
WIA Local Plan

Workforce Development Area 2 – Milwaukee County

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WIA Local Plan

Workforce Development Area 2 – Milwaukee County

I. Workforce Development Area Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

The WDB analysis in this section sets the stage for mapping out strategies to achieve your vision over the next two years. Start by assessing where you are today. Keep in mind the statewide labor market trends that were identified in Attachment A: a continued shortage of young people available to enter the workforce; accelerated retirements; increased employment in most industries; a transition from a manufacturing to technology-based economy; a decline in clerical and administrative opportunities; and high demand in health care and computer technology fields. Remember, all partners, new and old, need to be a part of the development of this section as well as the entire plan.

A. WDA Workforce Investment Needs

1. Describe the local workforce investment needs as they relate to:

a) Employers/Businesses

- **Immediate demand for entry-level positions in many industry sectors.**
- **Immediate need for skilled labor.**
- **Longer term needs of employers to develop their own workers as business conditions and opportunities change.**
- **Immediate need for small (less than 50 employees) employers to have access to candidates for employment.**
- **A strategic need to develop a workforce that will complement technology-based workplace changes.**
- **Prepared candidates able to perform rudimentary activities required to engage the workforce.**

b) Job Seekers

- **A system to meet the needs of a broad range of job seekers, such as persons with disabilities, displaced homemakers, ex-offenders, people re-entering the workplace after “retirement,” youth, and professionals seeking to advance, change careers or develop new skills.**
- **Interconnected system providing a broad range of services, including housing, transportation, health and family care, as well as traditional training and consultative services.**
- **A system that provides physical accessibility and/or language-competent services to users.**
- **Jobseekers can easily identify and connect with needed services.**
- **Increased educational opportunities.**

c) Incumbent Workers: (Incumbent workers include permanent workers who have been employed in the same firm for a number of years; low skill/low wage workers in entry level jobs; and contingent workers who are employed part-time, on a temporary basis or are self-employed.)

- **Training which leads to increased skills and earning potential.**
- **Family-supporting jobs.**
- **A mechanism to evaluate worker skills and to allow workers to develop new skills.**
- **Counseling and training to assist workers in changing jobs or career direction, if needed.**

- **Access to an information system that allows workers to receive credible and timely labor market data and job postings.**
- **Recognition by employers of the importance of their commitment to provide in-house training for workers.**
- **Access to affordable information to allow workers to upgrade their skills.**
- **The same access to evaluation and training services for part-time and self-employed workers as for full-time workers.**
- **Services to incumbent workers that meet the needs of employers wishing to maximize productivity.**

d) Youth:

- **A system that is interconnected, providing a broad range of culturally oriented supportive services designed to enable educational and training activities needed by young people.**
- **Early exposure to potential career opportunities.**
- **Information and access to creative partnerships, apprenticeship programs, mentoring and job shadowing within specific industries.**
- **Continued/on-going access to education and training programs once the participant is engaged in an entry-level job.**
- **Access to post-secondary education, training and employment opportunities.**
- **Educational services that lead to achievement at or above grade level.**

B. Labor Market Information

1. Identify the current and projected occupational/employment opportunities in your WDA.

The local WDA operates within the local and regional labor markets of Metropolitan Milwaukee. Current occupational/employment opportunities are defined by skills requirements and wage structure and impacted by changes in the location of jobs, new technologies, and shifts in the workforce demographic, i.e. age, race, and educational attainment. Due to the scale of the Metro Milwaukee economy, the labor market is the largest in the State of Wisconsin and the most diverse as defined by occupational category and labor-market participants.

The labor force has been dramatically impacted by growth and changes in the manufacturing, construction and healthcare industries. These three sectors provide the largest number of middle-income employment opportunities. While the most rapid growth in the numbers of jobs is in the retail and service sectors, these occupations lack substantial wage, benefit, and career-advancement opportunities.

Manufacturing continues to be a critical element of the regional economy, and, despite the losses in aggregate manufacturing employment, a significant number of individuals depend on this sector of the labor market. The use of technology has transformed the tasks performed by today's manufacturing employee. Also notable is the physical movement of manufacturers from the central city of Milwaukee to the suburbs and surrounding counties.

Healthcare and healthcare-related industries are the fastest growing labor markets in the WDA, slightly outpacing a number of national trends in occupational employment, for such specific occupations as Respiratory Therapy and Nursing. Hospitals and providers of health services have tremendous employment demand at both ends of the sector's labor markets, including the entry-level, technical-level and skilled professional level.

The local construction industry has been robust for the past 10 years and will continue to be vibrant. The construction of the Marquette Interchange and several high-profile projects throughout Milwaukee, including Pabst City, the Park East Redevelopment, and development of Columbia St. Mary's, ensure sustainable growth in this sector for some time to come. Furthermore, due to the high degree of unionization and federal construction regulations, the sector provides above-average wage, benefit and career advancement opportunities.

2. Describe the job skills necessary to obtain the current and projected employment opportunities.

Describe the job skills necessary to obtain the current and projected employment opportunities.

Generally, speaking, the skill gap between the entry-level job market and the new economy creates a need for flexible, demand-driven education and training programs. The PIC has made a concerted effort to assist jobseekers with barriers in bridging this gap through targeted skills training in high-demand areas. For example, with computerized machining (CNC), immediate work readiness has trumped such barriers as basic skills deficits, criminal background or lack of English dominance.

The most recent Job Openings Survey by the Employment and Training Institute gives strong evidence to support the need for the following skills:

- **High-school completion, at a minimum**
- **Basic computer literacy as technology becomes more central to all industry sectors**
- **Better identification of specific trainings to address acute employer need**

For example, the ETI survey found that during the week of October 20, 2003, " eighty-three percent of full-time openings required education, training or occupation-specific experience beyond high school... Furthermore, about a fourth (26 percent) of the full-time openings required four years of college or more. Another 57 percent required post-secondary education, an associate degree, certification, licensing or occupation-specific experience. Jobs for high-school graduates with no specific experience required made up 8 percent of the full-time openings, while jobs with no education or training requirements made up the remaining 9 percent of jobs. (Survey of Job Openings in the Milwaukee Metropolitan Area: Week of October 20, 2003, Employment and Training Institute, School of Continuing Education, University of Wisconsin-Milwaukee, pp.2-3)

The ETI survey also pointed to the increased use of the Internet by employers "to post full- and part-time openings - not just for professional and skilled workers but for all levels of employment. The expansion of job postings on the web requires more sophisticated job search skills by employment counselors and changes in job search assistance provided job seekers, particularly those lacking computer access or skills." (Survey of Job Openings in the Milwaukee Metropolitan Area: Week of October 20, 2003, Employment and Training Institute, School of Continuing Education, University of Wisconsin-Milwaukee, p.5)

The Survey also points to the need for skilled workers in areas requiring occupational training, including nurses, health technologists and technicians and truck drivers. The PIC is using a variety of means to stay abreast of employer needs and find innovative solutions that increase the agility and relevance of training offerings.

A full copy of the Job Openings Survey Executive Summary is included as Exhibit A.

3. Identification of high demand/high wage jobs and industry clusters, as well as the related skill needs and an assessment of current activities to address those needs in your local area.

The PIC used WorkNet to glean information from the Quarterly Census of Employment and Wages regarding Occupations with the Most Openings and High-Growth Occupations. In both cases, the preponderance of openings was in the healthcare sector, including allied health occupations. The Board has made a decision to emphasize this sector. Contributing factors to the great increase in healthcare positions include, an aging Wisconsin population, re-configuration of hospital operating systems that leads to specific occupational shortages and the rise of clinics and home-health care settings. This sector has also been identified through the extensive research on Milwaukee's central city by the Initiative for a Competitive Milwaukee.

C. Assessment of Current Workforce Investment Activities in the WDA

1. Provide a description and assessment of type and availability of all workforce investment activities available to adults and dislocated workers/displaced homemakers in the WDA.

There are very few workforce-related services available to adults, dislocated workers and displaced homemakers if they do not fall within the eligibility criteria of social service programs such as TANF. WIA provides the most flexible array of services, both to those who do not qualify for other programs and for those who are co-enrolled. Unfortunately, the demand for WIA services is such that the limited resources are at a premium. For these reasons and also in consideration of negotiated performance levels and the Workforce Investment Act's core mission, it is incumbent upon the Board to develop suitability criteria for WIA participation. Though a more profound level of integration is a desired end product, differences in federal and state administrative rules, policies and benchmarks preclude the type of coordination among programs that would lead to true economies of scale.

2. Provide a description and assessment of type and availability of all workforce investment activities available to youth in the WDA.

The Private Industry Council of Milwaukee County has long taken a lead in provision of workforce-development services to young people. The completion of the REACH Youth Opportunity grant and the transitioning of services for out-of-school youth will undoubtedly impact the amount and intensity of resources available to youth in the future.

Regardless of the final form it takes, WIA re-authorization appears to be pointing to an increased emphasis on out-of-school youth, homeless youth, children aging out of foster care and other sub-populations with increased barriers. However, the common measures do not make any allowances for the slower progress toward performance benchmarks of individuals with more complex issues. When resources are reduced, this compounds the difficulties inherent in this challenge. The PIC is committed to maintaining the integrity of youth programs in this new climate by strengthening partnerships with other programs and by fine-tuning the service delivery under our purview.

3. Provide a description and assessment of type and availability of all workforce investment activities available to employers in the WDA.

Area employers have a great number of resources to tap into for assistance with workforce development needs. However, no comprehensive plan for marketing and delivering WIA labor-exchange services has been developed. This has caused confusion among employers regarding where to turn or even if the services being offered are of value. The PIC commissioned a Baldrige-based customer-service study from Marquette University in 2003 to measure the Board's impact and potential areas of improvement. Though overwhelmingly positive, the study revealed that one improvement opportunity was "Continuous improvement in the communication process is necessary. Program requirements, deadlines, etc., need to be constantly and consistently communicated to all consumers of service."

The PIC's Employer Services Department is working diligently to close communication gaps and to make services to the business community more user friendly. This is an ongoing process that will bear fruit over time. One of the first initiatives in this effort is the development of web tools and linkages to the new PIC website that will:

- ***Allow employers scan a pool of applicants for specific positions;***
- ***Provide links and/or information regarding tax credits and fidelity bonding; and***
- ***Spell out the array of business services offerings for a variety of needs.***

The PIC will also coordinate closely with Job Service as it develops a local Operations Plan so that employer-relations efforts are seamless to the customer.

II. Workforce Development Area Vision and Goals

The WDA's vision and goals are to be broad, system-wide strategic goals that apply to the needs of the workforce investment system as a whole. Development of the WDA's vision and goals, as well as the strategies the WDB will use to achieve the vision and goals will be included in the comprehensive WDA Plan due in fall 2005.

III. Workforce Development Board

The WDB is the pivotal entity in each WDA to lead the development, coordination and monitoring of a strategic plan that ensures a demand-driven service delivery system with a broader range of partners. WIA partners and stakeholders will have varying roles in these activities and relationships with the WDB. Collaboration with all partners and stakeholders is essential to coordination and enhancement of the entire workforce investment system.

A. Plan Input and Review Process

WIA requires a number of coordination and consultation steps as part of the WDB's development of a Local Plan that includes the design and enhancement of the workforce development area's One-Stop delivery system.

1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA and for input into the development of the Local Plan, with at least 30 days for comment, with the following key players:
 - a. CLEO and other LEOs
 - b. Representatives of Business
 - c. Representatives of Labor
 - d. One-Stop Mandatory Partners
 - e. Economic Development Entities
 - f. Other Partners and Stakeholders

The following response is a reply to points a-f:

The Local Plan review with the CLEO will be done on the executive level.

The PIC Board counts among its members representatives of business, labor, One-Stop mandatory partners, economic development agencies and other stakeholders. The Board will comment on the Local Plan at its June 7 regular meeting.

The PIC will hold two public listening sessions in early May, to which it will invite all the entities mentioned above, as well as the general public. The topics to be discussed at the listening sessions include:

- ***The team concept for One-Stop WIA services***
- ***The new emphasis on follow-up and proposed activities to be integrated***
- ***Feedback on the Navigators - Disability, TANF Disability and Limited English Proficiency (LEP)***
- ***Milwaukee Career Center specialty desks***

These listening sessions will be public noticed through a variety of local print media, through postings on the PIC website and via a mail out to all formal and informal WDB partners. These include Intensive Services providers, ITA vendors, LEP Advisory Committee members, Youth worksite

providers and other community and faith based organizations in the PIC's network. The PIC website will provide a vehicle for comments, in addition to any written comments that are submitted through the U.S. mail. All public comments received during the 30-day sunshine period are compiled for consideration by the PIC. The Local Plan and the public comments are presented to the Selection Committee and to the full PIC board at their next regular meetings following completion of these activities.

The announcement of the public comment period is duly published in recognized local newspapers of public record with circulation in Milwaukee County. Copies of the plan are made available on-line at the PIC's website, at the PIC headquarters and at the Office of the County Clerk of Milwaukee.

The PIC's Employer Services Manager will also hold a roundtable discussion regarding the Local Plan with the One-Stop mandatory partners, in order to glean feedback, as well as to initiate the discussion regarding the MOUs due in the fall.

2. Submit any comments that express disagreement with the Local Plan, and the WDB's response to those comments.

The PIC's sunshine period for the WIA plan will be Monday, May 2, through Tuesday, May 31. The PIC will post the plan on its Internet website with an e-mail address to direct comments, as well as a mechanism to submit comments through other means.

The comments received during the two listening sessions, the One-Stop partner meeting and the PIC Board meeting are attached, as well as written comments received from the public during the sunshine period, are attached at the end of this document.

B. WDB Functions

WIA identifies a number of functions that are geared toward the overall success of the workforce investment system. These functions are to be carried out by the WDB. These functions include:

- Development and submission of the Local Plan.
- Assuring coordination of workforce investment activities with economic development strategies and development of other employer linkages.
- Promoting the participation of private sector employers in the local and statewide workforce investment system and ensuring effective provision, through the system, of connecting, brokering and coaching activities, which assist employers in meeting hiring needs.
- Selection of One-Stop operators and service providers.
- Development of a budget to carry out these functions and direct the disbursement of WIA Title I-B funds.
- Monitoring the One-Stop delivery system and WIA Title I-B programs.
- Negotiating local performance measures with the Chief Local Elected Official and the Governor.
- Assisting in developing the statewide employment statistics system.
- Monitoring access to ensure everyone has access to the One-Stop system and core employment-related services (universal access).

1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official that may differ or be in addition to those listed above.

The PIC has not identified at this time any roles or responsibilities that differ or are in addition to those listed above.

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

The Fiscal Agent identified as responsible for the disbursement of grant funds is the Private Industry Council of Milwaukee County, Inc., A Workforce Development Board.

3. Identify any state or regulatory requirements the WDB would like the State to include as part of a waiver plan to the Department of Labor.

The PIC has not identified at this time any statutory or regulatory requirements it would want included in the plan submitted to the Department of Labor.

C. WDB Composition

WDBs were recertified by the Governor in 2004 in accordance with WIA law. These recertifications are effective through 12/31/2005. If no changes have been made to your WDB's composition since your WDB was recertified in 2004, please include the descriptions and charts used for the recertification process in reference to #1, 2, and 4 below. If changes have been made, include updated charts and descriptions. For those WDBs that do not have a DWD-certified Board, this process must be completed as part of this plan. WIA plans will not be approved unless this is complete.

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

PIC staff and management discuss potential private-sector representatives for the Board.

As with all appointments in a metropolitan area, the PIC must ensure a mix of the major players in workforce development in the area with important constituent groups. For example, the large, established business organizations and the major educational entities serving WIA participants have representation on the Board. However, the PIC Board also includes representatives from such community sectors as the most prevalent Limited English Proficiency groups, etc. Large and small employers in such leading areas as healthcare and construction are also represented on the Private Industry Council's Board.

All recommendations are forwarded to the County Executive, who makes final decisions on appointments.

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

An updated WDB list is attached here as Form A.

3. Attach a diagram, description of roles/responsibilities, and regular meeting schedule of the WDB subcommittee structure.

Currently the Workforce Development Board of Milwaukee County has six (6) standing committees. A Board Committee Organizational Chart is included here as Exhibit B. The Committee's meeting schedule is attached as Exhibit C.

Listed below are the description and purview of the current standing committees:

Executive Committee:

The Executive Committee of the Board of Directors consists of the board's officers and chairs of the WDB's standing committees with one or more staff members present for support. The purpose of the Executive Committee has been to exercise the authority of the WDB, when it is impractical for the entire board to convene.

Personnel & Finance Committee:

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

Selection & Monitoring Committee:

The Selection and Monitoring Committee is a Committee of the Whole which solicits, reviews and selects proposals for contract award. The committee approves contracts and monitors the outcome of those awards. The committee works with independent reviewers and staff of the WDB to solicit and fund high quality, innovative initiatives that meet the needs the local workforce area. It also develops local program policy pertinent to specific programs and funding sources.

Youth Council:

The Youth Council formerly the Youth Committee is a mandatory subgroup of the WDB as outline in WIA Sec. 117 (h) and is composed of both youth and adults appointed by the Milwaukee County Executive. Youth Council appointees have expertise or special insight in youth issues and services. The Youth Council acts as an advisory committee to the WDB providing insight, coordination and recommendations to staff on youth programming, service provider and grant awards. Youth Council members are voting members of the Youth Council and nonvoting members of the WDB. The Youth Council may recommend approved motions to the WDB from publicly noticed Youth Council meetings.

WOW-Milwaukee Coordination Committee:

The WOW Milwaukee Coordination Committee is a group of Directors from the WOW and Milwaukee WDA that meet quarterly to discuss issues which impact the two areas. The committee serves as a coordinating unit to discuss regional issues. The committee looks at ways to connect the labor demand side (WOW) with the labor supply side (Milwaukee) in a number of program areas. As an advisory committee it may recommend approved motions to their respective boards publicly noticed meetings.

Job Center Network Committee:

The Job Center Network Committee serves as the administrator for the design and operation of the One-Stop system in the WDA. The committee recommends policy for One-Stop designation, develops the Memorandum of Understanding (MOU) and reviews/monitors One-Stop operations for federal and state compliance. This role of oversight and governance is designed to facilitate coordinated program planning to ensure universal access for all constituents of Milwaukee County.

4. Describe the process the WDB will use to notify the chief elected official of any vacancies and to fill those vacancies with appropriate representatives.

Because the Board appointments are made by the Chief Local Elected Official, letters of resignation are normally received by the County Executive's office first and then forwarded to the Board. Through consultation between the CLEO and PIC staff, recommendations on the filling of vacancies are made and considered, with the final decision residing with the CLEO.

D. Youth Council

The Youth Council is a mandatory subgroup of the WDB appointed by the WDB in cooperation with the chief local elected official. Some members of the WDB will serve on the Youth Council in addition to other individuals who have expertise or special interest in youth policy and services. Members of the Youth Council who are not appointed members of the WDB are to be voting members of the Youth Council.

1. Describe the roles and responsibilities of the Youth Council. (From purely advisory to the WDB to overall delegation but with ultimate authority still retained at the WDB level.)

The PIC's Youth Council has a purely advisory role.

Within these parameters, however, the Youth Council performs the five basic functions as outlined in the Workforce Investment Act.

a) Coordinating youth activities;

The PIC Youth Council oversees the development of youth-related events throughout the year, including job fairs, Juneteenth, Black History Month, etc.

b) Developing portions of the Local Plan related to eligible youth;

Throughout the years the PIC Youth Council has reviewed and had input on the sixth eligibility criterion and other policies relative to the PIC's youth programs.

c) Recommending eligible youth service providers in accordance with WIA section 123, subject to the approval of the Local Board;

PIC Youth Council members are kept abreast of all solicitations for services and encouraged to communicate with their contacts regarding application for provider status.

d) Conducting oversight with respect to eligible providers of youth activities in the local area, subject to the approval of the Local Board;

The PIC Youth Council reviews all Evaluation Team scores for any youth-related procurement, including the Intensive Services list and subsidized employment worksites. The PIC Youth Council provides its feedback and forwards its recommendations to the Full Board for approval.

e) Carrying out other duties, as authorized by the Chairperson of the Local Board, such as establishing linkages with educational agencies and other entities.

The PIC Youth Council's Adult/Peer Mentor sub-committee is charged with linking former participants who have entered post-secondary education with whatever resources they may need to be successful. The sub-committee surveyed youth regarding their post-secondary choices and then made contact with these institutions to glean information regarding their range of supportive services. The sub-committee also developed a mechanism by which an out-of-state post-secondary student can contact the local WDB to assist with any services or resources needed.

2. Identify circumstances which constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest issues related to Youth Council members will be addressed.

Because the Youth Council makes no binding decisions for the WDB, no conflict-of-interest situations have arisen. One of the primary responsibilities of the Youth Council is to review the applicants for Summer and Year Round Youth Employment worksites. Should a Youth Council member be directly affiliated with one of the applicant organizations, they would merely recuse themselves from the vote. The net result of the Youth Council's action regarding worksites is a recommendation to the Board, who makes final approval decisions. Furthermore, the worksites do not receive funds directly from the PIC, but rather provide supervision and activities for young people. Therefore, no financial conflict of interest would exist in any case.

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

The County Executive takes PIC staff recommendations under advisement when soliciting and selecting individuals to serve on the WIA Youth Council. A completed Form B is attached to this document.

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

The WIA Youth Council meets on a quarterly basis to review the PIC's youth programs and provide guidance. Once a year the Council reviews the Summer and Year-Round youth employment worksite applications. The involvement of the Youth Council in WDB activities is advisory only. The meetings are held at the office of the Milwaukee Public Schools Superintendent and conform to his availability, but the meetings are usually on Thursdays at noon once per quarter.

In addition, youth who serve on the Youth Council expressed a concern for greater support and information regarding post-secondary studies, an area unfamiliar to most of them and their families. As a result, the Youth Council developed the Adult/Peer Mentor sub-committee to address these issues. They surveyed youth regarding which post-secondary institutions they will be attending and barriers to success/admission. The survey revealed that financial considerations and inadequate grade point averages were the main barriers. The sub-committee then contacted area institutions of higher education to collect more data regarding their supportive services. Three institutions responded with a host of information that the sub-committee will review, process and adapt for WIA youth program use. Another positive result is the development of a network of WIBs to serve as supports for students attending college out of state.

E. WDB Support and Administration

1. Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner and related organizations.

- **Chief Executive Officer**
- **Executive Secretary**
- **Director of Administration**
- **Receptionist**
- **Human Resources Manager**
- **Human Resources Assistant**
- **I.T. Specialists (3)**
- **Fiscal Services Manager**
- **Accounts Payable Specialist**
- **Staff Accountant**
- **Fiscal Monitor**
- **Facilities Coordinator**
- **Building Property Coordinator**

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

Please refer to Exhibit D for the WDB's Organizational Chart.

3. Describe the distribution of administrative funds subject to the 10% limit, as allocated to:

a. WDB support	100%
b. One-Stop Operator	0%
c. Core/Intensive Services	0%
d. Training	0%
e. Other	0%

IV. One-Stop Delivery System Including One-Stop Operators and Memorandums of Understanding

WIA assigns local responsibility to the WDB, in collaboration with the Chief Local Elected Official (CLEO), to ensure the creation and maintenance of a One-Stop system in the WDA.

As required in Section 118 of WIA law, local plans must include a description of the One-Stop delivery system in the local area and a copy of each Memorandum of Understanding. DWD will establish guidelines for including these into the WIA Plan due in fall 2005.

V. Demand-Driven Workforce Investment System

The transition to a demand-driven workforce system is supported by both DOL and by the Governor through the *Grow Wisconsin Initiative*, which focuses on strategies to create good paying jobs and a robust economy. A demand-driven workforce system is market driven, responsive to local

economic development needs, contributes to the economic well-being of the community, and promotes workforce quality. The public workforce investment system must focus its efforts on enhancing relationships with quality employers (family-supporting wages, health training, tuition reimbursement programs, etc.) in order to connect job seekers to better jobs.

Development of a demand-driven strategic plan requires using economic information and analysis to drive strategic investments, identify strategic partners, and design effective service delivery systems. Some of the important elements of a demand-driven workforce system include: economic analysis; workforce strategies that target high growth, high demand industries and occupations; strategic partnerships with the public workforce system, business and industry, and education and training providers; a solutions-based approach to service delivery (instead of menu-based approach) that effectively leverages workforce investment resources; availability of a full array of assets through the One-Stop system to support individuals and business needs; and demand-driven career guidelines.

- A. Describe what system or process, if any, your WDB has in place to work with businesses and find out what their needs are.

The WDB uses many mechanisms to engage employers. Typically, the Board's employer marketing efforts focus on the array of services available through the public labor exchange, as well as products developed to address training and recruitment needs. These products can include Customized Skills Training for entry-level or incumbent workers, as well as basic recruitment resources for entry-level positions. The PIC keeps a close watch on local economic and workforce trends in order to forecast which products are likely to be in demand during a given business cycle.

The PIC's Employer Services Team takes the lead on these marketing efforts. Potential businesses customers may be identified through direct contact or through referrals from economic-development or other business groups. The PIC also remains in contact with business associations in the region in order to coordinate efforts.

Currently the PIC, in conjunction with the South East and WOW Workforce Boards, is developing a way in which to strategically complement economic development on a broader regional level. We will continue to work with economic-development leaders to identify winning workforce-development strategies at the local and regional levels.

- B. Describe the partnerships with regional business associations that the WDB has developed, such as Chambers of Commerce, local economic development organizations, and others.

A number of economic development and business associations are represented on the PIC's Board. The WDB partners with these agencies, and provides WIA funding when appropriate, to attract businesses to the area, as well as helping existing businesses expand or remain in the region.

- C. Describe what industries your WDB has focused on. Include your methodology of choosing these industries, and any service strategies that you have undertaken related to training.

The WDB uses state and local LMI data, as well as historical experience, to determine planning and funding priorities having the most impact. As mentioned in Section I.B.1 of this Plan, the current industry sector focus is healthcare. The PIC's nationally recognized Customized Skills Trainings in

healthcare and the consortium of local hospital human-resources personnel convened by the PIC are two examples of our strategy. See Section V.F. of this report for more detail regarding these innovative efforts.

- D. Indicate how case managers, front-line staff, and other employees are kept informed of in-demand occupations.

The contracted WIA case managers attend monthly in-service meetings where up-to-date labor market information is disseminated. Other information is disseminated through e-mail lists. During the contracting period and throughout the year, PIC staff relays the direction of the Board to contracted and front-line staff at the One-Stops.

- E. Describe how your WDB will use growing industry information in planning the future of your workforce delivery model.

The Board sponsors an annual review of local labor-market information for the WDA through John Pawasarat's Employment and Training Institute at UW-Milwaukee. Board members and PIC staff are briefed on these results as they are released. In addition, the PIC captures trends through its relationships with economic-development organizations and local employers.

Internal information related to the performance of contracted vendors and ITA providers also helps the board make and determine changes. For example, in response to low performance by ITA trainers, the PIC's Monitoring and Selection Committee recently created a task force to take a closer look at the actual demand for Certified Nursing Assistants in the area. The findings of this task force will be used to precisely pinpoint the industry's need for entry-level health care workers and the skills these positions require. WIA participants can then be assured their training will be better targeted toward immediate workforce needs and better prospects of placement.

The Local Plan review period is helpful in identifying and receiving feedback on possible new directions for the Board. The PIC also finds that its partners, particularly grassroots organizations in the community, are an important barometer of trends that have led to new initiatives and approaches.

- F. Describe any other new or innovative strategies that your WDB has undertaken or partnered in to better respond to evolving labor market needs and become demand-driven.

In this new era of manufacturing and as the healthcare industry experiences explosive growth, the Board has focused on effective strategies to fill immediate workforce demands. For example, the PIC has been meeting on a regular basis with human resources and planning personnel from the area's major hospital systems. These discussions have led to the development of a highly successful Customized Skills Training for entry-level incumbents through the leveraging of Board and hospital-system resources. This group continues to meet in order to plan and forecast industry demand.

The PIC has developed a companion strategy to assist highly motivated individuals with barriers move one step closer to self sufficiency. In the manufacturing arena, the Board has responded to the acute need for computerized machining (CNC) with an innovative strategy that also benefits

jobseekers with barriers. The PIC has organized CNC training for individuals not meeting the usual minimum requirements for training, including LEP speakers of Spanish and Hmong and individuals with low basic skills.

In the healthcare sector, the PIC has sponsored Customized Skills Training to entry-level incumbent workers who doubled their salary as Surgical Technicians. With full-time work, financial constraints and family demands, it is unlikely that these individuals would have been able to climb to the next rung on this lucrative career ladder. The PIC's recent LEP project sponsored bilingual trainings, mostly in healthcare, to non-native English speakers. These FBO/CBO trainers have been put in contact with the local hospital system partners seeking to cut interpreter costs by hiring bilingual employees throughout their systems.

Together, these strategies have created a synergy that benefits both sides of the labor exchange.

The collection and analysis of local labor-market data, primarily by three sources, has sharpened the Board's acuity in pinpointing trends and directions to pursue. First, the PIC commissions an annual Job Openings Survey from UW-M's Employment and Training Institute. The resulting data allows the Board to make informed decisions regarding allocations for training and education; the pursuit of further discussions with industry sectors with identified need, such as the hospitality industry; and a renewed commitment to computer literacy for as many of today's jobseekers as possible. Second, the PIC has made good use of the agility with which local Census 2000 data can be manipulated to yield specific data regarding trends. Third, the PIC has gathered and analyzed internal data relative to training and performance in order to help the Board determine areas of concern and implement changes.

The PIC/WOW Workforce Development Coordination Committee has been aggressively pursuing the creation of regional employer-driven strategies. Broadly stated, the goal of the Committee is to get input of local industry leaders on their needs in order to target WOW and Milwaukee workforce-development funds expeditiously. From this input, the Committee would develop a model to further address skill shortages and projected workforce needs. The first employer roundtable has already taken place, and more activity on this initiative is planned. Regardless of fluctuations in the economy, the region only stands to gain from this workforce and economic-development organizations.

Other relationships also help the Board gain a clearer picture of the Local Area's needs. Communication with educational entities has provided the Board information on staffing needs based on acute shortages. The PIC works closely with the University of Wisconsin system to develop innovative partnerships to benefit youth and to find new connections with entities serving small business and other workforce stakeholders. The PIC also works with economic-development agencies to assist in the retention and expansion of manufacturing. The PIC's community network, particularly grassroots organizations, serves as an important barometer of trends that point to future directions. The Local Plan review period is helpful in identifying, and getting feedback on, new directions.

- G. Describe what system or process your WDB has in place or will undertake to prioritize efforts to work with quality employers.

Through partnerships with business groups, educational entities and other workforce alliances, the PIC is able to determine what situations with employers merit attention.

The Employer Service Team's new web materials and the upgrading of the PIC website will be powerful tools in attracting employers providing good wages, opportunities for advancement and skills training in growing industry areas.

In addition, the ongoing meetings of the hospital HR consortium have been very helpful in tailoring PIC offerings, as well as giving these large healthcare employers the confidence that WIA participant jobseekers have received adequate screening, job-readiness preparation and supportive services.

VI. WIA Title I Program Services

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

1. Adult Funding Priorities

- a. WIA allows WDBs the flexibility to prioritize the use of Title I funds. Describe the process that the WDB will use to direct its One-Stop Operator(s) (OSO) to give priority to low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.

The PIC has developed a Priority of Service tool that is administered to all potential WIA participants before registration.

This tool gives priority to veterans and their spouses, in accordance with federal laws. When a jobseeker comes in to the One-Stop, they are asked about their military status. If they answer in the affirmative that they are a veteran or spouse, they will be administered the special Veteran's Priority of Service questionnaire. If they answer in the negative, they will be rated based on the regular Priority of Service questionnaire. A copy of these questionnaires is attached to this Local Plan as Exhibit F.

Though circumstances have not necessitated it, when demand for One-Stop services would exceed available funding, those with the highest scores would receive priority for service delivery. The Board's Selection Committee would make the determination to activate the Priority of Service system.

- b. The U.S. Department of Labor issued instructions on September 16, 2003 relating to the implementation of the Jobs for Veterans Act. This guidance, issued in Training and Employment Guidance Letter (TEGL) 5-03, requires priority of service to Veterans (and some spouses) for all DOL training programs. Describe the process that the WDB will use to direct its OSO(s) to give priority to veterans and veterans' spouses as required in TEGL 5-03 and DWD Policy Update 4-03 if funds become too limited to serve all interested participants.

Before administering the Priority of Services tool, the WIA Registrar screens each applicant for veteran status. There is a separate tool for veterans and spouses of veterans that automatically places them in higher priority categories, regardless of other variables.

2. Mix of Services with Title I Funding

WIA establishes that Title I funds can be used to provide core, intensive, and training services. The WDB has the authority and flexibility to decide the percentage of funds that goes to each level of service. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for core, intensive and training allocations for the Adult and Dislocated Worker programs.

For Adults and Dislocated Workers, the PIC will allocate resources in the following percentages:

Service Tier	Percentage of Formula Allocation
Core	35%
Intensive	30%
Training	35%

3. Displaced Homemakers

WIA expands the definition of dislocated workers to automatically include displaced homemakers.

- a. Describe coordination with any displaced homemaker programs administered by the Wisconsin Technical College System Board.

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

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

The Displaced Homemaker program at Interfaith Older Worker Program has cross-referrals with the dedicated Displaced Homemaker staff person in PIC's Dislocated Worker program, especially when a more in-depth training is needed for an individual. The Interfaith program and the Dislocated Worker program are exploring ways to expand this relationship, especially as it relates to Non-Traditional Occupations. Examples of increased collaboration include workshops, job fairs, resource fairs and assessments of transferable skills. Both the Interfaith program and the HIRE Center also coordinate with MATC.

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

The HIRE Center is the Specialty One-Stop for dislocated workers, including displaced homemakers. Comprehensive services are available for re-training and educational attainment or advancement for those recently losing employment or attempting to enter the workforce. Networking activities such as Job Club further augment the standard menu of services available at the Job Center. All minority and female persons receiving WIA case management will be administered the Non-Traditional Occupation questionnaire. The Disability Navigator and TANF Disability Navigator advocate for those who are receiving TANF and struggle with disability issues for themselves or their children. The WIA Title I Older Worker program is provided through a vendor relationship and is currently contracted by the Interfaith Conference of Greater Milwaukee.

- b. Address what service strategies (e.g., infrastructure relationships with Benefit Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.

The PIC currently has two Navigators to address the issues and needs of jobseekers with disabilities. For the past two years the Disability Navigator has been providing the following services:

- ***strengthen linkages between the One-Stops and a variety of services to individuals with disabilities, including cross-referrals with Benefits Planners. This includes such public entities as the Department for the Blind and the Department of Vocational Rehabilitation, as well as private organizations, such as homeless shelters, advocacy groups and service providers for different disability communities***
- ***provide education regarding workplace needs of jobseekers with disabilities to key stakeholders, including employers, One-Stop staff and service providers in public/private agencies***
- ***ensure seamless service provision from One-Stop staff and such vital partners as DVR, Badgercare, GAMP, Social Security, the Housing Authority, transportation providers and all other public entities that can assist with an array of supportive services***
- ***educate FBO/CBO networks serving individuals with disabilities about the One-Stop system and the incentives/programs in place for jobseekers with disabilities***

The groundwork laid by the original Disability Navigator will be augmented and complemented by the addition of the TANF Disability Navigator, who will concentrate on assisting W-2 recipients, especially the W2T population, to bridge their barriers to employment.

5. DWD's research shows that WIA in Wisconsin serves a much larger proportion of women than men, yet women consistently earn less than men after exiting WIA in all WDAs. Identify any service strategies that the WDB is undertaking or is planning to undertake to treat women as a targeted population and focus more effort on assisting women to obtain higher paying and equitable jobs.

While it is undoubtedly true that at a statewide level, females have less earning power than males, Milwaukee's central city presents a slightly different picture. Unemployment for young African American males in Milwaukee's most economically disadvantaged census tracts runs anywhere from 40-55 %. The PIC recognizes its obligation to serve all jobseekers with barriers to self-sufficiency, regardless of gender. This is in keeping with the broader scope of the WIA legislation itself.

Indeed, the most recent local survey of job openings by UWM's Employment and Training Institute has identified another factor that directly affects employability in the region - educational level. The "Milwaukee Area Job Openings Survey, October 2003" found that "Eighty-three percent of full-time openings required education, training or occupation-specific experience beyond high school." (p. 3.) Yet Milwaukee Public School's high-school completion rates are discouragingly low. Since earnings are so closely related to education in this region, the PIC has focused on increasing high-school completion, post-secondary education and occupational training for both male and female low-income jobseekers. The high teen birth rate in Milwaukee further hobbles a young adult's attempts at educational attainment. The PIC's services to out-of-school youth bring a wealth of services to bridge this divide for overburdened young parents.

Social-service programs primarily serving women approach the training of women differently, providing only limited academic and occupational skills learning opportunities. The PIC's programs address the wage disparity for females by focusing on preparation for a career ladder rather than mere employment. For example, many women co-enrolled in W-2 and WIA request Certified Nursing Assistant training because it is quick and has the reputation of being a demand occupation. However, in Milwaukee County, the market appears saturated - other avenues to enter the health care field provide more upward mobility. Therefore, the PIC is using ITA provider data to assess which trainings lead to the highest percentage of placements and career-ladder opportunities. The WIA intake and case-management processes have incorporated relevant labor-market information that helps jobseekers assess the long-term prospects of a given occupation. This will counteract the tendency to channel unskilled women into occupations that emphasize traditional caretaking skills (such as childcare, home health aide or food service) without adequate compensation, which only serves to perpetuate the earnings disparity.

A wholistic approach to the advancement of women will also address exposure to non-traditional occupations. All females who are screened for WIA registration receive NTO information. In addition, PIC's youth programs offer opportunities for young women to examine careers in the sciences. These include partnerships with Discovery World children's museum for science-immersion programs, as well as linkages to UW campuses, such as River Falls for agricultural sciences. This gives younger women the chance to develop life goals that will lead to sustainable wages and more fulfilling careers.

6. Describe WDB policies and procedures to support UI Profiling activities.

The Unemployment Insurance (UI) Profiling Program is available through the One-Stops and the HIRE Center One-Stop for Dislocated workers. At the HIRE Center regularly scheduled workshops assist those most at risk of exhausting their benefits to increase their chances of finding a new job promptly.

7. Describe the methods that have been developed to respond expeditiously to plant closings and layoffs. These methods are to address coordination with statewide rapid response activities as well as when statewide rapid response staff are not involved.

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

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

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

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

When there is going to be sufficient time prior to the layoffs, HIRE staff may conduct employer-specific group registration sessions.

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

B. Title I Core Services

Sec. 134(d)(2) of WIA Title I lists the following core services as allowable under the Act:

- Eligibility determination
- Outreach and intake
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance
- Access to Labor Market Information
- Information on program providers
- Information on One-Stop system performance
- Information on available supportive services
- Follow-up services
- Information on filing unemployment compensation claims
- Assisting in establishing eligibility for employment and training programs not funded under WIA

1. Describe core services that will be provided in addition to those above.

Core services provided in addition to those listed above include the following:

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

The WDB is exploring the implementation of additional core offerings, including workshops addressing financial management, small business development and other topics identified by employers as essential to employability. As suggested in the listening sessions, the PIC will explore the development of workshops that provide an orientation to different industry sectors, so jobseekers have an idea of the tasks, requirements and pay scales of different professions.

The WDB will contract to provide other core services not currently offered by Wagner-Peyser to enhance core offerings in the system.

As the PIC has strengthened its information about WIA Youth Services in the One-Stops, there will be a similar effort made to provide jobseekers with information regarding the HIRE Center and the eligibility requirements of the Dislocated Worker program.

2. Describe the WDB's design for Title I core services and how they fit with Wagner-Peyser Labor Exchange Services. (The Regulations ask for a description that shows these two sources of funds are not duplicative.)

The PIC has contracted with Job Service (Wagner-Peyser) to provide core and WIA registration services to jobseekers. Job Service's WIA Registrars will be part of the WIA services team, to ensure seamlessness of services for the customer and non-duplication among team members. In this way, the WDB will coordinate with - and enhance - the labor-exchange services provided under the Wagner Peyser Act.

3. Describe the WDB's policy for supportive services, and provide a copy of the policy as an attachment. (WIA defines supportive services to mean such things as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under Title I.)

Supportive services will be paid under WIA Title I funding if:

- ***Services are necessary to enable an individual to participate in activities authorized under WIA Title I; and***
- ***All other funding sources have been explored and exhausted.***

If it is determined that these two conditions are met, the PIC will authorize payment for emergency supportive services, including childcare, dependent care, transportation, housing and medical services.

No attachment is provided, since this language constitutes the full text of the policy.

C. Intensive Services

Intensive services are services intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed. Sec. 134(d)(3) of WIA Title I lists the following intensive services as allowable under the Act:

- Comprehensive and specialized assessments
- Development of an individual employment plan
- Group and individual counseling
- Career planning
- Case management
- Pre-vocational services

1. Describe any intensive services that will be provided in addition to those identified above.
PIC has compiled an Intensive Services Provider Network that includes the following services from a number of vendors:

GED/HSED; ABE; ESL; Basic Computer Literacy; Specialized Assessments; AODA and Mental Health Evaluations and Treatment; Housing; Civil Legal Assistance; Childcare; Soft Skills; Life Skills; and Driver's Education.

2. Provide the WDB's definition of "self-sufficiency." (Self-sufficiency is a local assessment using LMI and other regional area issues.)

Current policy: 200% of poverty is the accepted point of self-sufficiency. Family size and income are the two determining factors.

NOTE: An incumbent worker whose household income is less than 300% of poverty may be eligible for some WIA services, in accordance with locally defined parameters.

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

The PIC will assess whether a potential WIA participant is eligible for other partner programs, such as DVR or W-2. In that case, referrals will be made to these programs. WIA services can be accessed after these programs are exhausted. In the case of other partner programs, such as Adult Education, the PIC will collaborate with the partner program, either as an Intensive Services Network Provider or as a referral from WIA. These services may be provided by personnel located at the One-Stop Center(s), or by technological links, or at off-site locations.

In addition, the Disability and TANF Disability Navigators are launching a team approach to services for individuals with disabilities. The presence of these two Navigators in the One-Stop system allows for greatly improved coordination among DVR, W-2 and other One-Stop partners offering a host of services to individuals with disabilities. This regular contact among the Navigators and other program partners will create efficiencies that will guarantee a more standardized service-delivery system for Milwaukee County jobseekers.

D. Training Services

WIA Training Services should equip individuals to enter the workforce, with priority on demand industries and occupations, and to retain employment with family-supporting wages.

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

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

Percentage (%)	Programs
45 %	Individual Training Account (ITA)
20 %	On the Job Training (OJT)
35 %	Customized Training (CST)

Based on the poor historical performance of individuals who have completed ITA trainings, the PIC will be putting increased emphasis on Customized Skills Trainings, On-the-Job Trainings and other trainings in a group setting. By sharing the success rates of trainers with WIA participants (and effectively steering them toward in-demand careers), the PIC will ensure that the use of ITA vouchers correlates more closely to current employer demand.

2. Describe the WDB's policy for its ITA system including limits on durations and amount.

The employment-and-training policy structure for WIA Title I Adult services is developed and implemented by the PIC's Selection and Monitoring Committee.

All WIA Title I Adult training components require that the employment gained by the participant be full-time (at least 32 hours per week) and pay a wage of at least \$8 per hour. The PIC Board targets resources to in-demand occupational training categories and places emphasis on trainings providing transferable skills and/or industry-recognized credentials. This requirement has been incorporated into all PIC employment-and-training related Requests for Proposals and ITA voucher approvals.

With regard to Individual Training Accounts, the PIC's Selection has developed a local policy to ensure that trainings remain tied to placements for participants. Providers are reimbursed on a payment schedule of 10/40/50 percent of costs upon attaining certain benchmarks. Training providers receive 10% of their training-cost amount upon enrollment, 40% upon the student's completion of training and 50% when the student completes 30 days on post-training employment.

The Selection Committee developed a "Preferred Provider" status for those training programs with a proven track record of success. Those providers who could document a 70% completion and employment rate for participants during the previous 3 years are exempted from the 10/40/50 policy. Once determined to be a preferred provider, an agency receives full payment for training upon participant registration. This designation is reviewed on an annual basis.

Regarding the WDB's policy on ITA limits on length and duration, local policy was adopted in January of 2001 by the PIC's Monitoring and Selection Committee. The local policy on ITA limits is as follows:

The total value of all vouchers issued to an individual shall not exceed \$2,500. In a few limited instances, the maximum value may be exceeded, up to a total of \$5,000. The ITA shall cover tuition, books, fees and all other educational materials and supplies. Individuals have a maximum of 2 years to begin to use an ITA that has been issued. An ITA voucher cannot exceed 2 years of training (104 instructional weeks). Individuals receiving an ITA will not be authorized for another training within a 12-month period after the first training program has been completed.

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

3. Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable.
 - a. Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount.

The Customized Skills Training and On-the-Job Training components continue to be a highly effective, targeted tool to link jobseekers and employers. After-training placements must be full-time (at least 32 hours per week) and pay a wage of at least \$8 per hour.

The On-The-Job Training policy provides for an 80/20 benchmark payment. The employer receives a 50% wage subsidy during an agreed-upon training period, not to exceed 16 weeks. 20% of the subsidy is retained by the PIC pending employer documentation of 30 days of unsubsidized employment with health benefits. Locally defined wage standards apply. The cap on the 50% match paid by the WDB is \$10 per hour for a \$20 per hour job.

Customized Skills Training (CST) is employer linked and performance-based, with a 10/40/50 benchmark. The same wage and benefit policies apply to CSTs as to the other components. Employers must contribute not less than 50% of training costs and commit to hiring those who complete the CST. Retention is promoted through the 50% payment upon 30 days of unsubsidized employment of the participant.

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

If a determination were to be made, it would be based on research and analysis of trainings available in the local market and specific employer needs.

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

The PIC's Limited English Proficiency (LEP) project established a list of approved providers of WIA case-management services, using a Request for Services procurement process. Community members with expertise in faith-based and LEP issues served on the Evaluation Team for proposals, and the criteria for applicants was the same as that used in other WIA procurement processes. The PIC took special care to ensure that applicant agencies had fiscal solvency, financial controls, established documentation systems and a proven track record to avoid interruptions in service for LEP jobseekers.

4. Describe the Local Board Policies for the following and provide copies as an attachment:
 - a. WDBS are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for training."

As part of the approach to gauge the suitability of an individual for WIA services, the PIC is asking participants to proactively conduct a career exploration and to put some thought into an employability plan. This includes the use of self-directed career and interest tools to supplement the assessments administered to WIA participants. Case managers will use these results, including math and reading levels, to assist in the decision to refer an individual to a particular training. Other factors, such as criminal history, will be taken into account to aid in making a more realistic match of participants with available career opportunities. Referrals will not be made until the whole picture of the participant's situation indicates that a given training will likely enhance employability. The whole process will be geared to a greater integration of a participant's capabilities, interests and motivation with an occupational skills training that launches the individual on a true career path.

The Board is in the process of finalizing language regarding this policy and will provide DWD with the final version when it is available.

b. Needs Related Payments

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

E. Youth Program

The U.S. Employment & Training Association, in collaboration with the U.S. Departments of Education, Health and Human Services, and Justice has developed a new strategic vision to more effectively serve out-of-school youth and those at risk of dropping out. These youth are an important part of the new workforce supply needed by businesses to fill vacancies in a knowledge-based economy.

WIA programs and services should serve as a catalyst to connect these youth, as well as other high-risk youth (youth in or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth), with quality secondary and post-secondary educational opportunities. WIA expects a comprehensive strategy of services to youth that includes multiple partners and strong connections to and integration into the Job Center System.

1. Describe the framework for the local youth program, including:

a. How it will be integrated into the one-stop system.

The Local WIA Title I Youth formula program for Milwaukee County is known as the School to Employment Program - Upward Progress (STEP UP) Program. Experienced STEP-UP coordinators are located in all 15 Milwaukee Public Schools high schools to provide guidance to students in preparation for post-secondary educational and career opportunities. These coordinators are also assigned to the remaining secondary education providers, including alternative, charter, parochial and choice schools.

STEP-UP is designed to help students between the ages of 14 and 21 to clearly focus on developing a career that interests them. Coordinators assist participants in developing a personalized to help them explore post-secondary and occupational options, complete their education, develop lifelong work habits and find subsidized or unsubsidized employment.

Integration into the One-Stops

In FY2003, the PIC initiated an Integrated Case Management strategy, which allows individuals between the ages of 19 and 21 to enroll in WIA Older Youth services or Adult services, whichever is deemed more appropriate. Young people under 18 who inquire at the One-Stops will be referred to the corresponding STEP UP Coordinator or REACH Youth Development Specialist, according to their school attended or geographical area of residence.

The Milwaukee Career Center specialty One-Stop serves as a valuable resource for Milwaukee County youth. Case managers at the comprehensive One-Stop Centers will also refer young people to MCC for a more thorough career exploration geared to their needs.

- b. How this design will coordinate with other youth programs such as foster care, education, school-to-work, youth apprenticeship programs, Temporary Assistance to Needy Families youth programs and other relevant youth resources.

The WDB coordinates with a number of partner programs, which includes:

- ***Milwaukee Public Schools***
- ***STRIVE Milwaukee Instructional Media Project***
- ***Gaining Early Awareness Program-Upward Progress (GEAR-UP)***
- ***JOBNET***
- ***Youth Apprenticeship Program***
- ***Jobs for Wisconsin's Graduates (JWG)***

All Milwaukee County youth can visit the Milwaukee Career/Youth Opportunity Center at PIC's 27th and North St. facility, which includes classrooms, a resource room and a multilingual array of educational and career assessment software. The Specialty One-Stop also provides on-site career exploration services at Milwaukee Public Schools middle and high schools.

The PIC has been included as a partner on both the UW-Milwaukee and the Milwaukee Public Schools GEAR UP II grant solicitations. The PIC will assist both projects with dropout recovery/prevention activities and career exploration for the students in the program.

The PIC Youth Program has an on-site satellite high school within the MPS system, Kilmer North. Individuals who pursue high-school completion will receive a standard high-school diploma upon completion of coursework.

In the case of foster care, PIC Youth Program staff meets quarterly with foster-care agencies to educate them on program resources and encourage referrals.

Regarding TANF, young parents 18 or older are referred to the appropriate W-2 agency for screening and possible enrollment. Through the CMDR program, PIC staff can verify the participation of an individual in W-2 and/or other programs, identify the case manager for the other program and communicate directly with them to coordinate services.

- c. How this design will ensure coordination between other WIA Title I youth programs such as Job Corps, and others in the local area.

Milwaukee recently received a local Job Corps site. At this time, the project is in a start-up phase. As it develops, the PIC will coordinate closely to streamline services and create efficiencies.

- d. How this framework will ensure that youth who are not eligible for WIA have access to youth services within the Job Center system.

Any young person who visits a Job Center in Milwaukee County will be able to access a number of computerized resources, including self-directed career exploration, basic personality and work style assessments, financial aid information, resume creation, typing instruction and basic computer literacy.

2. Describe how the WDA will, in general, provide the youth program elements within the youth program design. In particular, discuss the following:

- Preparation for post-secondary educational opportunities

Jobs for Wisconsin Graduates (JWG) is a unique effort to assist high school seniors in four Milwaukee Public Schools high schools who are struggling to meet their goals through a comprehensive school-to-work transition model. JWG works intensely with students to help them develop the skills they need to graduate and to find success after high school. Jobs for Wisconsin Graduates is part of the 17-year old national Jobs for America's Graduates program, which is sponsored by the National Governor's Association. Sponsoring organizations for the JWG program are the State of Wisconsin, Department of Public Instruction, Milwaukee Public Schools and the Private Industry Council of Milwaukee County.

Through work with a JWG job specialist, students receive the intense education and career development they need. Youth must meet five core competencies of the program: Career Development; Job Attainment; Job Survival; Basic Competencies; and Leadership, Self-Development and Personal Skills.

Two partner organizations are also working in conjunction with the Workforce Development Board to offer increased opportunities for students to be successful when pursuing their post-secondary educational options.

The PIC is collaborating with two local entities, UW-Milwaukee and Milwaukee Public Schools, to coordinate employment-related services under the Gaining Early Awareness Program-Upward Progress (GEAR-UP) grant. One major focus of the PIC's activities will be to re-engage young people who are behind grade level or at risk of dropping out of high school and therefore limiting their post-secondary educational opportunities.

- Strong linkages between academic and occupational learning

Many of the PIC's youth partnerships link local high schools with different campuses in the UW system. In addition, the PIC has collaborated with Discovery World Children's Museum.

Kilmer North High School, which is housed at the PIC's facility on 27th St. and North Ave., provides a full high-school diploma to individuals who have not completed their secondary education. Through the REACH Institute model, out-of-school WIA Youth program participants attend Kilmer North half-days and work in demand occupations (such as the construction industry) half-days. Participants must maintain good grades and acceptable work habits to continue in the program.

The PIC's Summer Year-Round subsidized employment program also provides youth with valuable occupational skills. In addition, all PIC Youth program staff educates youth on post-secondary occupational training options, which serves to motivate youth to achieve graduation as well as furthering career paths.

- Preparation for unsubsidized employment opportunities

Several programs provide students with the experience necessary to enter the workforce and compete in the open market for private or public sector unsubsidized jobs.

The ISS developed for the youth will provide the direction and referrals to the appropriate service providers to achieve the following skills, which will increase their chances of success in the workplace.

- ***Basic Skills -- Reading, listening, math, writing and working with computers.***
- ***Life Skills -- Skills needed for everyday life, such as managing expenses and keeping a checking account.***
- ***Career Development Skills – Assistance in helping students assess and develop their talents, potential, interests and values***
- ***Pre-employment Skills -- Skills designed to help youth “land” a job, such as how to look for a job, write a resume, fill out a job application, dress professionally and speak in an interview.***
- ***Job Retention Skills -- These skills include coming to work everyday and being on time.***

- Effective linkages with intermediaries with strong employer connections

Membership of both the Youth Council and the Workforce Development Board of Directors includes private-sector leaders. These leaders provide important linkages to training and employment opportunities.

- Alternative secondary school services

The PIC works closely with the MATC on-site and CBO locations for GED preparation. In addition, the PIC's Intensive Service Provider Network list includes other community resources for alternative education.

- Summer employment opportunities

Since the implementation of WIA, the PIC has built a comprehensive summer and year-round program supported by a mix of public and private funding. Through a competitive bidding process, the PIC selects a wide variety of work sites for subsidized employment, both summer and year-

round. For the summer employment program, private-sector companies, government agencies, and community-based organizations offer valuable work experience to youth at several of worksites, including public theaters, non-profit organizations, youth athletic programs, and educational settings. These opportunities allow students to explore various careers options and build good work habits. In addition, WIA Title I Youth case managers assist participants in obtaining unsubsidized positions in demand industries ranging from health care to aviation.

The PIC has partnered with different public entities to leverage summer-employment resources. These include the City and County of Milwaukee, as well as the Office of Justice Assistance. This has created more opportunities for central-city youth to get their first real-world experience in the workplace. The PIC also aggressively seeks unsubsidized opportunities in the private sector, most recently partnering with Mayor Barrett's initiative to find work for Milwaukee-based youth in the Wisconsin Dells tourism industry.

- Paid and unpaid work experiences

Paid work-experience vendors are procured through a competitive bid process. These programs offer a broad spectrum of work experiences and, in many cases, these youth are also offered academic and/or training opportunities in conjunction with employment.

Unpaid job experiences are also very valuable to youth attempting to determine their career interests and the academic and/or training required to successfully prepare for their chosen career. Examples of unpaid job experiences include job shadowing, volunteer work and mentoring. The Encompass program helps young women, minorities and other non-traditional science students to explore an interest in engineering and related sciences.

- Occupation skill training

The PIC has a broad array of training available to youth. These include such collaborations as: UW-Stout and MATC to provide culinary services at State Fair Park; the Automotive Dealers of Metro Milwaukee (ADAMM) and MATC to provide basic entry-level auto mechanic skills; and a host of offerings in the Individual Training Account (ITA) list. Students who are completing their high school or equivalency are exposed to a number of post-secondary options, including technical careers through MATC. PIC Youth personnel not only discuss career interests but the nuts-and-bolts of financial aid and the application process.

- Leadership development opportunities

In the competitive bid process for subsidized employment worksites, potential vendors must prove that they offer leadership-development activities, including mentoring, promotion to supervisory roles in work experiences, character building, etc.

The PIC Youth program has involved youth in youth summits, leadership camps, membership on the WIA Youth Council, development and implementation of community-service projects, events that teach the importance of and skills needed for networking and the chance for completers of certain programs to mentor their younger counterparts.

- Comprehensive guidance and counseling

Guidance and counseling of students is a vital component of success for not only the programs, but for the youth involved in these programs.

The Milwaukee Career Center offers an extensive assessment program. A five-step career development strategy counsels youth on career options. The five steps are awareness, assessment, exploration, selection and application. Personalized service guides customers through these steps and results in definitive plans being carried out. Participants are able to take assessments to gather information about their interests, skills, experience and values. This information is invaluable towards helping youth determine career options.

The expansion of the Milwaukee Career Center (the region's Youth specialty One-Stop) will include the development of specialized desks to offer guidance with career exploration, financial aid, college submissions and other necessary resources. A representative from MATC is on-site to guide youth toward two-year and certificate programs; and the University of Wisconsin-Milwaukee will have a satellite office on the premises.

- Supportive services

WIA formula youth programs provide their participants with referrals to childcare, where appropriate. Participants' transportation needs are addressed with bus tickets, subsidized rides and other resources, including JobRide for those who become employed. Emergency housing supports are provided through contracted services and providers on the Intensive Services list.

- Follow-up services

Follow-up services are provided in all of the youth programs and in most youth serving agencies. STEP-UP coordinators are located in schools with students, which offers the coordinators the opportunity to provide case management on a constant basis and refer students as needed to the appropriate agency for specific follow-up services.

With the team approach in the One-Stop Job Centers, older youth will receive the same comprehensive follow-up services that are incorporated throughout the process. The Milwaukee Career Center provides follow-up services to students through individual appointments at the MCC and through follow-up with teachers whose students have participated in activities in the MCC.

3. Youth Definitions

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

As a sixth criterion, the PIC has locally defined the following additional factors to be considered in eligibility determination of an individual:

- 1. Persons with disabilities**
- 2. Limited English proficient (LEP)**
- 3. Lacking computer literacy**

In the case of Factors #1 and #2, the PIC uses federally established definitions in deciding whether an individual qualifies under these classifications.

The Americans with Disabilities Act is used to determine Factor #1, namely, “an individual with a disability is a person who:

- 1. has a physical or mental impairment that substantially limits one or more major life activities;**
- 2. has a record of such an impairment; or**
- 3. is regarded as having such an impairment.”**

Factor #2 uses the U.S. federal government definition of LEP individuals as “those who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English (www.lep.gov). Locally, the limited ability to read, speak, write or understand English has been defined as a score of 5 or below on the CASAS, Side by Side or Best PLUS ESL examinations.

Factor #3 is determined by self-reporting of the individual of a lack of familiarity with the computer or a simple hands-on test that involves the use of the mouse, Windows and e-mail. Those who are unfamiliar with these basic computer functions would be considered “lacking computer literacy.”

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

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

4. The proposed WIA reauthorization law is placing an increased focus on serving out-of-school youth rather than in-school youth. Describe the process you will use to target services toward out-of-school youth.

The PIC Youth staff assigned to Out-of-School Youth are housed at the main campus on 27th St. and North Ave. They receive referrals of OSYs under the age of 19 from the One-Stop Centers and community partners. This staff has expertise in knowledge and understanding of community resources, the special needs of young parents attempting to complete their education or find sustainable-wage employment and the matching of these OSY with existing occupational-training opportunities. They coordinate such crucial WIA support services as childcare and transportation for these young adults. When youth reach the age of 19, they can be referred to Adult WIA services for additional skills building or removal of employment barriers.

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

At the present time, a pilot program to serve 55 youth exiting from foster care is housed at the Milwaukee Career Center. This project makes referrals to (and receive referrals from) PIC Youth programs, as the need arises. The pilot program's emphasis on post-secondary educational attainment or training and financial self-sufficiency is quite compatible with the 10 program elements that govern the WIA Youth program.

As regards youthful offenders, the PIC recently received funding from the Office of Justice Assistance as part of the Gang Reduction Project, targeting a geographical area of the city known to have the most gang involvement and crime. The PIC will have two case managers housed at the Youth Specialty One-Stop (MCC) to provide guidance and connections to vocational training and employment opportunities. This project will channel young adults into WIA services, where it is seen to be advantageous for the individual's career plan.

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

Process

The PIC uses a competitive request for proposal (RFP) bid process to identify and select providers of youth services as defined as the ten program elements. Interested entities are invited to submit proposals to specific Requests for Proposals for Summer and Year-Round worksites. The PIC has developed a Request for Services in order to maintain a list of approved providers to be accessed on an as-needed basis. The Requests for Proposals and Requests for Services clearly articulate the intent of the solicitation as well as defining the criteria and process that will be applied to the review and selection of providers. The PIC provides technical assistance meetings to introduce bidders to the RFP's required elements and to clarify and answer questions regarding the completion of proposals.

Upon the closing date of the issuance of a solicitation, the PIC convenes a committee comprised of both PIC and non-PIC staff to provide an initial review of each proposal that has met all minimum submission requirements. The review committee assigns a score to each proposal based on the stated criteria and their weighted values. The proposals and the preliminary scoring are then forwarded to the WIA Youth Council for review and recommendation. The recommendations of the WIA Youth Council are then forwarded to the full Workforce Development Board for consideration. The WDB has responsibility to select or reject the providers of service and to award contracts or other agreements. The Youth Services Department makes written notification of awards to all applicants and begins contract or agreement negotiations, as applicable.

Criteria

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

F. New Service Delivery Strategies for WDAs Failing Performance Measures

As required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB has engaged in or is planning to implement to maximize resources, increase service levels, improve service quality, achieve better integration, improve performance levels, or meet other goals. Include in your description the initiative’s general design, anticipated outcome, partners involved, and funds leveraged.

In Program Years 2002 and 2003, the PIC failed the following performance measures:

- Adult Six Months Earnings Gain***
- Adult Employment and Credential Rate***
- Older Youth Employment and Credential Rate***

Some of the reasons identified for low performance include:

- Poor economic conditions in the central city***
- Disproportionate number of exits without employment***
- Post-program earnings that do not demonstrate an increase in wages***
- Inability to control demand and flow of customers into the system***
- Low performance from ITAs, particularly CNA trainings***
- Insufficient follow-up activities***
- Lack of referrals of Older Youth into credentialed services***
- Focus of existing benchmark system on placement rather than skills development***

As a result of these findings, the Private Industry Council has developed a comprehensive strategy to improve performance and align the overall mission for the One-Stop partners and contractors. This can be summarized as the following steps, explored in more detail in the PIC’s April 2005 Corrective Action Plan:

- Change in overall strategy to incorporate a team concept***
- Communication of a common message to all providers of WIA services***

- ***Development of a manual to further standardize One-Stop message and procedures***
- ***Incorporation of follow-up in all aspects of WIA programming***
- ***Better management of caseload from entry to exit, including pruning of inactives***
- ***Changes in procurement and contracting procedures to revamp benchmark system***
- ***Re-allocation of staff resources and training of service providers for better performance***

These steps will be accomplished by a variety of means, including one-on-one and group technical assistance with the State; consultation with experts; and internal planning discussions.

The PIC anticipates that the cooperation among team members, who are a mix of PIC employees and contracted staff, will lead to increased consistency of services. Teams will consist of a WIA registrar, Adult case manager, Older Youth case manager, job developer and follow-up/retention employee. One of the consistent messages to be communicated to the teams is to screen individuals carefully for suitability for WIA, so that the persons being served really want the program's services and are prepared to work full-time after completing intensive services or training.

The current re-organization of the WIA case-management system will improve system integration and performance by a variety of means. For example, the re-tooling of the benchmark system for vendors will adjust the focus away from mere placements in unskilled work. By weaving follow-up activities into the full range of WIA services, One-Stop staff will remain in closer contact with participants and be able to troubleshoot problems after placement, which promotes greater retention and the possibility of earnings gain. By using Older Youth specialists, the system will be in a better position to offer the full range of educational and skill-training activities that will lead to improvements in the credential measure. Smaller caseloads of more motivated participants will allow staff to provide more in-depth services with more long-lasting prospects of self-sufficiency for low-income jobseekers. Above all, the consistency of the One-Stop message will allow participants to focus more and to have a greater understanding of exactly what WIA can offer them.

G. Strategies for Faith- and Community-Based Organizations

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

(See answer below)

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

The Milwaukee PIC has established an extensive network of partnerships with Faith-based and Community-based Organizations (F/CBOs). Through the

Touching Lives and Communities demonstration program sponsored by the U.S Department of Labor Office of Faith and Community Based Initiatives (OFCBI), as well as the Immigrant / LEP program sub-contracted from the State of Wisconsin's OFCBI grant, the PIC has implemented a strategic approach to conduct outreach, assist with capacity building/needs analysis and initiate systems reforms. The PIC also has an ongoing relationship with the Interfaith Older Adults program to provide services to jobseekers over 55. The PIC will continue to engage local F/CBOs serving minority and foreign-born communities through these programs to determine the extent to which financial and non-financial partnerships can be established to effectively meet the needs of individuals and families, as well as employers.

Additionally, the PIC actively invites grassroots F/CBOs to participate in the PIC's Intensive Services Provider Network (ISPN). The ISPN is a voucher-based referral network for WIA clients who are seeking Intensive Services to remove barriers to employment. The PIC will also continue to work closely with F/CBOs in the referral of clients to WIA and One-Stop partner programs to ensure that members of their communities are receiving necessary services. Further, the PIC will continue to provide technical assistance to grassroots organizations in developing effective partnerships with larger public and non-profit organizations, as well as with the private-sector business community.

At the present time, the PIC is in the implementation phase of a pilot program in which three community agencies serving Limited English Proficient (LEP) jobseekers provide WIA case management directly at their service-delivery sites in the LEP's first language. Current providers are Hmong American Friendship Association (Hmong); Journey House (Spanish); and Jewish Family Services (Russian and Bosnian / Croatian / Serbian). At the end of calendar year 2005, the PIC will evaluate the effectiveness of this approach.

Another positive result of the PIC's LEP project through the State of Wisconsin was the development of an LEP Advisory Committee that reports regularly to the PIC's Selection and Monitoring Committee. This body reviews and comments on the Board's proposed LEP activities in the One-Stops and system wide, as well as organizing an annual conference to educate public entities, service providers, employers and policy makers about LEP concerns and strengths. The LEP Advisory Committee membership has F/CBO representation from the major immigrant and refugee communities in the Milwaukee metropolitan area.

VII. Service Providers and Oversight

A. Selection of Service Providers

1. Describe the process the WDB will use to select service providers for the following types of services:
 - a. Core Services

The WDB contracts with Job Services to provide Core Services in the One-Stop Centers. Job Service has a sole-source contract for the provision of these services, since its unique mission and menu of

services are not provided by any other agency. PIC staff in the Specialty One-Stops, the Milwaukee Career Center and the Help in Re-Employment Center (HIRE), provide some generalized Core functions. Additional core services to be provided through the One-Stop system will be secured through various approved procurement methods.

b. Intensive Services

The PIC issued a Request for Services in 2002 and 2003 in order to compile a list of approved providers of Intensive Services. The names of agencies whose services received a passing score from an impartial evaluation team were forwarded to the Monitoring and Selection Committee for final approval. Services provided include those specifically identified in federal law, as well as locally defined intensive services, such as basic computer literacy. All approved services are accessed through vouchers written by One-Stop case-management staff. The PIC has developed a locally defined lifetime cap on WIA Adult Intensive Services of \$2,000 per individual.

For the intensive service of case management, the PIC has traditionally conducted a competitive bid to secure sub-contractors for the One-Stops. The PIC has issued a separate Request for Proposals for a full range of services to Older Workers, allowing services to be delivered at a site other than the One-Stops. In 2004, the PIC selected case-management entities for one year, with the option of a second-year renewal. With the exception of OIC, which ceased operations during the contract year, the other two contractors were extended for a second year. PIC staff temporarily took over OIC's case-management functions for the remainder of the current contract year.

Since the PIC is in the process of developing a team concept for One-Stop services, the current vendors' contracts will be extended until the end of the calendar year to ensure continuity during this time of transition. The teams will consist of the following personnel: a WIA Registrar (contracted by Job Service); a PIC supervisor; contracted case-management personnel for Adults; an Older Youth specialist; a job developer; and a PIC follow-up/retention employee. For the period beginning January 2006, the PIC will again open up a competitive bidding process for case-management vendors to be part of the WIA Services team.

As suggested in the One-Stop partner feedback session, the PIC will improve the co-enrollment process for dual TANF/WIA participants by designating a liaison from both sides to channel referrals and communications.

c. Youth Services

For Youth services, a Request for Services process in 2003 and 2004 led to the development of a Youth Intensive Service Provider Network. In 2004, the Youth and Adult Intensive Services lists were merged so that Youth could access the full range of applicable Intensive Services. Evaluation teams reviewed all RFS applications to provide Youth Intensive Services and forwarded their findings to the WIA Youth

Council. Final approval of youth Intensive Services vendors was made by the full Board, based on the Youth Council's recommendation. All approved services are accessed through vouchers written by PIC youth program staff.

The PIC conducts a Request for Proposals procurement process to solicit worksites for Summer and Year-Round Youth Subsidized Employment. Evaluation teams review all proposals and forward their findings to the Youth Council, which sends its recommendations to the full Board for final approval. Youth are assigned to approved sites, subject to the availability of funding for a particular year.

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

- a. Core Services

Core services are delivered at the One-Stop job centers. Job Service staff at designated One-Stops perform staff-assisted functions, while computerized and self-directed functions are available at all One-Stop sites.

- b. Intensive Services

Intensive services are delivered by providers in the Intensive Services network. These services take place on-site at the vendors' locations. Case-management services are delivered at designated One-Stop job centers by WIA Services teams.

- c. Youth Services

Relative to Youth case management, STEP UP Coordinators at each of the 15 Milwaukee Public Schools high schools serve in-school youth in all secondary schools, including alternative and charter schools. Out-of-school youth are served by employees at the PIC's REACH Center on 27th and North, who conduct outreach where youth congregate.

Youth Intensive Services are delivered by providers on the approved IS list at their respective sites. Youth Summer and Year-Round subsidized employment worksites are provided by a variety of community and public agencies, where youth perform their work-experience activities.

3. Provide an organizational chart showing staff and administration of all service providers for the following types of services:

The PIC has incorporated the following items with this revision:

Exhibit E-2: Organizational Listing of WIA Core/Intensive Adult and Older Youth Case Management Teams

**Exhibit E-3: List of Adult/Older Youth Intensive Services Providers
List of Youth Intensive Services Providers**

Exhibit E-2 has been sent with this document. The information in Exhibit E-3 will be forwarded as soon as it is compiled.

B. Oversight and Training of Service Providers

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

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

- ***Continuous desk review***
- ***In-depth review of billings containing benchmark achievements (case-management vendors only)***
- ***Minimum of one on-site monitoring, including the following:***
 - ***Participant interview*** - ***File review***
 - ***Staff interview*** - ***Fiscal review***

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

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

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

The monthly WIA Case Manager meetings provide a forum to discuss developments, changes and issues related to ASSET. New information is disseminated to PIC and contracted WIA staff at these meetings, as well, including all DWD missives pertaining to ASSET. In addition, PIC and contracted staff attend all technical assistance sessions provided by the State relative to ASSET and other case-management functions.

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

The PIC ensures timely data entry into ASSET through a variety of means.

The PIC's contract auditors and quality control staff review ASSET entries daily for accuracy and completeness. This includes credential, employment and retention data, as well as case notes that adequately describe and document activities and case manager contacts.

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

The PIC also makes use of an internal data-collection system known as HOMER to facilitate timely program data analysis and to capture measures not available through the ASSET system. HOMER is primarily used by the Adult and Youth Departments.

VIII. Performance and Accountability

Increased performance accountability is a central feature of WIA and remains a strategic priority for the DOL. DOL has developed a set of performance measures for federally funded employment and training programs. These measures are intended to help describe the core purposes of the workforce system: how many people found jobs; how many stayed employed; and earnings increase.

It is DOL's intent to begin data collection in support of these performance measures to the extent feasible effective July 1, 2005, for Program Year 2005. DOL will be publishing proposed reporting and recordkeeping requirements for the measures in a future *Federal Register* Notice.

WIA requires the negotiation of core performance indicators for WIA Title I services for adults, dislocated workers, youth aged 19 - 21 and youth aged 14 - 18. DWD will negotiate local performance levels with each WDB and state levels with the DOL. The negotiations between DWD and DOL will impact local performance levels. Resources to assist in determining local performance levels are available on the DWD/WIA website.

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

As a means of ensuring that all entities having contact with participants share the responsibility of finding employment for WIA participants, the Board's Monitoring and Selection Committee has developed local performance standards for case-management vendors and training providers. The Committee has reviewed and modified these policies over time, but the same basic elements have been constant:

- ***Placements are defined as employment of at least 32 hours a week that earns a wage of \$8.00 per hour or more.***
- ***Case-management vendors have been paid partially for costs incurred, but the bulk of payment has been tied to placement in a job as defined above and retention of at least 60 days in continuous employment. For example, the PY 2004 contracts provided for 25% cost reimbursement/25% upon placement/50% upon 90-day retention.***
- ***Training vendors have been paid for their training costs under the policy known as "10/40/50." That is, 10% of the total training cost at enrollment/40% at completion/50% at 30-day retention in employment within 5 months of program completion.***

The system has a built-in evaluation method, since agencies not meeting performance goals do not receive payment on placement and/or retention benchmarks. For case-management entities not meeting the performance standards, the Monitoring and Selection Committee has de-obligated contract funds and re-directed them for a more efficient use of funds. In the case of the training vendors, the PIC is providing case managers and WIA participants with information on placement rates associated with different trainings as a means of helping participants decide where to get more effective and readily applicable training in their chosen field of study. In a few cases, ITA vendors have been removed for poor performance or lack of adequate standards in their trainings.

The model for local performance standards may be altered slightly to incorporate some internal process landmarks, such as successful completion of an Individual Service Strategy (ISS) or Employment Development Plan (EDP) by the case management entity. Placement /retention benchmarks would remain. This strategy has been piloted for the PIC's Limited English Proficiency (LEP) case management vendors. For these vendors, the payments are as follows: 50% upon completion of an ASSET-entered EDP/50% upon 60-day retention in employment at \$8/hour for 32 hours per week or more.

The PIC's follow-up strategy will create an atmosphere in which participants will remain in touch with the WIA program for 12 months after exit. The attention to follow-up throughout the WIA process will facilitate this. Mention of follow-up will start at the time of WIA orientation and proceed throughout the period of WIA participation. Therefore, exited individuals will be well aware of the nature and frequency of follow-up contacts, as well as the services that may be accessed during the months after exit.

The PIC is in the process of formalizing its exit and follow-up strategies and can provide more detail after these procedures are solidified. Draft policies will be forwarded to DWD for comment and final versions will be shared with the PIC's LPL. The follow-up policy is in the final stages of development and will be finalized imminently.

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

An ongoing challenge with continuous improvement based on performance data is the reliance on data that cannot be gleaned rapidly enough to generate direct and immediate improvements.

However, PIC has contracted with consultants to interpret performance data. PIC Staff attends all technical assistance sessions provided by the State, which has resulted in reviews of current practices and led to system improvements. These changes should eventually be reflected in performance gains.

Numerous PIC staff persons are engaged in ASSET data review, corrections and oversight on a continuous basis. Program managers are monitoring performance and develop staff trainings on specific issues and procedures as they arise. For example, after last year's technical assistance session on performance measures, data entry and WIA monitoring staff who did not get the opportunity to attend the two-day session received training, using the materials and exercises developed by SPRA.

Any reports or information that result from consultation regarding performance will be shared with DWS.

- C. Provide a detailed description on how you are focusing your follow-up services to emphasize retention strategies, or how you have changed or plan to change your program services that are provided during program participation to ensure retention success before participants exit the program and become harder to reach.

Since the State issued Policy Update 04-02 on September 22, 2004, the PIC has been in the process of developing practices, procedures and activities to

delineate and implement a local follow-up policy. The PIC's intention is to infuse a culture of follow-up into every level of WIA services and train all supportive staff accordingly. Retention will be viewed as an integral activity from the outset of WIA services rather than an afterthought. It will be communicated to WIA participants that their involvement in the program is long-term, regardless of whether a training or other activity is merely short-term.

Best practices gathered at the March 2005 Follow-Up and Retention technical assistance session in Madison are being applied locally, including the 10 core messages that all staff will impart throughout the WIA participation process. The PIC's entire WIA staff will be trained on this new alignment of priorities and practices.

Retention strategies include the following:

Intake – Individuals interested in the WIA program will: 1) Receive an in-depth understanding of WIA participant responsibilities, including the retention element; 2) Be screened as to their motivation to adhere to these requirements; and 3) Be rated as to their suitability for WIA, based on the level of barriers, relative employability without services and need for available services.

Case Management – The Employability Plan for each WIA participant will provide for pre- and post-exit activity and regular contacts. Case managers will develop contingency plans with participants, both for the training phase of WIA and after employment is secured. Participants will also work out individual budgets in order to ensure adequate income during the period required for training.

Exit/Follow-Up – The PIC will provide a variety of ongoing follow-up and retention services, based on participant need and at the level of intensity required for each individual situation.

This strategy will be carried out through upfront workshops; reductions in caseloads that allow case managers to give each participant more attention; and the requirement that case managers must have at least monthly contact with participants after exit. The fact that PIC staff will now be supervising the case-management entities allows for a uniform message regarding follow-up and retention – and, indeed, all WIA-related information.

IX. Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA Section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in Section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to a full range of career choices including orienting and exposing women to training and jobs with family-supporting wages that traditionally women have not held.
6. The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.
8. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, and all other applicable federal and state laws.

This plan has been developed for the Milwaukee County Workforce Development Area #2 in accordance with the terms of the Workforce Investment Act.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name: George A. Franco

Signature: _____

Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name: Scott Walker, Milwaukee County Executive

Signature: _____

Date: _____