garner nominees from the required membership categories. [Sec. 117(h)(2)(A)(i-vi); §661.335(b)(1-6)]
- a. Describe the actual process for the Youth Council's oversight with respect to eligible providers of youth services and their role in provider selection and oversight. [Sec. 117(h)(4)(B)(i-ii); §661.340(c-d)]

**The Youth Council approves vendors and forwards their recommendations to the Executive Committee and the full Board for funding. They also review performance measures and outcomes and make recommendations for improving outcomes when appropriate.**

- b. Describe how the Youth Council coordinates youth activities. [Sec. 117(h)(4)(C); 661.340(a)]

**Youth Council members help with events such as the K-12 career exploration opportunities, Reality Store and Passport to Success events and local career fairs; they also attend the annual alumni banquet where youth participants are given awards for their successful participation in the WIA Youth Program.**

**As outlined in the By-Laws:**

- 1. Act as a strategic planning body for youth issues and programs.**
  - 2. Promote and participates in the development of a school-to-work system that connects all youth to employment and training opportunities.**
  - 3. Develop the portion of the strategic plan relating to youth.**
  - 4. Conduct oversight of Workforce Investment Act and other WDB youth programs.**
  - 5. Evaluate outcomes for Workforce Investment Act and other WDB youth programs.**
  - 6. Recommend eligible youth service providers.**
- c. Provide a list of the Youth Council's top three priorities/goals for improved services to youth.

**FVWDB understands that, in addition, youth (in particular at-risk youth) need a wide social service network including, but not limited to: alternative education opportunities, supportive adults (positive mentoring), positive peer support, leadership training opportunities, core employability skills training (pre-employment and worker maturity), work experience opportunities, internship and apprenticeship accessibility, essentials of teamwork, occupation specific skills training, multi-cultural tolerance training, AODA prevention programs, pregnancy prevention programs, teen parenting programs, financial and other life management skills, anger management training, self-esteem building, physical/mental/emotional disabilities, limited English communication skills, etc. These are provided through the community partners and appropriate referrals are made.**

- d. Describe the process the WDB used to meet the duties of the Youth Council in "developing the portions of the local plan related to eligible youth, as determined by the chairperson of the local board." [§661.340(b)]

**The Youth Council is a strategic planning body for youth issues and programs. It promotes and participates in the development of a school to work system that connects all youth to employment and training opportunities. The Youth Council develops the portion of the five year strategic plan relating to youth. It recommends eligible youth service providers and conducts oversight of WIA and other WDB youth programs.**

## F. Performance and Accountability

In addition to demonstration of ability to meet to the Federal requirements, local plans must include any locally developed performance standards and assessment methods.

1. List the WDB's negotiated levels of performance for each common measure:
  - Adult and Dislocated Worker (DW) Entered Employment: **Adult 87.5% / DW 90.4%**
  - Adult and DW Employment Retention: **Adult 94.0% / DW 95.7%**
  - Adult and DW Average Earnings: **Adult \$9,800 / DW \$14,400**
  - Youth Placement in Employment or Education: **71.2%**
  - Youth Attainment of a Degree or Certificate: **78.8%**
  - Youth Literacy and Numeracy Gains: **30.0%**

[§661.350(a)(4)]
2. **Attachment X** Complete the Performance Improvement Plan Self-Assessment Survey if the WDB has failed for the first year in any performance measure goal(s) for PY 10. Template must be used. [§666.420(a)]
  - a. What actions has the WDB taken with its youth service providers to identify service delivery weaknesses? **See Attachment X**
  - b. What changes has the WDB made to policy, service delivery, providers, engagement of partners, etc. to ensure improved program performance? **See Attachment X**
3. **Attachment Y** Complete the Corrective Action Plan if the WDB has failed two consecutive program years for any performance measure goal(s) for PY 09 and 10. Template must be used. [§666.420(b)]
4. Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures.

**FVWDB evaluates subcontractor performance based on data provided by DWD. Corrective action is taken based on results of the data review. Appropriate subcontractors are advised to make corrections where applicable or provide explanation for why corrections cannot be made. A trend analysis is performed to identify any training or policy shortfalls. Technical assistance is provided to Case Managers to correct program deficiencies. When there have been repeat offenses, the contractor is placed on probation and may lose their contract.**

5. Provide a detailed description of how the quarterly WIASRD and DRVS performance reports are processed locally to include: how failures are investigated, corrective action steps, follow-up monitoring and correction validation.

**If quarterly WIASRD reports are received in a timely manner they would be effective in addressing performance measures of contracts and help FVWDB determine corrective action steps. When we receive accurate WIASRD reports in a timely manner, the FVWDB will use the data as outlined in the preceding paragraph. The FVWDB staff request technical assistance for interpreting DRVS results as the data.**

6. If the WDB has developed performance standards in addition to those required by WIA, what criteria were used to develop these local area performance standards? Describe how these standards will be evaluated, and corrective actions that will be taken if the performance falls short of expectations.

[Governor's workforce goal: "Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes."]

**Although FVWDB doesn't currently have additional performance standards, we are in the process of developing ROI metrics.**

## Plan Review, Public Comment and Documentation

### Attachment Z

The final Plan must be submitted to DWD with:

- (a) all comments on the Plan;
- (b) any changes to the Plan based on all public input;
- (c) a copy of the published notice for the 30-day review; and,
- (d) a description used by the local board for public comment and key workforce partners including local elected officials, representative of business, labor and economic development, One-Stop partners and other stakeholders.  
[§661.345]

**Please see Attachment Z.**

**ABSTRACT**  
**One-Page Highlight for the Council on Workforce Investment**

What are the WDB's three top strategies for meeting the overarching workforce priorities?

**Supporting Key Industry Sector Partnerships** – FVWDB, in partnership with the Economic Development Professionals, Job Center partners, Moraine Park Technical College and Fox Valley Technical College is developing industry sector specific business alliances and advisory committees to identify key workforce strategies to address the skill pipeline necessary for the future growth. FVWDB will continue to use resources to support the existing industry sector alliances including Fox Valley Health Care Alliance and Northeast Wisconsin Manufacturing Alliance while establishing additional advisory committees/alliances in construction, modernized agriculture, logistics and business services/call centers.

**Integration of Workforce Development Programming** – FVWDB aligns its resources with other workforce development partners in the One Stop, community partners, educational and economic development to ensure efficiencies and effectiveness of programming and services that support job creation and training of key industry sector workforce. As an example, FVWDB co-enrolls WIA clients with eligible TAA clients for training, supports educational institutions in creating bridge and career pathways training programs directed at key industry jobs. FVWDB is leading an effort to restructure the One Stop system to better utilize workforce resources following the Iowa model of integration. FVWDB will be asking DWD for support in this effort.

Describe any unique activities, partnerships, etcetera that will advance the Governor's priorities?

**Educational and One Stop Partnerships** – FVWDB has a long history of partnering with the MPTC, FVTC, and One Stop partners. This partnership is discussing strategies to realign the One Stop system to improve integration of programs and services that triages individuals into intensive services, readily identifies training needs and/or directly moves individuals into jobs after the Iowa model of integration. FVWDB with support of the One Stop partners and education is implementing the Hartford Connecticut Workforce System model of funneling Dislocated Workers (WIA eligible specific) into specific industry sector employment and training focuses

**New North Economic Efforts** – Fox Valley Workforce Development Board will continue to support New North's regional economic efforts by bringing resources of the workforce development system to the New North table.

**Targeted Evidence-Based High-Demand Industry Sectors** – FVWDB has identified six key industry sectors which include: Advanced Manufacturing, Construction, Modernized Agriculture, Health Care, Logistics, and Business Services/Call Centers.

(Optional) Provide information you want to share with the CWI in terms of a unique program, partnership, etcetera.

**Services to Youth** – FVWDB has partnered with the Fox Cities, Oshkosh and Fond du Lac Chambers for K-12 outreach and education on workforce and career path skills. There are 99 school districts, public and private, that are served with resources sponsored by FVWDB and the Chambers.

**Fox Valley Health Care Alliance** – The Alliance has been in existence for six years and has become a model for the health care field in creating alliances.

## ADMINISTRATIVE SERVICES COMPLIANCE: PART III

**A. Templates in the Reference Document must be used.** The only alteration(s) may be specific additions that tailor the document to local circumstances.

**Documents that require signatures must have current signatories within the past three (3) months.**

1. **Attachment AA** Assurance Letter and Signatures
2. **Attachment BB** Chief Local Elected Official Agreement /LEO Consortium Agreement and Signatures *"In general, the chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability" [Sec. 117 (d)(3)]*
3. Identify the Fiscal Agent and Entity for Disbursal of Grant Funds  
"An identification of the entity responsible for the disbursal of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor." [Sec. 118 (b)(2)(B)(8)] "An identification of the fiscal agent, or entity responsible for the disbursal of grant funds." [§ 661.350 (a)(9)]

### See Attachment BB

4. Describe the OSO designation process. Indicate whether a competitive or non-competitive process was or will be used to select the OSO(s). If there are multiple operators and/or consortia, be specific as to what each agency's role is and which Job Centers are involved with each.

**FVWDB and the One Stop Mandated Partners have team managed through consensus since before WIA as a One Stop Consortium. FVWDA One Stop Consortium and governance was grandfathered in 1999 as WIA was being implemented. The One Stop partners and Management Teams continue to have FVWDB act as the OSO for fiscal purposes and for meeting facilitation. All Center Management is done through Management Teams utilizing consensus format for decision making. This has been very effective for the FVWDA and has been identified as a "best practice" by DOL Region V. The Consensus Management process that has been agreed upon for the Fox Valley WDA One Stop centers has been successful. The region wishes to continue with this process.**

- a. Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center and for service locations in the One-Stop delivery system;
- **Provide oversight of activities of the One Stop System to assure that all Job Centers are providing quality customer service to businesses, communities, and job seekers.**
  - **Responsible for monitoring and reporting of designated programs.**
  - **Develop linkages between Job Centers in the FVWDA to coordinate and encourage best practices.**

- Ensures that Job Centers are developing business plans, marketing plans, annual strategic plans and budgets.
- Helps develop strategies for improving One Stop program services as related to customer needs and effective use of resources.
- Develops lease and sublease agreements for the Job Centers as they apply to the FVWDA. Provides input and support to One Stop partners in identifying the best use of space for each area.
- Attends and/or facilitates regular Job Center Management Team meetings and reports on activities.
- Provides support in the development of marketing strategies for local One Stop system to employers.
- Develops and identifies best practices that can be shared with all centers (local, state, or national).
- Attends public meetings, state activities, and business gatherings as appropriate to the One Stop System.
- Provides staff support for continuous improvement projects with the local Job Centers.
- Manages Resource Room staff.
- Provides input to the FVWDB regarding the One Stop System Core Service annual budget as it relates to allocations from the FVWDB.

b. Describe the relationship of the OSO to the WDB;

The OSO provides input to the FVWDB regarding the One Stop System Core Service annual budget as it relates to allocations from the FVWDB. The OSO also attends the One Stop Systems Committee meeting to keep the members apprised of events, funding needs, etc. The OSO represents the Board at Job Fairs, business events, etc. The OSO coordinates the efforts across the region between centers in order to provide critical data elements that demonstrate the effectiveness of services, program activity, customer satisfaction. The Board uses this data in order to prioritize funding requests for programs and services.

c. The duration of OSO agreement(s); and,

**The One Stop MOU is the process of update and will be signed for December 1 submission of final plan.**

d. If the WDB intends to seek the Governor and CLEO's agreement to allow the WDB to be the OSO, follow the requirements outlined in WIA Policy 02-01.

*["Selection of one-stop operators. Consistent with section 121(d), the local board, with the agreement of the chief elected official" "Shall designate or certify one-stop operators as described in section 121(d)(2)(A)" [Sec.117(d)(2)(A); §662.400-662.420]*

The Board and FVLEOs have always followed these requirements in identifying the OSO. FVWDB will be the OSO for financial purposes for the Fox Valley WDA, however, the management of the system will be done by consensus and through the consortium. The FVWDB One Stop Systems Committee will be the oversight committee for the Board.

5. **Attachment CC** WDB membership form must be used along with the resource information to identify the WDB membership and relevant information to ensure compliance with the required WDB representation [117 (c)(2)(A)]. The WDB recertification has been approved through calendar year 2011. "The Governor shall, once every 2 years, certify 1 local board for each local area in the State." For the following questions, if the response is provided in the LEO Consortium Agreement, the WDB-LEO Agreement, or in the WDB By-laws, indicate which agreement the description can be found in and the section where it is stated. If not included in any of these documents, provide the response here:

- a. Describe the nomination and selection process used to appoint local business representatives to the WDB;

**FVWDB follows the breakout determined by the Local Elected Official (LEO) on the number of representatives from each county based on population. The number from each type of private industry is determined by the DWD and LMI industry data provided. The LEOs are given guidance on the number of private sector board members are needed by industry sector. The LEO appoints the individual to the Board. The rural areas sometime have difficulty with appointment of private industry members so may agree to have the public sector representatives from their counties. Please see LEO Consortium Agreement.**

- b. Attach, as part of Attachment CC, a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB subcommittees;

**FVWDB is in process of developing 2012 agenda. Will be approved at the November Board meeting and attached to final report, as well as FVWDB website.**

- c. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public including persons with disabilities [Sec117(e)];

**FVWDB posts agendas at the County Clerks Offices, on FVWDB website and sends to newspapers for posting upon their discretion. All meeting locations are handicap accessible.**

- d. Describe the process the WDB will use to notify the CLEO of any vacancies and to fill those vacancies with appropriate representatives;

**Local Elected Officials will receive quarterly lists of members from each county, will be notified by email of any resignations. FVWDB CEO will provide membership list at each meeting if changes occur.**

- e. Attach, as part of Attachment CC, a copy of the WDB's By-Laws; and,

**(See Attached)**

- f. Attach, as part of Attachment CC, a signed Conflict of Interest Statement for each member. *"A member of a local board may not (1) vote on a matter under consideration by the local board (A) regarding the provision of services by such member (or by an entity that such member represents); or (B) that would provide direct financial benefit to such member or the immediate family of such member; or (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan" [Sec. 117 (g); State Plan reference: III.B.7.]*

**(Provided with final document)**

6. **Attachment DD** Debarment, Suspension, Ineligibility and Voluntary Exclusion Certification and Signatures **(See Attached)**
7. **Attachment EE** Lobbying Certification and Signatures **(See Attached)**
8. **Attachment FF** A current organizational chart of the WDA operations, including WDB Board staff, OSO(s), and other administrative and/or support staff:
  - a. Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner and related organizations.

**FVWDB staff are all funded through grants received by the FVWDB. The staff are functioning in administrative or support roles. No in-kind support is provided to the FVWDB by other organizations and/or partners.**

- c. Describe any programmatic, infrastructure or organizational changes for this program plan period.

**Two key programmatic changes are re-alignment of One Stops to cross-functional/cross-organizational teams if supported by DWD and Industry Sector Advisory Committees to support industry specific "Funnel" training model. No other organizational changes expected at this time.**

8. **Attachment GG** Most recently approved Cost Allocation Plan. **(See Attached)**
9. List the Fee for Service(s) activities, and how they are accounted for.

**FVWDB provides LEAN Training and other Customer Services for Business. Accounts Receivables minus Accounts payables related to staff related costs will be accounted for through the Fee For Service process in the accounting office. (Expenses will be based on staff wages, benefits, space, travel, materials, printing, etc.)**

11. Describe any plans for transferring funds between the adult and dislocated worker programs.

**At this time, the Board has no plans to transfer funds between the adult and dislocated worker programs.**

12. **Attachment HH** WDB policy on gifts and awards to staff, providers, and WIA Adult and Youth participants. [*OMB Circular 122; DWD Policy 225; Sec.129(a)(5)*]

**Draft will be presented to FVWDB Executive Committee and Board in November. Final policy document will be submitted in December 2011 with final plan submission.**

13. Describe the local monitoring procedures and schedule (fiscal and programmatic)  
**See Attachment RR.**
14. Describe the Procurement procedures (not selection of service providers).  
**See Attachment SS.**
15. Describe the cash management procedures.  
**See Attachment TT.**
16. Describe the personnel policies and procedures.  
**See Attachment UU.**
17. Describe the complaint process and procedures.

**Please see Attachment UU – FVWDB Personnel Policy, and WIA Program Grievance policy for participants – Attachment VV.**

18. Describe the procedures to meet WIA audit requirements.  
**See Attachment TT.**
19. **Attachment II** Quarterly Budget Information Summary. **See Attachment II.**
20. Describe the document retention and destruction policy. 2 CFR Part 230, Att A, para. 2(g) requires that costs must be adequately documented. Required documentation may include, but is not limited to:
- Invoices/purchase orders;
  - Original receipts;
  - Credit card statements and verification of approval of credit card charges;
  - Payroll and benefits information, including hiring approval and documentation of accrued sick and vacation leave;
  - Grant and sub-grant approval; and
  - Signed copies of each MOU.

**Please see Attachment QQ – Document Retention Procedures**