

Western Wisconsin



WIOA LOCAL PLAN 2020-2023

Workforce Development Area 9

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www.westernwdb.org

Date Submitted:
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Learn more about us and our regional impacts at www.westernwdb.org

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Background

The Western Wisconsin WDB is a private, non-profit corporation dedicated to developing demand driven and innovative workforce strategies that cultivate a skilled and competitive workforce to meet the needs of employers in its region. The Western Wisconsin WDB envisions a region where businesses' workforce needs are met and all individuals who want to work have self-sustaining employment. The Western Wisconsin WDB is committed to collaboration through strategic partnerships that share its values of honesty, integrity, innovation, accountability, and transparency. The following key workforce development strategies have been prioritized by the Western Wisconsin WDB:

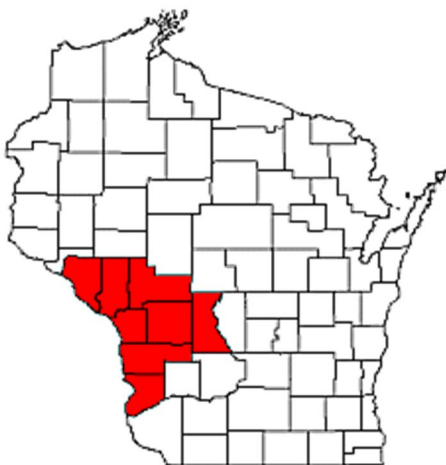
Goal 1: Satisfy the needs of business and job seeking customers.

The best way to satisfy the needs of all customers is through development of sustainable talent pipelines in the region's demand industries. Program services targeting job seekers should be developed and implemented using current business intelligence and labor market information. The focus for business will be on growing sector partnership groups. The focus for job seekers will be on developing a training ecosystem that addresses workplace readiness and on using technology to increase access to program services and enhance the connection between job seekers and business.

Goal 2: Create high impact workforce development solutions through results-driven collaboration.

Efficient utilization and blending of resources are necessary to create a sustainable impact on businesses and jobseekers. The focus will be on building on existing programs and services to expand outreach into underserved populations and rural communities. Solutions will holistically address the needs of jobseekers to remove or reduce barriers to self-sufficiency. Technology will play an important role in creating the workforce of the future. Attention will need to be given to solutions that satisfy both the immediate needs and the future needs of business customers.

Workforce Development Area



The Western Wisconsin WDB serves businesses and job seekers in WDA 9. This area is comprised of Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties. The City of La Crosse is the economic hub of the region.

The WDB strategic vision and goals is driven by its Mission, Vision and Values.

WDB Mission: To develop demand driven and innovative workforce strategies that cultivate a skilled and competitive workforce that meets the needs of employers in our region.

Vision: A region where businesses workforce needs are met and all individuals who want to work have self-sustaining employment.

Value Statement: The WDB is committed to collaboration through strategic partnerships that share our values of honesty, integrity, innovation, accountability, and transparency.

I. Provide an analysis of regional labor and economic conditions in the local area including:

- **Existing and emerging in-demand industry sectors and occupations; and**
- **The employment needs of employers in those industry sectors and occupations**

Information is derived using annual data 2016 Quarterly Census Employment and Wages (QCEW) and Current Employment Statistics (CES) data. Unpublished data from the US Bureau of Labor Statistics, Current Population Surveys (CPS) and US Census Bureau. Highlights of this data regarding the employment needs in the identified sectors are as follows:

Industrial Sectors Ranked by # of Job Orders Posted: Transportation, Health Care & Social Assistance, Retail, Food Service.

Snapshot of Job Openings by Industry (top five): Support/Waste Management/Remediation Services, Health Care & Social Assistance, Finance & Insurance, Transportation & Warehousing, Manufacturing.

Annual Average Employment by Subsector (top five): Educational Services, Hospitals, Food Service & Drinking Places, Government, Nursing/Residential Care Facilities

In addition, the following table (Table I) gives the long-term industry projections which show that by 2026, the Government sector will overtake Leisure and Hospitality as the industry with the highest employment numbers for the fourth highest employment. The information sector continues to be ranked last and continues to decline.

TABLE I: WDA 9
LONG-TERM INDUSTRY PROJECTIONS 2016-2026

WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties

Industry	2016 Employment	2026 Projected Employment	Employment Change (2016-2026)	Percent Change (2016-2026)
Total All Industries	161,790	173,540	11,750	7.3%
Goods Producing	33,530	34,440	910	2.7%

Natural Resources and Mining	5,290	5,710	420	7.9%
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Construction	4,940	5,450	510	10.3%
Manufacturing	23,300	23,280	-20	-0.1%
Services Providing	116,520	126,320	9,800	8.4%
Trade, Transportation, and Utilities	30,850	33,700	2,850	9.2%
Information	1,450	1,280	-170	-11.7%
Financial Activities	5,850	6,600	750	12.8%
Professional and Business Services	9,140	10,340	1,200	13.1%
Education and Health Services	36,070	39,200	3,130	8.7%
Leisure and Hospitality	13,280	14,580	1,300	9.8%
Other Services (except Government)	6,550	6,950	400	6.1%
Government	13,340	13,670	330	2.5%
Self-Employed	11,740	12,780	1,040	8.9%

To the extent possible, the projections consider anticipated changes in Wisconsin's economy from 2016 to 2026. It is important to note that unanticipated events may affect the accuracy of these projections. Employment is rounded to the nearest ten, totals may not add due to rounding. Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, December 2018.

TABLE 2: WDA 9
LONG-TERM OCCUPATIONAL PROJECTIONS 2016-2026
WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties

Rank	SOC Code	Occupation Title	Percent Change (2016-2026)	Occupational Openings	Wages		
					Entry	Experienced	Annual Median
	00-0000	Total, All Occupations	7.30	19,600	\$20,980	\$50,990	\$34,120
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	16.00	770	\$17,090	\$19,890	\$18,350
2	53-3032	Heavy and Tractor-Trailer Truck Drivers	15.10	680	\$30,770	\$47,350	\$40,430
3	41-2011	Cashiers	-2.70	660	\$17,390	\$22,190	\$19,620
4	41-2031	Retail Salespersons	3.60	630	\$17,320	\$28,220	\$19,930
5	43-9061	Office Clerks, General	-0.40	530	\$22,580	\$37,470	\$32,010

6	35-3031	Waiters and Waitresses	7.40	470	\$17,180	\$20,190	\$18,330
7	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	14.80	420	\$21,220	\$33,100	\$28,580
8	39-9021	Personal Care Aides	29.40	410	\$20,120	\$23,600	\$22,490
9	31-1014	Nursing Assistants	7.60	330	\$24,670	\$30,130	\$28,310
10	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	6.80	330	\$20,680	\$32,960	\$28,510

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

Western Wisconsin Workforce Development Boards ensures that the workforce has the best possible knowledge and skill set to bring to employers. There are many factors and challenges that are facing employers when acquiring a strong workforce provided with the proper technical skills. Because of the rapidly changing needs within employers the Western Wisconsin WDB has a strong relationship with the K-12 and higher education schools available, to address the demand for a highly skilled workforce quickly and accurately. The workforce and education systems remain flexible and responsive to address the ever-changing needs. Based on partnerships and current data the most common job seekers' barriers to employment are:

- Transportation barriers
- Leadership Skills
- Technical Skills

Table 3 identifies the educational/training requirements for the top 30 demand occupations. The continued trend seems to project that of the top 10 occupations with the most projected openings, only 1 of them requires more than a high school education. In fact, 6 of the 10 do not even require a high school diploma. This is good news in terms of finding employment for individuals with multiple barriers. However, of the 10 occupations are not likely to pay a self-sustaining wage, while job opportunities may be available, self-sufficiency is still not attainable for many job seekers.

In addition to Table 3 projections to identify employment needs of businesses (through the lens of education/training required for demand occupations), it is important to understand the availability of training and education options available to job seekers.

Western Technical College has several career pathways that are established or in some stage of development. A complete list can be found at www.westerntc.edu/career-pathways. Some career pathways at Western Technical College include:

- 1. Accounting
- 6. Leadership Essentials

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|---------------------------------------|--|
| 2. C & C Operator | 7. Nursing |
| 3. Digital Marketing | 8. Precision Machining and Programming |
| 4. Educational Assistant | 9. Welding and Fabrication |
| 5. Health Care Electronics Technician | 10. Sales Management |

Local Apprenticeship Opportunities

Youth Apprenticeship – Multiple apprenticeships are available for youth throughout Western Wisconsin WDA 9. This list continues to grow and change based on employer and youth needs. Local youth apprenticeships are:

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|--|--------------------------------|
| 1. Agriculture, Food & Natural Resources (AFNR) | 7. Information Technology (IT) |
| 2. Science, Technology, Engineering, and Math (STEM) | 8. Architecture & Construction |
| 3. Hospitality, Lodging & Tourism (HLT) | 9. Manufacturing |
| 4. Transportation, Distribution and Logistics (TDL) | 10. Marketing |
| 5. Arts, A/V Technology & Communications | 11. Finance |
| 6. Health Science | |

Adult Registered Apprenticeships – Western Technical College offers classroom instruction for the following apprenticeships:

- | | |
|---------------------------|----------------------------------|
| 1. ABE Electrician | 6. Metal Fabrication and Die |
| 2. Industrial Electrician | 7. Maintenance Mechanic and Mill |
| 3. JAC Electrician | 8. Plumbing |
| 4. Machinist/Tool and Die | 9. Steam Fitter |
| 5. Maintenance Technician | |

TABLE 3: WDA 9
LONG-TERM OCCUPATIONAL PROJECTIONS
2016-2026

WDA 9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties

Rank	SOC Code	Occupation Title	2016 Employment (1)	2026 Projected Employment	Openings (2)	Typical Education (3)	Work Experience (4)	Job Training (5)
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3,630	4,210	770	No Formal	None	Shor
2	53-3032	Heavy and Tractor-Trailer Truck Drivers	5,310	6,110	680	Postsecondary non-degree award	None	Shor
3	41-2011	Cashiers	3,660	3,560	660	No Formal	None	Shor
4	41-2031	Retail Salespersons	4,200	4,350	630	No Formal	None	Shor
5	43-9061	Office Clerks, General	4,540	4,520	530	High school diploma/equiv.	None	Shor
6	35-3031	Waiters and Waitresses	2,300	2,470	470	No Formal	None	Shor
7	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,630	3,020	420	No Formal	None	Shor
8	39-9021	Personal Care Aides	2,140	2,770	410	High school diploma/equiv.	None	Shor
9	27-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,300	2,520	330	No Formal	None	Shor
10	31-1014	Nursing Assistants	2,640	2,840	330	Postsecondary non-degree award	None	None
11	43-4051	Customer Service Representatives	2,320	2,470	320	High school diploma/equiv.	None	Shor
12	35-3011	Bartenders	1,640	1,780	290	No Formal	None	Shor
13	29-1141	Registered Nurses	4,170	4,620	280	Bachelor's degree	None	None
14	53-7064	Packers and Packers, Hand	1,540	1,590	250	No Formal	None	Shor
15	35-2014	Cooks, Restaurant	1,520	1,710	240	No Formal	< 5 years	Mode
16	43-5051	Bookkeeping, Accounting, and Auditing Clerks	2,160	2,170	230	Some college, no degree	None	Mode
17	49-9071	Maintenance and Repair Workers, General	1,980	2,140	220	High school diploma/equiv.	None	Mode
18	39-9032	Recreation Workers	1,140	1,220	210	High school diploma/equiv.	None	Shor
19	43-5081	Stock Clerks and Order Fillers	1,500	1,600	200	High school diploma/equiv.	None	Shor

Rank	SOC Code	Occupation Title	2016 Employment (1)	2026 Projected Employment	Openings (2)	Typical Education (3)	Work Experience (4)	Job Training (5)
20	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and S	1,450	1,780	190	High school diploma/equiv.	None	Mode
21	51-2092	Team Assemblers	1,890	1,670	190	High school diploma/equiv.	None	Mode
22	25-9041	Teacher Assistants	1,580	1,630	170	Some college, no degree	None	None
23	37-2012	Maids and Housekeeping Cleaners	1,170	1,190	160	No Formal	None	Shor
24	53-7051	Industrial Truck and Tractor Operators	1,130	1,280	150	No Formal	None	Shor
25	11-1021	General and Operations Managers	1,440	1,600	140	Bachelor's degree	< 5 years	None
26	51-1011	First-Line Supervisors of Production and Operating Workers	1,320	1,380	140	High school diploma/equiv.	< 5 years	None
27	25-3098	Substitute Teachers	1,100	1,160	130	Bachelor's degree	None	None
28	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	770	840	130	High school diploma/equiv.	< 5 years	None
29	47-2073	Operating Engineers and Other Construction Equipment Operators	900	1,060	130	High school diploma/equiv.	None	Mode
30	53-3041	Taxi Drivers and Chauffeurs	930	1,170	120	No Formal	None	Shor
Total, All Occupations			65,060	70,430	9,120			

1. Employment is a count of jobs rather than people and includes all part- and full-time non-farm jobs. Employment also includes jobs among self-employed. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.
2. Workers who leave the labor force entirely.
3. Typical education needed for entry is what most workers need to enter the occupation.
4. Related occupation work experience. Although work experience in a related occupation is beneficial for all occupations, this metric is meant to capture work experience that is commonly considered necessary by employers, or is a commonly accepted substitute for other, more formal types of training or education.
5. Post-hire training needed for competency. This category encompasses any additional training or preparation that is typically needed, once employed in an occupation, to attain competency in the skills needed in that occupation.
 - Mode: Moderate-term on-the-job training. Skills needed for a worker to attain competency in an occupation that can be acquired during 1 to 12 months of combined on-the-job experience and informal training.
 - Shor: Short-term on-the-job training. Skills needed for a worker to attain competency in an occupation that can be acquired during 1 month or less of on-the-job experience and informal training.
 - None: There is no additional occupation-specific training or preparation typically required to attain competency in the occupation.

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

Population and Labor Force

The population in the counties comprising WDA 9 has increased by 1% (298,685 in 2014 and 301,574 in 2019). The population in 2024 is anticipated to increase by 1%. Males account for 50.41% of the population and females account for 49.59%.

Approximately 81% of WDA 9’s population made up the workforce in 2019. For a complete age break down of the 2019 labor force see Figure 1.

**FIGURE I: WDA 9
LABOR FORCE BREAKDOWN
2019**

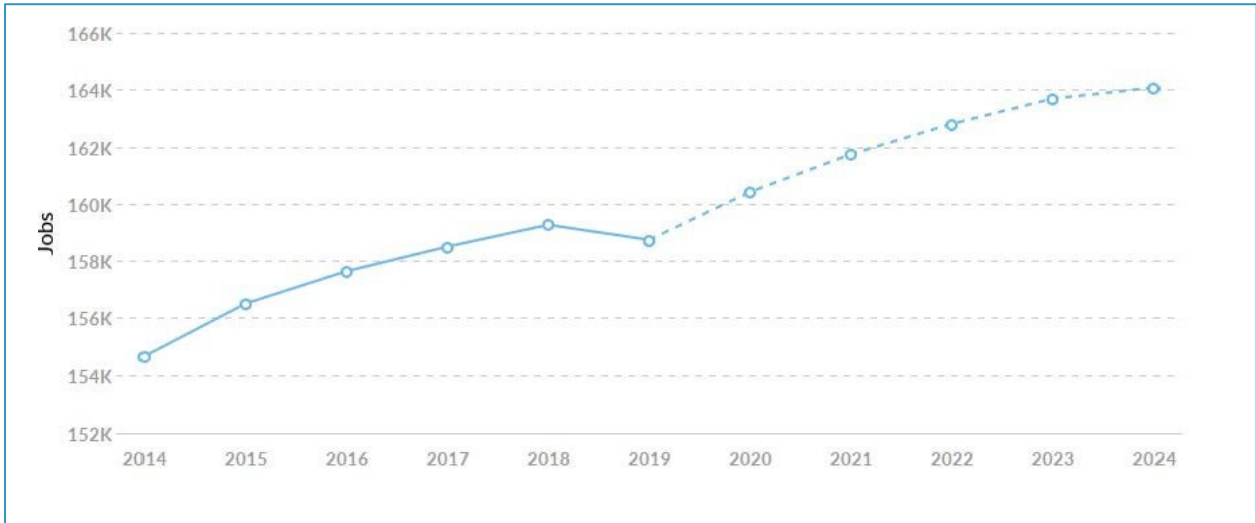
WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties



Source: EMSI

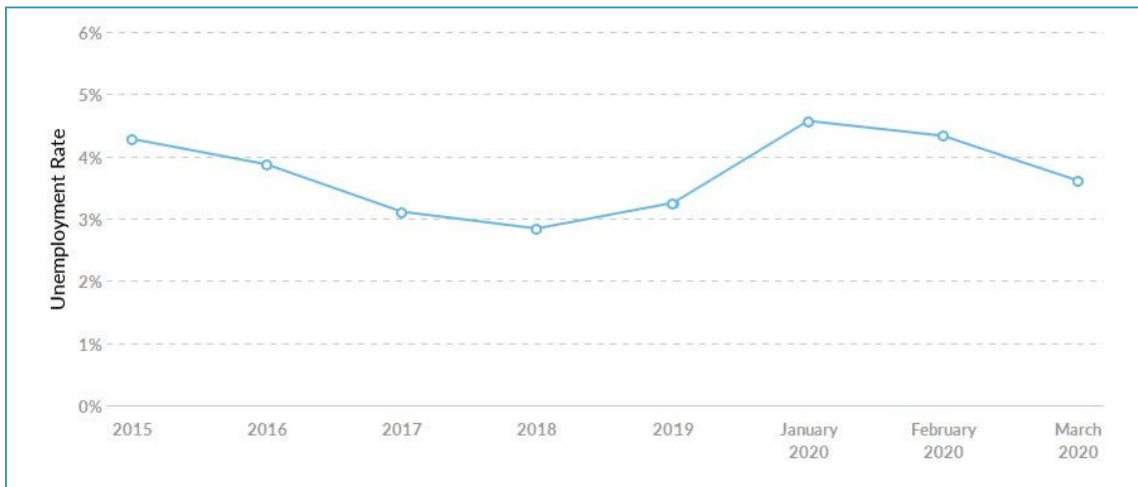
Jobs increased in WDA 9 by 2.6% from 2014 to 2019, which is short of the nation average of 7.6%. The number of jobs in the region are projected to continue to increase through 2024. (See Figure 2). Unemployment numbers in WDA 9 have stayed steady between 2015 and March 2020 (See Figure 3).

FIGURE 2: WDA 9
JOB TRENDS
2014 TO 2019



Source: EMSI

FIGURE 3: WDA 9
UNEMPLOYMENT RATE TRENDS
2015 TO MARCH 2020



Source: EMSI

Education and Skill Levels

As of 2019, Nearly 91% of WDA 9 residents have at least a high school diploma and more than 50% of its residents have some college education (See Table 4).

The labor market trend in the Western Wisconsin WDB is workforce quantity. The top challenge for the region is finding enough workers to fill open positions in all industries; jobs due to turnover/ retirements and due to growth. The regional communities and businesses must improve their ability to attract new members of the workforce who have the knowledge, skills, and abilities to meet employer standards. The business community must work with local K-12, technical colleges, and universities to ensure that curriculums not only match business's needs but enable the workforce to reach their fullest potential. (See Table 2 and 3)

TABLE 4: WDA 9
EDUCATION LEVELS AND POPULATION
2016 VS. 2019

WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties

Education Level	2016	Percent of Population	2019	Percent of Population
Less than 9 th grade	7,503	4%	8,376	4%
9 th to 12 th grade	10,543	5%	10,745	5%
High School Diploma	70,098	35%	70,813	35%
Some College	42,631	21%	42,947	21%
Associate degree	23,319	12%	23,928	12%
Bachelor's Degree	30,518	15%	31,302	15%
Graduate Degree and Higher	15,963	8%	15,704	8%
Totals	200,575	100%	203,815	100%

Source: EMSI

Educational attainment broken down by race reveals some discrepancies among races. White, non-Hispanics hold the highest percentage of bachelor's degree (See Table 5).

TABLE 5: WDA 9
RACE/ETHNICITY AND EDUCATION LEVELS
2019 – 2024

WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties

Race/Ethnicity	2019 Population	Projected 2024 Population	2019 Less than High School	2019 High School Diploma	2019 College Degree
White, Non-Hispanic	189,955	192,830	16,265	106,806	66,884
Black, Non-Hispanic	2,622	2,836	417	1,368	837
American Indian or Alaskan Native, Non-Hispanic	1,766	1,869	244	1,202	319
Asian, Non-Hispanic	3,753	4,138	1,018	1,483	1,252
Native Hawaiian or Pacific Islander, Non-Hispanic	104	113	21	60	23
Two or More Races, Non-Hispanic	1,289	1,350	74	797	417
White, Hispanic	3,687	3,949	913	1,748	1,025
Black, Hispanic	148	150	34	67	47
American Indian or Alaskan Native, Hispanic	241	242	69	111	61
Asian, Hispanic	37	36	9	18	10
Native Hawaiian or Pacific Islander, Hispanic	15	20	4	7	4
Two or More Races, Hispanic	200	215	52	94	53
Totals	203,816	207,478	19,121	113,760	70,935

Source: EMSI

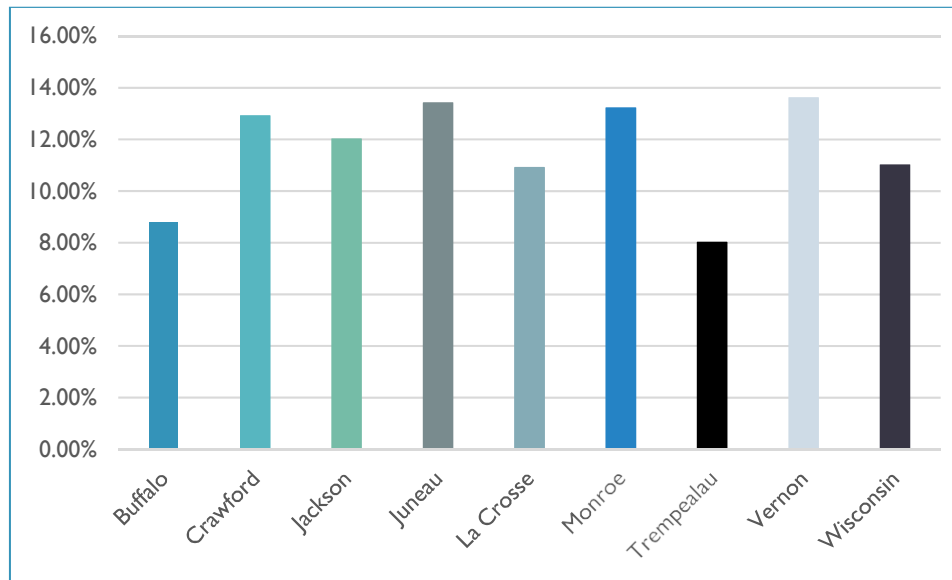
Barriers to Employment

Living in poverty

Individuals living in poverty are one group facing barriers to employment in WDA 9. Eleven percent of Wisconsinites live in poverty. Five of WDA 9's eight counties have higher percentages of people living in poverty (See Figure 4).

FIGURE 4: WDA 9 PERCENT LIVING IN POVERTY
2019 – 2024

WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties



Source: United States Census Bureau

Language barriers

Approximately 6% of residents living in WDA 9 speak a language other than English at home. Other languages spoken include Spanish, Asian languages, and other Indo-European languages.

Veterans

Nearly 26,000 veterans reside within WDA 9, according to the National Center for Veterans Analysis and Statistics. That number is expected to fall to approximately 22,000 veterans living in WDA 9 by 2024.

It is not uncommon for veterans to experience some type of disability. Therefore, their participation in the labor force is depressed due to barriers they face. Veterans are also significantly more likely to leave the labor force before the age of 55 compared to their

non-veteran counterparts due either to a disability or retirement benefits.

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

There are comprehensive, well established programs for adults, dislocated workers, and youth in WDA

9. Partnerships are well-established among agencies with well-trained staff. One of the greatest strengths within WDA 9 is the coordination of services among internal and external partners.

One area that could be strengthened is a more deliberate, cohesive process for aligning business needs with training options. The rapid and ever-changing infusion of technology in the workplace makes it difficult to keep training options completely up to date. Large systems are not agile enough to respond quickly to changes. The Western Wisconsin WDB is working on strengthening this area by subcontracting a Business Services Coordinator who works as a liaison focusing on articulating business needs with technical college partners, other services providers, and area employers. The Business Services Coordinator also facilitates a connection to job seekers and training options available for in- demand industries.

Adult and Dislocated Worker services

Basic Career Services – Self/Informational

- **Financial Aid Information and Application Assistance** – Providing significant staff assistance in applying for financial aid including notifying workers that they may request financial aid administrators to use current year income data in determining need.
- **Information about Eligible Training Programs (ETPs)** – Providing the state/local WDA list of eligible training providers (including performance and cost information) to the customer.
- **Information on Local Area Performance** – Providing information, in understandable formats, about how the local area is performing on the local performance accountability measures and any other relevant information on local one- stop performance.
- **Intake and Orientation** – Providing introductory information about the Job Center, including programs and services, in an individual or group setting.
- **Job Requirements Information** – Reviewing with the customer; the knowledge, skills, and abilities, needed for a specific job or type of job and discusses how to develop them.
- **Labor Market Information** – Providing information on state or local labor market conditions, from data sources such as the Bureau of Labor Statistics (CLS), WisConomy, O*Net, etc.
- **Referral** – Referral to non-WIOA services.

Basic Career Services – Staff Assisted

- **Initial Assessment of Interests, Skill Levels & Supportive Service Needs** – Initial assessment of skill levels (includes literacy, numeracy, and English language proficiency), aptitudes and interests, and supportive service needs given to all participants, which forms the basis of future services.
- **Job Referral/Placement Assistance** – Bringing one or a group of registered job seekers who are available for a posted job to the attention of an employer.
- **Job Search Assistance** – Assistance in planning and carrying out a successful job- hunting strategy.
- **Resume Development** – Assistance in creating or improving a resume.
- **Unemployment Insurance (UI) Claim Assistance** – Providing meaningful help with filing an initial UI claim or weekly claim certification. Meaningful help is help provided by staff who have completed the DWD’s UI certification training.

Individualized Career Services

- **Career Planning** – Providing job, education, and career counseling, including assistance in choosing an occupation and identifying general steps to be taken to achieve success in that occupation.
- **Comprehensive Individualized or Specialized Assessment** – Providing additional individualized or specialized assessment of skill levels, service needs, employment barriers and appropriate employment goals which may include
 - Diagnostic testing and assessment tools, or
 - In-depth interviewing and evaluation
- **English Language Learning** – Participant is engaged in a program designed to help English language learners achieve competence in reading, writing, speaking and comprehension of the English language. The goal must be to aid in the attainment of a secondary school diploma or its recognized equivalent, transition to postsecondary education or training, or employment.
- **Financial Literacy Services** – Providing services to support participant’s ability to make informed financial decisions, including learning how to budget; open a checking or savings account; manage spending, credit and debt; evaluate financial products, services and opportunities; and avoid and resolve identity theft.
- **Group Employment Counseling** – Participant involvement in a group employment counseling session with a licensed counselor.
- **Individual Employment Plan (IEP) Development or Review** - Developing or reviewing a plan that identifies the participant’s employment goals, appropriate achievement objectives, supportive service needs, and the appropriate combination of services for the participant to achieve their employment goals.
- **Individual Employment Counseling** – Participant involvement in an individual employment counseling session with a licensed counselor.
- **Integrated Education and Training Programs** – Providing adult education and literacy activities (including English language acquisition or integrated English literacy and civics education) concurrently and contextually with workforce preparation activities and training for a specific occupation or occupational cluster.
- **Job Development** – Helping an individual get a job interview where there is no published job opening.

- **Out of Area Job Search Assistance** – Providing funding or assistance relating to a job search for employment beyond normal commuting distance. May include paying for transportation, hotel stays.
- **Out of Area Relocation Assistance** – Providing funding or assistance relating to relocation for employment beyond normal commuting distance.
- **Short-term Pre-vocational Services** – Providing services to help participant develop soft skills to prepare for unsubsidized employment or training. Examples: learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct.
- **Work Experience** – A planned, structured learning experience that takes place in a workplace for a limited time period.
- **Workforce Preparation** – Providing services designed to help the participant acquire skills necessary for successful transition into and completion of postsecondary education or training, or employment. Examples: basic academic skills (through the grade 8.9 level); critical thinking skills; digital literacy skills; and competencies in using resources, using information, and understanding systems.

Follow-Up Services

- Additional Career Planning and Counseling
- Additional Educational Opportunities Information
- Employer Contact
- Peer Support Groups
- Referral to Supportive Services

Training Services

- Occupational Classroom training consisting of one or more courses or classes, which when successfully completed, leads to one or more of: a recognized postsecondary credential, employment, or measurable skills gain towards a recognized credential.
- Apprenticeship Training, when engaged in a registered apprenticeship program
- Combined Workplace Skills Training & Related Instruction
- Customized training for a specific employer or individual, for which the employer pays a significant portion of the cost of training.
- Entrepreneurial training.
- Job readiness training designed to improve skills in seeking and retaining employment.
- On the Job Training (OJT): onsite training program provided to a participant on a limited term basis prior to placement under employer contract. Subsidized wages are paid to the employer to promote skill development and successful job placement.
- Adult education and Literacy activities provided in combination with other training services described above.
- English language instruction

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

The Western Wisconsin WDB strategic vision and goals is driven by its Mission, Vision and Values.

WDB Mission: To develop demand driven and innovative workforce strategies that cultivate a skilled and competitive workforce that meets the needs of employers in our region.

Vision: A region where businesses workforce needs are met and all individuals who want to work have self-sustaining employment.

Value Statement: The WDB is committed to collaboration through strategic partnerships that share our values of honesty, integrity, innovation, accountability, and transparency.

The Mission, Vision and Values are driven by specific principles which are strategically thought of while delivery of services as well as strategic planning and implementation. By introducing these principles, the goals include but not limited to; build public and private partnerships that support innovation and excellence in workforce development by maximizing access, alignment, and accountability to build a talent pipeline for companies and workers guided by the following principles:

These principles include:

- **Collaboration**
Facilitate the bringing together of leaders from diverse sectors who are dedicated to developing collaborative partnerships and solutions to maximize resources and produce mutually beneficial outcomes.
- **Flexibility**
Assure that the workforce development system is able to anticipate, adapt and respond creatively to economic growth and downturns.
- **Innovation and Improvement**
Utilize continuous improvement methods to discover and create more effective processes, technologies, and ideas/strategies that will benefit job seekers, partners, businesses, and the region's communities.
- **Regionalism**
Continue to grow and strengthen the regional economy by promoting workforce opportunities to employees that respond to local business needs and maintain equitable access to and utilization of resources.
- **Customer Focus**
Creating one talent development system with a "no wrong door" approach, anchored by One-Stop services that result in developing a highly qualified workforce focusing on employer and employee needs and aligns resources accordingly.
- **Fiscal Responsibility**
Maintain fiscal integrity and accountability.
- **Valuing People**
Recognize people as our region's greatest asset and maintain a focus on the engagement of diverse, underrepresented and barriered workers including priority of service categories of veterans and individuals with disabilities.

- **Performance Accountability**

Utilize performance data, labor market data and industry research to determine workforce skill needs and guide the delivery of quality workforce system services.

The Western Wisconsin WDB Board of Directors is currently developing new strategic goals and plans to effectively address the workforce needs of the region through high quality programs, resource alignment and comprehensive services. The strategic goals being developed by the Board of Directors and sub-committees will be finalized Program Year 2020-2021. Overall goals and workplans will focus on preparing and educating a skilled workforce, performance accountability measures and sector industry demand. The last Strategic Plan was developed in February 2019. Since that time there has been staff turnover as well as a shift in goals with COVID 19 and new contracts. Below are the goals outlined in the Strategic Plan from 2019, however, these will be reviewed and adjusted during Program Year 20-21. Any changes made to the plan will be guided by community factors as well as Mission, Vision, Values and Principles noted above.

<u>KEY STRATEGIC INITIATIVE #1:</u>			
DEVELOP AND LEVERAGE BUSINESS AND COMMUNITY PARTNERSHIPS TO CREATE A COLLABORATIVE TALENT DEVELOPMENT SYSTEM THAT ENCOURAGES STABILITY AND GROWTH OF THE REGIONAL ECONOMY			
<i>GOAL: Increase direct contact with industry partners within all communities served.</i>			
OBJECTIVE 1.A.			
1.A WDB members and staff will work to collaborate on direct contact with industry partners to increase knowledge and/or use of work experiences, OJT's and apprenticeships to increase long term employability of job seekers.			
	ACTION	OVERSIGHT	MILESTONE
1.A.1	WDB Admin Coord will develop survey to send to employers knowledge of WDB and work based opportunities.	Strategy	Survey results complete by September 1 st , 2022
1.A.2	WDB Executive Director will provide work-based learning informational materials and training at WDB Full Board meeting.	Strategy	* Materials provided by end of PY 23
1.A.3	Business Service Coordinator will collaborate with Executive Director to establish employer database.	Strategy	*Completed 1 st draft list presented by end of PY 23

1.A.4	WDB Executive Director will facilitate meeting between service providers (adult, dislocated worker, and youth) and at least 2 interested WDB businesses to initiate work-based learning activities.	Strategy	*Establish at least 1 meeting with a new business each quarter of PY 23
1.A.5	WDB Admin Coordinator will develop a work-based learning report based on usage and feedback from WDB businesses that can be used to improve approach and outcomes.	Strategy	*Report shared with WDB and providers by November 1, 2021 and developed into standard work process/procedure
1.A.6	WDB Executive Director will establish free WDB Membership for employers. Will include quarterly Zoom meetings to inform of current labor market and programming within Youth, Adult/Dislocated Workers Programs.	Strategy	*System in place with documented usage tracked by September 1, 2022.
1.A.7	WDB Executive Director and Business Services Coordinator will establish new partnerships with 4-6 employers outside of La Crosse County	Strategy	*Starting Quarter 1 of PY 21 1-2 meetings will be set up per quarter PY 23
OBJECTIVE 1.B.			
1.B Information Technology sector group will be created.			
	ACTION	OVERSIGHT	MILESTONE
1.B.1	Business Services Coordinator will meet with IT businesses and other industry businesses employing IT professionals to establish need and gather support for starting a sector group to focus on workforce issues.	Strategy	* 20 IT-related contacts documented in JCW Business by January 30 th , 2022

KEY STRATEGIC INITIATIVE #2

INCREASE ACCESS TO THE TALENT DEVELOPMENT SYSTEM FOR BUSINESSES, YOUTH, AND UNDER-REPRESENTED POPULATIONS

GOAL: Expand use of training opportunities to increase number of job-seekers trained in demand industries.

OBJECTIVE 2.A

2.A Increased use of work-based learning

	ACTION	OVERSIGHT	MILESTONE
2.A.1	WDB Executive Director will coordinate with OSO, DWD, and subcontractors to establish marketing strategy to increase awareness of services	Operations	*Marketing strategy will be established by Q3 of PY 22
2.A.2	Business Services Coordinator and service providers (DOC, adult, dislocated worker, and youth) will meet regularly to coordinate WBL activities	Operations	*Quarterly meeting will be established by WDB Executive Director by end of Q1 PY 22

2.B. Increased use and knowledge of registered apprenticeship

	ACTION	OVERSIGHT	MILESTONE
2.B.1	Business Services Coordinator will gain knowledge of and educate businesses about registered apprenticeship during the course of his daily business interaction.	Operations	20 apprenticeship- related business contacts documented in JCW Business by August 2022

2.B.2	Business Services Coordinator will meet regularly with DWD staff and service provider staff to coordinate job-seeker entry into registered apprenticeship.	Operations	* Report out of meetings with action plan by September 2022
2.B.3	Service provider staff will work with Business Services Coordinator and DWD staff to facilitate registered apprentice enrollment in WIOA.	Operations	*At least 4 apprentices co-enrolled in WIOA by January 2022

2. C. Increased use of training services for youth, offenders, and minorities			
	ACTION	OVERSIGHT	MILESTONE
2.C.1	DOC W2W staff will meet monthly with service providers to coordinate leverage of WIOA co-enrollments of offenders	Operations	*2 co-enrollments by June 30 th , 2022
2.C.2	Service providers will provide outreach to and increase enrollment of older youth, offenders, and minorities by end of PY 21	Operations	*PY 21 final data shows increase as per contracts
2.C.3	WDB Executive Director will work with technical college Project Proven and offender program staff to develop a system for coordination of job-seeker pre-college remediation and referrals by January 2020.	Operations	* At least 5 referrals and/or remediated job seekers by June 30, 2022

KEY STRATEGIC INITIATIVE #3

DEVELOP A DIVERSIFIED RESOURCE PORTFOLIO TO PROMOTE GROWTH, SUSTAINABILITY, AND IMPACT OF WDB

GOAL: Decrease WDB dependency on WIOA grant funding

OBJECTIVE 3. A.

3. A Create a Resource Development Plan

	ACTION	OVERSIGHT	MILESTONE
3.A.1	WDB Executive Director will research and present resource development options	Strategy	Presentation of options to WDB by Q4 PY 22

OBJECTIVE 3. B

3.B Increase ability to compete for non-WIOA grants

	ACTION	OVERSIGHT	MILESTONE
3.B.1	WDB Executive Director will identify one grant opportunity that the WDB could write (with or without partners) and be competitive by January 2022.	Executive	*Grant submission by August 2022

OBJECTIVE 3. C

3.C Increase collaboration with other service agencies to leverage potential funding sources/partnerships

	ACTION	OVERSIGHT	MILESTONE
3.C.1	WDB Executive Director will join at least 3 community groups to network for collaborative opportunities by June 30, 2022.	Executive	*At least 1 opportunity identified by Q1 PY23

3.C.2	WDB Executive Director will meet individually with service agencies to identify areas of opportunity at least once per month.	Executive	*At least 1 opportunity identified by January 2022
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KEY STRATEGIC INITIATIVE #1: DEVELOP AND LEVERAGE BUSINESS AND COMMUNITY PARTNERSHIPS TO CREATE A COLLABORATIVE TALENT DEVELOPMENT SYSTEM THAT ENCOURAGES STABILITY AND GROWTH OF THE REGIONAL ECONOMY

GOAL 1: Increase direct collection of business intelligence through industry partnerships

Objective 1.A: WDB members will learn more about and/or use work-based learning strategies to offer feedback for service providers, be better advocates for the workforce development system, and engage in a reverse referral system to increase employability of job seekers.

Actions:

- WDB Admin Coord will survey business WDB members to identify current knowledge and usage of work-based learning strategies and rationale behind use or non-use.
- WDB Executive Director will provide work-based learning informational materials and training at WDB Full Board meeting.
- WDB Admin Coordinator will interview WDB members who have used work-based learning for testimonials for publication.
- WDB Executive Director will facilitate meeting between service providers (adult, dislocated worker, and youth) and at least 2 interested WDB businesses to initiate work-based learning activities.
- WDB Admin Coordinator will develop a work-based learning report based on usage and feedback from WDB businesses that can be used to improve approach and outcomes.
- WDB Executive Director will work with WDB businesses to create a system for them to refer unsuccessful candidates to the workforce development system for job readiness and other services.

Objective 1.B: Information Technology sector group will be created.

Action:

- Business Services Coordinator will meet with IT businesses and other industry businesses employing IT professionals to establish need and gather support for starting a sector group to focus on workforce issues.

KEY STRATEGIC INITIATIVE #2: INCREASE ACCESS TO THE TALENT DEVELOPMENT SYSTEM FOR BUSINESSES, YOUTH, AND UNDER-REPRESENTED POPULATIONS

GOAL 2: Expand use of training opportunities to increase number of job-seekers trained in demand industries.

Objective 2.A: Increased use of work-based learning

Actions:

- Business Services Coordinator will gain knowledge of and educate businesses about OJT, internships, work experiences, and other WBL.
- Business Services Coordinator and service providers (DOC, adult, dislocated worker, and youth) will meet regularly to coordinate WBL activities.

Objective 2.B: Increased use of registered apprenticeship

Actions:

- Services Coordinator will gain knowledge of and educate businesses about registered apprenticeship during the course of his daily business interaction.
- Business Services Coordinator will meet regularly with DWD staff and service provider staff to coordinate job-seeker entry into registered apprenticeship.
- Service provider staff will work with Business Services Coordinator and DWD staff to facilitate registered apprentice enrollment in WIOA.

Objective 2.C: Increased use of customized training

Actions:

- Business Services Coordinator will gain knowledge of and educate businesses about customized training.
- Business Services Coordinator and service providers will meet regularly to coordinate customized training.

Objective 2. D: Increased use of training services for youth, offenders, and minorities

Actions:

- DOC W2W staff will meet monthly with service providers to coordinate leverage of WIOA co-enrollments of offenders.
- Service providers will provide outreach to and increase enrollment of older youth, offenders, and minorities by end of PY 18.

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

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

Effective employer engagement starts with making employers aware of the services available to them. Outreach to and recruitment of employers may involve formal outreach, networking, word-of-mouth, and referrals from partners or other employers utilizing the Western Wisconsin WDB Brand. Western Wisconsin WDB will focus its outreach to employers through a campaign promoting service awareness throughout the service area, including attendance and participation at community meetings and events; public service announcements; and referrals from current employers, economic development councils, Chambers of Commerce, local government entities and community organizations.

Outreach activities to increase business engagement include:

- Sharing of pertinent information to business email distribution lists, by contacting businesses directly, through partner referrals and cold calling
- Planning, coordinating, and hosting events, such as Apprenticeship and information sessions, to share best practices with employers about recruitment, talent attraction and retention methods
- Social media outreach via website, Facebook boosts and LinkedIn to increase business knowledge of services available within the WDA 9 area.
- Planning and coordinating value added events such as hosting/co-hosting job fairs, onsite hiring events.

The strategy the Western Wisconsin WDB will use to identify business requirements is to

- a) partner with local economic development and business organizations,
- b) participate in business service organizations such as Rotary,
- c) participate in the curriculum committees of the educational institutions,
- d) providing business information through the One-Stops and
- e) participating in additional the local community organizations, K-12 taskforces, and post-secondary taskforce.

The Business Services Coordinator (BSC) works with the already established industry sector group The Upper Mississippi Manufacturing Alliance (TUMMA) to prioritize and promote current demands of the manufacturing industry including partnering with local apprenticeships and higher education opportunities. Additional industry sector groups are currently under development with the assistance of the BSC and TUMMA.

The BSC also establishes and maintains relationships with local businesses to help connect job seekers to employers. Furthermore, the BSC is integrated in all WIOA funded programs to provide immediate opportunities for job seekers.

Additional partners within the One Stop Operator Taskforce participate in the recruitment, implementation, and education events as well as the Business Services Team who carry out the tasks above.

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

The Business Services Team is comprised of multiple members including WIOA Service Providers, Office of Veterans Services, Department of Workforce Development, Division of Vocational Rehabilitation, Western Technical College and Workforce Development Board. Monthly meetings are established to share resources and information as indicated above along with development of strategic goals and alignment for employers and job seeker needs.

Additionally, Business Services Team representatives actively participate in the statewide Business Services work groups, including leadership roles within the WWDA- Statewide Business Services Group, for the purpose of streamlining services offered regionally to employers, tracking employer service delivery, aligning business/industry outreach efforts with other partners and professional development, including data tracking systems and training with labor force data. This ongoing effort has aided workforce areas to work together more effectively assisting sector partnerships and individual employers. Regionally, the Business Services Team conducts business outreach by networking to develop new business relationships within the targeted sectors, identifying new opportunities within in-demand occupations and working closely with partner business services teams to develop a common message and service portfolio on which the business community can rely. Additionally, they will work closely with the employment services and talent pool teams to identify specific job seeker qualifications, skills, and occupations to target local businesses that may be good matches.

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

The Youth Council/Committee was redefined many years ago and integrated within the Western

Wisconsin WDB Operations, Strategy and Executive Sub-Committees. All groups along with the Western Wisconsin WDB Staff and BSC work collaboratively to identify strategies to meet the needs of employers and training of local workforce when regarding youth.

Many of the business partners belong to the sector partnerships in Information Technology, Manufacturing with strategic planning for Information and Technology. Additional sectors of Construction, Transportation and Health Care are established outside of the Western Wisconsin WDB who participate in annual meetings and provide input associated with current trends and community statistics. Each sector partner is an advocate for the work performed by the Western Wisconsin WDB. Western Wisconsin WDB will continue to work to grow these groups and expand the targeted focus on the initiatives that benefit the populations served. Some of the key stakeholders of these vital sector partnerships are also members of the board of directors for the Western Wisconsin WDB. Every business member of sector partnership is located in the workforce development region and is committed to working with the Western Wisconsin WDB and its job center partners to ensure maximum opportunity and placement for all participants of programs. These partners have an active voice and assist on grant applications, help design industry-lead curriculum for short-term training projects, participate in Business Services related events and work with the Western Wisconsin WDB and job center partners.

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

Sector partnerships continue to help drive the immediate needs and fluctuation within the various sectors. By collaborating with industry sector groups, higher education, CESA 4, Western Wisconsin WDB and BSC we can respond to the needs of the employers. The development of sector partnerships strategic goals and collaboration start with K-12 programming, continue through higher education partners and current industry demands.

Western Wisconsin WDB Board of Directors actively engages in economic development associations, as well as city and county workgroups to keep a pulse on employer and industry needs. Examples of workgroups and memberships include: The Upper Mississippi Manufacturing Alliance (TUMMA), State of Wisconsin Bureau of Apprenticeship Council, Youth Apprenticeship Advisory Council, and more. Members of the Board will support our business engagement strategies and activities by means of networking, referrals and introductions to their business and industry partners and organizations. Members will also provide industry-level insight and feedback on business outreach and service strategies. We also require that Board members participate on at least one committee of the Board to support knowledge transfer for informed decision making. The Western Wisconsin WDB is fortunate to have an active Board that provides continuous feedback and support to our initiatives. This is advantageous to the workforce system, as these members can provide valuable insight and expertise for refinements.

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

Key strategic goals:

- Develop and leverage business and community partnerships to create a collaborative talent development system that encourages stability and growth of the regional economy.
- Develop a diversified resource portfolio to promote growth and sustainability for businesses, youth, and under-represented populations.
- Create two-way communication between the members of the industry associations and workforce system to provide information on how the workforce system currently operates.

By linking the goals to the needs of both the employers and the workforce, linking with strategic alliances, including industry groups, and focusing on innovation, the Western Wisconsin WDB will support regional growth, job retention and economic self-sufficiency.

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

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

It is the goal of Western Wisconsin WDB to be responsive to the needs (both stated and unstated) of WDA 9 employers; to be inclusive of both small and large employer needs; and to actively promote development of a stronger workforce in in-demand industries. Western Wisconsin WDB objective with the Sector Partnership activities is to support the needs of the employers representing identified sectors.

Next, the objectives with the other activities are to establish an awareness about the options in work-based learning available to employers. Additionally, another goal is to increase the number of opportunities available in work-based learning through local employers for WDA 9 residents through efforts with the Academic and Career Planning Xello. Western Wisconsin WDB sets a goal of five to ten training contracts each year through the WIOA Title I program and receives a report on a monthly basis from the service provider as to progress toward meeting this goal. The Western Wisconsin WDB will - promote and implement customized training programs that focus on short-term credentials that allow for job seekers to enter into a career pathway which still being able to work as they progress; this will be in conjunction with our service providers and established partnerships with Title II, Western Technical College. Customized training that reflects in-demand occupations and key sectors will be a high priority during this planning period. Employers in our region value our help most in recruiting new employees, providing OJT assistance, and sharing Labor Market Information (particularly wage comparison data) with them.

Western Wisconsin WDB works with WIOA service providers and Business Service Coordinator (BSC) to identify the demand industries and sectors. The BSC works to establish relationships with area employers identifying those who are capable and willing to host a Work Base Learning Program including on-the-job training. Within these partnerships the BSC identifies who already has established internships or apprentice opportunities. If there are not already establish programs the BSC will help connect area employers to development and utilization of internships and apprentice opportunities.

Current WIOA service providers, including but not limited to Career Planners, collaborate with the Business Services Coordinator and Western Wisconsin WDB Staff to identify and place job seekers in various Work Based Learning Programs.

Agreements are established with area employers to assist in local work-based learning opportunities for adult, dislocated workers, and youth program participants.

The Western Wisconsin WDB defines Work Based Learning Programs

On-the-Job Training Programs

On-the-job training (OJTs) are limited term on-site training. This service is under contract with the Western Wisconsin WDB and/or the identified service provider. The participant wages are paid by the employer and partially subsidized by the program. The Western Wisconsin WDB emphasizes OJTs as a pathway to employment for participants with skill training needs. OJTs are considered a Work Experience within the Youth Program.

Incumbent Worker Training Program

This has not been established within WDA 9.

Customized Training Programs

The Western Wisconsin WDB has addressed customized training with The Upper Mississippi Manufacturing Alliance (TUMMA). It is anticipated that customized training with this industry group will be more widely used. Additional development of customized training will be addressed as needed within the communities served.

Customized training within the WIOA funded programs is defined as training customized for a specific employer/individual for which the employer pays a significant portion of the cost of training.

Work Experiences

The Western Wisconsin WDB has outlined a work experience as a short term paid or unpaid opportunity, examples of work experiences are below:

- **Internship** -a plan structured learning experience that takes place in the workplace for a limited period of time and is paid or unpaid.
- **Employment Opportunity** - A planned structured learning experience taking place in the workplace for a limited period of time and linking to academic and occupational learning that occurs inside or outside the workplace.
- **Job Shadowing** - Temporary unpaid workplace exposure where the individual observes the work environment and required job skills as a shadow to a competent worker.
- **Pre-apprentice programs** - a program designed to prepare an individual to enter and succeed in a registered apprentice program.

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

The Business Services Team is comprised of multiple members including WIOA Service Providers, Office of Veterans Services, Department of Workforce Development, Division of Vocational Rehabilitation, Western Technical College and Workforce Development Board. Monthly meetings are established to share resources and information along with development of strategic goals and alignment for employers and job seeker needs.

The Business Service Team collaborates with area employers to establish and train on local opportunities and needs. These drives opportunities made available for job seekers including

participants in Adult/Dislocated Worker and Youth Programs. These objectives are met and measured by:

- Work Experiences
- Apprentices
- Job Fairs
- On the Job Training
- Internships

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

The Western Wisconsin WDB has chosen the following high-demand sectors for concentration: Healthcare, Construction, IT, Manufacturing and Transportation. Currently we are involved with all these sectors either through their organizational body (i.e. Healthcare Consortium, Local Builders Associations) or through an organization with direct partnership with the Western Wisconsin WDB.

Manufacturing sector has become organized and strong with the formation of The Upper Mississippi Manufacturers Alliance (TUMMA) in 2016. TUMMA's mission is to strengthen the region's manufacturing environment and create a skilled competitive workforce by combining the efforts of business, education, and support agencies. TUMMA has created an active TUMMA K-12 Taskforce to promote manufacturing career opportunities to middle school and high school students in WDA 9.

After a year of building relationships with IT sector employers and organizations, we are eager to bring this group together in 2020 to share ideas and best practices. To promote the success of this group, TUMMA will incubate this group as the two industries are very much related. By combining these two sectors together a strong message of career pathways for K-12 students in WDA 9 will be conveyed.

All sectors will have the same planned objectives of communicating career pathways in partnership with CESA 4, CESA 5 and other educational steering committees to recruit and retain a future local workforce. Western Wisconsin WDB will continue to support the Youth Apprenticeship programs throughout the region by acting as a connection between schools and employers.

Objectives:

- Attend a sector meeting at minimum of two times per year for those sectors that are organized independently (Healthcare & Construction)
- Attend 90% of the TUMMA and IT sector meetings and their K-12 Taskforce meetings
- The new IT Sector group will meet as least quarterly with TUMMA organization members and partners to come up with an organizational structure for future years.
- Communicate with transportation employers throughout the year to explore how to assist them with career pathway communication to students and adults.

Measurable Outcome:

- TUMMA membership growth of 15%.

- TUMMA partner with one other manufacturing alliance organization to build a stronger marketing campaign for 2020 and beyond.
- IT sector group is formed.
- Establish at least six IT employers to take a leadership role in developing the IT Sector group.
- Marketing efforts of TUMMA are increased through social media, local media, schools, and local economic development organizations (i.e. LADCO, 7 Rivers Alliance).

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

Western Wisconsin WDB and Business Services Team collaborate with schools and employers to adopt, implement, and promote career pathways for in-demand industry sectors. The Business Service Team and its partners act as an advisory group to identify and overcome barriers that prevent job seekers in our area from accessing the various career pathways. Career pathways are identified by:

- The sequence of aligned courses.
- Earning an industry-recognized credential.
- Enrolling in dual college credit classes.
- Participating in career based and work-based learning experiences.

Objectives for PY 2020:

High School Students: Continue to partner with schools and employers to help identify regional career pathways that align with in-demand industries as availability within the K-12 and postsecondary schooling options.

Job Seekers: Continue to partner with postsecondary schools and service providers of WIOA funding to identify career pathways that align with in-demand industries.

Employers: Continue to partnership with area employers to shape the future talent pipeline that highlight local career opportunities and needs within our region.

8. **Describe how the local WDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the local board will:**
 - a. **Facilitate the development of career pathways;**
 - b. **Facilitate, as appropriate, co-enrollment in core programs; and**
 - c. **Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

Western Wisconsin WDB will provide comprehensive services throughout the region to access service delivery through collaboration and partnership with mandated partner agencies. This will be addressed by identifying training opportunities the Department of Workforce Development has indicated as being developed in the State Plan to ensure that partners have the appropriate knowledge of each of the programs to make proper referrals to customers and understand the rules and regulations. Co-enrollment of participants in WIOA core and partner programs is encouraged when appropriate and beneficial to job seekers. Training can include but is not limited to: On-the-Job Training, Work Experiences, short-term programs, and post-secondary education.

Western Wisconsin WDB has a strong partnership with Western Technical College and public K-12 systems to support alignment of services of core programs combined with strong relationships with industry sector leaders. Through these established partnerships we assist and lead in the identification, development and implementation of career pathways assisting clients participating in core programming.

The Western Wisconsin WDB has emphasized service delivery to eligible individuals with barriers to employment in its RPFs for service delivery and ensuing contracts by the following examples:

- Requiring the Adult and DW service provider to institute new methods for outreach and intake to individuals with barriers to employment who frequent the job center but may not be attached to a specific program.
- Requiring that service providers introduce and document conversations with participants about career pathways, apprenticeships, and OJTs.
- Developing and tracking contract standards to require proper placement of individuals in training programs approved on the Eligible Training Provider List (ETPL).
- Tracking and reporting on individuals receiving a credential by industry (both credit and non-credit).
- Emphasizing collaboration with credit for prior learning programs.
- Expanding the use of on-the-job training contracts especially for those with barriers to employment.
- Utilize DVR staff as a resource to consult when working with people with disabilities.

The Western Wisconsin Workforce Development Board-Board of Directors reviews current collaborations as well as reported committee reports. Additional collaboration and assistance comes from continued support as well as development and review of strategic planning, local plans, and policy and procedures. The Board of Directors guidance continues to support immediate Career Pathway needs as well as future goals of WDA 9.

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

Western Technical College is the local provider of Adult Basic Education and English Language Learning (ELL). The Western Wisconsin WDB meets frequently with Western Technical College and has a representative on the Western Wisconsin WDB Board of Directors. In addition, the following collaboration exists:

- Referrals are made to the HSED, GED, developmental and ELL classes

- Referrals and/or enrollment in the above is documented in case notes and included in the Individual Employment Plan or Individual Service Strategy.

Close partnership has been developed with DVR to assist clients with disabilities in finding available resources and training.

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

Western Wisconsin WDB ensures strong links between the one-stop delivery system and Unemployment Insurance (UI). We provide training on core programs and UI programs such as Re-employment Services and Eligibility Assessments (RESEA) and utilize the Rapid Response Events Tracking Systems (RRETS). This ensures staff can provide information on these programs to customers. Training is provided to all partners on the various programs internally with the one-stop operators and utilization of DWD training identified in the State Plan.

Plans include continued education and collaboration between one-stop delivery partners and UI programs. This includes continuing to build a cohesive internal process for co-enrollments and in-depth training for all partners on services provided within the Job Center and Resource Room.

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

Referral procedures are in place for those seeking microenterprise and/or entrepreneurial training. Referrals and collaboration are established to the Small Business Development Center at UW-L, SCORE, and business incubators in the area (Coulee Region Business Center, the Food Enterprise Center – Viroqua, and any inventor or entrepreneur clubs in the area.

Participants interested in entrepreneurship are also encouraged to seek assistance and prepare for income during the preparation and start-up phase. Support services are offered to enrolled participants.

Coordination with and referrals to the Small Business Development Center for those seeking the option of entrepreneurship.

The regional workforce system is tailored to meet the needs of regional economies. Therefore, it also must be and is aligned with primary and secondary education, higher education, and economic development entities. This alignment is achieved primarily through relationship building, networking, and collaborative programming, and services. 7 Rivers Alliance is the WEDC-recognized regional economic development entity in Western Wisconsin. There have been multiple collaborative initiatives between Western Wisconsin WDB and the regional economic development entity, including entrepreneurial development, regional labor market analysis and dissemination, and collaboration in the Regional Career Pathways Grant hosted by CESA 4. Western Wisconsin WDB is an active partner in various initiatives of local chambers of commerce and county economic development corporations, primarily focusing on gathering business intelligence and development of a talent pipeline.

**12. Provide a description of the workforce development system in the local area that:
Identifies the programs that are included in that system; and**

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

Access to the Title II programs is provided to job seekers at the American Job Center via referrals.

Western Wisconsin WDB collaborates with Western Technical College (Title II), CESA 4 and CESA 5 to develop career pathways to industry partner and job seeker needs. Collaboration with sector industry groups such as The Upper Mississippi Manufacturing Alliance (TUMMA) assist in the understanding of needed career pathways for people attending technical colleges and the K-12 programs.

Additional partnerships with other postsecondary schools, community agencies, non-profit organization, and government organization establish a clear pathway for those needing assistance or seeking meaningful employment. The One-Stop System provides seamless coordination for co-enrollment.

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

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

Western Wisconsin has one comprehensive center. The Job Center is located at 2615 East Ave South, La Crosse, WI 54601. Job Center partners residing in this building are:

- Workforce Connections, Inc.
- Western Wisconsin WDB
- Office of Veteran Employment Services
- Division of Vocational Rehabilitation
- Job Service

All entities share the cost and usage of the common areas and rooms.

Job Center Partners have equally split square footage of shared space and are paying for that space based on individual rental agreements. This is stipulated and agreed to within the Memorandum of

Understanding. Job Service and the WIOA Service Provider staff the Help Desk function in the Resource Room. Any additional income over costs generated by job fairs or rental of conference rooms to outside parties, is put into a Job Center Fund handled by the Western Wisconsin WDB. These funds are used for supplies and other costs associated with the Resource Room operation.

Partners share in providing workshops to the centers' customers. The Employer Service Team (EST) and Business Service Team (BST) provide the One-Stop Operator (OSO) Taskforce with input and suggestions on how to better provide services to customers in the Job Center and/or enhancements needed. The OSO Taskforce also deals with any operational concerns and oversees both the BST and the EST. The day-to-day policies are developed and implemented by the OSO Taskforce

Active OSO Taskforce Partners are:

- Western Wisconsin WDB
- Job Service
- Division of Vocational Rehabilitation
- Office of Veterans Employment Services
- Workforce Connections, Inc.

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

One of Western Wisconsin WDB's core goals remains to establish a connected system of providers. This includes not only the core programs but collaboration with other community agencies, non-profit organization, faith-based organizations, government agencies, area businesses and education providers. Imperative collaboration and integration of WIOA Title I, II, III, IV programs are organized and streamlined to reduce duplication of services and increase client participation. The one-stop system is a core organizer of all the various partners and programs.

The foundation of the regional workforce development system is the four core WIOA programs (Title I Adult, Dislocated Worker, and Youth programs; Title II Adult Education and Literacy programs; Title III Wagner-Peyser program; and Title IV Vocational Rehabilitation program). Other required and optional partners contribute to the depth and breadth of available services. Additional required partners not currently participating in the OSO are contacted at least quarterly to keep updated on activities, employer information and participation opportunities. The Job Fair participation has proven to be successful avenue for engaging AJC partners, and the WDB hopes to continue meaningful collaboration among AJC Partners.

Partners develop job center policies and procedures, participate in regular staff and managers' meetings, collaborate in the development and implementation of partner training, and represent the primary foundation of the one-stop system. Through the one-stop system, these partner programs and their service providers ensure that businesses and job seekers — a shared client base across the multiple

programs identified above — have access to information and services that meets labor demands in the region.

In addition, Western Wisconsin WDB engages the workforce partners through a variety of regularly scheduled meetings throughout the year. Whether it is with job center managers monthly meetings, meetings with the technical college partners or various community committees three times a year, Western Wisconsin WDB freely shares projects related to employment and training initiatives.

Western Wisconsin WDB-led business services team also plays a key role in sharing employment opportunities in all the core programs. Information that is gathered from employer visits is shared with job center partners so that all job seekers have access to employment opportunities.

One example of an optional partner in the current system is the Department of Corrections. Western Wisconsin's WDB Windows to Work Program are included in business services meetings.

The Western Wisconsin WDB supports one Comprehensive Job Center. Partners have been strategically placed within the La Crosse Job Center located at 2615 East Ave South, La Crosse, WI 54601. The partners involved with the One-Stop System work collaboratively to offer access to programs, services, and technology to job seekers and employers. These include but are not limited to:

- Electronic access to services
- Provider programs
- Meeting spaces for interviews with employers
- Training spaces
- Hands on assistance for all job seekers

Programs available on site at the La Crosse Job Center Location are:

- WIOA Adult and Dislocated Worker
- WIOA Youth
- Reemployment Services and Eligibility Assessment (RESEA)
- Department of Corrections Windows to Work
- Unemployment Insurance
- Veteran Services
- FoodShare Employment and Training (FSET)
- Wisconsin Works (W2)
- Rapid Response
- Division of Vocational Rehabilitation (DVR)
- Health Care Navigator
- Senior Community Service Employment Program (SCSEP)
- Trade Adjustment Assistance (TAA)\Trade Readjustment Allowance (TRA)
- Wagner-Peyser
- Temporary Assistance for Needy Families (TANF)

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

The La Crosse Comprehensive Job Center's Memorandum of Understanding (MOU) is the annual agreement between one-stop partners to identify roles and resource contributions. The specific partners within the La Crosse Comprehensive Job Center: 2615 East Ave, La Crosse, WI 54601 are:

- Title I: Adult, Dislocated Worker, and Youth services will be provided.
- Title II: Adult education and literacy providers will develop the skills of individuals that are basic skills deficient and need career pathways assistance in a contextualized manner.
- Title III: These services will be utilized to strengthen customers' connections to the broader WIOA services and network, as well as education and training and Unemployment Insurance programs.
- Title IV: There is a strong partnership with Vocational Rehabilitation to provide support and access to services for individuals with disabilities.

All the programs share the cost and usage of the common areas and rooms.

Job Center Partners have equally split square footage of shared space and are paying for that space based on individual rental agreements. This is stipulated and agreed to within the MOU. Job Service and the WIOA Service Provider staff the Help Desk function in the Resource Room. Any additional income over costs generated by job fairs or rental of conference rooms to outside parties, is put into a "Job Center Fund" handled by the Western Wisconsin WDB. These funds are used for supplies and other costs associated with the Resource Room operation.

To review DWD MOU guidance please visit: <https://dwd.wisconsin.gov/wioa/policy/02/02.6.1.htm>

A copy of the fully executed agreement is available at the La Crosse Comprehensive Job Center as well as the Western Wisconsin WDB website: www.westernwdb.org

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

The Job Center of Wisconsin's web site www.jobcenterofwisconsin.com provides initial online access to the one-stop delivery system. All Job Center staff utilized this system for management of customers, job seekers, and businesses. This service is primarily self-registration and is available anyone with internet access in WDA 9.

Since the COVID-19 pandemic the one-stop-delivery system continues to review and implement additional platforms to provide information, registration for programs and case management. The new virtual platforms identified in the pandemic will continue to be analyzed for continued implementation even after the COVID-19 pandemic.

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

The Western Wisconsin WDB requires a variety of assessments for each participant. Assessment is a systematic approach to gathering information about the customer's strengths and assets, needs and challenges, interests and goals. This information, in turn, guides the development of the customer's employment plan and all other case management activities which include determination for co-enrollments. As such, assessment is considered the foundation of effective career services. Career Planners must understand and use the various assessments available, be able to interpret the results of multiple assessments, and translate the information obtained through the assessment process into a plan of action. While the Western Wisconsin WDB expects to see consistent use of some assessments, it is also expected that choice of assessment will be tailored to each participant.

Various forms of assessment include but are not limited to:

- Career Testing or assessment

- Oral, paper/pencil, and computerized assessments
- Assessment for basic skills, aptitudes, and abilities
 - Done at the program level
- Utilization of online assessments such as mynextmove.org
- Xyte

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

Western Wisconsin WDB, along with the other one-stop system partners, works to help all clients in addressing accessibility needs for limited English learners. There are a wide variety of ways we accomplish this. Posters and resources are posted for English language learning and those with limited English proficiency. A Babel notice is a short notice included in a document in multiple languages informing the reader that the communication contains vital information and explaining how to access language services to have the contents of the communication provided in other languages.

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

Western Wisconsin WDB, the One Stop Operator, and job center partners will continue to comply with the physical and programmatic accessibility requirements of Section 188 and the Americans with Disabilities Act of 1990. Job center basic services are available to all populations. There are dedicated resource room staff and cross-trained reception staff in the resource rooms. All programs provide equal access to any interested job seeker. Through the partners housed in the job center, information and services are provided to people with disabilities, older workers, offenders, minorities, etc. The job center managers will use the Western Wisconsin Workforce Development Board WIOA Local Plan 2020-2024 monthly meeting structure facilitated by Western Wisconsin WDB staff to incorporate all relevant feedback from job seekers, service providers, and community-based organizations. Annual staff training events will include additional opportunities to ensure compliance.

The WIOA Participant Grievance Procedure is used for any grievance related to WIOA programs and the American's with Disabilities Act Title II and Section 504. The WIOA procedure identifies the Western Wisconsin WDB Executive Director as the staff person at the job center location where complaints can be filed with. The Executive Director then refers the complaint to the current agency and person in charge of that specific program. The WIOA Participant Grievance Procedure states that complaints must be filed in writing within one year after the alleged act and outlines the timeline or such review and response. The WIOA Participant Grievance Procedure also identifies the Western Wisconsin WDB Executive Director as an individual that a complaint can be filed with if the first process fails to resolve the matter to the participant's satisfaction. The Job Center Complaint Procedure is used for job seekers who are dissatisfied with the services or information provided by the job center staff. The procedure identifies the Executive Director contact at the Job Center location.

Western Wisconsin WDB will continue to work with DWD to receive Technical Assistance regarding on-site monitoring of Equal Opportunity practices. Varying types of auxiliary aids are available at the one-stop located in WDA 9. Reasonable accommodations are available upon request. To date, Western Wisconsin WDB has never denied a reasonable accommodation request.

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

The Western Wisconsin WDB continues to share with all stakeholders, partners, and employers its Mission, Vision and Values. This includes sharing resources available, work-based learning available and performance standards of job seekers when participating in WIOA programs.

Service providers standards and goals are addressed within the contracts awarded. These standards include goals and program performance expectations. Furthermore, services providers are asked to

implement internal checks and balances to address efficient customers services and address identification of duplication of services. The Western Wisconsin WDB has recently updated its policies on program tracking of its service providers. Western Wisconsin WDB WIOA Operations and Compliance Specialist does internal monitoring of WIOA client files on a quarterly basis. Finally, additional internal program standards are being updated to ensure program goals are consistently met and improved.

Additional improvements and shift in goals is discussed and approved by the Western Wisconsin WDB Board of Directors. This standard is established to meet the changing needs within the community for both job seekers and employers.

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

Training services, when determined appropriate, must be provided either through an Individual Training Account (ITA) or through a training contract discussed in TEGL 19-16 Section 8.

For WIOA-enrolled participants who have been determined eligible for training services, the primary method of providing training services will be through the establishment of an Individual Training Account utilizing the state-maintained Eligible Training Provider List. The ETPL provides eligible participants with a market-like choice of training programs. The Western Wisconsin WDB has prioritized ensuring participants have informed consumer choice in the selection of training providers by requiring that they have received career counseling including labor market information on occupational projections and have selected programs of training services which are directly linked to demand occupations in WDA 9 or in another area of Wisconsin to which they are willing to relocate.

Training and training funds will be primarily utilized for identified in-demand occupations or industry sectors.

Payment limits are identified for each participant, as outlined in the local ITA policy. This policy can be found within the WDB Case Management Policy posted on the Western Wisconsin Workforce Development Board website www.westernwdb.org

Approvals of extenuating circumstances are reviewed and approved by either the Western Wisconsin WDB Executive Director and/or Western Wisconsin WDB WIOA Operations and Compliance Specialist. This will be done on a case-by-case basis. These amounts are reviewed as needed to keep with the needs of the participants and demand industry job openings.

- j. Describe how the local area will conduct outreach to individuals with barriers to employment. Include strategies for engagement with the local WDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term**

unemployed, and other targeted groups. What additional strategies will be utilized to reach out to these groups? What are the objectives and goals for this effort?

The Western Wisconsin WDB concentrates outreach to key populations. These populations include but are not limited to:

- Individuals with disabilities
- Formerly incarcerated individuals
- Dislocated workers
- Veterans and eligible spouses
- Youth aging out of foster care
- Limited English speaking

Western Wisconsin WDB and WIOA Service providers conduct outreach to these populations in a wide variety of ways. They include but are not limited to:

- Success stories
- Social media
- Community outreach
- Job fairs
- Videos

Outreach goals are to aid clients to understand the scope of WIOA services available.

Western Wisconsin WDB plays an active role in community networking and continues to grow partnerships with organizations that show commitment to serving populations that face employment challenges. Moving forward our goal is to continue to build and maintain our network of partners to provide as much outreach within the communities we serve as well as additional supportive services to our clients not covered under WIOA funding.

Western Wisconsin WDB strategic vision and goals are designed to meet employers' workforce needs in the region by engaging the emerging, present, and past workforce (including those with barriers to employment) in innovative ways. The strategic plan adopted by Western Wisconsin WDB in 2019, also currently being reviewed for updates, provides direction to the Board for the next four years. The mission, core values, and vision will guide its actions. The strategic themes and related strategic initiatives set the foundation for its key actions and guides allocation of resources. The key actions for each strategic initiative establish targets and benchmarks for success. While the strategic plan provides long-term direction, the planning process remains dynamic to respond to the needs of a changing environment.

The Western Wisconsin WDB OSO Taskforce brings together required job center partners annually to increase awareness of services and activities each partner can provide. The objectives and goals are to increase awareness of Title 1 services, create clear avenues for referrals and ultimately to increase participation in the workforce from the targeted groups mentioned above.

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

Western Wisconsin WDB diligently collaborates with service providers, educational institutions, career pathway strategies, and other community partners to prevent duplication. It continues to establish and define appropriate referral processes that are reviewed and approved by the Western Wisconsin WDB Board of Directors and sub committees. Considerations include geographic common locations and availability when establishing and reviewing the referral process.

Western Wisconsin WDB has a strong relationship with its technical college. Western Wisconsin WDB staff facilitate meetings, held throughout the year, with technical college staff, its contracted providers and other job center partners to discuss services and programs. During these meetings, local programming is discussed.

In addition, representatives from K-12 and postsecondary education programs serve on the WDB. This representation allows for coordination of strategies and enhanced services.

Western Wisconsin WDB staffs also help coordinate services with the current employer alliance that have K-12 and post-secondary representation. The Western Wisconsin WDB collaboration with a wide variety of partners along with annual and data driven information provided to all its partners Western Wisconsin WDB are able to share and collect program information as part of a strategy to coordinate and enhance services, while minimizing duplication of services.

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

Activities and services available in the local area for adults and dislocated workers include (but not limited to):

- Apprenticeships;
- Assessments;
- Basic skill instruction;
- Career exploration;
- Childcare and transportation assistance;
- Disability related services and programs;
- Economic support programs;
- English as a second language instruction;
- Financial literacy services;
- GED and HSED;
- Internships;
- Job search assistance;
- Job skills training;
- Labor market information;
- Occupational skills training;
- On-the-job training;
- Rapid response and re-employment service;
- Support services;
- Workshops; and
- Work experience both paid and unpaid.

The WIOA Title I Dislocated Worker Program, Wagner-Peyser re-employment services, TAA, and Unemployment Insurance routinely work together to coordinate services and expand offerings to dislocated workers. Co-enrollment often occurs amongst partner agencies to best serve the participant.

Western Wisconsin WDB Adult and Dislocated Worker programs have a variety of employment and training activities available. The Adult and Dislocated Worker programs offer a variety of basic and individualized career services starting with informational workshops, small group, and specialized one-on-one sessions. Typically, career services are provided in the area job centers. On occasion some services may be provided in a local community library or virtually, when warranted. However, career services are also provided by other one stop partners, and many times co-facilitated. Career Planners can also provide participants with quality labor market data and wage analysis to assist in employment and/or training decisions.

In addition to the traditional training options available through the technical college system, Western Wisconsin WDB works with its local technical colleges to create short-term training opportunities based on input from its sector partnerships. Some of these short-term training opportunities have been designated as pre-apprenticeship programs. Pre-apprenticeship programs bridge a gap, helping to give participants the hard and soft skills needed to gain admission into Registered Apprenticeship or related occupational advancement. These pre-apprenticeship options will provide exposure to a wide variety of high skill, high wage careers, and enabling participants to understand the workforce

demands in a myriad of industries, learn the educational and vocational skills needed for entry, and address any deficits that may hinder employment success.

Western Wisconsin WDB has two specific policies in place to maximize services for both business customers and individual customers: Customized Training and On-the-Job Training (OJT). The policy and procedure most utilized is the OJT policy and procedure with the Adult and Dislocated Worker Programs. Western Wisconsin WDB, its contracted service providers, and Business Solutions Team will continue to promote and cultivate these opportunities under WIOA.

Western Wisconsin WDB has a history of utilizing formula funds for dislocated workers in the region. With dislocations of 25 or more, Western Wisconsin WDB, and its contracted provider, work together to request Rapid Response activities from DWD. As the dislocation activities progress, Western Wisconsin WDB also requests additional assistance from DWD to provide training services and expand the number served by training services.

Western Wisconsin WDB will continue to look for ways to refine our One-Stop system services and activities through strategic planning and our annual One-Stop-Operator Job Center Taskforce meeting. Using employer input and insight from the One-Stop system service providers, Western Wisconsin WDB can identify opportunities to coordinate and leverage resources to support its target populations.

The Western Wisconsin WDB is well positioned to support customers with career, support, and training services through a variety of regional collaborations described above. The Western Wisconsin WDB continues to review the unemployment rates along with the size and frequency of company dislocations in the region to assess the economic and labor climate. Assessing the economic and labor climate allows Western Wisconsin WDB to determine the need for additional funding requests such as a dislocated worker grant, rapid response request, and additional assistance grants to increase the capacity levels of its dislocated worker program. When appropriate, the Western Wisconsin WDB will also use the option to transfer funds between the adult and dislocated worker programs to allow the best services and activities to target populations.

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

The Western Wisconsin WDB has recently implemented a new structure to the WIOA Youth Program. With the new structure participants will be offered the opportunity to participate in a paid work experience within identified demand sector industries. These industries are Health Care, Manufacturing, Transportation, Construction and Information Technology, on occasion and individualized services other work experience opportunities may be provided outside of the major demand sector industries. This program covers the needs of both In-School and Out-of-School eligible youth. While participating in the program the youth will be asked to complete 3 Department of Workforce Development (DWD) workshops.

- Resume building
- Job interview skills building
- Participant's choice

The Western Wisconsin WDB has developed Memorandums of Understanding (MOU) with the worksites, community organization, non-profit organization and government agencies. These MOUs will address the 14 elements needed within the WIOA Youth Program and provide an in-depth understanding of the experience youth will receive while placed in the WIOA Western Wisconsin WDB Youth Program.

After completion of the workshops, the Western Wisconsin WDB WIOA Youth Career Planner will assist the youth in future planning, with an emphasis on finding a suitable work experience as appropriate. This may include but not limited to:

- Certifications
- Post-secondary schooling
- Job placement
- Apprenticeships

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

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

The Western Wisconsin WDB continues to evaluate and refine the design of its youth program and how to assist youth smoothly with the transition from secondary education to postsecondary education and/or the workforce. The focus for workforce is on serving out-of-school youth and working with them post-DVR and school involvement to ensure retention and transition is continued into their young adult lives. The WIOA Career Planner works closely with the area high schools, alternative schools, technical colleges, and other agencies/organizations to assist youth in the attainment of education. The youth program is currently in house and provides access to a comprehensive menu of the 14 program elements to support a participant's identified career pathway and postsecondary education goals. Program elements are provided directly by identified Title I service providers or by community organizations as identified in the local Youth MOUs.

The Western Wisconsin WDB is well positioned to provide each of the 14 youth program elements. Youth program elements will be made available to young adults, as appropriate and according to the Individualized Service Strategy (ISS). Western Wisconsin WDB, its contracted providers, and WIOA partners will implement activities to meet the 14 required program elements.

One of the Western Wisconsin WDB strengths is the strong relationship with the Division of Vocational Rehabilitation (DVR). DVR and the local school districts are collaborative partners while providing services to young individuals with disabilities. Western Wisconsin WDB works closely with the DVR in creating a seamless referral system. With a greater emphasis on serving out-of-school youth in Title I, creating a strong, seamless transition for DVR in-school youth is a win-win situation for youth with disabilities.

Western Wisconsin WDB and DVR work to place youth with barriers into work-based learning experiences. DVR is required to spend a portion of their budget on specific Pre-employment Transitional Services for students with disability who are in high school. The Western Wisconsin WDB and DVR have a strong history of providing work experience opportunities for youth participants through work experiences, internships, and on-the-job training. Through the Business Solutions Team many successful connections with employers are made.

Western Wisconsin WDB has adopted strategies to develop and retain a pipeline of talent. Those strategies include a stronger connection of the Business Solutions Team and economic development partners to the public school districts in WDA 9. Western Wisconsin WDB has strong sector partnerships - TUMMA (The Upper Mississippi Manufacturing Alliance). Western Wisconsin WDB partnerships with its employer alliance assist with increasing opportunities for work experiences for out-of-school and in school youth participants along with other work-based learning activities.

The Western Wisconsin WDB and sub-contractors has also been assisting DWD in developing effective linkages between existing youth apprenticeship opportunities and current and new adult apprenticeship opportunities. Western Wisconsin WDB will continue to build upon its relationship with the providers of youth apprenticeships in the region to increase work experience opportunities.

The Western Wisconsin WDB works to ensure funding is allocated to maximize opportunities and monitors spending as well as service provided to ensure success.

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

a. In-school Youth;

b. and Out of School Youth.

Based on the following criteria the Western Wisconsin WDB has chosen not to implement this within its In-School or Out-of-School Youth Program:

10.3.6.9 Requires Additional Assistance (Applies to ISY and OSY)

This eligibility barrier applies if individuals require additional assistance to:

- complete an educational program;
OR
- secure or hold employment.

Local WDBs are not required to use this criterion as part of eligibility determinations. However, as Wisconsin's Governor's Council on Workforce Investment has declined to further define this category, local WDBs must include policy and procedure for applying this criterion in their local plans if they choose to use it as an eligibility criterion. Any policies and procedures should be reasonable, quantifiable, and based on evidence that the specific characteristic of the youth identified in the policy objectively requires additional assistance.

Note: Even if a local area chooses to use this category as part of ISY eligibility, it is to be used sparingly. In each local workforce area, not more than 5 percent of newly enrolled ISY participants can be found eligible based on the "needs additional assistance" category in any given program year.²⁶ There is not a similar restriction for OSY eligibility. DWD-DET holds the local WDBs responsible for tracking eligibility determinations for ISY that are based **solely** on this eligibility barrier and ensuring compliance with the 5 percent limitation. Any costs associated with serving participants who exceed the 5 percent limitation will be disallowed. In cases where the local WDB exceeds the 5 percent limitation, participants' eligibility determination dates will be placed in chronological order and only the first 5 percent will be covered by the limitation.

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

Western Wisconsin WDB coordinates with Title II workforce investment activities such as adult education and literacy services carried out in the local area by working closely with the Wisconsin Technical College System and CESA 4 & 5. Those in need of services to improve basic skills to enter or retain employment will be provided information on:

- High School Equivalency Diploma (HSED)
- General Education Development (GED)
- Certifications
- Pre-employment classes
- Apprenticeships
- Pre-apprenticeships

Western Wisconsin WDB also provides services for both In-School and Out-of-School Youth Programs which can include the above programs as well.

WIOA requires local areas to coordinate the review of local applications submitted under Title II. The Western Wisconsin WDB participates in the review of applications to assess and verify alignment and consistency with its Local Plan. Feedback and recommendations from the Western Wisconsin WDB are shared with the Wisconsin Technical College System review team as part of the final decision and selection process.

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

The One-Stop Operator Memorandum of Understanding (MOU) fulfills the Workforce Innovation and Opportunity Act requirements to document and reach agreement among State and other required parties for negotiating cost sharing, service access, service delivery and other matters required and essential to the establishment of the local one-stop delivery system. The One-Stop Operator Taskforce works under the assumption that partners are addressing basic operating costs individually including but not limited to rental space and internet connection. Other supplies needed for the Resource Room in the Job Center are brought up and voted on within the OSO Taskforce. Funds for shared costs are provided through the Job Center Fund which is managed by the Western Wisconsin WDB. Funds in this account are acquired through fees for renting office space and annual Coulee Region Job Fair. The MOU is updated annually. Once MOU's are approved by the state, they are posted on the Western Wisconsin WDB website www.westernwdb.org.

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

Geographical areas covered by the Western Wisconsin WDB are mostly rural in nature. Daily public transportation for most residents are limited with most commuters using cars. There are basic public bus services within some communities, however, they do not stretch to outlining areas. Supportive services are provided to participants when the need is identified. These can include but are not limited to referrals to programs which assist in repairing or purchasing automobiles. Gas cards or bus passes,

as well as funding to obtain driver's license and first month of car insurance.

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

Western Wisconsin WDB strives towards integrating programming with Wagner-Peyser Act teams. On-site services are provided at the La Crosse Job Center along with on-line or off site in person services provided when needed. The Employment Services Team (EST) is a key collaborator to identify training opportunities to partners on Wagner-Peyser Act services. Participant experiences and identification and elimination of duplicative services is a top priority when collaborating with Department of Workforce Development (DWD).

Western Wisconsin WDB continues to work towards reviewing these partnerships and updating or implementing any areas of improvement with the Wagner-Peyser Act staff.

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

Western Wisconsin WDB is the administrative entity and fiscal agent responsible for the disbursement of Title I funds in Workforce Development Area 9 which includes Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties.

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

The WIOA Youth Program is held in house and do not place a Request for Proposal (RFP). The Adult/Dislocated Worker, Rapid Response, One-Stop Operator and Business Service Coordinator a Request for Proposal is issued. At this time, we have identified the RFP for one contract year with an option to extend for two additional years. The Executive Committee reviews the RFP and approves public posting. Members of the full board of directors are identified to review and score the submitted proposals. Upon scoring the Executive Committee reviews scoring and recommendations and will vote to approve issuing of the contracts. If the Executive Committee deems that there are no viable or responsive bids, then a sole-source procurement that is properly justified and documented in accordance with the Wisconsin State Procurement Manual and the Federal Procurement Regulations at 29 CFR 97.36(d)(4) may be considered.

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

Western Wisconsin WDB uses the Wisconsin Core Primary Indicators of Performance data to measure performance.

The WIOA performance accountability system was established in WIOA Law Sec. 116 and became effective July 1, 2016. These performance measures are the basis for state and local performance reports, evaluations of state programs, regional performance and sanctions for states and local areas that fail to meet performance or submit a state annual report. There is a comprehensive guide to the performance measures, the WIOA Title I Performance Technical Assistance Guide, that guides system staff how to report information.

Definitions of Primary Indicators of Performance

Q2 Unsubsidized Employment (Adult and Dislocated Worker)

The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship, and military service.

Q2 Unsubsidized Employment or Education (Youth)

The percentage of Youth participants who were employed or in education during the second quarter after exit. Employment, education, and training activities that count as success include Unsubsidized Employment, Registered Apprenticeship, Military, Occupational Skills Training, Postsecondary Education, and Secondary Education.

Q4 Unsubsidized Employment or Education (Adult and Dislocated Worker)

The percentage of Youth participants who were employed or in education during the fourth quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship, and military service.

Q4 Unsubsidized Employment (Youth)

The percentage of program participants who were in unsubsidized employment during the fourth quarter after exit from the program. Employment, education and training activities that count as success include Unsubsidized Employment, Registered Apprenticeship, Military, Occupational Skills Training, Postsecondary Education, and Secondary Education.

Median Earnings

The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct Unemployment Insurance wage record match, Federal or military employment records, or supplemental wage information.

Credential Attainment Rate

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

Measurable Skill Gain

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic technical, occupational, or other forms of progress, towards such a credential or employment.

**TABLE 6: WDA 9
NEGOTIATED STANDARDS
PY 19-20**

WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties

WIOA Title I Program	Performance Measure	Standard
Adult	Credential Attainment Rate	57%
	Measureable Skill Gain	Baseline
	Median Earnings	\$4,200
	Q2 Unsubsidized Employment	75%
	Q4 Unsubsidized Employment	70%
Dislocated Worker	Credential Attainment Rate	62%
	Measureable Skill Gain	Baseline
	Median Earnings	\$7,000
	Q2 Unsubsidized Employment	82%
	Q4 Unsubsidized Employment	81%
Youth	Credential Attainment Rate	61%
	Measureable Skill Gain	Baseline
	Median Earnings	Baseline
	Q2 Unsubsidized Employment/Education	70%
	Q4 Unsubsidized Employment/Education	68%

As discussed throughout this document, the Western Wisconsin WDB will continue to support the area and regional business community by leading efforts within the area and the region to engage with a diverse range of employers to promote business representation, develop effective linkages with employers, ensure workforce investment and opportunity activities meet the needs of employers and support economic growth in the region.

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

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

The Youth Council/Committee was broken up into the various Western Wisconsin WDB sub committees years ago. Each committee has youth as a component of their agendas, budgets, and approvals. These committees are the Executive Committee, Operations Committee and Strategy Committee.

The Business Services Coordinator is incorporated with these committees to ensure that collaboration and integration is happening regarding the WIOA Youth Program. Key partners include but are not limited to:

- CESA 4 and 5
- The Upper Mississippi Manufacturing Alliance (TUMMA)
- Title II: Western Technical College
- Other sector industry leaders
- Local employers
- State Business Services Team
- Local Business Services Team

Career Pathways are identified, reviewed, and updated in collaboration with the local higher education systems, CESA 4 and 5 along with sector industry leadership. By collaborating with all entities, we are able to provide services based off the current labor needs within the market and communities. Working closely with the CESA organizations we can help in the development of future pathways. This also includes development and implementation of work-based learning opportunities.

All Western Wisconsin WDB efforts and collaborations are to identify and address the needs of the workforce and employers. Strategic decision making is made based on current data along with direct input from partners and sector industry leaders. The Business Services Coordinator is a key component in leading the efforts.

Business Services and other workforce development activities are reported to the Board during the quarterly meetings. Members of the WDB and any workgroups created have the opportunity to provide feedback, support and suggestions for the initiatives as adopted in the strategic plan. Members are called upon to share their expertise and ideas around sector partnerships, career pathways, and work-based learning. Representatives of each industry partnership (TUMMA) participate in WDB meetings, and work closely with WDB staff in carrying out workforce initiatives. When necessary, the local WDB has the authority to create ad hoc workgroups for the strategic goals.

26. Local WDB Participation: Describe how the local WDB will make businesses in the local area aware of opportunities to participate on the local WDB to ensure representation of industry sectors with the greatest labor force demand. Describe how the local WDB will maintain a minimum of at least 51% of businesses as active members and participants on the local WDB.

The Western Wisconsin WDB updates and recertifies the local Board of Directors every two years. When vacancies on the Board open, we collaborate with industry sector leaders and community partners to identify the vacancy and publicize the vacancy. Within the Board of Directors subcommittees are established made up of various members of the Board of Directors. The subcommittees include: Executive Committee, Operations Committee and Strategy Committee. These committees are able to easily focus on one area of the Western Wisconsin WDB and review programming as well as being able to easily identify and implement any areas of concern.

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

Consistent with section 108(d) of WIOA public law, the Western Wisconsin WDB will make the local plan available on the Western Wisconsin WDB website and shall provide an email address for the public to send comments. These actions will take place during the 30-day public comment period and before the local plan is submitted to the State an additional section will be added to the bottom of the local

plan which will contain the comments received during the 30-day comment period and sections that were changed due to the comment period will appear italicized in the document.

WIOA REGIONAL/LOCAL PLAN APPROVAL REQUEST

Local Workforce Development Board(s): Western Wisconsin Workforce Development Board

WDA Number(s): 9

Type of Plan (Regional or Local): Local

Plan Effective Period: 07/01/2020 to 06/30/2023

I hereby attest that this WIOA Plan was:

- Developed in partnership with the local WDB and appropriate Chief Elected Officials;
- Put out for public comment for at least 30 days prior to this approval request, and if comments were received that express disagreement with the plan, they are included with this approval request; and
- Properly approved at the local level in accordance with the applicable local governance documents (i.e., bylaws, WDB-CEO Agreement, Consortium Agreement).

Ray Ransom



July 6, 2020

Printed Name of Chief Elected Official

Signature of Chief Elected Official

Date

Tammy Brown



July 6, 2020

Printed Name of Local WDB Chairperson

Signature of Local WDB Chairperson

Date

Melisa Myers



July 6, 2020

Printed Name of Board Director

Signature of Board Director

Date

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