



**WORKFORCE DEVELOPMENT
BOARD, INC.**

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

Fox Valley Workforce Development Board

LOCAL PLAN

April 2009

April 27, 2009

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I. GROW Region Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

A. GROW Region Workforce Needs

The GROW region workforce needs are driven by NEW North, Inc., which encompasses the 18 counties that make up both the Fox Valley and Bay Workforce Development Areas. New North, Inc. is a consortium of business, economic development, chambers of commerce, workforce development, civic, non-profit, and education leaders in Northeast Wisconsin (NEW) who are working to be recognized as competitive for job growth while maintaining a superior quality of life. New North, Inc. represents a strong collaboration between the 18 counties that have come together behind the common goals of job growth and economic viability for the region. The New North focus for 2009 is based on six Task Force groups as defined on the New North website www.thenewnorth.com : **Leveraging the Regional Brand; Attracting, Developing and Retaining Diverse Talent, Implementing Target Growth Industries, Supporting Entrepreneurial and Small Business Climate, Sustainability and Encouraging Educational Advancement.**

Several of the Task Force initiatives align with the DWD's Grow Region conceptual framework related to economic and workforce development. The one that best aligns is the Attracting, Developing and Retaining Diverse Talent that has the following subcommittees.

- 1) Understand Workforce Needs to Support Business Growth**
Understand workforce required to support Northeast Wisconsin business growth opportunities focused on the following industries:
 1. Advanced Manufacturing
 2. Modernized Agriculture (Food, Fiber and Fuel)
 3. Construction
 4. Health Care
 5. Finance/Insurance/Real Estate (FIRE)
 6. Business/Contact Centers
- 2) Attract/Retain Talent to Support Business Growth**
Attract people with the right skills and talent to support business growth.
- 3) Develop/Redeploy Talent to Support Business Growth**
Effectively align and utilize resources (training, education & funding) to develop or redeploy talent to support Northeast Wisconsin industry growth sectors.
- 4) Embrace and Promote Diverse Talents**
Celebrate and employ diverse talents to ensure the NEW north region is a welcoming and inclusive community.

Several subcommittees developed from the Encouraging Educational Advancement Task Force such as the Educational Attainment Committee have been working on integrating "21st century skills" into K-12 curricula throughout the region and on access to postsecondary training in the NEW North region. The Achievement Gap Subcommittee was also formed and has been studying regional coordination strategies to address academic achievement gaps that show up in students by Grade 3.

There is also a Business/Education Alignment Committee identifying how to bring a common focus to the numerous initiatives going on in the NEW North around connecting business and education. The Alignment Committee has identified six Priorities for this effort and asked all agencies and groups working in this area to align with them.

1. Assure learning readiness and attainment of 21st Century Skills (from birth on)
2. Inspire all students to graduate and pursue post secondary education/training
3. Engage in career exploration and planning, starting at the earliest ages

4. Project current and future jobs/skills/careers to promote business growth
5. Create a culture of lifelong learning, developing employee skills and inclusivity promoting career development
6. Partner and interact with training and educational providers including the development of leadership skills

Fox Valley Workforce Development Board and the Bay Area Workforce Development Board are active in these NEW North regional strategies and initiatives.

Describe the workforce investment needs of the GROW Region as they relate to:

a. Employers / Businesses

The workforce investment needs, as identified by local employers, the outreach by the Business Services Team, partnerships formed by the NEW Manufacturing Alliance and Health care Alliance, local chambers of commerce, and NEW North, Inc. include:

- The need for Expanding the Workforce—The Fox Valley Workforce Development Area has experienced a high unemployment rate related to the downturn in the economy and global competition for manufacturing. There have been dislocations due to relocation to other countries or other areas of the United States, as well as companies going out of business entirely. Workers who are dislocated lack the skills necessary for the high tech industries of the future. Creating a skilled workforce is a critical issue for the FVWDB and community leaders to address in order to attract and retain industry. In addition to expanding the skills of existing workers, FVWDB will focus on exposing current students to the array of skills needed in local industry.
- The FVWDA has begun to see signs of a skilled labor shortage that is expected to increase over the coming years as baby boomers retire. Statistics show that there will be more job openings available than there are workers to fill them. These shortages will be system wide and appear to be already apparent in the “low end trades/services” area and in skilled positions. As the data indicates, this shortage will continue for the foreseeable future, making it necessary to bring dislocated worker skills up to the needs of the employers. It is also important to identify those groups who have not fully participated, or not participated to their potential, into the labor pool.
- The need for Preparing the Workforce—the need to prepare K-12 students with sound basic academic and employment/life skills, development of a healthy work ethic, and the need for continuous lifelong learning are all issues identified to meet the challenges of a 21st century global economy.
- The business community and the local education systems need to engage in an effort to build upon existing relationships and reinforce communication regarding workforce needs and the schools’ integral role in preparing youth for the transition to work.
- The need for Sustaining the Workforce—Area employers have recognized the need to develop innovative means for retaining the existing workforce. Employers need to recognize the generational differences in regards to what “motivates,” and thus have an ability to retain a diverse employee base. Employers, in order to sustain a diverse workforce, also need to provide employees with culture sensitivity training opportunities. Employers need to understand their role in ensuring that employees are economically self-sufficient and not dependent upon assistance from the government to meet their basic living requirements.
- The need for Upgrading the Workforce – There is a continuing need for employers to recognize relevant issues for increasing workers’ skills and productivity. Employees’ skills need to be upgraded on several levels, including basic and advanced skills. For FVWDA employers to remain worldwide competitors, it is necessary for both the employer and employee to understand the relationship between skill attainment and increased productivity. Both must bear the responsibility and support the lifelong learning concept.

Employers are challenged to hire the best employees for their company. FVWDB has implemented the “JobFit” prescreening tool to help employers accomplish this endeavor. The JobFit program not only matches soft skills necessary for specific businesses, but identifies the skill development needs of the job seeker. Work Keys Assessment tools are being implemented in conjunction with the Job

Fit system to ensure work readiness concerns are addressed. The partnership of these two assessment tools will better identify the participant's skill and work readiness levels, as well as provide an industry specific match, which allows for the WIA funds to support the most appropriate training for the individual to become job ready in the right career choice so more effective outcomes are attained.

Employers are also taking a more active role in communicating with educational institutions; not only as to the relevant basic skills the workforce needs, but also assisting in identifying the advanced technological skills employees will require in order to remain competitive. The local One Stop system, economic development partners, and the Board continue to support these efforts to attain a higher skilled workforce.

The FVWDB will continue to address this area during PY09 and PY10 by making available "incumbent worker" funds through WIA. Employer Service activities supported by the Board will continue to address the needs of employers and improve linkages between business, education, economic development, and One Stop Centers. FVWDB will request an Incumbent Worker Waiver from DWD for PY09.

- High-wage/high-growth jobs and industry clusters have also been identified in the NEW EOS results and recommendations. This is continuing to be defined to a specific sub-region. Training priorities for workers are aligned with geographical locations and industry clusters identified for these sub-regions. The Board is working with MPTC and FVTC to develop "specific" demand job trainings related to key industry needs, as well as the opportunity for "chunking" training components so when an individual "jobs out" they can return to the training within a career pathway to lead to a degree over time. FVWDB and the Technical Colleges will continue to improve this alignment.

b. Job Seekers

The needs of job seekers include:

- The key need of job seekers in the New North region and the Fox Valley WDA is jobs. At this time, there are not enough jobs due to the economic downturn. The local challenge for the WDBs and the educational system is to create a learning environment that is responsive to the job market that will be available when the economy begins to improve due to the creation of new industry requiring new skills. As displaced workers are moving into training, the challenge is to identify the "appropriate" training necessary for the "new" industry skill requirements. The Board and the Technical Colleges/Universities will continue to work on this challenge to best meet the future industry needs.
- Job seekers are challenged to change their way of thinking about the job market. There is evidence that many workers have not believed additional education beyond high school is important. During this economic downturn, it is critical for the education to become a high priority for job seekers so they are marketable in the new economy. The challenge is to help each job seeker understand the potential lifelong learning can have in the success of employment and career choices.
- Use of labor market information to make informed decisions regarding employment opportunities and/or skill training in demand occupations necessary to be self sufficient in the 21st century.
- Career planning and decision making resources.
- Assessment tools such as JobFit and Work Keys.
- Access to assessment services (basic and occupational skills): interest, aptitude, etc.
- Attain job acquisition skills (resume and cover letter preparation; interviewing; grooming and appropriate attire; etc.), and provide training opportunities for high skill, high demand occupations.
- Information on skills training opportunities and providers.
- Job seeking skills – including the use of technology and the internet for accessing employment opportunities and job openings.
- Barriers that limit job seekers ability to become economically self sufficient, including but not limited to: inadequate core and basic educational skills; limited work and life experiences; lack of transportation or adequate child care; physical, mental, emotional disabilities and AODA issues.

c. Incumbent Workers

Incumbent workers need to understand the need for lifelong learning and skill upgrading necessary to remain valuable assets to their employer. Workers must understand that job security in many industries is low, and that it is necessary to immediately improve skills and education so they are prepared for the future. Incumbent workers must:

- Use labor market information and learn how to identify the occupations in demand and the skills required to be successful and self sufficient in the 21st century.
- Identify organizations that provide skills training.
- Use career exploration tools – information necessary to make a career change.
- Low wage earners should use financial assistance resources to upgrade skills and find better wages.
- Upgrade skills and learn about technological advances specific to the incumbent workers' workplace.
- Recognize opportunities through the One Stop system for 1 to 2 hour trainings specific to resume writing, interviewing, self-assessment, etc., to support future job search opportunities.

The FVWDB will continue to address this area by making available “incumbent worker” funds through WIA and pursuing a waiver with DWD for PY09.

d. Youth

The needs of youth in the Fox Valley Workforce Development Area, as identified by the FVWDB, area employers, the FVWDB Youth Council, and community youth organizations include all those areas identified in Job Seeker needs. (Please see attached Youth Council Membership List).

The WDC/JCs websites provide an array of services for youth that can be accessed through the centers or online. FVWDB has contracted with Career Connection, Inc. to outreach to all the school districts (public and private) to provide workshops for the students and training materials to the teachers. FVWDB established a “Reality Store” program using GROW Wisconsin grant funds, and has found ways to continue the program. The FVWDA Youth Program Manager works with One Stop partners to connect educational institutions back to the WDC/JC. FVWDB is also working with the Fox Valley Health Care Alliance partnership to support job shadowing by youth throughout the healthcare industry in the WDA.

FVWDB partners with local chambers and economic development professionals to provide training and workshops to 99 K-12 school districts (both private and public) on career planning and job search skills. In PY08, the FVWDB sponsored five Passport to Success events in the WDA for 8th graders.

In addition, FVWDB understands that youth, particularly those at-risk, 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, and limited English communication skills. The FVWDB ensures that all of these services are provided through community partners and makes appropriate referrals.

In PY09, Summer Youth ARRA funds will provide an opportunity to serve 14 to 24 year olds in a summer work project which includes a work site opportunity and an educational component focused on work readiness. This is an exciting opportunity to serve approximately 300 youth in the FVWDA in both public and private industry specific sector jobs.

2. Describe any workforce investment need in your WDA not reported in 1.a-d.

There are significant numbers of job seekers who are not computer literate and who do not possess the 21st Century Skills that employers require. The employment opportunities available to these job seekers are very limited, and they are not generally prepared for postsecondary training. This group is growing as employers shed low performers in this recession; many of whom will not be called back when the economy improves. Special strategies are required to address the needs of this population.

One strategy to address the needs of this population is to increase investment in incumbent worker training. Opportunities such as the Emerging Industry Skills Partnership (EISP) grants would assist

companies in keeping their workers' skills current in the face of process and technological change that occurs at a faster pace than ever. Workers are struggling to keep up and all too quickly find their skill sets outdated. Earlier investment in incumbent worker training would prevent the need for intervention after a layoff and avert disruption in workers' lives.

There are opportunities to address specific industry sector needs in the New North region. Although the WDBs are presently engaged with the Health Care Alliances and Manufacturing Alliance, additional industry sectors need to be created in the Construction, Finance, and Business Centers or Contact Center industries. Due to the economic downturn, the immediacy of hiring workers has become somewhat constrained, however, these industry sectors are critical to the New North economy and will demand more workers in the economic upturn. There are unique opportunities in these occupations in the New North region, and several employers are actively engaged in partnership with the One-Stop systems and the technical colleges to help meet their workforce needs. Pay and benefits in these fields can be very competitive, with several opportunities for advancement.

3. Describe how these needs were identified.

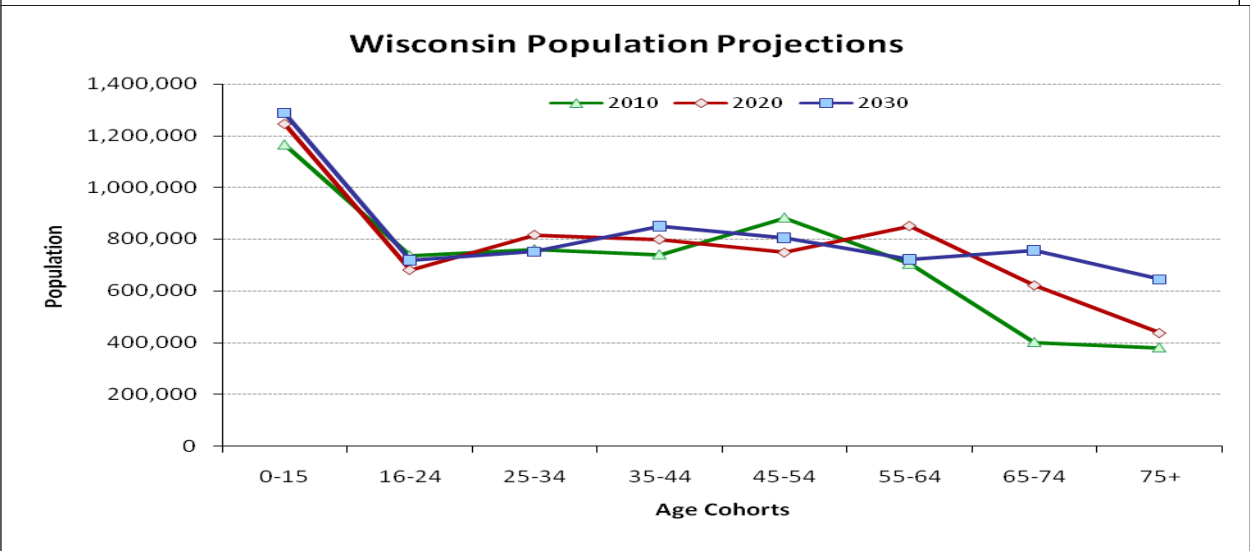
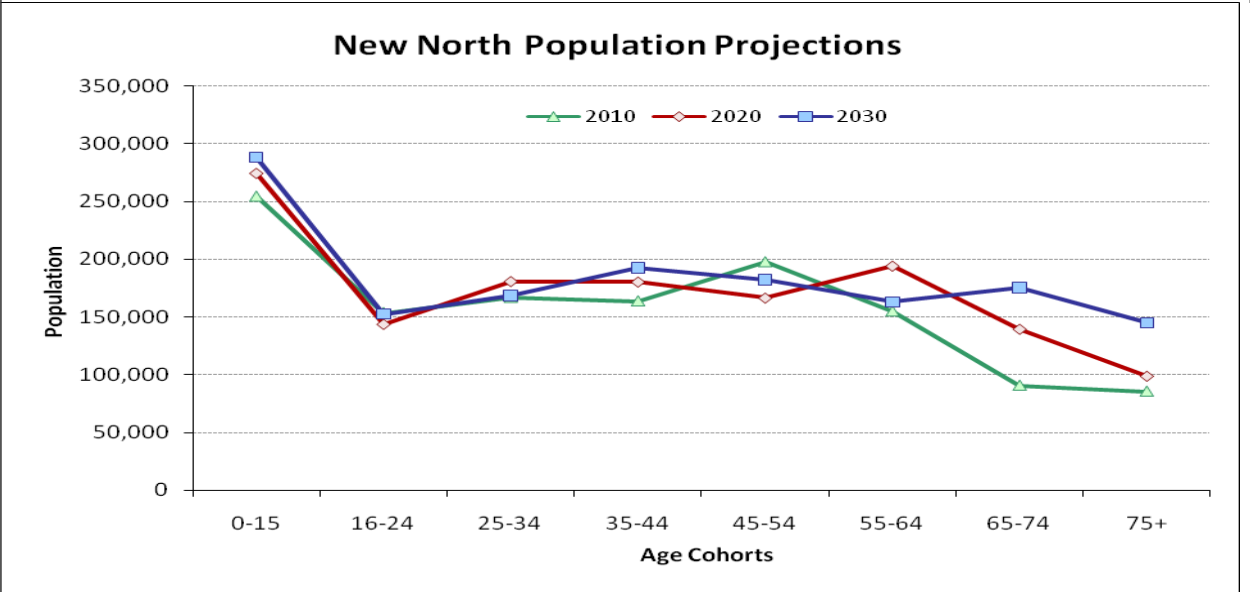
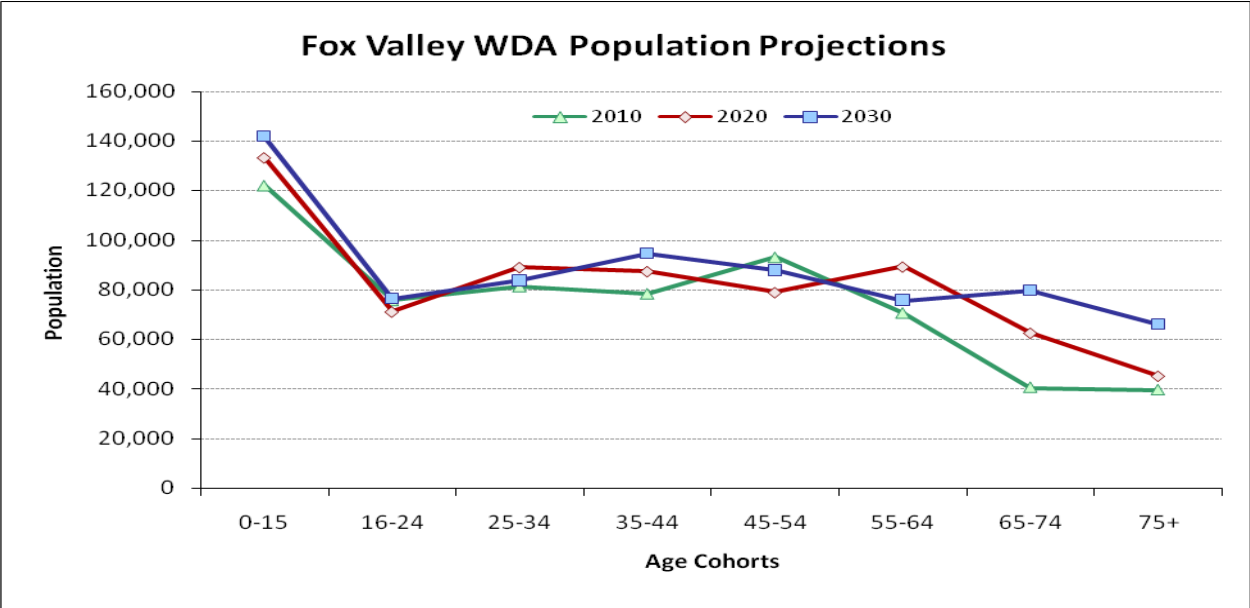
The skill gaps of job seekers have been identified through employers, assessments such as Work Keys and JobFit, self-identification, GOAL, and Tech College Accuplacer tests. The industry sector needs and labor shortage concerns have been identified through state LMI data and EMSI economic and occupational projection data.

B. Labor Market Information

Population Projections: 2005-2030

Area		Age Cohorts							
		0-15	16-24	25-34	35-44	45-54	55-64	65-74	75+
Fox Valley WDA	2005	122,955	75,612	72,382	88,674	86,433	57,378	36,054	38,422
Fox Valley WDA	2010	122,165	75,795	81,358	78,431	93,172	70,703	40,685	39,687
Fox Valley WDA	2015	126,819	72,982	88,772	77,736	88,789	82,634	50,589	41,066
Fox Valley WDA	2020	133,415	71,167	89,110	87,464	78,994	89,343	62,601	45,229
Fox Valley WDA	2025	138,936	73,156	85,546	94,832	78,354	85,140	73,497	53,977
Fox Valley WDA	2030	141,905	76,375	83,740	94,733	87,917	75,798	79,725	66,140
New North	2005	257,635	154,260	149,845	185,420	184,196	125,553	79,939	83,151
New North	2010	254,423	153,633	166,859	163,755	197,661	154,912	90,716	85,530
New North	2015	262,080	147,626	180,891	161,565	187,131	180,393	112,716	89,088
New North	2020	273,843	143,539	180,483	180,041	166,192	193,766	139,283	98,752
New North	2025	283,452	146,630	172,978	193,830	163,980	183,481	162,785	118,430
New North	2030	287,935	152,477	168,685	192,486	182,248	163,205	175,462	145,187
Wisconsin	2005	1,185,213	738,637	699,300	828,650	839,360	572,480	357,030	369,250
Wisconsin	2010	1,164,575	737,525	760,440	740,200	882,720	704,100	401,850	380,960
Wisconsin	2015	1,196,336	706,284	816,780	730,600	832,020	806,230	503,620	396,550
Wisconsin	2020	1,244,178	681,692	816,910	799,430	748,770	851,210	622,210	438,410
Wisconsin	2025	1,277,671	696,139	776,970	855,370	738,380	802,770	715,250	528,350
Wisconsin	2030	1,287,301	719,489	752,530	850,710	805,100	723,150	757,570	645,330

Source: Wisconsin Department of Administration, Demographic Services



Components of Population Growth in the New North Region: 2000-2008

Area	April 4/1/00 Census	January 1/1/08 Estimate						% of Pop Growth	
			Total Births	Total Deaths	Net Migration	Total Change	Percent Change	Natural Increase	Net Migration
Wisconsin	5,363,715	5,675,156	545,600	358,460	124,301	311,441	5.8%	60.1%	39.9%
Brown County	226,658	245,168	25,789	12,374	5,095	18,510	8.2%	72.5%	27.5%
Calumet County	40,631	46,292	4,888	1,990	2,763	5,661	13.9%	51.2%	48.8%
Door County	27,961	30,303	1,913	2,321	2,750	2,342	8.4%	0.0%	100.0%
Florence County	5,088	5,317	275	397	351	229	4.5%	0.0%	100.0%
Fond du Lac County	97,296	101,740	9,044	7,124	2,524	4,444	4.6%	43.2%	56.8%
Green Lake County	19,105	19,416	1,719	1,790	382	311	1.6%	0.0%	100.0%
Kewaunee County	20,187	21,358	1,798	1,443	816	1,171	5.8%	30.3%	69.7%
Manitowoc County	82,893	84,830	6,804	6,145	1,278	1,937	2.3%	34.0%	66.0%
Marinette County	43,384	44,823	3,324	3,876	1,991	1,439	3.3%	0.0%	100.0%
Marquette County	14,555	15,423	1,247	1,336	957	868	6.0%	0.0%	100.0%
Menominee County	4,562	4,630	763	282	-413	68	1.5%	100.0%	0.0%
Oconto County	35,652	39,261	3,039	2,551	3,121	3,609	10.1%	13.5%	86.5%
Outagamie County	161,091	174,778	17,671	8,823	4,839	13,687	8.5%	64.6%	35.4%
Shawano County	40,664	42,602	3,731	3,402	1,609	1,938	4.8%	17.0%	83.0%
Sheboygan County	112,656	117,472	10,865	8,119	2,070	4,816	4.3%	57.0%	43.0%
Waupaca County	51,825	54,157	4,472	5,223	3,083	2,332	4.5%	0.0%	100.0%
Waushara County	23,006	25,322	1,896	2,032	2,392	2,256	9.8%	0.0%	100.0%
Winnebago County	156,763	165,358	14,368	9,858	4,085	8,595	5.5%	52.5%	47.5%

Source: Wisconsin Department of Administration, Demographic Services

Industry Employment & Wages

Area	Industry	2007 (Quarters 1-3) Average Employment	2008 (Quarters 1-3) Average Employment	2007 Annual Average Wage	2007 - 2008 (Quarters 1-3) Employment Change
Fox Valley WDA	Total all industry	287,107	286,956	\$36,814	-0.1%
Fox Valley WDA	Natural resources & mining	3,417	3,486	\$29,349	2.0%
Fox Valley WDA	Construction	16,882	16,463	\$46,780	-2.5%
Fox Valley WDA	Manufacturing	66,122	65,537	\$47,662	-0.9%
Fox Valley WDA	Trade, transportation & utilities	53,846	54,009	\$29,503	0.3%
Fox Valley WDA	Information	5,490	3,880	\$40,785	-29.3%
Fox Valley WDA	Financial activities	14,612	13,954	\$45,002	-4.5%
Fox Valley WDA	Professional & business services	27,399	27,271	\$43,401	-0.5%
Fox Valley WDA	Education & health services	51,690	52,862	\$38,090	2.3%
Fox Valley WDA	Leisure & hospitality	26,244	25,892	\$10,577	-1.3%
Fox Valley WDA	Other services	9,717	9,824	\$18,423	1.1%
Fox Valley WDA	Public administration	11,683	11,958	\$36,926	2.3%
New North	Total all industry	603,092	602,529	\$36,258	-0.1%
New North	Natural resources & mining	7,572	7,886	\$27,910	4.1%
New North	Construction	31,213	30,138	\$44,726	-3.4%
New North	Manufacturing	144,348	142,914	\$45,274	-1.0%
New North	Trade, transportation & utilities	115,153	115,379	\$31,472	0.2%
New North	Information	9,351	7,679	\$38,232	-17.9%
New North	Financial activities	31,629	31,166	\$42,419	-1.5%
New North	Professional & business services	51,421	51,906	\$42,205	0.9%
New North	Education & health services	108,626	110,190	\$38,097	1.4%
New North	Leisure & hospitality	59,249	58,552	\$13,981	-1.2%
New North	Other services	19,383	19,356	\$17,956	-0.1%
New North	Public administration	24,253	24,658	\$36,310	1.7%
Wisconsin	Total all industry	2,767,711	2,768,061	\$38,070	0.0%
Wisconsin	Natural resources & mining	22,386	23,245	\$29,235	3.8%
Wisconsin	Construction	127,586	120,846	\$47,489	-5.3%
Wisconsin	Manufacturing	502,299	496,186	\$47,106	-1.2%
Wisconsin	Trade, transportation & utilities	557,754	553,416	\$32,762	-0.8%
Wisconsin	Information	51,630	51,971	\$48,483	0.7%
Wisconsin	Financial activities	160,157	160,172	\$50,749	0.0%
Wisconsin	Professional & business services	278,791	283,050	\$44,328	1.5%
Wisconsin	Education & health services	562,519	574,267	\$39,606	2.1%
Wisconsin	Leisure & hospitality	274,055	271,992	\$13,589	-0.8%
Wisconsin	Other services	86,157	86,433	\$22,073	0.3%
Wisconsin	Public administration	140,481	141,852	\$39,879	1.0%
Wisconsin	Unclassified	3,897	4,631	\$45,573	18.8%

Notes:

- (1) The Quarterly Census of Employment and Wages offers data through and including the third quarter of 2008. This is the most current data available for counties outside Metropolitan Statistical Areas.
- (2) The Current Employment Statistics program offers data through February of 2009, but only for the state and its MSAs. The non-MSA counterpart to CES is the Non-Metropolitan County Industry Estimates.
- (3) Fox Valley WDA information employment (2008) excludes Winnebago County information

employment (2008) due to confidentiality reasons.

- (4) New North construction employment (2007 & 2008) excludes Menominee County construction employment (2007 & 2008) due to confidentiality reasons.
- (5) New North manufacturing employment (2007 & 2008) excludes Menominee County manufacturing employment (2007 & 2008) due to confidentiality reasons.
- (6) New North information employment (2007) excludes Florence County, Kewaunee County, and Menominee County information employment (2007) due to confidentiality reasons.
- (7) New North information employment (2008) excludes Florence County, Kewaunee County, Menominee County, & Winnebago Coounty information employment (2008) due to confidentiality reasons.
- (8) New North financial activites employment (2007 & 2008) excludes Menominee County financial activities employment (2007 & 2008) due to confidentiality reasons.
- (9) New North professional and business services employment (2008) excludes Menominee County professional and business services employment (2008) due to confidentiality reasons.
- (10) New North leisure and hospitality employment (2007 & 2008) excludes Menominee County leisure & hospitality employment (2007 & 2008) due to confidentiality reasons.

Source: Quarterly Census of Employment and Wages (QCEW)

Wisconsin Department of Workforce Development
Bureau of Workforce Training

Fox Valley WDA Industry Employment Projections, 2006-2016

Industry Title	Estimated Employment ⁽¹⁾				Wisconsin
	2006	2016	Change	% Change	% Change
Total, All Nonfarm Industries	281,240	299,800	18,560	6.6%	8.0%
Construction/Mining/Natural Resources	16,530	18,140	1,610	9.7%	9.6%
Manufacturing	59,490	57,270	-2,220	-3.7%	-1.5%
Paper Manufacturing	11,830	11,070	-760	-6.4%	-7.4%
Fabricated Metal Product Manufacturing	4,790	4,850	60	1.3%	0.4%
Transportation Equipment Manufacturing	5,530	5,490	-40	-0.7%	-1.7%
Trade	38,560	39,420	860	2.2%	2.4%
General Merchandise Stores	6,300	6,530	230	3.7%	3.6%
Transportation and Utilities (Including US Postal)	9,890	10,950	1,060	10.7%	9.3%
Financial Activities	13,520	15,080	1,560	11.5%	11.9%
Education and Health Services (Including State and Local Government)	42,860	49,280	6,420	15.0%	15.1%
Educational Services (Including State and Local Government)	16,230	16,920	690	4.3%	4.3%
Ambulatory Health Care Services	8,280	10,530	2,250	27.2%	28.7%
Leisure and Hospitality	22,610	25,190	2,580	11.4%	11.5%
Information/Prof. Services/Other Services ⁽²⁾	42,930	48,560	5,630	13.1%	13.9%
Government (Excluding US Postal, State and Local Education and Hospitals) ⁽³⁾	34,860	35,910	1,050	3.0%	2.4%

Bay Area WDA Industry Employment Projections, 2006-2016

Industry Title	Estimated Employment ⁽¹⁾				Wisconsin
	2006	2016	Change	% Change	% Change
Total, All Nonfarm Industries	308,710	330,340	21,630	7.0%	8.0%
Construction/Mining/Natural Resources	14,930	16,320	1,390	9.3%	9.6%
Manufacturing	75,390	74,520	-870	-1.2%	-1.5%
Food Manufacturing	10,480	10,350	-130	-1.2%	-1.9%
Paper Manufacturing	9,110	8,280	-830	-9.1%	-7.4%
Machinery Manufacturing	7,190	6,730	-460	-6.4%	-6.2%
Trade	43,680	44,400	720	1.6%	2.4%
General Merchandise Stores	7,580	7,840	260	3.4%	3.6%
Transportation and Utilities (Including US Postal)	17,040	18,370	1,330	7.8%	9.3%
Financial Activities	16,450	18,270	1,820	11.1%	11.9%
Education and Health Services (Including State and Local Government)	54,860	63,290	8,430	15.4%	15.1%
Educational Services (Including State and Local Government)	19,680	20,520	840	4.3%	4.3%
Hospitals (Including State and Local Government)	12,460	14,770	2,310	18.5%	18.5%
Leisure and Hospitality	30,240	33,640	3,400	11.2%	11.5%
Information/Prof. Services/Other Services ⁽²⁾	37,090	41,950	4,860	13.1%	13.9%
Government (Excluding US Postal, State and Local Education and Hospitals) ⁽³⁾	19,020	19,570	550	2.9%	2.4%

Notes:

- (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,
- (2) An estimate of non-covered employment is included in NAICS 8131 (Religious Organizations), but not in any other industries.
- (3) Government employment includes tribal owned operations, which are part of Local Government employment.
- (4) The Office of Economic Advisors strongly encourages users to use long-term projections (2006-2016) rather than short-term projections (2007-2009).

Source: Wisconsin Department of Workforce Development, Office of Economic Advisor

Fox Valley WDA Occupational Employment Projections, 2006-2016

Occupational Title	Estimated Employment				Avg Annual Openings			Estimated Salary and Wages			WI
	2006	2016	Change	% Job Change	New Jobs	Replacements	Total	Avg. Ann. Salary	Entry Level Wage	Experienced Wage	% Job Change
Total, All Occupations	281,240	299,800	18,560	6.6%	1,860	6,300	8,160	\$35,559	\$8.53	\$21.38	8.0%
Management	10,680	10,990	310	2.9%	30	240	270	\$82,914	\$21.48	\$49.05	4.7%
Business and Financial Operations	10,530	11,890	1,360	12.9%	140	180	320	\$49,565	\$14.22	\$28.63	12.7%
Computer and Mathematical	3,890	4,580	690	17.7%	70	90	160	\$57,686	\$17.92	\$32.64	20.2%
Architecture and Engineering	5,590	5,940	350	6.3%	40	130	170	\$56,545	\$18.03	\$31.76	6.4%
Life, Physical, and Social Science	2,350	2,570	220	9.4%	20	60	80	\$53,909	\$15.56	\$31.10	10.4%
Community and Social Services	4,680	5,330	650	13.9%	70	80	150	\$39,210	\$11.56	\$22.50	16.8%
Legal	1,080	1,200	120	11.1%	10	20	30	\$68,243	\$15.04	\$41.69	8.8%
Education, Training, and Library	12,700	13,580	880	6.9%	90	260	350	\$41,809	\$11.33	\$24.49	6.8%
Arts, Design, Entertainment, Sports, and Media	3,140	3,360	220	7.0%	20	80	100	\$36,951	\$9.71	\$21.79	6.3%
Healthcare Practitioners and Technical	12,460	14,850	2,390	19.2%	240	230	470	\$60,134	\$13.00	\$36.52	20.7%
Healthcare Support	7,610	9,040	1,430	18.8%	140	80	220	\$24,592	\$9.15	\$13.16	22.1%
Protective Service	8,360	8,870	510	6.1%	50	250	300	\$34,571	\$9.25	\$20.31	7.9%
Food Preparation and Serving Related	22,310	24,760	2,450	11.0%	250	770	1,020	\$17,493	\$6.44	\$9.40	11.1%
Building and Grounds Cleaning and Maintenance	9,100	10,110	1,010	11.1%	100	160	260	\$22,796	\$7.53	\$12.67	11.1%
Personal Care and Service	7,330	8,430	1,100	15.0%	110	170	280	\$20,637	\$7.10	\$11.33	17.3%
Sales and Related	25,780	26,760	980	3.8%	100	800	900	\$32,782	\$7.34	\$19.97	4.3%
Office and Administrative Support	45,030	46,840	1,810	4.0%	180	970	1,150	\$28,720	\$9.27	\$16.08	4.6%
Farming, Fishing, and Forestry	390	420	30	7.7%	<5	10	10	\$27,207	\$7.62	\$15.81	9.3%
Construction and Extraction	14,370	15,620	1,250	8.7%	130	270	400	\$41,636	\$12.73	\$23.66	8.6%
Installation, Maintenance, and Repair	11,920	12,670	750	6.3%	80	190	270	\$39,375	\$12.55	\$22.12	6.4%
Production	40,040	39,750	-290	-0.7%	0	790	790	\$32,441	\$10.12	\$18.33	1.8%
Transportation and Material Moving	21,900	22,250	350	1.6%	40	480	520	\$29,007	\$8.49	\$16.67	3.0%

Bay Area WDA Occupational Employment Projections, 2006-2016

Occupational Title	Estimated Employment				Avg. Annual Openings			Estimated Salary and Wages			WI
	2006	2016	Change	% Job Change	New Jobs	Replacements	Total	Avg. Ann. Salary	Entry Level Wage	Experienced Wage	% Job Change
Total, All Occupations	308,710	330,340	21,630	7.0%	2,160	6,970	9,130	\$34,971	\$8.59	\$20.93	8.0%
Management	10,590	10,920	330	3.1%	30	240	270	\$83,901	\$20.00	\$50.51	4.7%
Business and Financial Operations	10,830	12,220	1,390	12.8%	140	190	330	\$51,914	\$14.76	\$30.06	12.7%
Computer and Mathematical	4,040	4,760	720	17.8%	70	90	160	\$56,721	\$17.40	\$32.21	20.2%
Architecture and Engineering	5,160	5,520	360	7.0%	40	120	160	\$55,392	\$17.79	\$31.05	6.4%
Life, Physical, and Social Science	2,050	2,240	190	9.3%	20	50	70	\$50,702	\$14.19	\$29.47	10.4%
Community and Social Services	3,290	3,810	520	15.8%	50	60	110	\$43,444	\$13.07	\$24.80	16.8%
Legal	980	1,080	100	10.2%	10	20	30	\$56,291	\$15.10	\$33.04	8.8%
Education, Training, and Library	14,070	15,020	950	6.8%	100	290	390	\$41,027	\$11.36	\$23.91	6.8%
Arts, Design, Entertainment, Sports, and Media	3,360	3,530	170	5.1%	20	80	100	\$36,339	\$9.95	\$21.23	6.3%
Healthcare Practitioners and Technical	15,080	18,290	3,210	21.3%	320	280	600	\$59,264	\$15.16	\$35.16	20.7%
Healthcare Support	8,890	10,710	1,820	20.5%	180	100	280	\$26,044	\$9.54	\$14.01	22.1%
Protective Service	5,270	5,620	350	6.6%	40	160	200	\$34,804	\$9.10	\$20.55	7.9%
Food Preparation and Serving Related	27,010	29,970	2,960	11.0%	300	930	1,230	\$18,154	\$6.53	\$9.83	11.1%
Building and Grounds Cleaning and Maintenance	10,650	11,860	1,210	11.4%	120	190	310	\$21,441	\$7.31	\$11.81	11.1%
Personal Care and Service	7,550	8,810	1,260	16.7%	130	180	310	\$20,717	\$7.30	\$11.29	17.3%
Sales and Related	28,610	29,790	1,180	4.1%	120	910	1,030	\$32,161	\$7.31	\$19.54	4.3%
Office and Administrative Support	47,680	49,570	1,890	4.0%	190	1,030	1,220	\$28,661	\$9.33	\$16.00	4.6%
Farming, Fishing, and Forestry	570	630	60	10.5%	10	10	20	\$27,524	\$7.82	\$15.94	9.3%
Construction and Extraction	13,800	14,990	1,190	8.6%	120	250	370	\$40,983	\$12.87	\$23.12	8.6%
Installation, Maintenance, and Repair	12,830	13,580	750	5.8%	80	210	290	\$38,723	\$12.39	\$21.73	6.4%
Production	49,400	49,870	470	1.0%	50	1,000	1,050	\$31,700	\$10.09	\$17.82	1.8%
Transportation and Material Moving	27,010	27,540	530	2.0%	50	590	640	\$30,382	\$8.43	\$17.70	3.0%

Notes:

- (1) Entry Level Wage is the average of the lower third of wages.
- (2) Experienced Wage is the average of the upper two-thirds of wages.
- (3) The Office of Economic Advisors strongly encourages users to use long-term projections (2006-2016) rather than short-term projections (2007-2009). The short-term projections were released in August 2008. Subsequently, labor market conditions changed dramatically. Due to current volatility, long-term

projections will probably be more meaningful than short-term projections.
Source: Wisconsin Department of Workforce Development, Office of Economic Advisors

Labor Force, Employed, Unemployed, & Unemployment Rates: 2007-2009

Area	Year	Series	Annual	January	February
Fox Valley WDA	2007	Labor Force	323,699	322,771	322,441
Fox Valley WDA	2007	Employed	308,164	305,133	303,554
Fox Valley WDA	2007	Unemployed	15,535	17,638	18,887
Fox Valley WDA	2007	Unemployment Rate (%)	4.8	5.5	5.9
Fox Valley WDA	2008	Labor Force	322,346	320,629	320,321
Fox Valley WDA	2008	Employed	307,476	305,350	303,687
Fox Valley WDA	2008	Unemployed	14,870	15,279	16,634
Fox Valley WDA	2008	Unemployment Rate (%)	4.6	4.8	5.2
Fox Valley WDA	2009	Labor Force	Not Available	323,348	326,576
Fox Valley WDA	2009	Employed		299,390	298,071
Fox Valley WDA	2009	Unemployed		23,958	28,505
Fox Valley WDA	2009	Unemployment Rate (%)		7.4	8.7
New North	2007	Labor Force	679,797	676,496	675,796
New North	2007	Employed	646,488	638,939	635,561
New North	2007	Unemployed	33,309	37,557	40,235
New North	2007	Unemployment Rate (%)	4.9	5.6	6.0
New North	2008	Labor Force	677,009	672,987	671,078
New North	2008	Employed	645,046	639,764	635,886
New North	2008	Unemployed	31,963	33,223	35,192
New North	2008	Unemployment Rate (%)	4.7	4.9	5.2
New North	2009	Labor Force	Not Available	678,273	684,116
New North	2009	Employed		625,782	622,321
New North	2009	Unemployed		52,491	61,795
New North	2009	Unemployment Rate (%)		7.7	9.0
Wisconsin	2007	Labor Force	3,089,321	3,072,264	3,077,138
Wisconsin	2007	Employed	2,937,903	2,904,288	2,897,988
Wisconsin	2007	Unemployed	151,418	167,976	179,150
Wisconsin	2007	Unemployment Rate (%)	4.9	5.5	5.8
Wisconsin	2008	Labor Force	3,084,130	3,065,530	3,063,129
Wisconsin	2008	Employed	2,937,871	2,914,849	2,905,617
Wisconsin	2008	Unemployed	146,259	150,681	157,512
Wisconsin	2008	Unemployment Rate (%)	4.7	4.9	5.1
Wisconsin	2009	Labor Force	Not Available	3,076,354	3,103,636
Wisconsin	2009	Employed		2,839,979	2,831,568
Wisconsin	2009	Unemployed		236,375	272,068
Wisconsin	2009	Unemployment Rate (%)		7.7	8.8

Notes:

- (1) Unemployment Rates are Not Seasonally Adjusted
- (2) Place of Residence Data
- (3) Data is subject to annual revisions

Source: Local Area Unemployment Statistics (LAUS)
Wisconsin Department of Workforce Development
Bureau of Workforce Training

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

1. Description and assessment of the type and availability of all employment and training activities and supportive services available to adults and dislocated workers/displaced homemakers in the GROW region.

The One Stop centers act as the entry point into the WIA system. When an underemployed, unemployed or displaced worker needs support in their job search they can access resources through a physical location where they are served by actual people, Resource Room Specialists, or through the local website or Job Center Wisconsin. Either through the local Job Center website or in person an individual can access JobFit to do an assessment prior to enrollment into a program. Additional assessment tools are utilized once an individual is enrolled into a program. FVWDB is implementing Work Keys for PY09. Once an individual is enrolled into a program they will work with a case manager to further support the job and career search, or will be directed into intensive training such as workshops, GOAL, or Technical College credentialed or diploma training. The availability of WIA support for training is done through Labor Market information gathered from the DWD Labor Market Analyst or EMSI data. The Boards work with the local Technical Colleges to ensure the training is appropriate to the client and the industry. The Boards have developed opportunities with the technical colleges for cohort training when appropriate and industry demands are great. At this time, FVWDB and Bay Area are working with the colleges to create opportunities for “chunking training” for career pathways success. Another assessment asset used by both Boards is the Career Counselors supported through DWD. Additional on-line services for job seekers include WISNET and New North Occupation Location.

Support services for participants in the WIA programs include transportation, childcare, tuition, fees and books. However, these same services cannot be made available to the general public. There are referral service opportunities for all job seekers based on needs. All Job Centers/WDCs provide workshops around job search and basic employability skills. Through partnering with SHRM groups, there are “Why Hire Me” and “Speed Networking” sessions available to the job seeker. FVWDB has provided Career Changers services for the professional job seeker. Business Services staff are working with Church Groups to provide resource information to the displaced workers in order to bring more eligible individuals into the Job Center services.

2. Provide a description and assessment of the type and availability of services available to employers in the GROW region.

Employers are provided an array of services to connect them to appropriate Job Seekers and employees. The Boards provide Business Services Reps to connect with employers. Health Care Alliances and a Manufacturing Alliance have already been established to increase connection to employers, and additional Alliances are being created. The Alliances are mechanisms to bring a group of industries together to deal with common interests and needs. The alliances have been very helpful in addressing the workforce issues specific to their industry sector.

Additionally, in the New North region, a partnership of economic development professionals, tech colleges and the Boards have come together to implement the Executive Pulse. Executive Pulse is a data gathering tool used on a regional basis to assess the needs of business related to growth, competition and workforce issues. This provides insight to the Boards on meeting the workforce needs of local employers.

FVWDB has implemented a flowchart (see attached) for how the Job Seeker Services and the Business Demands are met.

II. Regional Vision and Workforce Development Area Goals

- A. Describe your region's strategic economic and workforce development vision for the next year, including how industry sector partnerships will guide the identification of workforce and training needs.*

Bay Area and Fox Valley WDBs are active members with the New North initiatives. The sector strategies developed through the New North regional approach are integrated into each of the WDBs annual plan. The activities of the Task Forces and Committees are utilized to align the workforce development efforts of the Boards. As an example, Bay Area WDB and FVWDB have been at the table with business, community, and economic development professionals as partners to contribute to the Northeast Wisconsin's regional economic plan and to utilize the Boards' resources to assure there is benefit to the regional economic vitality.

The Boards have identified challenges that cause additional stress on the present economy such as the Baby Boomers are aging out and the skill sets required for the new economic success require retooling of the existing workforce and institutionalizing a mindset of "lifelong learning". To address these challenges the NEW North region must continue to:

1. focus on aligning our educational systems with the needs of our businesses,
2. increase educational attainment throughout the NEW North region, and
3. make more effective use of industry sector partnerships to accomplish those goals.

At the present time, there are several active industry sector partnerships in the region:

The NEW Manufacturing Alliance provides strong leadership for the advanced manufacturing sector by identifying common goals and strategies to meet workforce needs. The Alliance has implemented strategies to reach young people with information about opportunities in the manufacturing arena.

Fox Valley Health Care Alliance that encompasses the Fox Valley WDB's seven counties has been very active in addressing industry needs and reaching out to the K-12 system to engage youth into the many opportunities in Health Care. Lakeshore Health Care Alliance continues to work closely with Lakeshore Technical College to promote health care careers and increase training capacity for health care occupations. At this time Bay Area WDB with support from Fox Valley WDB is making effort to create a health care alliance in the Green Bay area.

There is a developing Contact/Business Center initiative supported by efforts of FVTC and NWTC Business/Information Technology Departments that is led by the business members of their advisory committees, focused on high level customer service skills. FVTC and NWTC now offer a 12-credit certificate in "Contact Center/Business Center" training to meet the current demand for skilled workers in this field.

Bay Area and FVWDB are working together to establish a region wide Construction Alliance by bringing together various existing groups. The building and construction sector is very active throughout the NEW North region. There are advisory councils, outreach efforts to young people and job seekers, and training programs developed by the four technical colleges and a modern training facility in Kaukauna developed by the Trades. Bringing the strengths and expertise of all these players will allow for the creation of a strong Construction Alliance.

New North has created a Wind Energy Alliance that is in its second year but has brought at least 25 businesses and educational facilities together. This is still in its infancy but is getting legs and will be a key new industry sector opportunity in Northeast Wisconsin.

At this time, FVWDB and Bay Area WDB are working together to create a Financial Institution Alliance. The first meeting has not been convened but is expected to happen no later than June 2009.

There are the regional approaches as addressed above. Each Board remains responsible to its geographical area as well, but needs to bring the key initiatives together under its local plan.

As an example, FVWDB believes it is critical that all Fox Valley Workforce Development Area (FVWDA) counties, both rural and urban, be provided resources for growing a quality skilled workforce which benefits the whole WDA and Northeast Wisconsin. FVWDB has standing committees for Economic Development, Youth Council and One Stop System. The Board also created ad hoc committees such as the Health Care Alliance, Manufacturing Workgroup and Construction Workgroup. These ad hoc committees, as well as the reports from New North task forces, bring to the Board's attention industry sector needs. All this information comes to the WDB and LEOs for integration into the local plan.

FVWDB, in partnership with Economic Development Partners such as Northeast Wisconsin Regional Economic Partnership and New North, has:

- Supported a competitive business climate by establishing a grant opportunity for business plan submissions, supporting clients attending the E-Seed Entrepreneurial program, and working in partnership with area Technical Colleges and Milwaukee School of Engineering to provide LEAN Training and Six Sigma Trainings.
- Invested in local businesses through incumbent worker training, establishing a small incubator program, providing prescreening services, and a job match system.
- Encouraged job creation through partnership with Economic Development (ED) Professionals by delivering a menu of services and funding opportunity packages for job expansion and recruitment of new businesses.
- Invested in people, by helping families climb the economic ladder through services in the One Stop such as case management and training opportunities.

The initiative FVWDB has taken has made it a strong local player in helping the state meet its economic development goals. FVWDB has developed a strong, uniformed One Stop System that provides quality services in a seven county area. Training and retraining has been a priority in retooling the workforce for future jobs related to high-wage, high-growth, while linking back to the industry clusters of the region and the counties.

The regional vision of FVWDB means creating system-wide strategic goals that apply to the needs of the workforce investment system as a whole. The system-wide approach includes involving business, labor, communities and other stakeholders from the entire WDA in the planning process to ensure development of a vision and goals that include all aspects of the workforce investment system.

Mission

The Fox Valley Workforce Development Board fosters an environment of accessible, high quality, efficient and affordable training and employment opportunities to individuals, employees, and employers.

Vision

The Fox Valley Workforce Development Board, as an innovative leader, serves our communities by providing individuals opportunity to seek their fullest potential while affording businesses the opportunity to recruit the highest quality employees.

Guiding Principle(s)

The FVWDB will utilize LEAN concepts in service delivery throughout the Fox Valley WDA to ensure effectiveness and efficiency in the workforce development system.

B. Identify the WDB's strategic goals developed to achieve that vision.

PY08 and PY09

- To ensure the region's economic vitality, FVWDB will implement a demand-driven system that matches skilled workers with the needs of the employers by:

- Re-aligning existing delivery system.
- Identifying 20 key employers to partner with Board on developing skill match strategies.
- Recruiting of DW clients ready to improve skill sets and be willing to employ with business.
- Developing a worker pipeline system for high skilled jobs through partnerships with colleges, universities and K-12.
- Developing market strategy that attracts DW, Adults and Youth into high tech, high skilled jobs.
- Generate alternative funding sources including fee for services, foundations and other federal grants.
- Focus on economic growth and sustainability for Northeast Wisconsin and FVWDA.
- Focus on five key industry sectors, including advanced manufacturing, modernized agriculture (food, fiber and fuel), construction, health care and call/business centers.

Describe the measures the WDB will use to track progress toward these goals.

FVWDB's regional goals for the workforce development system are reviewed quarterly with progress measured on a score card. The regional economic development goals overseen by New North Board are reviewed at least quarterly and presented on an annual basis to the community in a public forum.

- C. Describe the process used to develop your region's vision and goals, including participants in the process, especially focusing on how industry sector partnerships will be utilized.*

Fox Valley WDB has an annual retreat in May 2009. Each standing committee and AdHoc committee is asked to bring their annual goal(s) to that meeting to integrate the specific goal into the overall strategic plan of the Board. The industry sector initiatives will be addressed through the Economic Development Committee made up of each County's ED Professional, the two Technical Colleges, East Central Planning, New North representative and private business. The Health Care Alliance will create the goal(s) for the health care industry in the Fox Valley WDA. The Youth Council will address the K-12 alignment and tie it back to the New North initiatives. The One Stop Systems Committee will address the Job Seeker initiatives and goals. Through the FVWDB private sector leadership and the members of all committees, the PY09 Strategic Plan will be further developed.

The Board will work with partner agencies to ensure they are creating goals that are responsive to the large economic picture. The Board will encourage partners to align resources whenever possible to allow for efficiencies related to services and outcomes. The Board will work with partners and the community to achieve the FVWDA's goals and vision for the entire area as required by federal legislation which is prudent for the Board to do in order to create a stronger economic region. FVWDB will look at area economic development partners and the NEW North, Inc. partnership to help set that stage.

- D. Describe any WDA goals that are not consistent with the region's vision.*
NA

- E. In order to achieve the goals identified above, implementation strategies need to be developed. Describe the strategies the WDB will use to achieve the WDA's vision and goals for the grow region.*

"Strategies" are considered the Objectives and Action Steps that require measurable activities and results. These are identified with the goals and the Board and LEOs expect all FVWDA partners will help the Board meet the goals. Quarterly reports are given by the committees to the Board and LEOs when appropriate time. All goals are reviewed at a minimum by the Board and LEOs every six months.

III. Governance and Structure

A. Plan Input and Review Process

- 1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA on the development of the Regional Plan. Key members of the public that must be given the opportunity to comment include local elected officials, representative of business, labor, and economic development, One Stop partners and other partners and stakeholders. The comment period shall be at least 30 calendar days.*

Fox Valley WDB received a draft outline of the PY09 Plan at the April 22, 2009 Board Meeting. The Plan draft was approved with the understanding the FVWDB Administrator would complete the document language and place the full document on the Fox Valley WDB website for a thirty day review. The public notice was provided to the newspapers for access on Friday, May 24, 2009 by close of day. Due to technical difficulties the document was not placed until Monday, May 27th so will remain thirty days from the 27th. A scheduled hearing date has been made available for Tuesday, May 26th from 9:00 a.m. to 11:00 a.m. at Fox Valley WDB office at 1401 McMahon Dr. Neenah, WI 54956.

- 2. Submit any comments that express disagreement with the Local Plan, the WDB's response to those comments and a copy of the published notice. (§112(b)(9) and 118(c)(1).)*

To Be Determined.

B. Local Elected Officials (LEO)

- 1. Describe the role of the LEOs in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in the WDB-LEO Consortium agreement, please state that it is included in that agreement and provide the section where it can be found.*

Included in the LEO Consortium Agreement on Pages 2 – 4 under II. Administration and Governance section, III. Term section and section IV. Powers.

- 2. Section 667.705 states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the chief elected officials. Provide the section of the LEO Consortium Agreement where this can be found.*

Included in the LEO Consortium Agreement on Pages 2 – 4 under II. Administration and Governance section, III. Term section and section IV. Powers. The transfer of administration responsibilities occurs in the Workforce Development Board and Local Elected Officials Joint Agreement providing FVWDB as the grant recipient and administrative entity.

- 3. Submit the LEO Consortium Agreement.*

On File in DWD's office from prior plan.

C. WDB Functions

- 1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official (CLEO) that may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB-LEO agreement. Attach the current agreement.*

No Changes in roles and responsibilities.

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

Fox Valley Workforce Development Board.

D. WDB Composition

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.

1. *Describe the nomination and selection process used to appoint local business representatives to the WDB.*

See Page 6 of Board/LEO Agreement VI B WDB Membership Criteria.

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

See Page 2 Section II. Selection of Grant Recipient and Administrative Entity; Section III. Duties of Administrative Entity as Grant Recipient/Administrative Entity; Section IV. Selection of a Workforce Development Area Administrator; Section V. Oversight; Section VI. Operating Procedures.

3. *Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member, in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. (§117(g)(1)(2).)*

All Board members, staff and LEOs are expected to complete a "Conflict of Interest" document. Also defined under VI. G on page 6.

4. *Provide a complete updated WDB membership list by completing the WDB Membership Form (Form A).*
Attached.

5. *Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees.*

See By-Laws for Roles and Responsibilities of Board.

Full Board	Executive Committee	Youth Council	Economic Dev. Committee	One Stop Systems Committee
Sept. 17, 2009	July 14, 2009 Sept. 1, 2009	July 13, 2010	Aug. 6, 2009	August 12, 2009
Dec. 10, 2009	October 20, 2009 Dec. 1, 2009	Sept. 21, 2009 Nov. 16, 2009	Nov. 5, 2009	Nov. 16, 2009

*March 18, 2010	Jan. 19, 2010 March 9, 2010	Jan. 25, 2010	Feb. 4, 2010	February 2, 2010
*May 20, 2010	April 27, 2010 June 15, 2010	March 15, 2010	May 6, 2010	April 27, 2010

*** Joint Meeting with Local Elected Officials. LEOs will meet December 9th without the Board. The committees meet prior to the Board meetings and more frequently as needed. The Fox Valley Health Care Alliance is an Adhoc committee of the Board and meets monthly and as needed related to projects.**

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

All Board and Committee meeting agendas are posted in each of the seven local County Buildings by the County Clerk. A posting is sent to the local paper and also posted on the FVWDB website approximately one week prior to the meeting. The meetings occur in handicap accessible locations.

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

Fox Valley WDB Administrator/CEO notifies the Local Elected Official of the specific county a Board member represented of the vacancy. Using the DWD requirements of Board make-up, the Administrator informs the LEO of the industry sector requirements before the appointment is made. If the Administrator/CEO has candidates that have come forward the LEO is made aware of the individual(s) interest so the determination can be made by the LEO. In some counties the appointment process is very formal and through the county board process, while in other counties the LEO has the ability to appoint. Referrals also come through Chambers of Commerce and Economic Development Partners, but the final approval is the LEO's.

8. Submit the By-Laws for the WDB.

See Attached.

E. Youth Council

1. Describe the role and responsibilities of the Youth Council.

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.

2. Describe how the Youth Council is involved in developing youth policy.

The Youth Council acts as the strategic planning body for youth issues and programs. The needs of youth in the Fox Valley Workforce Development Area, are identified by the FVWDB,

area employers, the FVWDB Youth Council, schools and community youth organizations. Pulling together the information and forming strategic initiatives is what the Youth Council invests its time in.

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.

- 3. Attach the most recent description and assessment of the type and availability of youth activities in your local workforce development area, if different than your GROW region. This description should include an identification of successful providers of such activities. §661.350(a)(7)*

The WDC/JCs websites provide an array of services for youth that can be accessed through the centers or online. FVWDB has contracted with Career Connection, Inc. to outreach to all the school districts (public and private) to provide workshops for the students and training materials to the teachers. FVWDB has established a “Reality Store” program through the Grow Wisconsin grant funds that will continue beyond PY05. The FVWDA Youth Program Manager works with One Stop partners to connect educational institutions back to the WDC/JC. FVWDB is also working with the Fox Valley Health Care Alliance partnership to support job shadowing by youth throughout the healthcare industry in the WDA.

- 4. Identify circumstances that constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest issues related to Youth Council members will be addressed. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the conflict of interest policy.*

The Conflict of Interest is identified in Article XI of the By-Laws.

- 5. Complete the Youth Council Membership Chart (Form B). This chart requests a list of members of the Youth Council, their titles and the organizations they represent, as well as a description of the solicitation and selection processes used to garner nominees from required membership categories.*

The FVWDB Youth Council is being reelected from May to June 2009 due to attrition related to job changes and retirements. The Chair, Robert Geigle and several of the previous members are remaining on the Council. The completed roster will be submitted to DWD by July 1, 2009.

- 6. Describe the Youth Council’s recent activities, frequency of meetings, and level of involvement in WDB activities. Include a schedule of meetings. If the Youth Council has not been active, include your plans for reactivating.*

This is being reformatted but will maintain the integrity of past practices and events such as the K-12 career exploration opportunities, Reality Store and Passport to Success events.

7. Describe how the Youth Council conducts oversight with respect to the eligible providers of youth services in the local area and their role in provider selection.

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.

F. WDB Support and Administration

1. 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.

Fox Valley WDB provides strategic direction for the Fox Valley Workforce Development Area. Administrative support and fiscal and administration is provided through Workforce Economics, Inc. WIA legislative requirements and DWD policies are followed regarding financial procedures, procurement and program services. The 10% administrative costs requirements are followed. All program contractors are held at or below a 10% overhead cost though it is not identified as "administrative" cost but program "overhead" cost. This allows for more funding to the recipients of service.

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

See Attached.

3. Describe organizational changes that occurred during PY 07-08 and indicate additional changes that you anticipate for PY 09. Explain the reasons for the anticipated changes.

No organizational changes identified in PY07-08 except for renaming the Research and Development position to Community Outreach Director.

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

Fox Valley WDB has managed to financially maintain six Job Centers/WDCs which serves approximately 104,000 visitors a year when DWD pulled it's resources from all but two of the Job Centers. The Board has been consistent with providing Business Service Outreach to businesses, support Job Fairs, maintain a web-based assessment tool that has effectively assess job seekers and participants, provided contracts for case management services, provide career exploration opportunities and youth program services as decreases in annual allocations and rescissions have negatively impacted the annual budget. The Board has been able to do this by aligning its resources with other community partners so more can be done with less. In PY09, the Board will take an active role in pursuing the leadership of DWD to actively participate in such activities at the local level, so all public resources may be better aligned to provide services to the many dislocated workers, unemployed adults and high-risk youth.

5. *Complete and attach a quarterly budget information summary if WDA allocations have been issued; otherwise, submit within 30 calendar days of receiving WDA allocations. Use Form E.*

PY09 Allocations not available.

6. *Attach a copy of the WDB's current Cost Allocation Plan.*

Financial Procedures

SECTION IX

COST ALLOCATION

Cost will be directly assigned to a fund whenever the correct dollar amount can be determined by the invoice and attached documentation. Funding regulation and contracts must be considered to determine cost categorization and assignment.

Shared cost items will be allocated to funding sources as expensed, based on wages paid, as reported for payroll. Prepaid expenses will be assigned to the asset category of the ORION Allocation Fund and expensed to the appropriate funding source in a timely manner via General Ledger Cost Allocation.

Cost allocation coding designations will assign cost to reporting categories as required by specific funding regulations.

The current financial system has two separate cost allocation programs. The Payroll Cost Allocation Plan is designed to address costs that are fairly standard over a distinct period of time. The General Ledger Cost Allocation Plan is designed to address expenses that vary on a month-to-month basis.

The Payroll Cost Allocation Plan (PCAP) will expense the following cost items on a bi-monthly schedule using actual-hours-worked as its basis for expense assignment to specific funds.

1. FICA expense at the assigned rate for Social Security Wages.
2. Health, life and disability insurance by individual rate as invoiced for the month.
3. Pension expense at the minimum rate required by Personnel Manual.
4. Employee Reimbursements as submitted on voucher (indirect amounts only).

The General Ledger Cost Allocation Plan (GLCAP) will allocate cost by regulated category utilizing the related Payroll Program Distribution Codes: for the basis of GLCAP distribution tables. Shared administration expenses will be allocated based on actual wages paid as reported to specific funds for Administration. Shared expenses for in-house programs will use related tables to allocate costs to various funds as appropriate to the related fund and cost category. Shared expenses for general operations will be allocated by all wages paid. Written documentation of the process is on file in the financial department.

Reference FVWDB organizational chart, FVWDB active general ledger funds and OMB Circular A87/A-122 for further information on cost allocations.

IV. One-Stop Delivery System

A. One-Stop Operator (OSO)

1. *Describe the OSO designation process. Indicate whether a competitive or non-competitive process was or will be used to select the OSO(s). NOTE: 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.

The Fox Valley Workforce Development Board and Local Elected Officials met jointly on March 16, 2006 to review the plan modifications. They approved the recommendations from the One Stop partners and Management Teams to continue to have FVWDB act as the OSO for fiscal purposes and 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. (Please reference Attachment of FCWDC Management Team minutes from March 2006 which supports this statement).

a. Describe the OSO designation process. This is an ongoing process since FVWDA's One Stop Consortium identified the Board as the OSO for fiscal purposes and to oversee the One Stop system. 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.

b. Note: if the WDB intends to seek the Governor's and CLEO's agreement to allow the WDB to be the OSO, follow the requirements outlined in WIA Policy 02-The Board and FVLEOs have always followed these requirements in identifying the OSO. FVWDB will be the OSO for the Fox Valley WDA.

2. Roles and Responsibilities

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.

To act as a liaison between the One Stop Systems Committee and the One Stop System centers in brokering, coaching, and providing linkages of customer service needs with the resources related to the entire workforce development system.

Duties and responsibilities:

- 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. 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.

DWD has this information on file.

B. One-Stop Service Delivery

1. Describe the One-Stop delivery system in your local area. [§118(b)(2)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. Use Form F.

The One-Stop delivery system in the FVWDA is comprised of two comprehensive Job Centers; the Fox Cities Workforce Development Center in Menasha and the Fond du Lac Area Job & Career Center in Fond du Lac. The comprehensive centers have all required partners and services co-located or electronically connected.

In addition, the comprehensive centers have affiliated service locations which include the Oshkosh Area Workforce Development Center, the Waupaca Area Job Center, the Berlin Job Center and the Waushara County Job Center. The affiliated sites have various levels of partner co-location and service provision. See Form F:

Between July 1, 2008 and December 31, 2008 the combined centers received approximately 51,791 visits. Comprehensive sites received 32,670 of those visits while affiliated service locations received 19,121 visits. During this same time period there were a total of 33,550 visits to the various center resource rooms.

2. Describe actions taken by the WDB to promote maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers. Attach any local policies or procedures in support of this.

The FVWDB promotes maximum integration of service delivery through the One-Step delivery system by using comprehensive center management teams. These teams include all center partners, and decisions are made through a consensus management approach. Teams meet regularly to discuss center issues and share information about programs and services for job seekers and employers. This regular communication allows the center partners to work together to improve overall services, promote shared responsibility for the provision of workshops, avoid duplication of effort, and make appropriate customer referrals. In addition, this type of collaboration ensures that customer feedback is solicited, and that One-Step centers regularly meet or exceed the expectations of customers.

The FVWDB 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: employer

on-site recruitments, employer-of-the-week displays, Job Fair and Career Day events and coordination of employer volunteer activities which assist job seekers in the Job/WD centers.

Both the comprehensive centers and other service locations have developed biennial strategic plans designed to serve both the job seeker and employer community. The plans include organizational charts.

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

The FVWDB, in conjunction with the various center management teams, has promoted a philosophy of continuous improvement throughout the one-stop system. This system is monitored through a continuous customer feedback system and a vigorous data collection system. All locations, including comprehensive centers and service locations, utilize a standard data collection system as it relates to center activities and a standard customer satisfaction survey. In addition, customer feedback is solicited at various points of customer contact such as workshops and job fairs.

The information provided through data collection and customer feedback is shared on a regular and timely basis with the FVWDB One-Stop Committee and center management team partners. This information is used by both groups to determine trends in services and level of satisfaction. The information allows for adjustments in service levels to be made primarily based on fact vs. conjecture, which in turn fosters continuous improvement.

4. Is each of the required WIA partners included in your One-Stop delivery system? Describe how they contribute to your planning and implementation efforts? If any required partner is not involved, explain the reason.

Each required partner is included in the FVWDB One-Stop delivery system – see signatures on the attached site specific MOU(s). Most required partners have mandated seats on the Fox Valley Workforce Development Board, and its committees. In addition, most participate on one or both of the comprehensive Job/WD center management teams. This dual involvement at different levels of decision making, broad-board and site-specific, fosters two-way communication between center partners and the FVWDB during the planning process. It provides both levels a better perspective of the “Big Picture” as well as the “center level” implementation process.

5. Provide a copy of the local Memorandum(s) of Understanding (MOU) between the WDB and each of the One-Stop partners concerning the operation of the local One-Stop delivery system. 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.

FVWDA will continue to have a WDA-wide MOU signed by all mandated partners, and each Comprehensive Center location will continue to have a site-specific MOU/Operating Agreement. The comprehensive center site specific MOU’s were updated and sent to DWD in late 2006 and early 2007, and are still in effect. DWD has copies of current MOUs/Operating agreements.

V. Demand-Drive Workforce Investment System

1. *Describe the progress towards aligning the services of the local workforce system, economic development and education systems to support a regional based sector strategy and obtaining cross-agency cooperative agreements for collaboration and shared resources. Include a description of the WDB’s roles and relationships with the following:*
 - *PK-16 Council*

(<http://www.wtcsystem.edu/pk16/goals/index.htm>)

(http://dpi.wi.gov/seachange/sea0529_2.html)

The statewide PK-16 Leadership Council works with leaders in business, industry, and government to create and expand educational opportunities for Wisconsin students, and to expand the impact of the statewide program to other areas through regionalized efforts.

The Wisconsin PK-16 Leadership Council is comprised of leaders from the state's PK-12 schools, the University of Wisconsin System, the Wisconsin Technical College System, and the state's private colleges and universities. The council works with leaders in business, industry, and government to create the best educational opportunities for all Wisconsin students.

They help to build a statewide network for increased collaboration, information sharing and cooperation; increase student readiness to succeed in postsecondary education by improving the quality of PK-13 teacher preparation and professional development; align high academic standards for PK-12 students with post secondary education.

- *Local technical colleges*

Local technical colleges are members of the partnerships, such as the Manufacturing alliance and the Fox Valley Health Care Alliance, formed by the FVWDB.

- *Local University of Wisconsin campuses*

Local University of Wisconsin campuses are members of the partnerships, such as the Manufacturing Alliance and the Fox Valley Health Care Alliance, formed by the FVWDB.

- *Regional economic development entities*

FVWDB is working with the New North Board to align with key industry sectors for services. These key industry sectors include, but are not limited to, are Advanced Manufacturing, Modernized Agriculture, Healthcare, and FIRE. The Board will focus its limited resources on these industries in partnership with economic development, chambers, technical colleges, New North, and business to address these key industry needs for skilled workers. The FVWDB will continue to work with the economic development professionals in business attraction, retention, and growth opportunities.

2. *Describe how the WDB will identify and work with key industry partnerships where they exist within the region, and coordinate and invest in partnership infrastructure where they are not yet developed. Establish goals for the WDB's efforts with industry partnerships.*

The FVWDB has Business Advisory Committees in the major workforce development centers, and five dedicated staff who serve as business services managers to contact employers directly. FVWDB also partners with economic development organizations and the local chambers to assure that local business needs are being identified, and in partnership, works to meet those needs. Private sector business members of the FVWDB also provide an additional venue for input of local business needs. Each of the three major One Stop Centers sends a quarterly newsletter to all the businesses in the seven county WDA that identifies best practices, labor law information, and upcoming events. Employers are encouraged to comment directly to the local centers in their area as it relates to services, training needs, and opportunity for improvement of services. Contacts with employers are also made by the Disability Navigator to aide them in working with persons with disabilities.

Additional efforts to form effective employer relations has included formation of the NEW Manufacturing Alliance and the FV Healthcare Alliance. These partnerships include employers, WDBs, educational partners (K-12, Technical and 4-year), and regional economic development partners. These Alliance partnerships have given FVWDB a deeper understanding of the needs and challenges facing those industries. To further demonstrate the value of these alliances, the activities often require that

participating employers set aside competitive issues with one another and work to the common good of that industry.

At the local level, the FVWDA will determine the process for appointing Business reps to specific counties in an effort to organize outreach and facilitate connections with partners and businesses in that county. All Business reps will be required to work with local economic development professionals in order to align resources and services. FVWDB asks the state not to do this in the central office.

At the March 16, 2006 Board/FVLEOs meeting, there was much discussion on how to assure economic growth. The responsibility of the Board is to help grow jobs that are sustainable in the community with a minimum of self-sufficient wages and benefits. FVWDB and FVLEOs agreed they wanted to support companies that may not be at the median wage of \$13.71 for the FVWDA, but may be at a less wage and provides benefits and opportunity for advancement (wage or career) in the future. FVWDB and FVLEOs agree to support businesses and jobs that have an entry level less than then \$13.71, but have great potential to increase with additional training and/or experience.

The Board and FVLEOs agree the ultimate goal of \$13.71 should be monitored and should be a goal that is strived toward in the future. At this time, especially in the rural areas, the majority of companies could not be served if WIA funds were based on the 35% training goal. However, the Board will require the companies served to be tied to specific industry clusters identified in the recent NEW EOS; as well as through economic development and NEW North partners. This will include Healthcare, Construction, and high tech manufacturing. FVWDB will require businesses served to offer jobs that provide at least one of the following three factors: high growth, high wages, and benefits.

3. *Identify how the WDB plans to better align its resources to support to meet the training and employment needs of key industry sectors in the region. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations. Establish goals for the WDB's alignment activities.*

Fox Valley WDB has established a regional Business Services Team that partners to address the local needs of the business. This team is made up of 5 Business Services Reps from FVWDA (2 of which are specializing in LEAN training and outreach). As non-replacement of DWD staff has occurred and staff reassignments continue to be worked through, engagement of state staff in the business services team will need to be determined; it is, however, a goal of FVWDB to continue to have participation of state staff in the Business Services Team. In order to address this concern and maintain services to business, FVWDB has taken the lead for business services for the WDA. These individuals and services are identified in the Business Services Plan.

When Job Service staffing levels have been determined at the local level, the Board Administrator plans to re-establish meetings with business reps, VETS, and Wagner-Peyser Business Reps to further fee-for-service products. FVWDB has been providing business services prior to the Wisconsin Job Service Program Operations Plan, but will work with local Job Service staff to assure a streamlined approach for business utilizing all the "business reps" from all the programs in order to assure capacity to service the large number of small to medium businesses in the FVWDA.

The local partnership works well; however, the role of who will work with each business sector identified by DWD Central Office does not effectively work in this area. Though Wagner-Peyser staff are more than willing to make employer contacts, they lack staff numbers in our area to effectively reach businesses and sustain that effort. In addition, it appears that Wagner-Peyser staff are no longer charged with business outreach efforts so, at the local area, the Board is taking a leadership role in efforts to connect with businesses. Wagner-Peyser staff has been very willing to partner and collaborate with this effort and provide staff support as available.

Single Point of Contact

At the local level, the FVWDA will determine the process for appointing Business reps to specific businesses and/or industry clusters. To be most effective in working with local businesses and the unique needs of those businesses, the strengths of the Business reps will be assessed and matched to the

appropriate industries. All Business reps will be required to work with local economic development professionals in order to align resources and services. FVWDB asks the state not to do this in the central office.

Targeted Employers

This is included in the Regional Business Plan. The priorities for PY09 align with New North efforts related to Advanced Manufacturing, Modernized Agriculture, Healthcare, and FIRE.

Connecting Demand-Driven with Job Seeker Services

FVWDA agrees. There are many tools to help with this and all effective tools will be utilized. An example is: JobFit is a tool that provides an additional asset for connecting Job Seekers with Business. In PY06 a Manufacturing Alliance website was created that allows job seekers to enter basic demographic information that is accessible to Manufacturing Alliance member manufacturing companies for review.

There are several ways information is shared through the system with One Stop partners, chambers, technical colleges and economic development partners. This is done through round table discussions, Executive Pulse information, regional job fair committee meetings, and through the Job Center of Wisconsin Business data reporting system. Due to the many players outside the One Stop system not mandated to utilize DWD data systems it is important for the Board to act as a facilitator of bringing players to the table and the resources for collecting business service data. These strategies will continue to be developed to continue to improve information sharing and responsiveness to employers.

Fees for Business Services

In the FVWDA, there is a regional (WDA-wide) Business Plan developed and utilized. Each Comprehensive Center is expected to participate in the regional implementation of the business plan. This assures coordination is provided and duplication of services is avoided. This allows for more effective use of limited resources. .

4. *Describe the methods to be used within the GROW region to measure the progress toward the goals established in 1-3 above.*

VI. WIA Title I Program Services

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

1. *Priority of Service Due to Limited Funding (if you have written policy that addresses a-c below, attach it and explain where in that policy each of these points are addressed.)*

Fox Valley WDB has a Priority of Service Policy in place. In the event of limited funding, FVWDB will follow the established policy.

- a. *Provide a description of the criteria to be used by the WDB to determine if funds allocated to the local area for adult employment and training activities are limited. [§134(d)(4)(E) and 118(b)(4)].*

Priority of Services Policy

- In the event that funds allocated to a local area for adult employment and training are limited, priority for intensive and training services funded with WIA Title IB adult funds must be given to recipients of public assistance and other low-income individuals in the local area. Funds allocated for dislocated workers are not subject to this requirement.
- For the purpose of setting priority for the services of WIA, the following define low-income individuals:
 - (1) meets the income criteria established by the Fox Valley Workforce Development Board, that is, the individual received an income, or is a member of a family who has received income for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, public

- assistance payments, and old-age and survivors insurance benefits received under §202 of the Social Security Act (42 USC 402)) that does not exceed 200% of the poverty line, except youth, which is set at 100% of the poverty line; or
- (2) receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program; or
- (3) is a member of a household that receives, or has been determined within the 6 month period prior to application for the program to be eligible to receive, food stamps; or
- (4) qualifies as a homeless individual; or
- (5) an individual with a disability whose own income meets the requirements of (1) or (2) above, but is a member of a family whose income does not meet these requirements; or
- (6) is a veteran.
- The final determination of whether funds allocated to a local area are adequate to meet the intensive and training service needs of the population is made at the local level.
- State policies and requirements to assist WDBs in this determination include the following:
 - (1) identification of the types and amounts of resources available to provide intensive and training services to adults. Resources to identify include, but are not limited to: Temporary Assistance for Needy Families (TANF), Welfare to Work, Vocational Rehabilitation, Community Services Block Grant, Carl Perkins and Adult Education Acts, student financial aid and other local resources that are available to provide intensive and training services to public assistance recipients and low income individuals.
 - (2) Identification of the needs of specific groups within the local area. Specific groups may include disabled individuals, individuals with cultural or language barriers, offenders, homeless individuals, older workers, and others. Local areas should estimate the number of individuals who can be included in these groups.
 - (3) Comparison of the needs of individuals identified under (2) above and their eligibility for services under other categorical funding sources such as those listed above.
 - (4) Local areas determining that there are not adequate resources to meet the intensive and training service needs of the population the local area will prioritize services. The state encourages local areas to prioritize services to those whose household income is below 200% of the Federal poverty limit, and public assistance recipients other than TANF cash assistance recipients.

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

The Chief Operating Officer (COO), through coordination with the sub-contractors, will advise the Executive Administrator/CEO when funding (e.g. training, support services) is becoming low. The Executive Administrator/CEO reviews the budget and reallocates funding if available. The WDB is made aware of the budget levels and any adjustments necessary on an ongoing basis.

c. Describe the process that the WDB will use to direct its OSO(s) to give priority to veterans and veterans' spouses, low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.

If additional funding cannot be found, the service providers will be advised and will follow established policy. Additionally, FVWDB then identifies three categories within the WDA: 1) WIA clients in training, 2) WIA clients waiting to start training, and 3) those individuals not yet enrolled in WIA who are in need of training. These categories further refine priority of service when it pertains to training and/or support services.

- 2. For those WDBs that are using income as a basis for serving adults, submit the local policy as an attachment.*

FVWDB uses 200% FPL guidelines to qualify individuals for the WIA Adult program.

- 3. Describe any plans for transferring up to 100% of the funds between the adult and dislocated worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.*

In the event FVWDB feels it is necessary to transfer funds between adult and dislocated worker programs, it will notify the local sub-contractors and discuss any potential impact of such a move. FVWDB Priority of Service policy will be followed should the transfer cause a limited funding situation for one of the program areas. FVWDB does not expect to request transfer of PY09 funds from one program to another at this time.

- 4. Describe any plans for using up to 10% of local area formula funds to provide statewide employment and training activities, including incumbent worker training. In the description, include the expected impact on local performance standards.*

FVWDB will be requesting a waiver for incumbent worker services from DWD for PY09.

- 5. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for core, intensive, and training allocations for the Adult and Dislocated Worker programs. Use Form E*

FVWDB fund allocation between service categories can be found in "Form E" when allocation information becomes available from DWD.

6. Target Populations [§112(b)(17) and 118(b)(4)]

- a. Describe how the WDB will serve each of these significant segments of the population:*
 - *low-income individuals (including recipients of public assistance)*
 - *individuals training for nontraditional employment*
 - *individuals with multiple barriers (including older workers and individuals with disabilities).*

FVWDB service providers have forged strong relationships with job center partners who may have potential WIA clients. The partner agencies refer clients that would qualify for WIA services. Additionally, "non-traditional" employment opportunities are discussed with WIA clients and tracked in the state's ASSET database.

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

FVWDB has a Disability Navigator staff member who serves as an advocate for the disabled. This individual conducts outreach and works closely with service providers in the WDA in order to maximize access for the disabled.

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

Displaced Homemaker's will be served on a case-by-case basis. Qualified displaced homemakers will be afforded the same opportunity as other WIA clients within the "Priority of Service" policy as outlined above.

- d. Provide a copy of the WDB's local policy that addresses how priority of service to veterans and other covered persons will be applied. In addition, describe the local procedures developed to implement the requirements under the Jobs for Veterans Act (P.L.107-288)(38 USC 4215).*

See Priority of Services Policy. In addition, sub-contractors work closely with DVOP and LVER staff. Co-location of Vet staff and WIA case managers ensures that eligible participants receive comprehensive services necessary to successfully return to the workforce in an efficient manner.

- 7. Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs:*
 - a. Offender reentry*

FVWDB coordinates with the Drug Abuse Correctional Center (Oshkosh) . Inmates who are within 90 days of leaving the center are able to visit the job center and receive assistance on job searching skills, resume development, etc. Additionally, Huber inmates are also given the opportunity to use the services of the job centers within the WDA. Finally, youth offenders are assisted through WIA service providers and through a special contract with Career Connection. Specifically, this sub-contractor works with youth offenders in the local area and provides career exploration insights (through WisCareer) in addition to interview techniques.

- b. TANF and Food Share Employment and Training*

WIA case managers routinely coordinate closely with county service providers.

- c. Adult Basic Education*

FVWDB works closely with local technical colleges and ensures WIA clients are made aware of the GOAL (Goal-Oriented Adult Learning) program. In many cases GOAL training is required before higher level training can take place. GOAL requirements are usually determined through ACCUPLACER.

- d. Adult apprenticeship*

FVWDB recognizes the potential value for such a program; however, the challenge is matching a qualified client with a willing employer and to still meet performance. FVWDB would consider any DWD strategies that would open this training avenue to our clients.

- 8. Describe how you will incorporate RISE career pathways principles into training programs for the WDA's training customers and provide a timetable for implementation.*

FVWDB views the Career Pathways model as a multi-tiered approach for delivering support to clients enrolled in the Workforce Investment Act (WIA) program. The model is structured in a way that allows individuals to enter and exit according to their needs and goals. Career Pathways is a long-term approach designed to develop a quality workforce on multiple levels and will be implemented across all three WIA programs.

9. Describe WDB policies and procedures to support Unemployment Insurance (UI) Profiling and reemployment services activities.

FVWDB local policies give it the flexibility it needs to work closely with the Unemployment Insurance Profiling and reemployment services activities.

10. Describe the methods the WDB developed to respond expeditiously to plant closings and layoffs. These methods must address coordination with statewide rapid response activities, as well as when statewide rapid response staff are not involved. [§118(b)(5)]

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.

- a. 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.
- b. 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.

11. Describe the methods and procedures the WDB developed or will develop to expand coordination of service delivery with the Trade Adjustment Assistance program.

FVWDB works closely with local Trade Adjustment Assistance (TAA) staff to ensure the resources of both programs are used effectively. Dual enrollment in both programs is encouraged. WIA case managers routinely participate in TAA sessions once the employees have been identified. Additionally, FVWDB coordinates closely with the DWD DW/TAA office.

B. Title I Core Services

1. Describe core services that will be provided in addition to those specified in Sec. 134(d)(2) of the Act.

All core services identified in Sec. 134 (d)(2) are offered in the two comprehensive centers and most services are offered in the other five service locations. The exception in the other service locations is those services previously provided by Job Service through Wagner Peyser such as career counseling. In addition to the core services identified in the act, the following services are also available in the comprehensive centers and several of the other service locations:

- Workshops – Employment related workshops provided by center partners, community partners (e.g.-UW-extension) or by Employer volunteers;
- Employers volunteer time for Mock Interviews & resume critique;

2. *Describe the WDB's design for Title I core services. Include how Title I activities compliment Wagner-Peyser Labor Exchange Services. (WIA Regulations ask for a description that shows these two sources of funds are not duplicative.)*

The core services provided in the FVWDA Job Centers and Workforce Development resource rooms provide easy access to a comprehensive array of integrated employment, educational, training and economic development resources to meet the needs of job seekers, employers and the community. The centers provide a comprehensive, centralized resource for job opportunities, employment preparation, and training opportunities.

As resources have dwindled over the past decade, Wagner-Peyser staff has centralized in only two locations in the FVWDA. Even in these locations, Wagner-Peyser staff is insufficient to meet the customer demand. Therefore, the FVWDB has provided resources for core services to work in conjunction with Wagner-Peyser efforts in a non-duplicative manner. Many center resource rooms have more than 100 visits per day, and it is a challenge to maintain a level of service sufficient to ensure high customer satisfaction levels.

3. *Provide a copy of the WDB supportive services policy as an attachment.*

C. Intensive Services

1. *Describe any intensive services that will be provided in addition to those identified in Section 134(d)(3) of the Act.*

FVWDB provides services as outlined in Section 134(d)(3) of the Act.

2. *Describe how intensive services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, W-2 and Adult Education. Coordination of these areas is important to improving services to customers as well as reducing redundancy and increasing efficiencies.*

FVWDB provides coordinated services with partner agencies as applicable. Our close relationship with these agencies in the job centers ensures resources are used effectively.

3. *Provide the WDB's definition of "self-sufficiency."*

The FVWDB defines self-sufficiency for WIA Adults as earning more than 200% of Federal Poverty Level (based on family size) and for WIA Dislocated Workers 80% of their dislocation wage is the targeted goal. Given the current economic conditions, this goal may not always be fully met.

D. Training Services

1. *Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for ITA, On-the-Job Training (OJT), and customized training.*

Training allocation by percentage:

- | | |
|----------------|---------|
| a. ITA: | __25__% |
| b. OJT: | __10__% |
| c. Customized: | __5 % |

2. *Indicate what percent of Adult, Dislocated Worker and Special Response funds the WDB will set aside to train for "middle skilled" jobs. Further, describe how job seekers will be made aware of training for occupations in demand, especially for occupations in the priority sectors identified for your region.*

FVWDB will set aside a majority of its training funding for middle skill jobs or through the Career Pathways model, training that will eventually lead to those middle skill jobs identified in our area. Clients are made aware of area labor market information provided by DWD and/or EMSI.

- 3. Describe the WDB's policy for its ITA system including limits on duration and amount. Submit the WDB's ITA policy.*

FVWDB ITA policy allows costs of up to \$2,400 per semester for a maximum of \$9,600 lifetime. Clients are allowed up to three years to complete a training program. See attached ITA policy.

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

FVWDB's Executive Administrator/CEO has sole approval authority for adding/removing vendors from the approved ITA listing. Completed ITA applications are sent to the COO for initial review. The COO will also review the application against the appropriate LMI data (DWD or EMSI provided). Once this review is complete, the COO forwards the application to the executive administrator with a recommendation.

- 5. Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable:*

- a. Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount. Submit the WDB's OJT policy and customized training policy.*

See Attached OJT and Customized Training policy.

- b. 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.*

For OJT's and Customized Training opportunities, Business is in the driver's seat with identification of the appropriate trainer. If there are more than one vendor, an RFP will be submitted, but if there is only one vendor for the training specific to the need within the company or industry sector, a sole source contract may be provided. FVWDB's procurement policy will be followed.

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

FVWDB uses contract training on an "as required" basis. Typically, FVWDB has used this approach in the past when current training opportunities (ITA) no longer have the capacity to serve (e.g. waiting list). Contract training is a method that allows the local tech school to temporarily expand capacity and meet the needs of the dislocated worker population. FVWDB is currently reviewing its OJT policy and sees a greater role for this training method in the near future.

- 6. Describe the WDB's policies for the following and provide copies as an attachment:*

- a. WDBs are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for training."*

FVWDB makes need for training decisions based on the client's current skill sets, credentials (e.g. HS diploma), and likelihood to return to their current occupation. The WIA "Application" and "Personal Profile" form is used to capture the current skill set of an individual and assist a case manager in determining the need for training. The decision to approve a client for training is documented in ASSET and the WIA Training Analysis form.

- b. Needs Related Payments*

FVWDB, in response to the American Recovery and Reinvestment Act (ARRA) of 2009, FVWDB will be reviewing the "Needs Related Payments" policy and update it as applicable.

- 7. Describe the WDB's current or planned coordination and collaboration efforts with the following programs:*

- a. Manufacturing Skills Standard Certification (MSSC)*

FVWDB currently has one staff member fully certified in MSSC and the local tech schools offer training. MSSC training is funded as client interest dictates. Workshops will be provided in the One Stop Centers for DWs in PY09.

- b. Customized Labor Training (Department of Commerce)*

FVWDB, through Business Service Representatives, makes local employers aware of such grant opportunities and will help with coordination.

- c. Wisconsin Advancement Training Grants (WTCS)*

FVWDB Business Service Representatives make local employers aware of such training opportunities.

- d. Regional Industry Skills Education (RISE)*

Mentioned previously in this document, FVWDB views the Careers Pathway model as a long term strategy for providing training opportunities to clients and local training providers

- 8. Describe how the WDB will encourage bridge programming, contextual remediation training and chunked curriculum for occupational training as describe in the Wisconsin RISE initiative.*

FVWDB will encourage bridge programming, contextual remediation training, and chunked curriculum for occupational training as described in the Wisconsin RISE initiative. FVWDB is currently collaborating with the local technical schools in providing the right amount of training that allows a client to become more competitive in the workforce quickly. Furthermore, FVWDB looks for ways to bridge the gap between Adult Basic Education and skills attainment.

E. Youth Program

1. Describe how the WIA youth program supports and/or partners with the following programs:

a. 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.

b. Job Corps

The FVWDB subcontracts with CCDET, CESA #5, and ADVOCAP for both the In-School and Out-of-School Program. Subcontractors in these programs refer their clients to other programs in their community such as Job Corps, Project Lead the Way, AmeriCorps, and more.

c. Project Lead the Way

The FVWDB subcontracts with CCDET, CESA #5, and ADVOCAP for both the In-School and Out-of-School Program. Subcontractors in these programs refer their clients to other programs in their community such as Job Corps, Project Lead the Way, AmeriCorps, and more.

d. Department of Public Instruction Career Clusters

The FVWDB partners with Career Connection to provide career and technical education. Career Connection develops an event for all Fox Valley area middle school students called Passport to Success. During this event students interview professionals in sixteen different career clusters which have been identified by the Department of Public Instruction. First, the students take an Interest Profiler on Wiscareers, which will give students information on their top three career clusters. Second, they pick two clusters to learn more about. Finally, when students come to the Passport event, they will find the professional in their career cluster and interview them.

e. Career and technical education

f. Wisconsin Covenant

The WIA youth program supports the Wisconsin Covenant program by working with subcontractors who are committed to see youth earn a high school diploma, work to help students maintain a “B” average, complete classes they need to prepare them for higher education, demonstrate good citizenship, assist with college prep, and prepare the students for college (i.e. financial aid preparation, *Homeless and Runaway youth services*).

g. Financial literacy

The FVWDB organizes events called Reality Stores to provide financial literacy to high school students in the Fox Valley Area. During the Reality Store students are given an occupation, a monthly salary, and some have children. Each student is given a checkbook with their monthly income so they can track expenses. Students visit booths set up at their school which simulate life experiences. For example, students will pay taxes, open a checking account, pay for childcare, pay for groceries, and pay for housing. Volunteers from community agencies staff each booth and deduct the amount of each item bought from the student’s checking account.

h. Americorps

The FVWDB subcontracts with CCDET, CESA #5, and ADVOCAP for both the In-School and Out-of-School Program. Subcontractors in these programs refer their clients to other programs in their community such as Job Corps, Project Lead the Way, AmeriCorps, and more.

i. STEM Initiatives

2. Describe any regional efforts your local area is involved with or is planning with regard to youth initiatives.

The FVWDB is currently implementing a work experience program called the Washington Square Project, and has applied for two federal grants aimed at providing youth services; Young Parents and Youth Build.

The Washington Square Project is underway in Downtown Appleton. Area youth enrolled in the WIA Youth Program and/or the Summer Youth Component will be working on beautification of the downtown area. Duties would include, maintenance, painting, planting and caring for flowers and plants and cleaning of the downtown area.

The goal of the Young Parents Demonstration Grant is to achieve economic self-sufficiency for young parents by aligning community resources and providing a comprehensive set of “bump-up” services. All participants will receive an in-depth set of services, but the “bump-up” group will receive a new expanded set of services, which will include additional education, counseling and mentoring.

The Youth Build Grant would recruit local youth aged 16-24 years who are high school dropouts. The program would provide participants tutoring and other educational services to help achieve high school equivalency. Funds would also be available to enroll in post secondary education courses. In addition to the educational component, participants would work with Habitat for Humanity to build single family homes. A portion of the funding would be used to purchase and renovate a building in downtown Appleton and renovate into a group home for homeless youth. Participants would work on this renovation.

3. Describe the connection between your WIA Youth Program and the Job Center service delivery system.

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.

4. Describe how services are provided or referrals made for youth who are not eligible for WIA youth 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.

5. Describe how the WDA will provide the ten required program elements for the WIA youth program design.

Last year, each subcontractor submitted a proposal in response to a Request for Proposals; the only proposals that were accepted were contractors who demonstrated that they could provide the ten required program elements for the WIA Youth Program. 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. Increasing Out-of-School Youth Participation. Serving out-of-school youth is one of the most crucial issues facing Wisconsin. Out-of-school youth have problems connecting to the labor market. The major challenge in serving this population is not in identifying them, but recruiting, retaining and keeping them engaged in the program.

a. Describe the current and planned recruitment strategies to expand and market services to out-of-school youth.

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 current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth.

c. Describe the current and planned retention strategies to retain out-of-school youth in employment or post-secondary education.

The FVWDB is beginning to implement a program under The American Recovery and Reinvestment Act to recruit youth ages 14-24 to engage in summer youth employment. Youth involved in the program will participate in work experience and education components. In addition, out-of-school youth who are 18-24 years older will be able to continue their work experience component year round. While work experience is a key component to the program, the out-of-school youth will also be required to increase their education. Depending on a participants need, this could include GED/HSED, and/or post secondary education. The program will work to move participants into a job within an industry that is of interest to them, but specific focus will be given to jobs within the construction, health care, and green industries.

Youth can also receive paid/unpaid work experience to include internships, job shadowing or on-the-job training.

Students will receive a minimum of 12 months of follow up services. Case Managers are in contact with youth to gather information on their current situation; follow up services can include supportive services.

- d. What assessment tool does your WDA use for assessing all out-of-school youth to determine if they are basic skills deficient in reading and math?*

Assessments include; WRAT, TABE, COPES, Jobfit

- e. Describe service strategies (current and planned) for assuring that out-of-school youth deficient in basic reading/writing and math, become proficient.*

Youth are assessed when they are initially enrolled in the program. If a participant's score is below proficient one year after enrollment then the case manager will re-assess the student to make sure their score is at the proficient level.

7. Youth Definitions

- a. Provide your local definition of the sixth youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure and hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the five federally specified barriers/criteria (basic literacy skills deficient; school dropout; homeless, runaway or foster child; pregnant or parenting; offender).*

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. The local Disability Navigator assists youth with disabilities. The first job of the Disability Navigator is to determine what local support the youth is receiving, and what support and resources are available but not being utilized. Possible resources include; housing, counseling, DVR support services, transportation, job skills training, and other employment help. In addition, the Disability Navigator works with Transition Advisory Councils; this council works with schools and teachers to improve work transition of students with disabilities.

- b. If a youth does not meet the low income eligibility requirement, the youth must be within one or more categories, one of which is "basic skills deficient", as defined by the local WDB. Provide your local definition of deficient in basic literacy skills.*

The FVWDB Case Managers utilize the TABE Assessment to determine participants' average grade level in Reading, Writing, or Math. If the individual has less than a 9th grade score they are considered "basic skills deficient."

- c. If a youth does not meet the low income eligibility requirement, another category of eligibility is "faces serious barriers to employment" as identified by the local WDB. The local definition for "faces serious barriers" and "needs additional assistance" may be the same, regardless of the youth's eligibility status. If the WDB's definition of "faces serious barriers" is different from the "needs additional assistance" definition, provide the WDB's definition of "faces serious barriers".*

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. *Describe how the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.*

The FVWDB works with the emergency shelters in all of our seven county workforce development areas. The FVWDB also has a representative from the Emergency Shelter on the board.

9. *Describe the criteria and process to be used in awarding grants for youth activities, including criteria to identify effective and ineffective youth activities and providers.*

10. *WDBs in rural areas of the State may request approval for additional flexibility in the procurement of qualified youth providers. Describe any plans for requesting a waiver of the competitive procurement process for youth providers and what performance improvements are expected.*

F. New Service Delivery Strategies for WDAs failing performance

- Not applicable to the FVWDB

G. Strategies for Faith-based and Community Organizations

1. *Describe those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.*

Fox Valley WDB continues to work with Faith Based initiatives related to the challenges of DW, Adults and high risk youth. The Business Services Reps are meeting with DW in local churches to identify where services are and the role One Stops provide. Youth outreach is also being provided through faith-based supported programs such as BABES, Lutheran Social Services, Catholic Charities, the Salvation Army, etc. to reach the populations that may best benefit from the WIA programs and One Stop system services.

2. *Describe those activities to be undertaken to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the WDA.*

Financial literacy, computer literacy, ESL and grief support for job loss are programs that are provided through the faith based services. FVWDB is encouraging program providers to partner with these agencies to reach the people most in need of workforce development and training services. As programming is developed the information will be provided.

VII. Service Providers and Oversight

A. Selection of Service Providers

1. *Describe the process the WDB will use to select service providers for the following types of services:*

- a. *Core services*

Fox Valley WDB in partnership with County Boards and other partners supports Resource Room Specialists in all six centers. In the past year, the Board pulled resources from the Fox Cities WDC due to the large number of Wagner-Peyser staff moved to that center with the belief the state would provide enough staff to support the public. Wagner-Peyser staff was limited and did not provide support to the growing number of dislocated workers, so FVWDB replaced Resource Room Specialists into the center through Workforce Economics, Inc. Core Services, such as workshops, trainings, etc have been supported through the consortium agreement so competitive process for procurement has not been necessary.

b. Intensive services

Fox Valley WDB provided a procurement process for WIA Adult and DW for seven counties in PY08. Three of the counties were not appropriately addressed through the RFP process, so a vendor was selected for one year of service. In March 2009 an RFP was submitted with a third party reviewer for case management services for Outagamie, Waupaca and Waushara counties. Vendor has not been determined. Vendors are provided an option to renew for a second and possibly a third year if meet performance.

c. Youth services

Youth Services for case management is done through an RFP process. There will be no RFP for PY09 due to the second year option with vendors. The last RFP was done for PY08.

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

a. Core services

Workforce Economics, Inc. will provide the staff for Resource Room Specialists for PY09.

b. Intensive services

Adult and DW case management services are provided by a single case manager in some locations. Outagamie, Waupaca and Waushara contractor is to be determined. Calumet, Green Lake, Winnebago and Fond du Lac counties are served by Advocap. LETC provides DW case management services through the Special Response grant and some local DW funding in Outagamie and Calumet counties.

c. Youth services

CCDET provides youth services in Winnebago, Calumet, and Outagamie Counties. ADVOCAP serves youth in Fond du Lac, Green Lake counties. CESA 5 serves youth in Waupaca and Waushara counties.

B. Oversight and Training of Service Providers

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

FVWDB Program Directors provide monitoring and oversight on an ongoing basis. A formal monitoring process is done between February and April unless concerns arise that flag a need for an earlier intervention. The Program Directors meet with contractors at least quarterly to address needs and concerns, as well as to develop with contractors improved service delivery opportunities.

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

Staff providing services are provided training by the Program Director and the COO on use of ASSET, WIA policies, PAS system and other program related tools. With the quarterly meetings, new information is provided or troubleshooting of issues done. Also, provide for case managers to attend statewide events.

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

The contractors are responsible for ensuring timely entry of participant information. When it becomes apparent to the Program Directors and/or COO that this contract responsibility is not being it is immediately addressed. More frequent monitoring of vendor may become necessary. Program Directors and/or COO frequently review ASSET screens to ensure integrity of the program and addresses issues as they occur.

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

ASSET and PAS are used for tracking participants, as well as paper files.

VIII. Performance and Accountability

- A. *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.*

FVWDB does not have any locally developed performance standards in addition to those required by WIA.

- B. *Describe the local area continuous improvement activities and how performance data will contribute to this process.*

FVWDB is committed to continuous improvement for the WIA performance standards. Quarterly data furnished by DWD is analyzed for potential negative trends. Results are sent to subcontractors in an effort to improve performance. Additionally, meetings are held with the subcontractors to discuss any trends with performance problems. Staff and subcontractors are afforded opportunities to attend training events hosted by DWD.

- C. *Describe how your local area's program design will be updated as a result of the State's replacement of the statutory performance measures with the common performance measures. Propose initial standards for the measures (listed below) to be used in negotiation of final standards with DWD.*

1. *Adult and Dislocated Worker (DW) Entered Employment Rate: The number of unemployed adults who obtained employment in the first quarter after terminating program services. This measure looks at only those individuals were unemployed when they began receiving services. It includes individuals who have documented employment as verified by either the UI Wage Record or supplemental employment data provided to the case manager by the participant.*

FVWDB proposes **80%** for this measurement. This is based on combining current performance results from PY08 Q2 AP and DW performance. Given the current economy, FVWDB believes this is a reasonable expectation. Since February 2008 through February 2009, on the average, our WDA's unemployment rate has increased 3.0 – 3.9%. That represents nearly a 100% increase for some of the counties. Additionally, we have two counties and two MSA's (metropolitan statistical areas) that are experiencing double digit unemployment rates (ref: Legislative Reference Bureau; April 2009 – see Attachment ??)

2. *Adult and DW Employment Retention Rate: The number of exited adults who are employed in the first, second and third quarters after terminating program services. This measure approximates retention for at least six months following participation in the program.*

FVWDB proposes **87.5%** for this measurement. Given the current economy (see above), FVWDB believes this is a reasonable expectation.

3. *Adult and DW Average Earnings: The second and third quarter average earnings for all adults who were employed in the first, second and third quarters after terminating program services. To ensure comparability of this measure on a national level, wage record sources will be the only allowable data source.*

FVWDB proposes **\$10,500** for this measurement. Given the current economy (see above) and the expected decrease in earnings (due to clients taking “available jobs”), FVWDB believes this is a reasonable expectation.

4. *Youth Placement in Employment or Education: The number of youth who are employed (including military service), or enrolled in post-secondary education or advanced training/occupational skills training in the first quarter after terminating program services. The measure looks at youth who were not employed, enrolled in post-secondary education or in advanced training/occupational skills training at the time youth services began.*

FVWDB proposes **68%** for this measurement. Given the current economy (see above), FVWDB believes this is a reasonable expectation.

5. *Youth Attainment of a Degree or Certificate: The number of youth who attained a high school diploma, GED, or recognized certificate by the end of the third quarter after terminating program services. The measure looks at youth who were enrolled in education either on the day youth services began or at any time during program participation. Education means attending high school, attending alternative secondary school, enrolled in a qualified apprenticeship or attending college.*

FVWDB proposes **67%** for this measurement. Given the current economy (see above) and the fact FVWDB is challenged to meet this requirement now, FVWDB believes this is a reasonable expectation.

6. *Youth Literacy and Numeracy Gains: The number of out-of-school, basic skills deficient youth who increase one or more educational functioning levels in each year of program participation. The measure seeks to raise youth participants' reading and math proficiency levels to the 9th grade level. Educational functioning level determinations depend on the test that is used to measure the youth's progress. Only tests prescribed or approved by the U.S. DOL may be used.*

FVWDB proposes **15%** for this measurement. This is based primarily on the fact that past performance shows this is a challenging performance measurement to meet. The proposed amount would represent a substantial increase over current performance.

D. Describe the steps you will take to sustain or maintain Adult and DW performance during PY 09-10.

FVWDB will continue to monitor performance results for any trends (positive or negative) during PY09 – 10. FVWDB will continue to communicate any findings to the appropriate program managers and subcontractors. Meetings with the appropriate subcontractors will occur to discuss trends and also seek input for improvement. FVWDB continues to look for improvements in efficiency which should ultimately improve performance.

E. Describe the steps you intend to take to address the Youth Common Measures transition, while ensuring performance on older and younger youth measures does not start to decline.

FVWDB will continue to serve youth with the objective to meet/exceed established performance, but most importantly, to give the participants the skills they need to succeed. Our biggest performance challenge will be the “Youth Literacy/Numeracy Gains” measurement for out-of-school youth. FVWDB will be working closely with our sub-contractors to determine the number of clients that will fall into this category and how they can be best served.

IX. Waivers

If the WDB wishes to pursue other waiver issues to advance responsive and innovative service delivery, refer to WIA Policy Update 08-02 on the waiver process and request requirements. Note that the policy allows the WDB to request waivers at any time during the program year. However, for planning purposes it would be ideal to include in the local plan.

Fox Valley WDB will be applying for the following waivers: Common Performance Measures, Transfer of Funds, Incumbent Worker and Youth Program.

X. Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be provided priority access to employment and training activities authorized in section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to a full range of career choices including orienting and exposing them to training and jobs with family-supporting wages.
6. The WDB assures that financial literacy training/information is made available for all participants.
7. The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.
8. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.

9. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
10. The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, Division of Employment and Training (DET) Guidance and all other applicable federal and state laws.
11. The WDB assures that all WDB meeting agendas and minutes will be shared with DET staff (Local Program Liaison).
12. The WDB assures that comprehensive job centers will implement and abide by the PY 2009 One-Stop Job Center Requirements and Standards of Service (Attachment A) and that it will insure the other service locations in the One Stop Service Delivery System follow the standards, as applicable.
13. The WDB assures that no WIA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.
14. The Wisconsin WDB Administrative Entity assures the development of a Continuity of Operations Plan (COOP) which outlines the methods by which the Board will function and services will be provided during a critical incident or pandemic, including:
 - Provisions for continuation of employment and training services under the WIA and other programs or services funded by the DWD as possible during a critical incident or pandemic as well as the restoration of full services when services have had to be limited or interrupted for a period of time.
 - Oversight of the status and activity of the WDA's Job Center sites during a critical incident or pandemic, including regular status reports to DET Services COOP Branch Director or designee as required.
 - Full cooperation with the DWD, DET Services in the preparation or implementation of a COOP as specified, including submittal of the Board's updated COOP Plan in April of each year upon request, and participation in COOP drills such as call trees, tabletop exercises and other plan reviews as scheduled.

The WDB assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.

This plan has been developed for the Fox Valley WDA in accordance with the terms of the WIA.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): _____

Signature: _____ Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): _____

Title: _____

Signature: _____ Date: _____

Local Elected Officials (Optional):

Name (type or print): _____

Title: _____

Signature: _____ Date: _____

Name (type or print): _____

Title: _____

Signature: _____ Date: _____