

Workforce System Development Committee

**Meeting Notice
Friday
September 16, 2005**

**10:00 a.m. - 11:45 a.m.
St. Norbert College
Bemis Conference Center
De Pere**

AGENDA

- 1. Approval of the July 28, 2005 Minutes - - For Action (Attachment)**
- 2. Status Report of *Ad Hoc* Committee- - For Action: Thomas Burse (Attachment)**
- 3. DWD Items on Job Center Services Standards and Outcomes Workgroup and Comprehensive and Satellite Job Center Site Workgroup: Connie Colussy**
- 4. WIA Reauthorization: Wisconsin Association of Job Training Executives (WAJTE) and Connie Colussy (Attachment- WAJTE)**
- 5. Committee Action Steps and Priorities (Attachment)**
- 6. Executive Committee Report: Tina Koehn**
- 7. Discussion of Progress Report on WD Credentialing Grant (Connie Colussy), Baldrige Express Grant and State Interagency Team (Sue Gleason)**

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If you have other special needs such as assistance to access materials in an alternate format including large print, or you need an interpreter, please contact Gloria Kirchoff: gloria.kirchoff@dwd.state.wi.us, or call her at (608) 267-2191.

AGENDA ITEM #1

Draft Pending Approval **COUNCIL ON WORKFORCE INVESTMENT**

Workforce System Development Committee **Marathon County Job Center** **July 28, 2005** **MEETING MINUTES**

Members Present:

Business Co-Chair: Joseph Gilles, CEO, Wausau Insurance, Wausau; *Non-Business Co-Chair:* Tina Koehn, VP of Administration, UMOS, Menomonee Falls; Thomas L. Burse, President, Buveck Consultants/Construction Managers, Milwaukee; Christopher A. Ruud, Executive Vice President, Ruud Lighting, Racine; Kathleen Drengler, Manager of Training and Development, Greenheck Fan Corporation, Wausau; Fredi-Ellen Bove for the Secretary, Wisconsin Department of Health and Family Services; Jessica Clark for the Secretary, Wisconsin Department of Corrections; Donald L. Rouse, retired Vice President Corporate Operations, Kohl's Department Stores, Hartland; Andrew Schuster for the Secretary, Wisconsin Department of Veterans Affairs; Georgann Stinson, VP of Operations, General Converters & Assemblers; Racine; State Representative Josh Zepnick; Sue Gleason, CWI Liaison, for Bill Clingan, Wisconsin Department of Workforce Development.

Members Absent: Donald W. Layden, Jr., Sally Peltz, David Vierthaler.

Committee Staff Present: Pamela O'Brien, Linda Williamson, Mary Pasholk.

Others Present at the Committee Meeting: Dianne Reynolds, Bureau of Workforce Programs, DWD; Teresa Barch, WWDA; Sally Cutler NCWWDB; Kim Palmeroy, DVR.

Prior to the meeting, Committee members were provided with a tour of the Marathon County Job Center by Sally Cutler, Executive Director of WDA #6 and staff Mary Palmer, Charlie Sparr, Gary Albrecht and Helene Goebel.

Agenda Item # 1 June 3rd Minutes

Ms. Bove moved, seconded by Ms. Koehn, to approve the June 3, 2005 Minutes. The motion unanimously passed.

Agenda Item # 2 Status Report of *Ad Hoc* Committee

Ad Hoc Chair, Mr. Burse, thanked Ms. Koehn for hosting the Committee meetings at UMOS's Milwaukee headquarters, and summarized the activities to date of the *Ad Hoc* Milwaukee Committee: The Committee met on June 27th and agreed to hold 3 listening lunch sessions with a wide-range of workforce partners in August with a small group of invitees based on these categories (1) Workforce Programs and Partners, (2) Employers, Economic Development and Labor, (3) Funders, Foundations and Civic Entities. To assist in focusing the dialogue, the identified themes to cover in the sessions that are consistent with the full Committee's priorities: Leadership within the community and among the Workforce Development Board; Collaboration/coordination with workforce partners and external entities for effective service delivery; Alignment of common goals; Overcoming "silo-program" funding; Linkages to economic development initiatives and labor market projections; Joint local and regional planning. Mr. Burse also reported that the UWM grant agreement was approved by the

Committee, and that a UWM representative will be attending every meeting. They are working collaboratively with DWD staff to gather stakeholder information. The Committee provided comments to UWM's draft survey questions that will be used for their stakeholder interviews. This will be the formal way the Committee will gather input from a variety of workforce partners.

Mr. Burse listed the invitees for the listening sessions, one person per entity:
Workforce partners and providers: Private Industry Council of Milwaukee, Inc.; Milwaukee Job Service; YWCA; United Migrant Opportunity Services, Inc.; Maximus; Milwaukee Area Technical College; Vocational Rehabilitation; W-2/TANF; Department of Corrections; Urban League of Milwaukee.

Employers, Economic Development and Labor: PIC Workforce Development Board Chair; Wisconsin Regional Training Partnership; Manpower; Wisconsin AFL-CIO; Metropolitan Milwaukee Association of Commerce.

Funders, Foundations and Civic Entities: United Way; Helen Bader Foundation; Greater Milwaukee Foundation; Community Development Block Grant Office- City of Milwaukee; Annie E. Casey Foundation; Making Connections; Greater Milwaukee Committee; Mayor's Workforce Committee; Milwaukee County Executive Office.

The Committee discussed how to facilitate the *Ad Hoc* Committee's work. The expectation for the next full Committee meeting on September 16th in Green Bay is a report on the summary of the listening sessions with proposed next steps for Committee discussion as well as an update on UWM's progress. Mr. Rouse wanted to ensure the involvement and advice of the Private Industry Council of Milwaukee, Inc., and the *Ad Hoc* Chair agreed to contact Mr. Randall directly for his attendance at the August 8th session. Ms. Williamson stated that she also would be personally contacting all of the invitees to confirm attendance. It is anticipated that draft recommendations would be presented to the full Committee at the December meeting.

Agenda Item # 3 Updates on Previous Topics

Background material was provided on the staff State Interagency Team (SIT) and updates on the projects previously endorsed by the Committee (Workforce Development System Staff Credentialing and the Workforce Development Board Baldrige Express Self-Assessment). Ms. Gleason added information on the membership and activities of the SIT. There was a discussion on how to best connect SIT activities with the Committee where appropriate. Committee members expressed concerns about the lack of progress to date, the projected roll-out timelines for full implementation and accountability of the two CWI/WIA funded projects. **The Committee consensus was to have a standing update memo in the meeting packet summarizing SIT activities and the progress on the staff credentialing and Baldrige Express projects.**

Mr. Gilles reported that the joint effort with the Council Vice-Chair to develop an overall metrics was still in progress. He stated that the scorecard would be a high-level snapshot of trends tied to the economy for all eleven WDAs. The second product would be the Committee's work to develop a workforce system dashboard.

Agenda Item # 4 DWD Items

Ms. Reynolds reported on roll-out activities from the Workforce Investment Act State Plan including:

a. The creation of the Job Center Services Standards and Outcomes Workgroup that includes a variety of partners: DWD staff, Job Center staff, WDB representatives (Sally Cutler, Beth

Norris), Job Service, DVR, W-2, Technical Colleges. The charge to the workgroup is to develop a document defining the services job seekers and employers can expect regardless of which Job Center they visit. The original Job Center Standards were adopted by the Governor's Council and issued in 1999. Work was started but never finalized in 2003 to update the standards. The workgroup's first meeting was held on July 8, 2005 with another meeting scheduled for August 2nd to start developing the document outlining the Job Center Services Standards. They will have a teleconference on August 26 and a half day meeting on September 12. Their work will be coordinated with the workgroup that Gary Denis is leading to define standards for Comprehensive and Satellite Job Centers. The workgroup expects to complete their work by October.

b. The creation of the Comprehensive and Satellite Job Center Site Workgroup was established to further clarify and operationalize the requirements that WDBs would use to classify job centers. The workgroup consists of representatives from the Division of Vocational Rehabilitation, the Job Service (both central office and local representatives), the Workforce Development Boards, Job Center Managers and state staff. The first meeting will be in early August. A product is anticipated to be completed by September 30th.

c. The development of training for Job Center staff on financial literacy skills that is part of a WIA service if appropriate for the customer will be in 3 tiers:

Level #1: Resource Room Training consisting of 6 hours instruction regarding self-assessment tools and appropriate referrals.

Level #2: Case Worker Training consisting of 12 hours instruction regarding money/debt/credit management, credit education and investor education.

Level #3 Workforce Development Managers Training consisting of three hours of instruction regarding data and research, collaboration with current programs/projects and funding resources.

All training will be digitally filmed and turned into a DVD training tool.

d. Finally, Ms. Reynolds reported that the W-2 competitive grants will be due July 29th to DWD.

In response to Committee member's requests to review and comment on the Workgroup's draft products, Ms. Reynolds stated that the workgroups would make recommendations to the Department and then provide time for some type of public review and comment. Committee members expressed the need to be involved in the process as well as to be a part of shaping recommendations as it relates to their Objectives and Strategies. In addition, the outcomes of these workgroups will also influence the Committee's work on how best to invest State dollars and target federal dollars including incentive funds as part of this flexibility. They also emphasized the need to have statewide uniformity as well as flexibility, and the importance of funding as a strategic step. There was a strong concern to have statewide standards for accountability while at the same time allowing for anomalies pertinent to a particular area. The Committee asked whether the workgroups would address co-location issues of the required seventeen WIA partners. In addition, the Committee agreed that an assessment of the impact of the Workgroup's recommendations and a GAP analysis (and "desired" gap by WDA to make certain the intended result is what is desired) would be essential before implementation. In addition, they believe it is vital to correlate the draft recommendations of both workgroups and reconcile any variances. Finally, as part of that road map, the Committee wanted to emphasize the need for the workgroups to get feedback from all of the stakeholders to ensure that proposed variations accommodate individual partner's and area's needs.

It was agreed that the Committee's discussion would be communicated from the Co-Chairs to Ms. Colussy, Director, Bureau of Workforce Program, who established these workgroups. After further discussion, Representative Zepnick, seconded by Mr. Rudd, moved that the Comprehensive and Satellite Job Center Site Workgroup and the Job Center Services Standards and Outcomes Workgroup report to the Committee on their findings, and provide time for the Committee to review and make recommendations, prior to the final endorsement and implementation by the Department of Workforce Development. The motion unanimously passed.

Ms. Gleason, CWI Liaison, reported on several items:

a. They are anticipating 7 applications for the Growing Region Grants that will have a very rigorous review process. The Executive Committee will be addressing decisions with the new 2005 program year funding.

b. The Governor announced that September is Workforce Employment month with events around the State. SIT will be discussing the calendar along with the State Department Secretaries and Executive assistants, and that will be sent to all CWI members.

c. A \$250,000 grant from the Joyce Foundation is providing activities by the Center on Wisconsin Strategy (COWS) to connect workforce development efforts with employers. The Committee was interested in hearing more about this project at a future meeting.

d. The CWI Chair, Co-Chair and CWI Liaison, met the DWD Secretary, the Presidents of the UW and Technical College Systems, a member of the UW Board of Regents, Lee Raasch, President, Western Technical College and Chair of the Technical College Presidents Association (and CWI member) and two of the Governor's staff to discuss public systems alignment and regional economic drivers.

It is anticipated that a similar group to include Commerce and DPI would meet in about 6 weeks.

e. Lastly, Ms. Gleason reported on the status of regional metrics that staff from DWD Office of Economic Advisors and COWS have been working on related to economic indicators. The Committee discussed the vision for this, and discerned that there would be a separate scorecard/dashboard for workforce system issues by WDA. Another study that COWS is working on regarding the cost of low wage jobs to the system and the workforce system standards could potentially fit into the benchmarks that are being developed. The ultimate outcome is for the workforce development region to improve the economy of the region while at the same time serving individual customers (employers and prospective employees) with the various program's funding. It was emphasized that there needs to be flexibility in the benchmarks to account for the fact that the workforce system design will at times need to be redirected based upon changing indicators.

Agenda Item # 5 Local and State Performance Measures

Ms. Cutler, Director NCWWDB, walked through the metrics her Workforce Development Board uses to keep track of needed improvements and successes. Ms. Reynolds circulated the Workforce Investment Act performance measures for dislocated workers, adults, and youth as well as customer satisfaction for job seeker and employer customers. She also discussed the new "common measures" that were originally intended to be applicable across federal agency programs. She stressed that the performance measures are not to be used for day to day management of programs, but rather an historic look at the performance by WDBs, and is a required reporting element to the Department of Labor. Ms. Drenkler asked how incentive awards and performance levels are integrated with employers? Other Committee members also wanted to know how these activities augment activities of private business, and whether DWD does any measuring of WDB activities on a regular basis given that the performance measure reporting is a rear view mirror approach. The Committee discussed further the need to have a standard monitoring tool that integrates economic factors as well as a predictive focus

on workforce issues such as sustained employment and career ladder successes. There was additional discussion about the need to statistically monitor the "system" at a forward high-level glance. The Committee requested a quick glance summary of the performance measures of the other major workforce programs for their next meeting.

Agenda Item # 6 Action Steps Related to the Committee's Objectives and Strategies

The Committee reviewed the Action Steps under D, E, F of the Objectives and Strategies from the draft report to the Governor. **Representative Zepnick, seconded by Mr. Rouse, moved to approve the action steps with the caveat that there would be additions and edits over time. The motion was unanimously adopted. By consensus, the Committee agreed to add to the list and put the action steps in priority order at their next meeting.**

Additional items that were put on the table included: (a) Adding an action step to address "how to effectively fuse funds into the system" and "explore foundation and business entities;" and; (b) How to better address the Committee's connection with WAJTE. The WAJTE Position Paper on WIA Reauthorization was circulated by Mr. Rouse. Ms. Gleason noted that this would be brought up for discussion either at the CWI meeting or the Committee meeting in September along with DWD information.

The next meeting agenda will include:

Minutes of 28 July - Action Item

Report on Summary of *Ad Hoc* Listening Sessions and Discussion of Next Steps

Review and Comment on Drafts from the Job Center Services Standards and Outcomes

Workgroup and the Comprehensive and Satellite Job Center Site Workgroup - Action Item

Additional Committee Action Steps and Prioritize - Action Item

Executive Committee Report

Update on Economic Metrics and Workforce Dashboard

Possibly discussion of Background Material and WAJTE WIA Reauthorization Position Paper

Background material will include:

Progress Report Summaries on WDB System Staff Credentialing Grant, Baldrige Express Grant and SIT activities

High level Inventory of Program Performance Measures

Summary of Impact on State Budget for DWD and Major Programs

WAJTE WIA Reauthorization Position Paper

Information on the \$250,000 grant COWS/Joyce Foundation

Mr. Burse moved, seconded by Representative Zepnick moved to adjourn at 1:57 p.m. which was passed unanimously.

AGENDA ITEM #2

Status Report of the Ad Hoc Committee to the CWI Workforce Development Committee

Summary of *Ad Hoc* Committee Listening Sessions

Background

The CWI Workforce Development Committee created an *Ad Hoc* Committee to (a) provide oversight of the University of Wisconsin project, and (b) identify Milwaukee and regional issues with recommendations to the full Committee. The *Ad Hoc* Committee held two listening sessions on August 8 and August 24, 2005 at the United Migrant Opportunity Services Headquarters in Milwaukee. [The third session with economic development entities, foundations, funders and civic organizations was postponed.] Workforce partners were invited to address the following themes:

- Level of leadership within the community and among the Workforce Development Board, and ideas for collaboration/coordination with workforce partners and external entities for effective service delivery
- Ideas to align common goals and joint local and regional planning (with linkages to economic development initiatives and labor market)
- How to overcome "silo-program" funding

Invited Participants

The invitees represented workforce and training stakeholders including the Workforce Investment Act (WIA) partners and providers, and employers. Participants who provided the comments were:

Brenda Bell-White, W-2/TANF
Enid Glenn, Vocational Rehabilitation
Sheila Knox, Job Service
Al Luna, Milwaukee Area Technical College (MATC)
Eric Parker, Wisconsin Regional Training Partnership (WRTP)
Paula Penebaker, YWCA
Gerard Randall, Private Industry Council of Milwaukee, Inc. (PIC)
Herbert Robinson, Department of Corrections
Leonore Rosas, United Migrant Opportunity Services
Debbie Roy, Manpower
Jerry Stepaniak, Maximus
John Stilp, MATC

Verbatim Comments from the *Ad Hoc* Committee Listening Sessions
(As actually noted on flip charts with concurrence of the invitees)

Problems:

Problems on level of leadership within the community and among the Workforce Development Board, and ideas for collaboration/coordination with workforce partners and external entities for effective service delivery

- Difficult for WDB to lead given the other key players that need to be at the table/Room for improvement to connect with Milwaukee's Workforce Development Board (WDB) and W-2 collaboration/Membership on WDB is TANF dominated/Not sure what services the WDB/PIC is offering for employers
- More interagency collaboration to address high unemployment rates particularly of African-American males
- Difficult to maintain collaboration and maintenance of comprehensive job centers with changing times particularly regarding W-2 collaboration
- Leadership with the employer community has not begun yet/First thing employers cut is funding for training
- It is unclear who is leading economic development in Milwaukee-- not in one place
- Wealth of good ideas occurring but in isolation
- Momentum that created Job Centers has died

Problems on joint local and regional planning/aligning goals/labor market

- Competition and concern around planning
- If we look at Milwaukee by itself, how does this work with regional perspective?/Milwaukee is so different-- do not want to dilute others' planning efforts
- There are mixed messages in different recommendations, plans and answers at the state and local levels/Inconsistent messages from state around funding (regional grant of PIC vs. City)
- Students who go through short-term training at MATC programs do not come back to complete a degree-- Cannot expect this training to give people skills to last a lifetime/Fragmented workforce/Most serious challenge is the deficiency of appropriate skills for available jobs
- What are our common goals? There is no alignment now/Alignment of goals is a big monster to get your arms around
- Where the funding comes from drives expectations and goals of that agency
- Labor market data is muddled, lost or inaccurate with labor market comparisons of Milwaukee and Waukesha Counties

Problems of silo-program funding

- Getting funding for short-term training of job seekers takes a long time/Need more flexibility
- There will always be silos because of special needs for special populations (e.g. disabilities and offender populations)/Need to deal with silos because they are not going away
- Concern with bricks and mortar and administrative costs/Partners going after same dollars
- Silo funding is the primary impediment to forward progress/Federal, state and local barriers

- Issues get decided by funding drivers/Set of performance measures differs by funding source-- long term do not know if we are successful/Federal law needs to change
- I am not a "silo"-- cannot fix silos/Much bigger issue than a WDB can deal with

Solutions:

Solutions on the level of leadership within the community and among the Workforce Development Board, and ideas for collaboration/coordination with workforce partners and external entities for effective service delivery

- Leadership and perspectives must come from the Governor, County Executive and Mayor/Need more partnerships in the community to address employment related training at the back-end instead of services at front-end/Share good ideas at regular forums/Get key people in the same room/Looking for strong, sustainable leadership from the Governor to the locals/Elected leaders (including Executive branch) need to make sure public sector is responsive to private sector needs
- Establish a Task Force to review the Job Center network workings in Milwaukee/Need an operations management team/Need separate funding to ensure ongoing, consistent effort and leadership role fulfilled/Need a convener to lead economic development connections/Suggest a formal leadership team also to connect with employers and economic development/Need a concerted, dedicated level of resources to make programs and people work together/Need to move forward on key recommendations
- Use Center of Excellence as model that has resources from many partners, foundations, etc. (has 1/2 budget of PIC) for an overarching coordinated structure/Focus on leadership in training for skilled trades, construction, health care and emerging industries/Focus on common solutions for training and employment around the construction, health care industries and for youth services/Need a way to work together to create long-term programs/Dedicate more resources for short-term and long-term training/Can get short-term training up and running quickly (MATC and WRTP) but funding is problematic within traditional programs-- need more flexibility/Resources need to be leveraged/Must have partnership between public and private sectors because there is not enough public funding/How can we identify a line of funding to train workers for private sector including incumbent workers?/Governor, Mayor, County Executive need to be on the same page/Need to move forward with regional funding collaboration
- Employers need to be at the table-- more involvement especially at high level/Help prepare people better for workforce via employer input/Move more people into the workforce pipeline/Would be ideal to have people get the short-term training and then set up a system that allows them to continue with an associate or baccalaureate degree/Great need for short-term and long-term training/Use Manpower as a vehicle in workforce system as they know what employer's needs are/Manpower has monthly survey that is a useful tool/Employers are willing to pay when they see results/Private sector partnership is very important for people in English as a second language (ESL) programs
- Beginnings of partnerships such as School-to-Work Transition and IT Ability Connection- there is room for improvement with these and with the WDB-PIC/WDB-PIC could put together structures for sharing ideas to improve workforce collaboration in Milwaukee and regionally
- Develop stronger partnerships with faith-based organizations/Develop stronger partnerships with Manpower/Allow Manpower offices to be in Job Centers (50 Manpower offices are shared or leased in Job Centers nationally but none in Milwaukee)
- Have a good relationship with UWM and their mapping project

Solutions on joint local and regional planning/aligning goals/labor market

- Need joint outcomes and efforts and comprehensive package/Have many partners around the table for multiple planning efforts/Discuss and agree on goals by bringing all agencies together/Get discussion focused, then look at common workforce development goals/
To identify goals, need strategic plan (SWOT analysis)-- bring in all information, then agree on goals, strategies, benchmarks/This planning issue has a lot of potential for positive discussion- "Deceptively simple"/Joint planning is critical/Develop a regional model that incorporates all funding sources/Think regionally on transportation issues and other challenges for workers
- Focus planning on common themes such as transportation and customized training/Planning should be around common customers (e.g. job seekers in education, training in construction)/Target areas where we are all focusing on the same thing (as opposed to individual constituents)/Focus on sectors with emerging needs-- skilled trades, construction and health care
- Suggest starting with employer services for alignment of common goals/Identify how to better place good, competent employees as a common goal/There are local teams that have relationships with employers that could be used
- WIA resources are only a small part of the mix/Planning must include the larger resource players and training providers (e.g. MATC)
- Strategies needed on how to get information to employers (e.g. clarity on growth areas) and involve public school system/Companies want to diversify and open their doors so there needs to be a structure to constantly connect the needs of employers and job seekers
- It would help to get advance notice for job center staff (alert ahead of time) about new employers in area
- MATC puts together short-term training-- Need to look at metrics for measuring successes in training/Define "life-long learner" and develop support among all programs
- Cannot ignore any segment of population in employment workforce efforts/Need creative programs and assistance for limited English speakers and also link certifications to associate degrees for this population/Need more funding, more access and bilingual instructors to address the waiting list for people with ESL
- Get funding stable, then work from there/W-2 cuts
- Use labor market information as guide for how partners are spending resources/How data is organized is very important. Need to bring it to the next level-- where are growth areas in low to medium skilled jobs, and be creative
- Review WIA PIC Local Plan/Look at Florida that has a strong workforce system

Solutions on silo-program funding

- Develop a holistic program and service delivery model among all partner programs/There are allowable funding decisions, definitions that can be made/Need broader scope in service delivery and funding sources/Multiple funding sources but talk along issues/Deal with issues collectively (e.g. Department of Corrections efforts)/Need methodology to deal with silos because they are not going away/3-pronged approach: what needs to be done; where is local flexibility; lobby federal agencies to allow flexibility/Develop a collaborative, regional finance mechanism that cuts across all funding sources/Put the One-Stop back into the One-Stop (coordinate resources)/Make it a One-Stop operation for employers (Anytime you save an employer time and money, they are overly appreciative)/Use a blended funding mechanism where everyone gets the benefit-- not just one program/Leverage additional dollars (private sector, foundations)

- Leadership has to come from above the sources of funding/Government and private sector leadership need to coordinate resources/Have serious and sincere messages around funding
- The DOL initiative of funding faith-based organizations across agency's programs may be a good model and opportunity to remove barriers
- Set aside own self-interest around funds
- Streamline performance measures

AGENDA ITEM #4

Wisconsin Association of Job Training Executives **WIA Reauthorization Position Paper** May 2005

“The Job Training Improvement Act of 2005” (H.R. 27) was passed by the House on March 2, 2005 as the reauthorizing legislation to replace the Workforce Investment Act. On May 18, 2005 the Senate HELP Committee approved *“The Workforce Investment Act Amendments of 2005”* (S.1021), and President Bush’s Administration has presented its own WIA reauthorization proposal. These efforts of Congress and the Administration to reauthorize WIA identify workforce development as a high priority for this country.

The Wisconsin Association of Job Training Executives (WAJTE), comprised of the 11 Workforce Development Area Executive Directors, has analyzed the proposed legislation and identified key concepts. Our position on each of these is outlined below:

1. LOCAL DECISION MAKING AUTHORITY FOR THE USE OF WIA FUNDS

The Workforce Investment Act mandates the formation of local, business-led, workforce investment boards. Local elected officials (mayors and county chairpersons) are responsible for appointing board members and are the mandated recipient of WIA funds. This mandate was intentional.

The original authors of the Act recognized that local leaders are in the best position to understand community needs. They have a vested interest in the economic growth of their communities. Local leaders are closest to the people accessing services and are in the best position to measure program effectiveness. Stability in the workforce investment system is essential in these turbulent economic times as the demand for WIA services, from both the job seekers and employers, increases.

The current “governance structure” under WIA gives a voice to over 15,000 private sector business leaders who volunteer their time and their companies’ resources for the work of more than 600 local workforce boards. Reopening and expanding the authority of Governors for making such fundamental decisions as the designation of local workforce areas and the degree to which (or even if) local Workforce Investment Boards are utilized, would allow for potentially devastating changes to be made to the workforce infrastructure every election cycle. Such disruption would drive business away, as opposed to attracting employer engagement, which is contrary to the Administration’s proposed goals for the legislation.

Reauthorization should not reopen the “governance” issue, which could impede local progress, innovation, and partnerships forged with the private sector, based upon changing political dynamics at the state level.

WAJTE recommends the following as part of reauthorization:

1. Whenever possible, WIA and other federal funds should be directly granted to local elected officials rather than using states as pass-through entities.
2. Local elected officials should be given more flexibility in determining both the size and composition of local workforce investment boards.
3. Local boards should have an active role in the planning, use, and implementation of all One-Stop funding received in a local area, regardless of recipient.

4. There should be no expansion of a Governor's waiver authority beyond what is already authorized under the Act.

2. WIA FUNDING

The issue of adequate funding for the workforce development system is not simply a matter of putting more money into the system. Efforts need to be made to ensure that local areas are able to maximize the limited funding they currently receive.

WAJTE recommends the following as part of reauthorization:

1. Maintain the current administrative cost definitions of WIA.
2. Establish a "hold harmless" provision for WIA funding. This will protect local areas from wide variations in funding levels from year to year.
3. Require the U.S. Department of Labor to use expenditures, accruals, and obligations when determining reallocation amounts.
4. Increase funds and reduce current restrictions on serving incumbent workers. Advancement of current workers creates more opportunities for new job entrants.

3. DEDICATED ONE-STOP INFRASTRUCTURE FUNDING

The One-Stop delivery system mandated under WIA is aging. In many areas of the state, expansion of centers is needed but is not affordable. Under the current system, negotiations between One-stop partners have been a barrier to effective WIA implementation. Dedicated federal infrastructure funding would allow local areas to focus more on meeting the needs of employers and workers, and less on negotiating cost sharing agreements. However, infrastructure funding should not come at the expense of service delivery dollars.

WAJTE supports either of the following two proposals as part of reauthorization:

1. A separate Federal funding stream to maintain the cost of One-Stop infrastructure.
2. Required contributions from all partner programs for maintaining infrastructure. These funds should be allocated directly to workforce investment boards using the current allocation formula.

4. PERSONAL RE-EMPLOYMENT ACCOUNTS

Rather than create a new program with high start-up costs and administrative challenges, funds earmarked for Personal Re-employment Accounts (PRAs) should be used to enhance WIA. The additional funding could provide more training vouchers, childcare and transportation. Furthermore, the amount budgeted for PRAs would not be enough to ensure accounts for all qualified job seekers, and the maximum PRA would be less than the average training voucher.

WAJTE recommends the following as part of reauthorization:

1. PRAs should be added to the menu of services administered by the local WIBs through the One-Stop System. This would be another tool that could be used to provide individualized service to our customers.
2. Allocate new funds to PRAs; do not siphon from existing funding formulas.
3. Grant local areas the flexibility to enhance existing services to dislocated workers.

5. ADMINISTRATIVE COSTS

WAJTE recommends that administrative costs in the new legislation be defined in the same way that they are currently defined in the Workforce Investment Act of 1998. It is consistent with how businesses

account for costs, as well as how educational institutions account for federal funding. Broadening the scope of activities to be charged to administration will further reduce the funding available to support the infrastructure of the one-stop system, which is the backbone of the system as a whole. In addition, it will have a direct impact on the sustainability of rural Workforce Investment Boards. This will weaken the infrastructure the one-stop system and negatively affect the provision of local workforce services to constituents.

6. PERFORMANCE STANDARDS

WAJTE strongly advocates for a regression model to be included in the performance standards framework. A national departure point for WIA performance levels should be established with the regression model applied to performance at the local level to accommodate service to individuals with barriers to employment. This would eliminate the disincentive at the local level to serve the population subset needing more comprehensive services and allow for adjustments to the national departure point, based on the characteristics of the population base actually served.

7. CONSOLIDATION OF FUNDS

WAJTE supports the proposal to consolidate the WIA Adult, WIA Dislocated Worker, and Wagner-Peyser Employment Service funds into one block grant. The funding formula should maximize the percentage of dollars that go to the local areas, with the target being 85 percent for the consolidated adult programs and 100 percent for the youth program. The goal should be to implement the formula in such a way that supports the role of local business-led boards, giving them greater flexibility in allocating funds to programs and activities for the maximum benefit of the local community. Customers will then have access to a broader array of services, without artificial bureaucratic silos.

8. FAITH-BASED SERVICE PROVIDERS

WAJTE supports allowing faith-based groups to help train and re-train workers. However, we have serious concerns with allowing faith-based organizations to receive federal funds while simultaneously allowing these groups to discriminate in their hiring based upon religious beliefs. Our nation's workforce development programs were initially established to help job seekers overcome many of the difficulties resulting from discriminatory hiring practices. Allowing federal workforce funds to be used in a way that clearly takes religion into account when hiring staff is counter to the history, philosophy and intent of federal workforce programs.

9. COMMUNITY BASED JOB TRAINING GRANTS

The Administration seeks to get more workers into training through the proposed Community-Based Job Training Grants. WAJTE believes the program should work through Workforce Investment Boards creating strategic partnerships with community colleges rather than the other way around. Awarding the grants to WIBS would help strengthen the workforce investment system's pathway into training services and also acknowledge that a workforce system does indeed exist.

AGENDA ITEM #5

<i>Objectives</i>	<i>Strategies</i>	<i>Action Steps</i>	<i>Committee Priority</i> INDIVIDUAL RANK
<p>Objective D - Service Delivery System</p> <p>Increase flexibility and efficiency of Wisconsin's workforce development (Job Center) and the quality of services to employers, job seekers and employment and training partners. (Workforce System Development Committee)</p>	<p>Strategy 1: Advise the Governor on a vision for Wisconsin's Job Center system.</p> <p>Strategy 2: Establish a clear mission for workforce development areas and regional economic-driven workforce related activities.</p> <p>Strategy 3: Develop high-level performance based scorecard on workforce system effectiveness.</p> <p>Strategy 4: Provide guidance, identify needs and changes to meet vision.</p>	<ul style="list-style-type: none"> ○ Make recommendations on the redesign of the workforce system, including connecting workforce development areas to regional economic areas. ○ Make recommendations on Job Center standards that are measurable for the delivery of services with annual accountability back to the State. ○ Review program metrics and who owns them and identify a means to reflect a drive to continuously improving productivity. ○ Oversee/monitor staff credentialing system project implementation. 	<p>4; 3</p> <p>2; 3</p> <p>1; 2</p>
<p>Objective E - Coordination and Collaboration</p> <p>Increased and improved state and local interagency communications and strategic/program planning to ensure alignment and effective implementation of CWI goals. (Workforce System Development Committee)</p>	<p>Strategy 1: Establish consistent two-way state/local communication with WDB directors and seek input from Workforce Development Boards, Chief Local Elected Officials, and workforce system partners through forums, surveys, and other methods.</p> <p>Strategy 2: Develop strategies for strengthening communications between technical colleges and WDBs.</p> <p>Strategy 3: Identify strategic issues for accountability back to state.</p> <p>Strategy 4: Develop high level performance-based scorecard on workforce system effectiveness.</p> <p>Strategy 5: Guide state level planning measures and coordination focused on strategic issues</p>	<ul style="list-style-type: none"> ○ Develop guidelines and provide technical assistance that allows sufficient time for Chief Local Elected Official to solicit nominations in order to increase effectiveness and participation levels of Workforce Development Boards. ○ Develop recommendations on regional planning among WDBs using economic regions (including metropolitan statistical areas) as part of a plan requirement for all programs operated/managed by the State. ○ Develop recommendations on enforcing WDBs completion of all elements of required WIA Memorandum of Understanding that establishes coordination, referral, and infrastructure funding for all required one-stop partners (with fund allocation contingent on meeting requirements). ○ Oversee/monitor Baldrige Express project implementation. ○ Oversee/monitor Milwaukee Landscape project implementation. 	<p>1; 3</p> <p>3; 1; 1</p>

<i>Objectives</i>	<i>Strategies</i>	<i>Action Steps</i>	<i>Committee Priority</i>
<p>Objective F - Maximizing Resources Increased collaborative use of existing resources and use of new alternative funding resources, including discretionary federal grants. <i>(Workforce Systems Development Committee)</i></p>	<p>Strategy 1: Disseminate best practices for maximizing resources.</p> <p>Strategy 2: Identify "road blocks" from surveys and recommend strategies to address them.</p> <p>Strategy 3: Review performance of WIA and target funding for performance awards, technical assistance and training.</p> <p>Strategy 4: Establish metrics to measure the value of funds for infrastructure system support and workforce program gaps.</p> <p>Strategy 5: Assess how to effectively infuse funds into the system.</p> <p>Strategy 6: Explore foundation and business entities.</p> <p>Strategy 7: Improve collaborative approaches for grant writing.</p> <p>Strategy 8: Target resources to key areas.</p>	<ul style="list-style-type: none"> ○ Develop a state formula and process to dispense funds for One-Stop infrastructure costs based on a common definition for how funds may be spent with specific outcomes. ○ Establish ways to ensure funds directed toward a sustainable One-Stop infrastructure are consistently accountable to the State, including WDB annual metrics reports and identification of continuous improvement steps with benchmarks for success. ○ Review Inventory of State job placement and employment-training programs to assess how to provide sustainable financial support for the One-Stop infrastructure, maximize resources for effective service delivery, and identify possible options to minimize the number of persons/agencies distributing funds. 	<p>4; 2</p> <p>5; 2; 1</p> <p>2; 3; 3</p>
<p>New: Post-28th July 2005 Meeting The motion unanimously adopted: "Approve the above chart with the caveat that there would be additions and edits over time."</p>		<p>Respond to the Position Paper presented to the Committee by the WIS Association of Job Training Executives</p>	<p>3</p>
		<p>Develop some sort of incentive program to encourage all Job Center partners to stay in or come back into the One Stops</p>	<p>5</p>
		<p>Finalize the metrics that support the concept that increased economic growth in a WDA is an indicator that programs are working</p>	<p>2; 4</p>

<p>New: Post-28th July 2005 Meeting The motion unanimously adopted: "Approve the above chart with the caveat that there would be additions and edits over time."</p>		<p>Develop a new state controlled formula and process to disperse funds for one-stop infrastructure costs based on a common definition for how funds may be spent with specific outcomes</p>	<p>1</p>
		<p>Establish ways to ensure funds directed toward a sustainable one-stop infrastructure are consistently accountable to the state. Include WDB annual metrics reports and identification of continuous improvement steps with benchmarks for success</p>	<p>4; 2;</p>
		<p>Make recommendations on the redesign of the workforce system, including connecting workforce development areas to regional economic areas</p>	<p>5; 4</p>
		<p>Develop recommendations on regional planning among WDBs using economic regions (including MSAs) as part of a plan requirement for all programs operated/managed by the state</p>	<p>5</p>
		<p>Develop a "monthly operations report" or "dashboard" or "balanced scorecard" which can be used to monitor leading indicators and operating metrics, which generate required results, also published</p>	<p>3; 5; 3</p>
		<p>Fund a forum for sharing best practices amongst the WDA executive directors and regional economic (leaders?)</p>	
		<p>Define the need for "education" within the one-stop center and identify how the university, college, technical school, and K-12 can best be used</p>	<p>1</p>

Status Report of the Ad Hoc Committee to the CWI Workforce Development Committee

Ad Hoc Committee Listening Session Themes and Next Steps

Dominant Themes, as identified by the Ad Hoc Committee, from the listening sessions:

Below are the 5 most recurring themes identified from the listening sessions on solutions related to Wisconsin's workforce system and the improvement of our employment and training efforts:

- Put the "one-stop" back into the One-Stops (Job Centers): Design and implement a truly one-stop service delivery system for *all* customers (employers and job seekers) that transcend program funding. This will require leadership from the Executive Branch and top local elected officials (to ensure consistent messages/policies across programs) with input from the local staff for the reconstruction of an efficient seamless delivery system.
- Establish a task force of workforce partners with high-level employers and policy-makers at the table to identify common solutions for an improved delivery system:
 - (a) Develop goals with measurable outcomes for cross-program activities that would be grounded in their local plans, state and local policies, etc. as part of joint-planning and resource-sharing;
 - (b) Design procedures/processes for activity implementation that ensures efficiencies; and
 - (c) Focus activities to support key economic development efforts.
- Establish a creative consortium of workforce partners that expands the current WBD/PIC collaborators (such as Manpower) to improve and increase training services for job placement in construction, skilled trades, health care and emerging industries across all programs with cross-partner/employer involvement for:
 - (a) short-term training along with appropriate job placement support (such as English as a second language); and
 - (b) long-term training after job placement to meet continued private sector skill needs and improve the self-sufficiency of employees.In addition, the consortium would identify blended funding mechanisms to support these focused training activities.
- The need for a formal leadership team (with discretionary funds) that meets regularly comprised of key operations program managers to:
 - (a) identify joint activities with measurable outcomes (such as specific training needs of job seekers) and implement strategies across programs;
 - (b) link with employers and economic development players on a regular basis; and
 - (c) establish common solutions to improve infrastructure issues (such as co-sharing of resources).
- The need for regional strategies and planning on training and employment placement activities including collaborating on joint grant proposals, finance mechanisms, and revising state and federal requirements that are impediments for cross-program cooperation and service delivery. Coordinate with the Greater Milwaukee Regional Economic Council.

Next Steps

Below is the schedule of future meetings for the Ad Hoc Committee to review UWM's project findings and make recommendations along with specific implementation strategies to the full Committee meeting of December 6, 2005:

- Wednesday October 12th
- Friday, October 28th
- Discuss draft recommendations and implementation steps with full Committee in November