

Mission ...

Western Wisconsin WDB is a collaborative, interactive and coordinated network of training resources and support services that is providing and retaining a well-skilled labor force for employers in western Wisconsin.

Vision ...

To provide a comprehensive and integrated and customer-driven and results-oriented system for workforce development that responds to the needs of the employers, job seekers, incumbent workers and youth.

Western Wisconsin WDB Full Board Meeting

Monday, August 30, 2021

3:00 p.m. to 4:30 p.m.

Zoom link

<https://us02web.zoom.us/j/89557638990?pwd=bEpKc1c3ZjJlVE9paVhRYWhhM2hpdz09>

Meeting ID: 895 5763 8990

Password: 972190

Western Wisconsin

**Workforce
Development
Board, Inc.**

Upcoming Meetings

Monday, October 25, 2021

joint LEO at 1 p.m.

annual meeting at 2:30 p.m.

Monday, February 28, 2022

Monday, June 27, 2022

Meetings begin at 3 p.m. unless noted

Officers

☐ Jessica Subach, Chair
Courtesy Corporation

☐ Ed Johnson, Chair Elect
NECAL

☐ Tammy Brown, Past Chair
LHI

☐ Pete Eide, Secretary/Treasurer
Bethel Home and Services, Inc.

Board Members

☐ Sam Bachmeier
LADCO

☐ Mark Glendenning
Inland

☐ Vicki Proudlock, Ops Chair
Unemployment Insurance

☐ Patti Balacek
Western Technical College

☐ Amy Grotzke
Division of Voc. Rehab

☐ Patrick Rodriguez
Regional Council of Carpenters

☐ Steve Blodgett
Dept. of Workforce Development

☐ Amanda Langrehr
CESA #4

☐ Jodi Roesler, Strategy Chair
Dairyland Power Coop

☐ David Bonifas
MRRPC

☐ Jennifer Luedtke
Town n' Country Title

☐ Dave Schams
Water Lily Gifts

☐ Bill Brockmiller
Western WI AFL-CIO

☐ Doug Potapenko
*Plumbers & Steamfitters
Local 434*

☐ Heather Trimborn
Gundersen Health System

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Meeting Notice
Local Elected Officials of Western Wisconsin

John Aasen, Trempealeau County
Dennis Bork, Buffalo County
Tom Cornford, Crawford County
Wallace Habegger, Monroe County
Ray Ransom, Jackson County
Justin Running, Vernon County
Steve Thomas, Juneau County
Tina Tryggestad, La Crosse County

Upcoming Meetings

Monday, October 25, 2021

joint WDB at 1 p.m.

annual meeting at 2:30 p.m.

Monday, January 31, 2022

Monday, May 23, 2022

Meetings begin at 3 p.m. unless noted

Monday, August 30, 2021
3 to 4:30 p.m.

Zoom link

<https://us02web.zoom.us/j/89557638990?pwd=bEpKc1c3ZjJlVE9paVhRYWhhM2hpdz09>

Meeting ID: 895 5763 8990

Password: 972190

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**Western Wisconsin WDB Full Board
Meeting Agenda
Monday, August 30, 2021
3:00 p.m. to 4:30 p.m.
Zoom**



Agenda Item		Pages	Action
I.	CONSENT ITEMS		
A.	Call to Order		
B.	Announcements and Introductions		
II.	ORDER OF BUSINESS		
A.	Meeting Minutes		
1.	Western Wisconsin WDB	1 - 2	X
2.	Local Elected Officials	3 - 4	X
B.	Financials	5 - 14	X
C.	Program Reports		X
1.	WIOA Youth	14	
2.	WIOA Adult and Dislocated Worker	15	
3.	DOC Windows to Work	16	
4.	Business Services Coordinator	17 - 18	
a.	Coulee Region Job Fair 2021 update		
D.	Western Wisconsin WDB Executive Director updates		
1.	Worker Advancement Initiative application	19 - 107	
2.	One-Stop Operator Memorandum of Understanding		
3.	Additional state funding: \$110 million		
4.	September DWD on-site technical assistance		
5.	September annual Wipflip audit		
6.	WIOA local plan 2020 - 2023	108 - 169	
E.	Position Descriptions/Hiring		
1.	Front Desk Coordinator	170 - 171	X
2.	Worker Advancement Initiative Specialist	172 - 173	X
3.	WIOA Youth Outreach Coordinator	174 - 176	X
III.	CONCLUSION		
A.	Unfinished Business		
B.	New Business		
IV.	ADJOURN		

Board Chair: Jessica Subach
Minute Scribe: Jessie Foss
Meeting Attendance: See Page 3

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The Western Wisconsin Workforce Development Board, Inc. is an Equal Opportunity Employer/Program. If you have a disability and need access to this information in an alternative format or translated to another language please contact Melisa Myers by phone (608-789-5499), email (myersm@westernwdb.org), or dial 711 for the Wisconsin Relay service.

I. CONSENT ITEMS

- A. Call to Order
Ms. Subach called the meeting to order at 3:01 p.m. A quorum was present as indicated by roll call.
- B. Announcements and Introductions
Doug Potapenko was introduced a new Western Wisconsin WDB member.

II. ORDER OF BUSINESS

- A. Meeting Minutes — January 25, 2021

Motion made (Brockmiller/Rodriguez) to approve the January 25, 2021 meeting minutes.
Motion approved unanimously.
- B. Financials
Ms. Foss presented the financials as of February 28, 2021.

Motion made (Schams/Eide) to approve the financials as of February 28, 2021.
Motion approved unanimously.
- C. Program Reports
 - 1. WIOA Youth
Ms. Myers reported the WIOA Youth Career Planner, Mr. Stotts, resigned. Recruitment for his replacement occurred and an individual has accepted the position. She will begin her job with a large recruitment push.
 - 2. WIOA Adult and Dislocated Worker
The program year end is approaching. Ms. Myers said goals are being met and she is overall happy with the program year.
 - 3. DOC Windows to Work
Ms. Myers reported a job center is opening at the prison in Black River Falls and will be opening in New Lisbon as well.
 - 4. Business Services Coordinator
Mr. Ruetten has been busy with a large dislocation at Dairyland Power. Individuals who would have been laid off are going through linemen training and will be retained with the organization.
Motion made (Schams/Brown) to accept the program reports. Motion approved unanimously.
- D. Western Wisconsin WDB Executive Director Updates
 - 1. PY 19 DWD Monitoring Report

Ms. Myers reported she does not expect any of the disallowed costs to stick. She added she has z begun accruing the required EO training hours. Ms. Myers said staff has been going through the monitoring report with a fine-tooth comb while preparing the board's response.

2. Western Wisconsin WDB Local Plan 2021 - 2023

Approval of the plan has been going on since last spring. The board has more revisions, which will be submitted to the state.

3. WIOA Youth Career Planner Position

An individual has accepted the position and will begin some time in June.

4. PY 21 Contracts

PY 21 contracts will be renewed with the current subcontractors. Ms. Myers is working on developing the subcontracts, including items from the PY 19 DWD monitoring.

III. CONCLUSION

A. Unfinished Business
None.

B. New Business
None.

IV. ADJOURN

Meeting adjourned at 4:08 p.m.

Respectfully recorded,
Jessie Foss, recorder

Jessie Foss

Respectfully submitted,
Jessica Subach

Present

Sam Bachmeier
Steve Blodgett
Dave Bonifas
Bill Brockmiller
Tammy Brown
Pete Eide
Amy Grotzke
Ed Johnson
Amanda Langrehr
Jennifer Luedtke
Doug Potapenko
Vicki Proudlock
Pat Rodriguez
Jodi Roesler
Dave Schams
Jessica Subach
Heather Trimborn

Not Present

Patti Balacek
Mark Glendenning

Others Present

Jessie Foss
Melisa Myers
Teresa Pierce
Kevin Ruetten
Amy Scarborough

Board Chair: Ray Ransom
Minute Scribe: Jessie Foss
Meeting Attendance: See Page 2

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I. CONSENT ITEMS

- A. Call to order
Mr. Ransom called the meeting to order at 3:02 p.m. A quorum was not present as indicated by roll call.
- B. Introductions and welcome to guests
None.

II. ORDER OF BUSINESS

- A. Meeting Minutes — December 29, 2020

Motion made (Habegger/Tryggestad) to approve the December 29, 2020 meeting minutes.
Motion approved unanimously.

- B. Financials
Ms. Foss presented the financials as of February 28, 2021.

Motion made (Cornford/Habegger) to approve the financials as of February 28, 2021 as presented.
Motion approved unanimously.

- C. WDB Membership Appointment

Motion made (Tryggestad/Habegger) to appoint Doug Potapenko to the Western Wisconsin WDB Board of Directors. Motion approved unanimously.

- D. Program Reports

- 1. WIOA Youth
Ms. Myers reported WIOA Youth Career Planner Ryan Stott's last day with the organization was Friday, March 26, 2021. Interviews were held for the position and Ms. Myers hopes to extend an offer of employment by the end of the week.
- 2. WIOA Adult and Dislocated Worker
Ms. Myers reported the Adult and Dislocated Worker programs are on track to meet the required 35% training goal, which has been an issue in previous DWD monitorings. \$35,000 was shifted from the Dislocated Worker program to the Adult program as Workforce Connections has seen more Adults seeking services than Dislocated Workers.
- 3. Business Services Coordinator
Discussion was held on how Covid has impacted each WIOA program differently and how Western Wisconsin has not been hit as hard with unemployment as other parts of the country.

Motion made (Tryggestad/Cornford) to accept the program reports as presented.
Motion approved unanimously.

- E. DWD PY 20 Monitoring Summary
Ms. Myers reported she received the PY 20 Monitoring Report from DWD on Friday. She and staff are going through the report and will share soon with subcontractors.

III. CONCLUSION

- A. Unfinished Business
None.
- B. New Business
Mr. Ransom stated he would like to see the LEO meeting scheduled for Monday, May 24, 2021 to be held in person. Other LEOs agreed with this sentiment.

IV. ADJOURN

Meeting adjourned at 3:35 p.m.

Respectfully recorded,
Jessie Foss, recorder

Jessie Foss

Respectfully submitted,
Ray Ransom

Present

Tom Cornford
Wally Habegger
Ray Ransom
Steve Thomas
Tina Tryggstad

Not Present

John Aasen
Dennis Bork
Justin Running

Others Present

Jessie Foss
Melisa Myers
Teresa Pierce

Budget: Year to Date for the period of 07/01/2020 to 06/30/2021

WIOA Admin

Generated by fossj@westernwdb.org on 2021-08-02

		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>PY20 Remaining</u>
Salaries/Wages	\$	43,300.00	\$	43,300.00	\$	37,663.01	\$	5,636.99
Fringe	\$	14,528.00	\$	14,528.00	\$	15,803.14	\$	(1,275.14)
Staff Travel	\$	819.23	\$	819.23	\$	-	\$	819.23
Staff Development	\$	245.77	\$	245.77	\$	153.00	\$	92.77
Supplies	\$	895.43	\$	895.43	\$	426.95	\$	468.48
Rent	\$	7,211.25	\$	7,211.25	\$	6,311.29	\$	899.96
Telephone & Internet	\$	737.31	\$	737.31	\$	391.35	\$	345.96
Printing	\$	1,343.13	\$	1,343.13	\$	57.90	\$	1,285.23
Copier	\$	2,149.03	\$	2,149.03	\$	1,379.22	\$	769.81
Outreach	\$	179.09	\$	179.09	\$	41.82	\$	137.27
Software	\$	7,646.96	\$	7,646.96	\$	8,176.17	\$	(529.21)
Memberships	\$	3,134.00	\$	3,134.00	\$	2,475.00	\$	659.00
Licenses and Fees	\$	10,745.14	\$	10,745.14	\$	10,929.37	\$	(184.23)
Business Insurance	\$	3,581.71	\$	3,581.71	\$	1,253.90	\$	2,327.81
BOD & LEO Travel & Meetings	\$	1,343.13	\$	1,343.13	\$	-	\$	1,343.13
Fiscal Services	\$	1,790.86	\$	1,790.86	\$	855.00	\$	935.86
Unbudgeted	\$	4,988.07	\$	4,988.07	\$	-	\$	4,988.07
Total	\$	104,638.11	\$	104,638.11	\$	85,917.12	\$	18,720.99

Budget: Year to Date for the period of 07/01/2020 to 06/30/2021

WIOA Adult

Generated by fossj@westernwdb.org on 2021-08-02

		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	23,585.00	\$	23,585.00	\$	19,535.68	\$	4,049.32
Fringe	\$	8,609.80	\$	8,609.80	\$	7,806.99	\$	802.81
Staff Travel	\$	413.95	\$	413.95	\$	-	\$	413.95
Staff Development	\$	124.19	\$	124.19	\$	-	\$	124.19
Rent	\$	18,723.55	\$	18,723.55	\$	16,627.42	\$	2,096.13
Telephone & Internet	\$	372.55	\$	372.55	\$	237.59	\$	134.96
Subcontractor	\$	267,021.00	\$	267,021.00	\$	282,243.33	\$	(15,222.33)
Unbudgeted	\$	-	\$	-	\$	-	\$	-
Total	\$	318,850.04	\$	318,850.04	\$	326,451.01	\$	(7,600.97)

Budget: Year to Date for the period of 07/01/2020 to 06/30/2021

WIOA Dislocated Worker

Generated by fossj@westernwdb.org on 2021-08-02

		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	40,400.00	\$	40,400.00	\$	31,247.83	\$	9,152.17
Fringe	\$	14,712.00	\$	14,712.00	\$	11,562.30	\$	3,149.70
Staff Travel	\$	709.13	\$	709.13	\$	-	\$	709.13
Staff Development	\$	212.74	\$	212.74	\$	-	\$	212.74
Rent	\$	31,927.24	\$	31,927.24	\$	23,293.48	\$	8,633.76
Telephone & Internet	\$	638.22	\$	638.22	\$	420.09	\$	218.13
Subcontractor	\$	316,885.00	\$	316,885.00	\$	300,760.69	\$	16,124.31
Unbudgeted	\$	105,805.60	\$	105,805.60	\$	-	\$	105,805.60
 Total	 \$	 511,289.93	 \$	 511,289.93	 \$	 367,284.39	 \$	 144,005.54

Budget: Year to Date for the period of 07/01/2020 to 05/31/2021
WIOA Youth

Generated by fossj@westernwdb.org on 2021-08-02

		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	96,305.00	\$	96,305.00	\$	101,492.55	\$	(5,187.55)
Fringe	\$	27,688.20	\$	27,688.20	\$	34,369.45	\$	(6,681.25)
Staff Travel	\$	7,930.29	\$	7,930.29	\$	228.28	\$	7,702.01
Staff Development	\$	579.08	\$	579.08	\$	1,052.00	\$	(472.92)
Rent	\$	18,593.19	\$	18,593.19	\$	14,030.01	\$	4,563.18
Telephone & Internet	\$	2,112.83	\$	2,112.83	\$	2,029.55	\$	83.28
Subcontractor	\$	25,594.00	\$	25,594.00	\$	31,490.71	\$	(5,896.71)
Participant							\$	-
Support Services	\$	50,000.00	\$	50,000.00			\$	50,000.00
Work Experience Wages & FICA	\$	150,000.00	\$	150,000.00	\$	7,878.75	\$	142,121.25
Training	\$	76,000.00	\$	76,000.00			\$	76,000.00
Assessments	\$	9,400.00	\$	9,400.00	\$	499.50	\$	8,900.50
Unbudgeted	\$	14,052.40	\$	14,052.40	\$	-	\$	14,052.40
Total	\$	478,254.99	\$	478,254.99	\$	193,070.80	\$	285,184.19

Budget: Year to Date for the period of 07/01/2020 to 06/30/2021

Rapid Response Admin

Generated by fossj@westernwdb.org on 2021-08-02

		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	1,800.00	\$	1,800.00	\$	2,090.32	\$	(290.32)
Fringe	\$	576.00	\$	576.00	\$	802.87	\$	(226.87)
Staff Travel	\$	34.62	\$	34.62			\$	34.62
Staff Development	\$	10.38	\$	10.38	\$	5.10	\$	5.28
Supplies	\$	37.83	\$	37.83	\$	9.18	\$	28.65
Rent	\$	303.87	\$	303.87	\$	297.75	\$	6.12
Telephone & Internet	\$	31.15	\$	31.15	\$	19.31	\$	11.84
Printing	\$	56.75	\$	56.75			\$	56.75
Copier	\$	90.80	\$	90.80	\$	45.97	\$	44.83
Outreach	\$	7.57	\$	7.57	\$	-	\$	7.57
Software	\$	323.11	\$	323.11	\$	327.51	\$	(4.40)
Memberships	\$	132.42	\$	132.42	\$	82.50	\$	49.92
Licenses and Fees	\$	454.02	\$	454.02	\$	352.62	\$	101.40
Business Insurance	\$	151.34	\$	151.34	\$	84.37	\$	66.97
BOD & LEO Travel & Meetings	\$	56.75	\$	56.75			\$	56.75
Fiscal Services	\$	75.67	\$	75.67	\$	28.50	\$	47.17
Unbudgeted	\$	3.72	\$	3.72	\$	-	\$	3.72
Total	\$	4,146.00	\$	4,146.00	\$	4,146.00	\$	(0.00)

Budget: Year to Date for the period of 07/01/2020 to 05/31/2021

Rapid Response Pgm

Generated by fossj@westernwdb.org on 2021-08-02

		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	1,980.00	\$	1,980.00	\$	1,594.87	\$	385.13
Fringe	\$	950.40	\$	950.40	\$	1,034.88	\$	(84.48)
Staff Travel	\$	31.73	\$	31.73			\$	31.73
Staff Development	\$	9.52	\$	9.52			\$	9.52
Rent	\$	287.81	\$	287.81	\$	385.19	\$	(97.38)
Telephone & Internet	\$	28.56	\$	28.56	\$	39.61	\$	(11.05)
Subcontractor	\$	34,000.00	\$	34,000.00	\$	15,436.98	\$	18,563.02
Unbudgeted	\$	27.98	\$	27.98	\$	-	\$	27.98
 Total	 \$	 37,316.00	 \$	 37,316.00	 \$	 18,491.53	 \$	 18,824.47

Budget: Year to Date for the period of 07/01/2020 to 05/31/2021

DOC Windows to Work Admin

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		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	3,037.49	\$	3,037.49	\$	2,958.46	\$	79.03
Fringe	\$	1,000.00	\$	1,000.00	\$	741.17	\$	258.83
Staff Travel	\$	25.00	\$	25.00			\$	25.00
Staff Development	\$	15.00	\$	15.00	\$	11.90	\$	3.10
Supplies	\$	25.00	\$	25.00	\$	21.41	\$	3.59
Rent	\$	1,400.00	\$	1,400.00	\$	1,370.47	\$	29.53
Telephone & Internet	\$	50.00	\$	50.00	\$	34.47	\$	15.53
Postage	\$	7.50	\$	7.50	\$	7.50	\$	-
Printing	\$	-	\$	-			\$	-
Copier	\$	100.00	\$	100.00	\$	107.27	\$	(7.27)
Outreach	\$	-	\$	-			\$	-
Software	\$	450.00	\$	450.00	\$	582.28	\$	(132.28)
Memberships	\$	192.50	\$	192.50	\$	192.50	\$	-
Licenses and Fees	\$	400.00	\$	400.00	\$	822.78	\$	(422.78)
Business Insurance	\$	100.73	\$	100.73	\$	100.73	\$	-
BOD & LEO Travel & Meetin	\$	10.00	\$	10.00			\$	10.00
Fiscal Services	\$	75.00	\$	75.00	\$	66.50	\$	8.50
Unbudgeted	\$	-	\$	-	\$	-	\$	-
Total	\$	6,888.22	\$	6,888.22	\$	7,017.44	\$	(129.22)

Budget: Year to Date for the period of 07/01/2020 to 06/30/2021**DOC Windows to Work Pgm**

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		<u>PY20 Budget</u>		<u>YTD Budget</u>		<u>Actual</u>		<u>YTD Remaining</u>
Salaries/Wages	\$	35,592.64	\$	35,592.64	\$	38,068.39	\$	(2,475.75)
Fringe	\$	7,800.00	\$	7,800.00	\$	8,987.23	\$	(1,187.23)
Staff Travel	\$	5,500.00	\$	5,500.00	\$	3,126.59	\$	2,373.41
Staff Development							\$	-
Supplies	\$	75.00	\$	75.00	\$	199.79	\$	(124.79)
Rent	\$	6,793.53	\$	6,793.53	\$	6,188.59	\$	604.94
Telephone & Internet	\$	1,124.42	\$	1,124.42	\$	1,760.87	\$	(636.45)
Participant Support	\$	5,108.21	\$	5,108.21	\$	4,825.50	\$	282.71
Total	\$	61,993.80	\$	61,993.80	\$	63,156.96	\$	(1,163.16)

Budget: Year to Date for the period of 07/01/2020 to 04/30/2021

GRANT STATUS REPORT
As of April 30, 2021

	WIOA Administration 4/1/19 - 6/30/21	WIOA Administration 4/1/20 - 6/30/22	WIOA Adult 7/1/19 - 6/30/21	WIOA Adult 7/1/20 - 6/30/22	WIOA Dislocated Worker 7/1/19 - 6/30/21	WIOA Dislocated Worker 7/1/20 - 6/30/22
Grant Period						
Grant available	\$ 91,278	\$ 89,896	\$ 217,352	\$ 220,299	\$ 331,543	\$ 357,838
<i>Prior year expenditures</i>	\$ 87,709		\$ 83,672		\$ 169,122	
<i>Current YTD expenditures</i>	\$ 3,569	\$ 79,810	\$ 133,679	\$ 192,772	\$ 162,421	\$ 204,864
Total expenditures	\$ 91,278	\$ 79,810	\$ 217,351	\$ 192,772	\$ 331,543	\$ 204,864
Grant balance	\$ (0)	\$ 10,086	\$ 1	\$ 27,527	\$ -	\$ 152,974.14
Percent Spent	100.00%	88.78%	100.00%	87.50%	100.00%	57.25%

	WIOA Youth 4/1/19 - 6/30/21	WIOA Youth 4/1/20 - 6/30/22	DOC WtW Admin 7/1/20 - 6/30/21	DOC WtW Pgm 7/1/20 - 6/31/21	Rapid Response Admin 7/1/20 - 6/30/21	Rapid Response Pgm 7/1/20 - 6/30/21
Grant Period						
Grant available	\$ 272,637	\$ 230,958	\$ 6,888	\$ 61,994	\$ 4,146	\$ 37,316
<i>Prior year expenditures</i>	\$ 14,563					
<i>Current TYD expenditures</i>	\$ 193,071		\$ 7,017	\$ 63,157	\$ 4,146	\$ 18,492
Total expenditures	\$ 207,634	\$ -	\$ 7,017	\$ 63,157	\$ 4,146	\$ 18,492
Grant balance	\$ 65,003	\$ 230,958	\$ (129)	\$ (1,163)	\$ -	\$ 18,824.47
Percent Spent	76.16%	0.00%	101.88%	101.88%	100.00%	49.55%

PY20 WIOA Youth Monthly Report

As of 6/30/2021

Case Progression

Applications		Eligibility Status		Assessment Status		Initial ISS Status		Enrollment Status		Exited	
New PY20	13	Eligible	5	Completed	4	Completed	4	Completed	4	Follow-up	2
		Pending	1	Pending	0	Pending	0	Pending	0	Discontinued	0
		Not Eligible	1	Not Completed	1	Not Completed	0	Not Completed	0	Completed	0
		Not Completed	6	NA	7	NA	8	NA	8	NA	8

Applications		Eligibility Status		Assessment Status		Initial ISS Status		Enrollment Status		Exited	
Carryover*	14	Eligible	14	Completed	12	Complete	14	Enrolled	14	Follow-up	8
				Pending TABE	2					Done	5
										Discontinued	1

Applications		Eligibility Completed		Assessment Completed		Initial ISS Completed		Enrolled		Exits	
Total	27		19		16		18		18		16

Currently Actively Enrolled	2
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Demographics

	Total	Male	Female	Black	Asian	Hispanic/Latino	LEP	Disability	Preg/Parent	Foster Care	Offender
New Applicants	13	11	2	2	0	1	1	3	1	0	4
New Enrollments	8	6	2	1	0	0	0	6	0	1	2
Carry in Enrolled	5	4	1	0	0	0	0	5	0	0	1

Enrollments

	Carry Over	New Enroll	PY Active Served	Follow-up 6/30/2021
Buffalo	0	0	0	0
Crawford	1	0	1	1
Jackson	0	0	0	0
Juneau	0	1	1	1
La Crosse	3	6	9	7
Monroe	1	1	2	2
Trempealeau	0	0	0	0
Vernon	0	0	0	0
Total	5	8	13	11

	Carry Over	New Enroll	Active Served	Follow-up 6/30/2021
OSY	2	7	9	7
ISY	3	1	4	4
Total	5	8	13	11

Training and Education

	Construction (23)	Mfg (31-33)	Transport (48-49)	IT/Software (51, 54)	Health (62)	Other	Total
Occupational Skills Training	0	0	0	0	1	0	1
Work Experience: Employment Opportunity	0	0	0	0	0	2	2
Work Experience: Internship	0	1	0	0	0	2	3
Total	0	1	0	0	1	4	6

*Carryover Applications includes all Active and Follow-up 7/1/2020, not including Discontinued Contact nor Completed Follow-up.



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PY21 WIOA Adult and Dislocated Worker
Month Ending July 31, 2021

Wisconsin Department of Workforce Development Performance Measurements

PY20	Q2 Employment			Q4 Employment			Q2 Median Earnings			Credentials			Measurable Skills Gain		
	Actual	90%	Negotiated	Actual	90%	Negotiated	Actual	90%	Negotiated	Actual	90%	Negotiated	Actual	90%	Negotiated
Adult	72.0%	72.0%	80.0%	76.1%	69.3%	77.0%	\$7,477	\$5,220	\$5,800	75.0%	61.2%	68.0%	68.4%	37.8%	42.0%
Dislocated Worker	93.3%	72.9%	81.0%	87.5%	72.9%	81.0%	\$8,065	\$7,650	\$8,500	86.7%	67.5%	75.0%	70.0%	40.5%	45.0%
	Exited 7/1/19 - 6/30/20			Exited 1/1/19 - 12/31/19			Exited 7/1/19 - 6/30/20			Exited 1/1/19 - 12/31/19			Training 7/1/20 - 6/30/21		
PY21*	Q2 Employment			Q4 Employment			Q2 Median Earnings			Credentials			Measurable Skills Gain		
	Actual	90%	Negotiated	Actual	90%	Negotiated	Actual	90%	Negotiated	Actual	90%	Negotiated	Actual	90%	Negotiated
Adult	33.3%	72.0%	80.0%	41.2%	69.3%	77.0%	\$6,988	\$5,220	\$5,800	75.0%	61.2%	68.0%	0%	37.8%	42.0%
Dislocated Worker	57.9%	72.9%	81.0%	28.3%	72.9%	81.0%	\$7,245	\$7,650	\$8,500	90.5%	67.5%	75.0%	8%	40.5%	45.0%
	Exited 7/1/20 - 6/30/21			Exited 1/1/20 - 12/31/20			Exited 7/1/20 - 6/30/21			Exited 1/1/20 - 12/31/20			Training 7/1/21 - 6/30/22		

*performance data based on YTD reporting

Western Wisconsin WDB Contract Goals and Measures

Client to Career Planner Caseload			Referrals and Co-enrollments			Quarterly Technical Assistance		
Active Participants	86		Number Referred or Co-enrolled	30		Q1	Planned 9/21/2021 with Jennifer Arzt, DWD	
FTE WIOA CP	4		Active Participants	86		Q2	TBA	
Average Caseload	22		Ratio	35%		Q3	TBA	
Goal	35-45		Goal	50%		Q4	TBA	

Applicants

Total	Male	Female	Other Gender	Asian	Hispanic/Latino	Offender	Disability
13	5	8	0	2	0	0	1

Enrollments

	Carry Over	New Enrollments	Asian	Hispanic/Latino	Offender	Active Served
Adult	35	7	1	0	0	7
DW	41	0	0	0	0	0
Total	76	7	1	0	0	7

Served	Buffalo	Crawford	Jackson	Juneau	La Crosse	Monroe	Trempealeau	Vernon	Total
Adult	0	0	4	3	15	13	4	3	42
DW	0	1	7	2	17	11	0	3	41
Total	0	1	11	5	32	24	4	6	83

Active Participants Per Exit Date (Will not see exits until at least 9/29/2021)

Active	Gade	Snyder	Tucker	Walters	Total	Exits	Total	Employed	Median Wage	Current Follow-up
Adult	6	13	22	1	42	Adult	0	0	NA	14
DW	11	22	8	0	41	DW	0	0	NA	37
Total	17	35	30	1	83	Total	0	0		51

Training

(NAICS Sectors)	Occupational Classroom Training						OJT	Adult Ed	Apprentice	TOTAL
	Manufacturing (31-33)	Healthcare (62)	Transportation (48-49)	Construction (23)	IT/Software (51, 54)	Other (52)	Construction (23)	Healthcare (62)	Other - Utilities (22)	
In Progress	4	16	0	1	3	1	0	2	3	30
Completed	0	0	1	1	0	0	1	0	0	3
MSGs	0	0	1	0	0	0	0	0	0	1
Credentials	0	0	1	0	0	0	NA	0	0	1



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DOC – WTW	Cumulative	Notes
July & August	07/01/21 – 08/23/21	
Work related Trainings attended (Total)	0	
Institution – specific meetings		
• JCI (Recruitment)	1	
• NLCI (Recruitment)	2	
Cohorts Operating	2	
Number of participants in each Cohort		
• JCI	4	
• NLCI	6	
Number of Group Sessions Completed		
• JCI	8	
• NLCI	8	
Active Community Supervision	13	
• ACS Employed	9	
Enrolled DOC Re-entry	0	
Individuals Terminated	3	

Business Services Coordinator Monthly Progress Report

Submitted on: _____ July 2021 _____ For the month of: _____ June 2021 _____ COVID restrictions still in place _____

Please complete this report by inserting bullet point highlights (minimal narrative) in RED font under each numbered item.

DELIVERABLE	ACTIVITY/PROGRESS		COMMENTS
#1 & #2 Coordination with WDB and Integration into Job Center ¹	1. Business Services Team meetings/activities: 3 meetings 2. Statewide Business Services Team meetings/activities: 3 mtgs 3. On-site recruitment/mini-job fairs: Manufacturing and IT virtual fair in July being planned; CRJF in September 4. Work-based learning referrals to service providers: final storyboard and script being worked on for state Rapid Response video committee.		-WDA9 Business Service Team monthly meeting -Coulee Region Job Fair to return in Sept. 2021 -Some training to take over Chair of State Business Solutions Team on July 1st for a year -Lunch and Learns very successful; 30 attendees -Anne from Job Service will now serve as our virtual job fair specialists -Fort McCoy meetings to set up MOU to assist in filling good jobs that are available; training job seekers
#3 Business Outreach ²	1. # contacts/meetings by demand industry and results/action items: a. Healthcare: 6 (1 new) b. Manufacturing: 40 (6 new) c. Construction: 2 d. IT: 8 (2 new) e. Transportation: 3 2. Apprenticeship contacts/activities: Started communication with Jessie Getter based in Milwaukee and our ATR Mellissa Kindhammer to meet at Western Technical College		-WDB daily check-in calls due to COVID-19 --Manufacturing contacts reporting hard time finding workers; looking into apprenticeships -Major recruitment of manufacturers and IT employers in our region for our first Virtual Job Fair -Began doing in-person tours of manufacturers and transportation employers -New Youth E3 WORKS coordinator starting -Coulee Region Job Fair recruiting starting
#4 Integration with technical colleges	Western Technical College 1. Meetings/activities: 3 2. Results/action items: 3. New programs: More flexible class schedules being researched; well received by initial employer conversations 4. "In the Hopper" more regional offerings at other campuses; new safety	SW Technical College 1 email 1. Meetings/activities: 2. Results/action items: -CNC and other programs being reevaluated 3. New programs: 4. "In the Hopper": 5. Unmet business needs?	-Meeting with Patti Balacek to check in -Western BIS and TUMMA were awarded WAT grant from the State of Wisconsin -Working with Tyler Ludeking to start promoting fall career fairs and middle school events -Manufacturing Month Oct. 2021 discussions starting; all events back in-person -Fall open house of new apprenticeship center being planned -New fire and safety training center in Sparta being built

	training center being built in Sparta; open house this fall		
#5 TUMMA ¹	1. Meetings/activities in support of TUMMA: 2 meetings 2. Results/action item: CESA4 regional pathway grant templates approved by state; fall regional employer meetings being planned; TUMMA web site training continuing	-TUMMA board and K12 Taskforce mtgs. -Sponsored Western Technical College golf outing and worked event -Awarded 6 TUMMA Western Tech scholarships -Still have 4 scholarships left for fall 2021 -TUMMA fall tour spreadsheet being worked on to give contact names to schedule tours	
#6 New sector group ¹	1. How many IT business contacts were made this month? 8 2. Results/action items: IT apprenticeships and internships are being explored; but hard as many that would serve as trainers or mentors are still working from home. First ever WDA9 virtual job fair is starting good conversations again.	-Virtual Job Fair for IT/broadband/Cyber Security jobs being developed; has given new opportunity to reach out to more IT employers -Youth Apprenticeships in IT growing -CESA5 meeting on IT regional career pathway template continues to move forward	
#7 K-12 Collaboration ¹	1. Meetings/activities: 2 meetings with Amanda with CESA4 2. Results/action items: Manufacturing and health regional career pathway templates have been approved. Now working with regional educators and employers to develop a local plan with these templates TUMMA continues to work with CESA4 and CESA5 to communicate tour opportunities or Zoom meetings with middle school and high school students.	-Shared E3 WORKS! has new WDB coordinator -CESA4 career counselors updates to keep in touch on how things are going -CESA4 and TUMMA has set up tour schedule excel spreadsheet for late summer and throughout school year for teachers, counselors, stem teachers, tech-ed teachers and parents to come out and tour facilities. -INSPIRE training ZOOM event promoted and took place with employers and educators	

Worker Advancement Initiative Summary and Request for Applications

Project Summary:

The **Worker Advancement Initiative** will serve people whose previous employment has not come back post-pandemic, as well as those who were not attached to or were not successful in the labor market prior to the pandemic, by offering subsidized employment and skills training opportunities with local employers. The program builds on the success of current transitional jobs programs in the state by launching a new, statewide effort to provide subsidized work opportunities to around 2,000 individuals. DWD will administer the program through local workforce development boards (WDBs) in partnership with community-based organizations.

DWD is seeking grant applications from the local WDBs through this Request for Applications to partner with them and their local partnership networks to serve clients who would benefit from a continuum of services, including:

- Paid work experience opportunities to develop and/or enhance job skills (wage subsidies);
- Hard and soft skill training so participants can acquire occupational skills connected to 'in-demand' jobs along with critical work-based skills needed to succeed;
- On-the-job training opportunities that will lead to economic self-sufficiency (wage subsidies); and
- Supportive services to address related barriers to employment, which may include assistance for childcare, housing, transportation and worker stipends.

DWD anticipates that it will receive \$20 million in American Rescue Plan Act (ARPA) funds from the U.S. Department of Treasury through the Wisconsin Department of Administration for the Worker Advancement Initiative. This funding will allow DWD to award grants to the WDBs to provide subsidized employment and skills training opportunities to participants, including a focus on those who will be co-enrolled in Workforce Innovation and Opportunity Act (WIOA) programs. The purpose is to effectively connect participant job seekers to employers and allow them to obtain enhanced case management and training services offered under WIOA. DWD anticipates the cost per participant served under this program will not exceed \$10,000. DWD will retain a portion of this funding to perform required information technology changes for the success of the Worker Advancement Initiative, to conduct a third-party evaluation of the program, and to administer these grants.

DWD will review all applications it receives under this Request for Applications to ensure alignment with the goals of the Worker Advancement Initiative. DWD intends to award funds to WDBs throughout the state for the purpose of providing subsidized work opportunities. DWD will make its awards using the evaluation process described in

Attachment A. DWD will also consider the total number of proposed participants and the proposed cost per participant when reviewing applications and budget proposals.

In addition to the information provided in this Summary and Request for Applications, DWD will provide labor market information (LMI) on the website for WDBs to use as a resource in tailoring their applications to the goals of this program. Each WDB should apply for the level of funding it believes it needs to carry out the Worker Advancement Initiative. If DWD receives requests for funding that exceed the total amount of funding available, DWD will determine funding allocations that maximize the use of the funds to achieve success of the program statewide. All resulting grant awards will have a two-year period of performance, with administrative funds limited to a maximum of 10% of the award.

Application Instructions:

Only Wisconsin WDBs are eligible for funding under this Request for Application. Each WDB must provide the information requested below to receive funding for the Worker Advancement Initiative. If a WDB does not provide all the requested information, DWD, at its discretion, may contact the WDB to gather the information it needs to evaluate its application for funding. The [budget template can be found here](#).

This project will be supported, in whole, by a federal award awarded to the Wisconsin Department of Workforce Development via the Wisconsin Department of Administration by the U.S. Department of the Treasury. The WDBs will be required to sign a grant agreement with DWD to receive these funds. As a condition of the grant agreement, WDB must agree to comply with the requirements of section 602 of the ARPA, regulations adopted by Treasury pursuant to section 602(f) of ARPA, and guidance issued by Treasury regarding the foregoing. Each WDB will also be required to follow all other federal regulations applicable to the ARPA funds awarded to DWD, which will be listed in the grant agreement.

Applications for funding are due to DWD no later than **5:00 p.m. Central Time on Friday, August 13, 2021**. Each WDB should email its completed application to: bwtgrants@dwd.wisconsin.gov

For any questions about this Request for Applications or the Worker Advancement Initiative, please email bwtgrants@dwd.wisconsin.gov.

Application Questions:

Applicants must provide answers to each of the questions below. In each response, DWD will be looking for creative solutions to build on the success of current transitional jobs programs in the state. Additionally, each WDB should use the LMI it received from DWD to tailor its responses to strategically implement this program based on the state of its workforce area as impacted by the COVID-19 pandemic.

1. How will the WDB use the funds awarded under this program to provide more flexible eligibility criteria than what exists in its traditional employment and training programs to improve employment outcomes for underserved individuals in your area? For example, the WDB should identify specific individuals/groups who will be served, why they have not previously been served, how they will be identified and included in this program, and what the anticipated benefit of including them will be.

Western Wisconsin Workforce Development Board (WWWDB) is a non-profit 501(c)(3) organization which provides employment and training assistance through the Workforce Innovation and Opportunity Act (WIOA). WWWDB is governed by a 23- member, business-based Board of Directors who oversees the activities of the executive leadership team and the organization

The vision and mission of WWWDB aligns directly with the goals of WAI grant in satisfying the needs of both business and job seeking customers. WWWDB seeks opportunities to be part of the solution in workforce development and training challenges. WWWDB strives to prepare its job seekers to be a talent pipeline for Western Wisconsin. WWWDB focuses on unique ways to continue to address workplace readiness, increase connections of job seekers to business and the relay of information as well as assist with barriers individuals have when seeking or holding long term sustainable employment. WWWDB uses a blend of resources to build on current programs to expand outreach to underserved populations for both immediate and long-term solution for the region. WWWDB is a highly qualified service provider uniquely prepared and ready to continue to serve.

As the economy begins to reopen after the COVID-19 pandemic shutdown, WWWDB continues to engage businesses in the workforce development system while recognizing that the new economy and approach may be significantly different. Our workforce professionals need to help the businesses as they respond to these changes. All businesses, but especially small businesses, will need to continue to review and address the ever-changing work environment. WWWDB has had the opportunity to meet with a wide variety of businesses both large and small. Upon review of the information provided to WWWDB as well as in conjunction with other providers we have established a list of some of the top issues currently facing our workforce, which in turn is directly impacting businesses ability to find candidates to fill open positions.

- Transportation
- Housing
- The rural worker
- IT (Internet, phones, laptops/devices)

- Child Care
- Unemployed or underemployed

Many businesses have identified a significant lack of anyone willing to even fill out a basic application for open positions. This hardship is not significant to one sector industry or another but are seeing it across all sectors with a significant impact within the rural communities as well as more populated areas. Many employers are willing to train on the job if they can get the job seeker to apply for an open position.

After many meetings, reviews of LMI as well as direct conversations with DWD we are finding that those populations that are the largest pool of job seekers with the ability to be immediately placed into a position are:

- The incarcerated or recently released population
- Tribal communities
- Individuals living with disabilities
- Underemployed and Unemployed

While the WWWDB serves these many in these populations through WIOA and Windows to Work programming, eligibility criteria often creates another barrier for some individuals.

With this knowledge these will be our areas of focus for these dollars. WWWDB has partnered with various organizations who are already directly working with these populations, including:

- Workforce Connection, Inc. (Unemployed-underemployed)
- Western Technical College's Project Proven (incarcerated persons)
- Ho-Chunk Nation (Native population)
- Division of Vocational Rehabilitation (Individuals with disabilities)

Based on WWWDB and LMI data will be concentrating on training or hard or soft skill obtainment:

- Transportation
- Manufacturing
- Health Care
- Construction
- IT

Soft skills will also be focused on professional development for individuals assisted by WAI funding.

Having a better understanding of the barriers affecting the populations, mentioned above, the concentration will be to have a direct impact on assistance to the job seeker to allow them additional support to get back into the workforce immediately. Our goal with WAI funding is to partner with not only the identified agencies above but other non-profit, post-secondary, and community organization to provide the

additional funding for those who may not have these types of dollars available to them in the current assistance or programming they are already participating in.

WWWDB will provide WAI services to the counties covered by WDA 9; La Crosse, Vernon, Crawford, Jackson, Trempealeau, Monroe, Juneau, and Buffalo Counties. The WWWDB is requesting 2 million dollars for WAI funding. The goal is to reach 100-150 people over the 2-year grant cycle with up to \$10,000 available to each participant that meets the eligibility requirements.

Application process:

WAI participants will be required to fill out an application. Please see attached application. Application will be submitted to WWWDB through an online application found [here](#) (please note this is in draft form until full BOD approval) [WAI Application \(Draft\)](#) . Applications will be reviewed for approval by the WAI Specialist. The WAI Specialist will forward applications that fit the qualifications of the program for final approval to the WWWDB Executive Director. Upon approval a copy will be shared with the Administrative Coordinator for notification of potential purchase order requests.

After eligibility is determined WAI Specialist will develop an employment plan with the participant. The nature of this plan is to set long term goals including, co-enrollments with additional organizations, what barriers the individual is facing, and training opportunities. This plan is to provide a guideline of next steps as well as what support they need from the WAI Specialist.

Individuals requesting services are given a WAI application and access to complete all associated forms. The applicant will be offered a referral to the following organizations and programs when appropriate:

- WIOA
- FSET
- W-2
- DVR
- DWD
- Other appropriate community or non-profit organizations

Those already participating in programming associated with training/skill obtainment or job placement will not be required to enroll in additional co-enrollments. If applicants are not already participating in a training program (hard or soft skills), actively seeking a job or participating in professional development will be required to apply or participate in at least one of the following types of services;

- Training
 - Hard or soft skill. This can be done through online or in person learning.
 - Training can be on the job, boot camps, certifications, apprenticeships, internships, post-secondary schooling, actively acquiring a HSD or GED.

- **Programming assisting with job development**
 - This can be done through program such as WIOA, FSET, W-2, or skilled boot camps (MC3). There are many programs that will assist with job development. This can also include programming such as OJT's, paid work experience or apprenticeships.
- **Supportive Services**
 - Participants not already participating in additional supportive services opportunities through other organizations will be required to receive 1-2 additional referrals to assist with skills training or other employment barriers.
- **Employment**
 - Actively working or seeking long term sustainable employment or training/skill improvement.
 - Those unemployed will receive 2-4 referrals to employers with current job openings while enrolled in WAI.

The purpose of WAI funding will be to make sure that individuals are connected to the correct organizations to provide additional support they may not have already been receiving. WWWDB intends to use the WAI funding as an extra support to participants that may not be able to receive from other organizations due to limited funding or qualifications.

Eligibility:

Enrollment and eligibility are completed through the applications form and one-on-one follow up with each applicants to ensure compliance and eligibility in a systematic approach. Proper eligibility determination and documentation is the crux to programmatic monitoring foundations and success. These systems and forms will adhere to any required reporting information, documentation and eligibility criteria to WAI funding. The WAI Specialist will be trained in both policy and procedure including acceptable documentation items to verify WAI eligibility per WWWDB policies.

Eligibility for WAI programs include determining and verifying the following items during the enrollment appointment:

- 18 years of age or older,
- Eligible to work in the United States
- Limited or non-traditional work history
- Unemployed or underemployed
 - Underemployed, defined as at or below 200% of the current federal poverty level
- Barriers that are a direct impact on employment and/or training/skill obtainment.
- Resident within WWWDB geographical area

Following enrollment all documentation of eligibility and new enrollment files are submitted to the WDB Operations and Compliances Specialist to ensure proper documentation and consistency between the case file and ASSET as well as program eligibility. No funding is spent on an individual prior to documented and verified eligibility.

Types of Services available with WAI funding:

Transportation

- Vehicles- Max \$5000.00
- Vehicle Repairs-Max \$5000.00
- Vehicle title fees
- One month of auto insurance
- Fees associated with obtainment or re-issuing of license including occupational
 - This program will not pay for fees associated with criminal violations
- Bikes and bike locks
- Bus passes-fares (this includes buses that run between cities and towns)
- Taxi/cab fares

Housing

- First and last month's rent
- Back rent due
 - When participants are facing eviction due to back pay. Max \$5000.00

Child Care

- Up to one year of childcare fees
 - Criteria for assistance in childcare
 - If employed must be working at least 35 hours a week
 - In training at least 3 quarters of the time
 - Currently in a substance abuse program
 - Job searching- up to 90 days.
 - May not exceed \$700.00 per month

Training

- Hard or soft skill obtainment
- Certifications
- Fees associated with training (equipment, tools, uniforms)
- Degrees (GED, Associates, bachelors)
- Testing or assessment fees
- Apprenticeships, internships, OJT's, Work Experiences
- Bootcamps
- Professional development (resume building, interview skills, workforce readiness)

IT

- Up to one year of internet
 - If internet is not available a Mobile hot spot may be purchased and paid for up to one year
- Laptops
- Myfi
- Mobile Devices
- Tablets
- Equipment to support connectivity

Follow Up

Follow up services will be provided by the WAI Specialist. After assistance is provided through WAI funding the WAI Specialist will continue to remain connected with the participant throughout the duration of the grant cycle. Additional details are in the WAI Case Management Policy. At minimum the WAI Specialist will keep continued contact with participants, or co-enrolled

organizations, at least:

- Once every 2 weeks, first 90 days
- Once a month, next 90 days
- Once a quarter, duration of the grant

These guidelines are implemented to continue to follow up with achievements, skills gained, assistance or additional needs the participant may have include referrals or guidance. At the end of each program year the WAI Specialist will be required to provide an update to the employment plan established at enrollment.

Additional Programming:

WWWDB is partnering with Ho-Chunk Nation in utilizing part of WAI funding to host training opportunities. Program details are attached including budgetary information. These programs will be open to anyone within the WWWDB area. The partnership with Ho-Chunk is due to their proven track record of successful enrollment as well as 75% placement rates after training programs.

Empowerment Training (provided by Ho-Chunk), additional information coming

- Financial literacy
- Workforce readiness
- Informational training on workforce barriers facing tribal communities and members.

TRANS Training (provided by Ho-Chunk), additional information coming (Free training)-supportive services including travel and lodging assistance will be provided as training is held outside of the area. Additional in-depth information is attached.

- 120 hours of training
- Entry level
- OSHA 10 certification
- Apprenticeship pre-test
- CDL Flagger
- FA/CPR
- Tool usage
- Resume building

MC3 (provided by Ho-Chunk), additional information coming. These trainings will be paid for by each registrant out of individualized assistance provided from WAI funding or if co-enrolled is eligible to be paid for by WIOA funding. This will include travel and lodging assistance provided as training is held outside the area.

Additional in-depth information is attached.

- Cement training
- CDL training certificate
- electricians

The WWWDB believes while casting a wide net of opportunity with these funds we will be able to remain as flexible as possible with WAI funding and assisting folks with barriers to employment or skill building that will lead to long term sustainable employment. The job market in its current condition is very unpredictable and in unprecedented times. WWWDB is looking for innovative ways to assist the job

seeker which in turn is going to assist employers.

Please note attached policies and forms are attached in draft form, this is pending final approval from WWWDB full board approval at the next meeting.

2. In striving toward the Initiative's goal to expand eligibility, how will the WDB use the funds to conduct targeted outreach and perform community efforts aimed at enrolling participants having difficulty finding or maintaining strong employment ties, including, but not limited to, the following:
 - Persons who have been involved in the judicial system(re-entry);
 - Non-custodial parents;
 - Long-term unemployed (*i.e.*, persons detached from workforce);
 - Tribal members; and/or
 - Persons with disabilities?

The WWWDB is currently partnering with organization already working with the populations addressed in the questions. These organizations are directly connected to the folks in need.

- **Workforce Connections, Inc (W-2, FSET and WIOA)**
- **Division of Vocational Rehabilitation**
- **Western Technical College, Project Proven (working with persons involved in the judicial system after release)**
- **Ho-Chunk Nation**

WWWDB's intent with WAI funding is to have all participants actively co-enrolled in additional programming that can help them on a long-term basis with finding long term, sustainable employment, or skill building. WAI funding large focus will be a supportive service to participants working with career planners, counselors, case managers, etc.

Staffing:

WAI Specialist Duties:

- **Review of applications for funding,**
- **review and submission of purchase order requests and**
- **management of participants.**
- **Attend meetings, updates and prepare reporting materials**
- **Attending meetings associated with the Job Center and OSO Taskforce**
- **All other duties assigned in association with WAI funding**

This will be a 2-year position. Please see attached financial breakdown for direct costs associated with this position.

WAI Specialist will maintain standard schedules during business hours. However, WWWDB recognizes the needs for flexible scheduling to meet the needs of staff and participants. Staff maintain flexibility to meet with customers outside of the normal business hours and in itinerant locations as needs or patterns arise to meet the needs of the participants. Staff are provided with laptops to allow flexibility and mobility throughout the service area allowing for flexibility in accessing services for individuals.

All new enrollments and closes will go through a monitoring process to ensure proper documentation and consistency in ASSET. This monitoring is coordinated between WAI Specialist and WIOA Operations and Compliance Specialist . This allows for critical check points to avoid disallowed costs and monitoring issues.

Program outreach is also a critical component of Basic Services and will be led up by the WAI Specialist. Digital outreach campaigns will be used as well as coordinated and strategic community outreach through attendance at community events, resource and job fairs, as well as the coordination of activities through the Business Services Team and community partner information sharing. These services will be highly promoted and utilized through already existing programs participants are enrolled in. While co-enrollment is not a requirement, it is encouraged, and the WAI Specialist will refer individuals to appropriate programming to ensure the participant is provided additional services to assist with skill obtainment and/or long-term sustainable employment

Continued communication with businesses will be vital in connecting employers with job openings and WAI participants.

Part of WAI funding will be used to help participants short-term with dollars required to begin a job. We have heard from employers and job seekers not all job seekers require, or want, additional job training, but rather need help with items like fixing a vehicle, so they are able to get to work. WDB 9's rural areas are especially hit hard with barriers like this where public transportation is lacking. Assistance like this would be considered short-term, but individuals will remain in follow-up with the WAI Specialist.

The Executive Director will provide administrative and programming support. The WIOA Operations and Compliance Specialist will provide additional programming support. WWWDB Administrative Coordinator will provide administrative support. Please see more detailed financials attached.

3. Describe the WDB's strategies regarding co-enrollment with other agencies/programs for effective wrap-around services for customers being served.

WWWDB has had the opportunity to meet with a wide variety of businesses both large and small. Upon review of the information provided to WWWDB as well as in conjunction with other providers we have established a list of some of the top issues currently facing our workforce, which in turn is directly impacting business's ability to find candidates to fill open positions.

- Transportation
- Housing
- The rural worker
- IT (Internet, phones, laptops/devices)

- Child Care
- Unemployed or underemployed

Many businesses have identified a significant lack of anyone willing to even fill out a basic application for open positions. This hardship is not significant to one sector industry or another but are seeing it across all sectors with a significant impact within the rural communities as well as more populated areas. Many employers are willing to train on the job if they can get the job seeker to apply for an open position.

After many meetings, reviews of LMI as well as direct conversations with DWD we are finding that those populations that are the largest pool of job seekers with the ability to be immediately placed into a position are:

- The incarcerated or recently released population
- Tribal communities
- Individuals living with disabilities
- Underemployed and Unemployed

While the WWWDB serves these many in these populations through WIOA and Windows to Work programming, eligibility criteria often creates another barrier for some individuals.

With this knowledge these will be our areas of focus for these dollars. WWWDB has partnered with various organizations who are already directly working with these populations, including:

- Workforce Connection, Inc. (Unemployed-underemployed)
- Western Technical College's Project Proven (incarcerated persons)
- Ho-Chunk Nation (Native population)
- Division of Vocational Rehabilitation (Individuals with disabilities)

Based on WWWDB and LMI data will be concentrating on training or hard or soft skill obtainment:

- Transportation
- Manufacturing
- Health Care
- Construction
- IT

Soft skills will also be focused on professional development for individuals assisted by WAI funding.

Having a better understanding of the barriers affecting the populations, mentioned above, the concentration will be to have a direct impact on assistance to the job seeker to allow them additional support to get back into the workforce immediately. Our goal with WAI funding is to partner with not only the identified agencies above but other non-profit, post-

secondary, and community organization to provide the additional funding for those who may not have these types of dollars available to them in the current assistance or programming they are already participating

WWWDB's intent with WAI Funding is to have every participant co-enrolled with other training or skill obtainment programming. These connections will be established with the WAI Specialist through the employment plan upon application completion and eligibility determination. These participants will lay out their goals, their barriers, by the end of 2 years what will they have accomplished. WAI Specialist will assist with enrollments, referrals, follow up, resume assistance, assist with applications or skill development. Participants will be in contact with WAI Specialist for the duration of the grant which includes updates to enrollment plans on an annual basis.

4. What is the WDB's strategy for ensuring equitable and inclusive participation in and outcomes for this program?

WWWDB will continue to partner with any training, skill development, employer or organization in the assistance provided with WAI funding. By partnering with organizations already working with vulnerable population as well as continuing to partner with organization working with those forgotten populations will be key.

WWWDB is partnering with Ho-Chunk Nation in utilizing part of WAI funding to host training opportunities. Program details are attached including budgetary information.

Empowerment Training (provided by Ho-Chunk), additional information coming

- Financial literacy
- Workforce readiness
- Informational training on workforce barriers facing tribal communities and members.

Empowerment Training is based off of Broken Mending Hearts training for tribal communities. There is a strong importance for everyone to understand cultural barriers facing the tribal communities.

TRANS Training (provided by Ho-Chunk), additional information coming (Free training)-supportive services including travel and lodging assistance will be provided as training is held outside of the area. Additional in-depth information is attached.

- 120 hours of training
- Entry level
- OSHA 10 certification
- Apprenticeship pre-test
- CDL Flagger
- FA/CPR
- Tool usage
- Resume building

MC3 (provided by Ho-Chunk), additional information coming. These trainings will be paid for by each registrant out of individualized assistance provided from WAI funding or if co-enrolled is eligible to be paid for by WIOA funding. This will include travel and lodging assistance provided as training is held outside the area.

Additional in-depth information is attached.

- **Cement training**
- **CDL training certificate**
- **electricians**

5. What agencies will the WDB partner with to identify and engage underrepresented individuals and groups? Please provide letters of commitment for partners that you will be working with as part of your proposal.

- **Workforce Connection, Inc (WIOA, FEST, W-2)**
- **Western Technical College, Project Proven (incarcerated population)**
- **Ho-Chunk Nation**
- **Division of Vocational Rehabilitation**

Additional partners in development are Couleecap, Coulee Council on Addictions, and BLACK. At this time we are still working and hope to bring them in as a strong partner when utilizing WAI funding.

6. How will the WDB validate and verify individuals who fall under the federal poverty guidelines? How will the WDB provide on-the-job training opportunities that will lead to economic self-sufficiency?

All WAI participants will be at, or below, 200% of the current federal poverty guidelines (see below). Income documentation will be required at the time of eligibility determination.

2021		FEDERAL POVERTY LEVELS				2021
Size of Household	138%	150%	200%	250%	300%	400%
1	\$17,609	\$19,140	\$25,520	\$31,900	\$38,280	\$51,040
2	\$23,791	\$25,860	\$34,480	\$43,100	\$51,720	\$68,960
3	\$29,974	\$32,580	\$43,440	\$54,300	\$65,160	\$86,880
4	\$36,156	\$39,300	\$52,400	\$65,500	\$78,600	\$104,800
5	\$42,338	\$46,020	\$61,360	\$76,700	\$92,040	\$122,720
6	\$48,521	\$52,740	\$70,320	\$87,900	\$105,480	\$140,640
7	\$54,703	\$59,460	\$79,280	\$99,100	\$118,920	\$158,560
8	\$60,886	\$66,180	\$88,240	\$110,300	\$132,360	\$176,480

With WWWDB and WAI funding our intent is to assist organization who will be providing on-the-job training opportunities. WWWDB utilizing WAI Funding will ensure those not enrolled are assisted in the enrollment process with already existing organizations as well as provide additional supportive services for barriers. Expectations for participants enrolled with WWWDB for WAI funding are all co-enrolled with other organizations assisting with skill development/obtainment or placement in employment.

WWWDB is partnering with Ho-Chunk Nation in utilizing part of WAI funding to host training opportunities. Program details are attached including budgetary information.

Empowerment Training (provided by Ho-Chunk), additional information coming

- Financial literacy
- Workforce readiness
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- Cement training
- CDL training certificate
- electricians

DWD Evaluation Process:

DWD will evaluate applications based on the attached evaluation criteria checklist provided as Attachment A.

Performance Metrics and Reporting Requirements

All WDBs receiving funding under this Request for Applications will be required to meet the following performance goals over the period of performance:

- Employment in the 2nd quarter after exit;
- Employment in the 4th quarter after exit; and
- Measurable skill gain.

All WDBs receiving funding under this Request for Applications will be required to meet the following reporting requirements:

- Submit monthly Financial Status Report in COMET;
- Submit a Final Financial Status Report in COMET; and
- Submit a Quarterly Narrative Report to DWD.

Proposed Budget for the Worker Advancement Initiative		
Applicants must provide a proposed budget that corresponds to its proposed use of funds, as described in its responses to the Application Questions.		
Applicant Name:	Western Wisconsin Workforce Development Board	
Fiscal Agent:		
Address(es):	2615 East Avenue South, Suite 101 La Crosse, WI 54601	
Participant Breakdown by Services	Planned Enrollment Numbers	Planned Expenditures
Participant Training and Supportive Services	150	\$ 1,500,000.00
Empowerment Training	90	\$ 120,000.00
Program Staffing		\$ 150,000.00
Staff Travel		\$ 15,000.00
Staff Development		\$ 1,200.00
Rent		\$ 10,000.00
Phone and Internet		\$ 3,500.00
Supplies		\$ 2,000.00
Total Program Funds:	240	\$ 1,801,700.00
Admin Funds (max 10% of Program funds):	N/A	\$ 180,170.00
Total Grant Funds (Prog + Admin):	N/A	\$ 1,981,870.00



WORKERS ADVANCEMENT INITIATIVE (WAI) CASE MANAGEMENT POLICY

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The Western Wisconsin Workforce Development Board and its service providers are equal opportunity employers and service providers. If you have a disability and need to access this information in an alternative format, or need it translated to another language, please contact Melisa Myers, 608-789-5499, myersm@westernwdb.org or Wisconsin Relay 711.

INTRODUCTION:

WORKER ADVANCEMENT INITIATIVE (WAI)

The Worker Advancement Initiative will serve people whose previous employment has not come back post-pandemic, as well as those who were not attached to or were not successful in the labor market prior to the pandemic, by offering subsidized employment and skills training opportunities with local employers.

OUTREACH

Program outreach is a critical component of WAI basic services and will be headed up by the WAI Specialist. Digital outreach campaigns will be used as well as coordinated and strategic community outreach through attendance at community events, resource, and job fairs, as well as the coordination of activities through the Business Services Team and community partner information sharing. These services will be highly promoted and utilized through already existing programs participants are enrolled in. While co-enrollment is not a requirement, it is encouraged, and the WAI Specialist will refer individuals to appropriate programming to ensure the participant is provided adequate services to assist with skill attainment and/or long-term sustainable employment.

Continued communication through all organizations business services coordinators or team members will be vital in connecting employers to participants with current job openings. Part of the WAI funding will be direct connection as well as the supportive services to have them start. What we are hearing from both employers and job seekers is sometimes they don't want additional training but need the extra help with getting a car running to get and hold a job. WWWDB envisions assisting folks with short term needs such as that to eliminate the barrier and help an employer fill and open position. While WAI Specialist will continue to do follow up with that individual, they may only face the one barrier short term to get established in the job market. We especially see our rural areas hit the hardest by transportation issues such as this due to lack of public transportation. WWWDB intends to utilize WAI funding to assist both in long term and short-term barriers to employment or skill building.

SECTION 1 – EFFECTIVE CASE MANAGEMENT

The WAI Specialist will carry out critical activities: assessment, career planning, coordination of supportive services, job matching, placement, and follow-up. Suggestions for making these activities as effective as possible are discussed in detail below.

The WDB expects WAI Specialist to possess the knowledge, skills, and abilities to work effectively with participants in a manner conducive to successful outcomes. If a WAI Specialist is to serve as a mentor, coach, and counselor, he or she needs to develop a successful relationship with the customer. Strong interpersonal communication skills are essential in this process.

Effective Interviews

Effective Interviews help the WAI Specialist understand the customer's current situation, immediate needs, goals, strengths, and challenges. Use of the following methods can increase the

effectiveness of interviewing:

- Asking open-ended questions. Engage the customer in a conversation, and invite him or her to share more information by asking questions that can't be answered with just a simple "yes" or "no."
- Probing. Ask questions designed to gather additional information about a topic or to follow up on customer statements.
- Avoiding judgments. Refrain from expressing judgment (verbally or nonverbally) during interviews and adopt a nonjudgmental attitude.
- Being sensitive to body language. Be sensitive to the customer's nonverbal responses, as a complement to carefully listening to what the customer actually says.

Developing Rapport

Strong rapport enables the WAI Specialist to connect with the customer and to understand his or her goals and challenges. Relating to the customer and encouraging him or her to share goals sets a positive, collaborative tone for all interaction. The following methods assist in establishing rapport:

- Relating as partners. Make collaboration and shared responsibility the basis of the relationship.
- Mirroring. Match speech and body language—such as tone, tempo, and inflection—during conversations.
- Showing enthusiasm. Show genuine interest and enthusiasm in the conversation by being present and attentive to what is being said.

Ensuring Confidentiality

Assuring the customer that his or her statements will be kept confidential is an important part of building trust and open communication. To the extent possible, the WAI Specialist should do the following to ensure confidentiality:

- Converse in a private environment. Provide a physical space that invites the customer to share personal information without the possibility of others overhearing.
- Protect documents. Keep documentation confidential, ensuring that only authorized persons have access to customer information.
- Maintain privacy. Share customer information or discuss the customer's situation only with those involved in the customer's service strategy.
- Any medical or legal documents should be maintained separately, in a secure location.

Active Listening

By validating a customer's experiences and point of view, active listening during formal and informal conversations helps build the customer's self-esteem. And to the extent that it helps build trust and establish openness, active listening can also provide the WAI Specialist with useful information about the customer's goals, roadblocks, and social system (such as relatives, friends, neighbors). Active listening involves using the following techniques:

- Restating and paraphrasing. In your own words, feed the customer's statements back to him or her to assure both of you that the customer has been understood.
- Clarifying. Ask questions that help clarify what the customer has said.
- Reflecting. Use information provided by the customer to clarify links between stated goals and the intended course of action or career path.

Motivating, Supporting, and Empowering

The WAI Specialist needs to be able to motivate, support, and empower the customer throughout his or her time in the program. The following strategies may help to accomplish this:

- Leveraging motivators. Identify the strengths, core values, and dreams that motivate the customer, and use these to generate optimism and keep the conversation positive.
- Focusing on successes. Praise successes, especially small ones, and re-define failures as partial successes and learning opportunities.
- Providing incentives. Use tangible rewards to motivate customers to act and reach goals.
- Empowering the customer. Help customers learn to see themselves as their own best resources.

WAI APPLICATION PROCESS

WAI participants will be required to fill out an application, which is available on the Western Wisconsin WDB website. Applications will be reviewed for approval by the WAI Specialist. The WAI Specialist will forward applications that fit the qualifications of the program for final approval to the WWWDB Executive Director. Upon approval a copy will be shared with the Administrative Specialist for notification of potential purchase order requests.

WWWDB has partnered with various organizations who are already directly working with similar populations. The applicant will be offered a referral to the following organizations/funding sources when appropriate:

- Workforce Connection, Inc. (Unemployed-underemployed, WIOA, FSET, W-2)
- Western Technical College (Incarcerated persons, Project Proven)
- Ho-Chunk Nation
- Division of Vocational Rehabilitation (DVR) (individuals with disabilities)
- Wisconsin Department of Workforce Development (DWD)
 - Job Service (public, Wagner Peyser)
 - Office of Veterans Employment Services (OVES)
- Other appropriate community organizations or non-profit organizations

Our goal with WAI funding is to partner with not only the identified agencies above but other non-profit, post-secondary, and community organization to provide the additional funding for those who may not have these types of dollars available to them in the current assistance or programming they are already participating in.

While co-enrollment is not a requirement, it is encouraged, and the WAI Specialist will refer individuals to appropriate programming to ensure the participant is provided additional services to assist with skill obtainment and/or long-term sustainable employment

WWWDB will continue to partner with any training, skill development, employer or organization in the assistance provided with WAI funding. By partnering with organizations already working with vulnerable population as well as continuing to partner with organization working with those forgotten populations will be key.

WAI Specialists will become familiar with resources in the community so that customers are able to

address their barriers to employment. There are a variety of places to get information on different resources:

- There is a Community Resources Search widget available in the Comprehensive Employment Planning Toolkit (CEPT) system. You can search for a community resource that is unique to a certain customer and save the information, which is accessible to the participant via their Job Center of Wisconsin (JCW) account.
- The Workforce Connections website has resource guides that were produced by the W-2 Children's Services Network. These guides can be accessed at <https://www.workforceconnections.org/resources.html>.
- The Greater La Crosse Area Diversity Council has a resource directory at <https://www.glaxdiversitycouncil.com/multicultural-resource-guide/>.

Applicant may benefit to referrals to health care, drug and alcohol abuse counseling and referral, individual and family counseling, special services and materials for individuals with disabilities, childcare and dependent care, meals, temporary shelter, financial counseling, and any other service that may help overcome a specific barrier to employment.

AODA referrals may use free resources (e.g. Coulee Council on Addictions (608) 784-4177 <http://www.couleecouncil.org/> or Driftless Recovery Services (608) 519-5906 <https://www.driftlessrecovery.com/>).

Heating and cooling assistance could be pursued through resources such as: Low Income Home Energy Assistance Program (LIHEAP), Salvation Army's "Heat Share", local programs, and faith-based organizations. Rent assistance could possibly be obtained through the U.S. Department of Housing and Urban Development (HUD). In addition, the possibility of setting up a payment plan with the utility company/landlord should be explored and documented.

The purpose of WAI funding will be to make sure that folks are connected to the correct organizations to provide additional support they may not have already been receiving. WWWDB intends to use the WAI funding as an extra support to participants that may not be able to receive from other organizations due to limited funding or qualifications.

Referral methods may include:

- 1) Completing an Internal Referral Form as fully as possible and emailing to staff at the organization receiving the referral.
- 2) Providing application information to the customer when notifying of eligibility for WAI.
- 3) Using the Comprehensive Employment Planning Toolkit (CEPT) Community Resources widget to notify the customer when reviewing their JCW account at <https://jobcenterofwisconsin.com/>.

MEDICAL OR DISABILITY-RELATED INFORMATION

Any medical or disability-related information obtained about a particular individual, including information that could lead to the disclosure of a disability, should be collected on separate forms. All such information, whether in hard copy, electronic, or both, should be maintained in one or more separate files, apart from any other information about the individual, and treated

as confidential.

If an applicant requires accommodations because of a disability or needs translation/interpreting services, arrangements should be made for the needed accommodations without time delays so the applicant can complete an application form as soon as possible. These forms may not be placed in a participant's case file but should be kept in separate locked or otherwise secured files.

It is important to document all barriers to employment so that

- they can be addressed as part of service delivery, and
- characteristics can be reported to funding sources in aggregate.

SECTION 2 – ASSET AND OTHER REPORTING

ASSET

The case management database for WAI is the *Automated System Support for Employment and Training (ASSET)*. It is the system of record for pertinent participant-related information including eligibility, service provision, case notes, and performance reporting. ASSET access must be granted to access these sites. To gain access, complete the DETS- 10-E form, which can be downloaded at https://dwd.wisconsin.gov/dwd/forms/dws/dets_10_e.htm.

Dates reported in ASSET need to have a purpose and should coincide with the activities of the participant.

OTHER REPORTING

All WDBs receiving funding under this Request for Applications will be required to meet the following performance goals over the period of performance:

- Employment in the 2nd quarter after exit;
- Employment in the 4th quarter after exit; and
- Measurable skill gain.

All WDBs receiving funding under this Request for Applications will be required to meet the following reporting requirements:

- Submit monthly Financial Status Report in COMET;
- Submit a Final Financial Status Report in COMET; and
- Submit a Quarterly Narrative Report to DWD.

SECTION 3 – CASE NOTES

Timely, accurate, comprehensive case notes are required to document a participant's experience and progress in the WAI program. An external monitor should be able to follow case notes to get a sense of the participants' needs, goals, and progress. Case notes should justify why services are being provided. WAI Specialists face several challenges in creating good case notes: sufficient information, but not too much; personal details, but protection of privacy; usable by a diverse audience, but not repetitious; and spending sufficient time on case notes but ensuring enough time for meaningful participant contact. Poor case notes may require additional time and explanation at a later date.

Case notes should include the context, setting, conditions, circumstances, and framework around which the interview/meeting was scheduled. This is not intended to repeat situations that have been outlined in previous case notes, but rather to introduce new situations or follow up on old situations that impact the participant's potential success. If nothing has changed for the participant, there is no requirement to put a background statement in the case note. However, WAI Specialists should always consider background at every meeting/contact.

It is important to explain the purpose, function, rationale, or intended usefulness of the contact/service. If you know **why** you met with your customer, be sure to tell the audience the reason for the meeting at the beginning of the case note.

Do not confuse "frequency" with "purpose." You might be meeting with the participant monthly, but "monthly meeting" is not the reason or purpose for getting together. Purpose should revolve around the planned goals and activities – are things getting done according to plan.

WAI Specialists should be observing, using all senses, the moment the participant arrives. Try to see the participant as a potential employer would; identify what could impact success in a training program, interview, or employment. Observations should focus on patterns, habits, and approaches that could impact goal attainment. Opinions should never appear in a case note. In other words, observations should be objective, not subjective. Example: "Customer had a bad attitude" (subjective opinion) vs. "Customer was ten minutes late" (objective observation).

Case notes, at the very least, should include a summary of key events in a participant contact.

Case notes should include details of what was accomplished in the participant contact. If nothing was accomplished, state why.

Case notes should include how the contact and/or service relates to the Employment Plan goals and objectives, including whether the participant is on track, ahead of schedule, behind schedule, or needs an entirely different plan to accomplish goals.

Case notes should explain the next steps, including "assignments" given to the participant, when the next meeting will occur, any documentation the participant will need to bring to the next meeting, and any other information regarding what will happen next as per the Employment Plan. Doing so provides the necessary flow from one activity to another that effectively illustrates participant activity and services.

Avoid using acronyms in case notes.

SECTION 4 – PARTICIPANT CONTACT POLICY

Participant contact is needed for a variety of reasons:

- Providing services to the participant that provide value to the participant
- Gathering needed documentation as required
- Cultivating a professional relationship with the participant to retain rapport
- Encouraging the participant toward the goals on their Employment Plan

- Providing information to the participant to help them understand and meet their goals
- Receiving information from the participant to help understand the participant's barriers, goals, and the steps they are taking to reach for their goals.

WAI Specialists may feel that they are working harder than their customers. This will most likely be the case, as WAI Specialists are the professionals with the tools and knowledge to help participants reach their goals, while participants are likely to not have the same levels of skill and knowledge; and WAI Specialists need to additionally document for reporting compliance for WAI. It is important to remember that we are serving people with barriers to employment and other life challenges. If adequate rapport is developed and maintained with participants, they are more likely to open up and share their success with their WAI Specialists.

Communication methods may vary from participant to participant, and from contact to contact. In-person contacts are the most efficient way to communicate, as it is more persuasive and motivating, and signatures are easily obtained.

Phone calls, texts, emails, letters sent via USPS, video conferencing, and possibly others are all suitable for connecting with participants. Take care to keep communications relevant to every customer whom the communication is directed. If not relevant, breakdown in communication and rapport may suffer. Email blasts, with a large variety of job openings, sent to an entire caseload doesn't take much effort, and participants and monitors alike see this as a marginal service. However, targeting one or two openings to one or two people who have matching career goals will mean much more.

Case notes should contain information about when a contact attempt was made, who initiated it, if it was answered, and the content of the conversation. See Section 3 on Case Notes for more information on effective case notes. Contact attempts should be documented in the case file.

LOSING CONTACT

If a participant has not received a service or engaged in contact for two months, the WAI Specialist will ensure and have documented due diligence to have attempted to engage the participant. This includes multiple and varied contact attempts. Before terminating all contact with a participant due to disengagement, complete the following:

- Attempt all methods of contact available in the case file.
- Use an intensive strategy as part of the engagement process. Intensive strategies include:
 - registered or return receipt mail
 - contacting the last known employer
 - contacting the school
 - contacting the alternative contact
- Last attempt will be a letter by USPS Mail stating that the participant has a specific length of time to respond, or they will no longer be provided services from WAI.
- Email the WDB Operations and Compliance Specialist or designee a description of the situation and what strategies have been attempted to get approval to discontinue contact attempts. A Discontinue Contact form may be used if the policy statements on top of the form coincide with this policy.

SECTION 5 - ELIGIBILITY DETERMINATION

Enrollment and eligibility are completed through the application form and one-on-one follow up with each applicant to ensure compliance and eligibility in a systematic approach. Proper eligibility determination and documentation is the crux to programmatic monitoring foundations and success. These systems and forms will adhere to any required reporting information, documentation, and eligibility criteria to WAI funding. The WAI Specialist will be trained in both policy and procedure including acceptable documentation items to verify WAI eligibility per WWWDB policies.

Eligibility for WAI programs includes determining and verifying the following items during the enrollment appointment:

- 18 years of age or older,
- Eligible to work in the United States
- Limited or non-traditional work history
- Unemployed or underemployed
- Underemployed, meeting at or below 200% of the current federal poverty level
- Barriers that are a direct impact on employment or training/skill obtainment.

Verification of eligibility criteria should be retained in the case file. Case notes are expected to adequately discuss the eligibility information. Following enrollment all documentation of eligibility and new enrollment files are submitted to the WDB Operations and Compliance Specialist to ensure proper documentation and consistency between the case file and ASSET as well as program eligibility. No funding is spent on an individual prior to documented and verified eligibility.

SECTION 6 – EMPLOYMENT PLAN (EP) DEVELOPMENT

The WDB expects WAI Specialists to help customers understand career choice, training options, and strategies for resolving barriers to self-sufficiency. Career planning includes analyzing the customer's skills, interests, and other assessment results, examining current labor market information, and working with the customer to develop an employment plan that includes immediate steps to obtain employment and long-term strategies to advance in the labor market. The WAI Specialist is expected to work in close collaboration with the customer to develop a comprehensive service strategy or action plan. Involving the customer is essential, since the Employment Plan discussion can help customers come to new understandings of their interests and resources, which may affect how they would like to proceed with their employment plans. Once the WAI Specialist informs the customer of available activities, training programs, and other services, the two should work as partners to develop a mutually agreed-upon employment plan.

The EP is an agreement between the customer and WAI Specialist about how the customer will progress through benchmarks on the way to meeting his or her goals. The EP is expected to be tailored to the specific needs of the customer, referenced often, and updated at least every 6 months to track and reflect any changes. The WAI Specialist is expected to work with customers to develop EPs that set specific, measurable, obtainable goals and provide reasonable timeframes. Participant files will be monitored for signed copies of the Initial Employment Plan and EP updates.

The WAI Specialist and Participant will discuss the customer's current situation and how it affects his

or her short-term and long-term plans. Other elements to consider when developing an EP:

- Labor market information (LMI) may be used to guide the customer to make more forward-thinking decisions about his or her career path, considering not only his or her interests and goals, but also the current labor context. WAI Specialist can access LMI on WisConomy or through the local DWD Economist.
- Co-enrollment – other programs should be considered to best meet the needs of each participant

When preparing for the EP appointment with the participant, it is an excellent time to do a check that the necessary forms are in the file, and data is up to date in ASSET.

Once the EP is complete, the WAI Specialist should use the EP as a roadmap to help the customer obtain training and/or employment. When planning a course of action for an EP review and case-noting activity, the WAI Specialist should consider the following:

- Next steps. These are the actions the customer needs to take at any point in the program or service strategy. This part of the EP is dynamic and requires updating as customers complete steps.
- Milestones. Milestones denote when a step in the plan is complete, or an objective has been achieved. They should be specific, measurable, and attainable within a designated timeframe.

Employment Plan reviews should occur at least every six months and be in-person, if possible, to eliminate the appearance of a staff-led plan rather than a participant-led plan and to ensure the plan review is signed immediately. It is the responsibility of the WAI Specialist to plan ahead for the required updates. This joint review will be documented in the case file notes and signed by both the case manager and customer. In lieu of participant signature the WDB will accept the following (in priority order):

1. Acknowledgement via the Job Center of Wisconsin website.
2. Participant agreement to the review and/or update via written correspondence (e-mail, text, or letter)
3. Case notes in ASSET and in the file, indicating the date and outcome of the review and acknowledging the participant's agreement to the review as well as a statement why the signature was not or could not be obtained.

SECTION 7 – CAREER SERVICES

Soft skills will also be focused on professional development (resume building, interview skills, workforce readiness, etc.) for individuals assisted by WAI funding when needed and identified in the EP plan.

SECTION 8 –WORK EXPERIENCE

The work experience should help participants acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The work experience provides participants with the opportunities for career exploration and skill development. Work Experience participants can work up to 40 hours a week, no longer than 10 weeks at \$15.00 hour. No benefits will be

available to those participating in a work experience.

Work Experiences are planned structured learning experiences that take place in a workplace for limited periods of time. Work experiences may take place in the private for-profit sector, the non-profit sector, or the public sector. Fair Labor Standards or applicable State law applies.

Work experience should be based on identified needs of the individual on the participant's Employment Plan.

The participant may enter more than one paid work experience activity prior to exit from WAI. A participant's work experience schedule will be determined on an individual basis; however, the maximum number of hours any one participant can't exceed 40 hours per week. The exact duration will be set as appropriate for the participant's employment goals, background and skill level as reflected in the EP. Participants cannot take part in a work experience activity until the "Work Experience Agreement" has been approved and signed by all parties.

WAI Specialist and Participant mutually review and determine the feasibility of utilizing a work experience activity.

The selection of a worksite for a paid work experience is determined by the needs of the participant/employer. The employer agrees to provide work-related activities for the participant(s) to develop basic work habits, learn occupational skills, and gain usable "Work Experience" to promote future employment.

The employer agrees to maintain records and prepare reports on the participant. The employer must observe and comply with applicable safety and health standards; observe Workers Compensation and other Labor Laws of Wisconsin and the Federal Government; adjust to other conditions as stated in the worksite agreement.

"Work Experience" activities will not reduce employer's current employees' work hours, displace current employees, or create a lay-off of current employees, impair existing contract or collective bargaining agreements, and/or infringe upon the promotional opportunities of current employees.

When the WAI Specialist identifies a potential worksite match between a participant and employer, the WAI Specialist will review the work experience opportunity with the participant and evaluate the participant's interest. The WAI Specialist authorizes all Work Experience. For the work experience, the WAI Specialist will:

- Submit, update and/or modify the EP
- Arrange worksite interview(s) with the employer
- Complete a Work Experience Agreement

The Employment Plan (EP) will identify barriers to training and employment and specify plans to overcome barriers.

SECTION 9 - TRAINING

Based on WWWDB and LMI data we will also be concentrating on any occupational skills training or soft skill obtainment in the following sectors:

- Transportation
- Manufacturing
- Health Care
- Construction
- Information Technology

Training may be online or in person. Training may be on-the-job, boot camps, certifications, Associate's Degrees, Bachelor's Degrees, apprenticeships, internships, post-secondary schooling, actively acquiring a HSED or GED.

SECTION 10 – SUPPORT SERVICES

The Employment Plan (EP) will clearly document the need for the supportive services.

Supportive services are allowable during follow-up.

Having a better understanding of the barriers affecting the populations, mentioned above, the concentration will be to have a direct impact on assistance to the job seeker to allow them additional support to get back into the workforce immediately.

Individuals need to understand that support services are intended to be provided when funding is available and not as an ongoing service. In some cases, an individual may need alternate funds to cover any remaining costs.

WAI funds are only available to support the individual enrolled in the program; therefore, bills/invoices:

- must be in their name, OR
- in rare exceptions, in the name of another (spouse, relative, roommate, significant other, etc.), where the following information is provided:
 - Name
 - At least 2 methods of contact information
 - Relationship to the participant
 - Rationale for using this other individual

Good judgment will apply in the selection of a provider. The provider should have a competitive price compared to other providers and shall be from the local area whenever possible. This will allow for direct contact, ease in obtaining the service, and the expenditure of funds within service area boundaries. Reputation, quality, cost, and individual choice will be considered in the selection of providers.

Since WAI program funding is not an entitlement, supportive service payments are made on a case-by-case basis only when determined necessary and reasonable. Therefore, it is imperative that the goals listed on the employment plan are consistent with what the customer intends to achieve.

Support services provide participants with the resources they need to overcome barriers. Support services assistance is provided to participants who have an EP that outlines the need for supportive services that are tied to career goals and activities.

Support services are documented on the EP. Financial documentation should include itemized receipts and copies of purchase orders.

FUNDING LEVELS

Maximum Lifetime Limit – The maximum lifetime limit for Supportive Services for an individual enrolled in WAI is \$10,000. This is not an entitlement.

Clothing/Uniforms –Any clothing or uniform support should be limited to what is required for the individual for training, work-experience, interviewing or employment.

Dependent Care –

- Limit \$700 per month for 12 months.
- The case file needs to contain documentation that the individual was in one of the following situations:
 - Employed and working at least 35 hours per week
 - In training (includes online training) and at least a ¾ time student (e.g., 9 credits)
 - In a substance abuse program
 - Job searching (up to 90 days)
- Up to current market rates per hour for every hour in job search or training activities for the first dependent and up to 80% of the current market rate for each additional dependent. The Childcare Resource and Referral agency in La Crosse, which can be assessed at <https://www.theparentingplace.net/parents/resources/choosing-child-care/average-child-care-rates/> will be the source for the current market rates. Case files should include the printed web page, showing the rate used, and that it pertains to the same criteria as the participant.
- Family members living in the home are not eligible to receive dependent care reimbursement.

Educational Expenses - Allowable expenses are college application fees, other required fees for training, background checks, GED/HSED testing, testing/assessment fees, books, supplies, equipment, tools, uniforms, certification exams, etc.

Additional needs can be considered with a detailed description of the need provided to the WWWDB Executive Director who will need to approve any additional items needed.

Lodging – Up to 50% of lodging required during an out-of-area job search is reimbursable up to the current per diem rate for the area of lodging as defined by the federal government. Out-of-area is defined to be over 1 hour of travel time.

Rent -

- First and last month's rent
- Up to \$5,000 for back pay, when participant is facing eviction due to back pay.

Physical Examinations – Up to \$300 per individual lifetime limit. Support must be directly related to employment or education and not covered by other insurance (including BadgerCare and ACA) or employers. Examples include physicals, TB tests, and eyeglasses/exams. Physical examinations will be provided and will be limited to what is required to assess the individual for program activities.

Transportation – If provision of a bus pass or other public transportation meets the needs of the participant, it should be the first option to consider.

- Bus passes/tokens, or gas vouchers/cards may be used, but not in combination for the same participant. (this includes buses that run between cities and towns)
 - Gas cards must be consistently applied to participants and must be documented with logs.
- **Taxi/Cab Fares**
- **Auto Title Fees**
- **Driver's Licenses** –Driver's training courses, instruction permits, testing, and licenses are allowable. Includes re-issuing of license and occupational licenses
- **One Month Auto Insurance** – Up to \$500 lifetime limit. Liability, Uninsured Motorist, and Underinsured Motorist may be provided for one month only.
- **Bikes and Bike Locks**
- **Vehicle Repairs** - The maximum lifetime limit for repairs is \$5,000. The need for the car for training or work-related activity should be documented.
Other requirements include:
 - The vehicle must be owned by the enrolled individual
 - The vehicle needs to be current on State registration,
 - The individual needs to have a valid driver's license.
 - Two written estimates of repairs must be submitted.
- **Automobile** to get to work or school – up to \$5000.00
- WAI will **NOT** pay for fees associated with criminal violations

Utilities- Should an individual be at risk of losing utility disconnection, emergency payments may be made.

- The case file should contain documentation of the eviction or disconnection notice. One-time payments may be made to the utility company and should not exceed what is required to bring the individual current.
- Two Emergency payments limit

Work-Related Tools – A bona fide offer of employment with start date and a statement from an employer specifying the exact tools or equipment needed for employment must be provided or equipment related to training or skill development. Protective Eyewear and safety eyeglasses are acceptable. The type, quality and amount will be within usual, customary, and reasonable standards.

Technology

- Internet Connectivity
 - Up to one year duration
 - If internet is not available, a mobile hot spot may be purchased and paid for up to one year

- Equipment to support connectivity
- MyFi
- Mobile Devices
- Tablets
- Laptop computer

Other Support Services and Waivers to Exceed Guidelines – Support services not specifically mentioned above will be considered on an individual basis with the amounts determined based on the needs of the individual, as documented in the EP, and needed for success. WAI Specialist must gain written approval of the WDB Director or designee before the expense is incurred.

SECTION 11 - EXIT AND FOLLOW UP

Active service provision should continue until:

- The participant has attained the education/employment goal(s) identified on the IEP/ISS and no further services are needed; or
- The participant no longer responds to contact attempts.

Follow up services will be provided by the WAI Specialist. After assistance is provided through WAI funding the WAI Specialist will continue to remain connected with the participant throughout the duration of the grant cycle. At minimum the WAI Specialist will keep continued contact with participants, or co-enrolled organizations, at least:

- Once every 2 weeks, during the first 90 days after exit
- Once a month, next 90 days
- Once a quarter, for the duration of the grant

Follow-up is provided to ensure the participant is successful in employment and/or post-secondary education and training. Follow-up is also provided to assist with additional needs the participant may have included referrals or guidance. At the end of each program year the WAI Specialist will be required to provide an update to the employment plan established at enrollment.

Each participant will go through a monitoring process near the time of program exit to ensure proper documentation and consistency in ASSET. This monitoring is coordinated between WAI Specialist and WIOA Operations and Compliance Specialist. This allows for critical check points to avoid disallowed costs and monitoring issues.

Staff should offer follow-up services unless the participant refuses or cannot be located or contacted. These reasons should be documented in case notes. Follow-up services may last for the duration of the grant period. The types of services provided should be determined based on the needs of the individual and therefore, the type and intensity of follow-up services may differ for each participant. Before ceasing contact attempts, strategies as outlined in Section 4 must be used and documented.



FINANCIAL POLICIES AND PROCEDURES MANUAL

Approved: December 19, 2016
Updated and Approved: February 20, 2017
Updated and Approved: June 19, 2018
Updated and Approved: December 3, 2018
Updated and Approved: July 7, 2020
Updated and Approved:

A handwritten signature in black ink, appearing to read "Jimmy Johnson", with a long horizontal line extending to the right.

Signed

July 7, 2020

Dated

SECTION 100 — OVERVIEW OF FINANCIAL PROCEDURES MANUAL

POLICY — The Western Wisconsin Workforce Development Board Inc. (WDB) Financial Policies and Procedures Manual was developed and is maintained for these main purposes:

- To clearly communicate to staff, Western Wisconsin WDB Board members, funding sources and the general public, the systems the Western Wisconsin WDB will use to protect the integrity of grants and funds as well as the agency's assets and to show how grant and program activities will be documented.
- To minimize opportunities for fraud by setting up task separation and internal controls.
- To show which staff positions have responsibility for individual business processes and which staff or Western Wisconsin WDB Board positions have responsibility for monitoring those activities.
- To show Western Wisconsin WDB's continued compliance with Generally Accepted Accounting Principles (GAAP), Office of Management and Budget Uniform Guidance the Catalog of Federal Regulations (CFR), the Single Audit Act, individual funding source rules and regulations and the rules and regulations of the Internal Revenue Service, the Department of Labor as well as State of Wisconsin rules, regulations and laws.

PROCEDURES

I. AUTHORITY

- A. The Western Wisconsin WDB Executive Committee or Full Board approve the Financial Policy and Procedures Manual. The Western Wisconsin WDB staff then administers the policies and procedures.
- B. The Western Wisconsin WDB Executive Director is responsible for all operations, activities and programs, including financial management.
- C. The Western Wisconsin WDB Chair will assume the Western Wisconsin WDB Executive Director's financial management duties in the absence of the Western Wisconsin WDB Executive Director.
- D. All Western Wisconsin WDB employees will follow the organization's organizational chart lines of authority. The Western Wisconsin WDB Executive Director or a designee maintains and updates the chart as needed. See Attachment.
- E. Current job descriptions will be maintained for all employees indicating duties and responsibilities. The Western Wisconsin WDB Personnel Policies, which communicates the organization's system of personnel administration and staff compensation, is maintained by the Western Wisconsin WDB Executive Director. All staff receives a copy of the personnel policies when hired.

II. FISCAL OPERATIONS

- A. Accounting will be on an accrual basis. The fiscal year runs from July 1 through June 30 of each year. The Western Wisconsin WDB Administrative Coordinator prepares year-end closing and financial reports and the Western Wisconsin WDB Executive Director will review. The Western Wisconsin WDB Chair signs appropriate year-end financial report if required by the funding source.
- B. The Western Wisconsin WDB takes steps to ensure all funds, property, and other assets are safeguarded against loss from unauthorized use or disposition. Financial duties and responsibilities will be separated to the extent that staffing limitations will allow. No one employee shall have control over cash receipts, cash disbursements, payrolls, reconciliation of bank accounts or purchase orders.
- C. All Western Wisconsin WDB staff with fiscal responsibilities are required to take annual vacations.

- D. All manual fiscal forms and documents will be completed in ink to minimize the chances of fraud.
- E. The Western Wisconsin WDB uses a computer-based automated accounting system to accomplish all accounting responsibilities and will ensure that staff who use this system are well trained with its use. The Western Wisconsin WDB Administrative Coordinator enters transactions into the accounting system and it is backed up and saved regularly.
- F. All fiscal forms, such as checks, deposit slips, cash receipts, purchase orders and invoices are numbered and used sequentially. Checks are stored in a secured place. Any voided forms or checks will be clearly marked as VOID.
- G. Western Wisconsin WDB staff prepare annual budgets. Local Elected Officials and the Western Wisconsin WDB Board of Directors, or its designated committee, will approve the annual budgets.
- H. The Western Wisconsin WDB Administrative Coordinator prepares reports comparing budgets to actual expenditures for all grants and funding sources. The Western Wisconsin WDB Administrative Coordinator is responsible for fiscal reports to funding sources and will follow the requirements of each individual grant as set out in the grant agreement.
- I. All financial and accounting practices, procedures and reports will be prepared in accordance with General Accepted Accounting Principles (GAAP), Office of Management and Budget Uniform Guidance the Catalog of Federal Regulations (CFR), the Single Audit Act, individual funding source rules and regulations and the rules and regulations of the Internal Revenue Service, the Department of Labor as well as State of Wisconsin rules, regulations and laws.
- J. Western Wisconsin WDB members and the Western Wisconsin WDB Executive Director are encouraged to monitor the agency's annual audit process, the check writing process or any other fiscal processes.

III. AUDIT

- A. A financial and compliance audit is performed annually on an organization wide basis with the audit period coinciding with the corporate fiscal year.
- B. The audit is conducted in accordance with the U.S. General Accounting Office OMB circulars and audit guidelines issued by significant funding sources.
- C. An independent CPA firm selected through a competitive procurement process conducts the audit.
- D. The internal process of the audit is to be conducted as follows:
 - 1. The Western Wisconsin WDB Executive Director and Western Wisconsin WDB Administrative Coordinator will answer all audit staff questions during audit field work and after an audit's exit conference.
 - 2. Upon receipt of the draft audit report, any finding responses as well as verification of content will be prepared (as appropriate) by Western Wisconsin WDB Executive Director for the Western Wisconsin WDB Chair's signature and sent to the audit firm within written time frame granted.
 - 3. Western Wisconsin WDB staff will address questions still unsatisfactorily answered in the final audit report and a final audit response will be sent to required grantor agencies within the written time frames granted.
 - 4. The cost of the Western Wisconsin WDB's audit is the responsibility of the Western Wisconsin

WDB and its programs unless otherwise provided by agreement.

IV. AUDIT RESOLUTION

- A. The final audit report is a public document. All field work, working papers, as well as the draft copy of the audit are the property of the accounting firm conducting the audit.
- B. Receipt of the final audit report starts the audit resolution process and must be responded to within 30 days unless a written request is applied for and granted. Debts due to audit disallowances are established at this point. Western Wisconsin WDB staff may enter into formal complaint/grievance procedure for disallowances according to the policy of specific grants.

V. SARBANES-OXLEY ACT PROVISIONS

- A. If anyone requests Western Wisconsin WDB staff to violate any of the financial policies, processes or procedures contained in this manual, the staff member will immediately report the incident to the Western Wisconsin WDB Executive Director or the Western Wisconsin WDB Treasurer/Secretary.
- B. Anyone reporting financial irregularities, discrepancies, or fraudulent transactions will be protected from retaliation by the person or persons committing these acts.
- C. Supporting documentation will not be destroyed pertaining to inside or outside investigations into financial irregularities, discrepancies, or fraudulent transactions until such claims have been resolved.

VI. WESTERN WISCONSIN WDB RECORD RETENTION POLICY

In accordance with CFR 200.334, financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award must be retained for a period of three years. The Western Wisconsin WDB will keep these items that originated from the Western Wisconsin WDB for three years. Subcontractors will be required to keep these items that originated from their organization for three years.

Funding source retention policies will be followed as needed.

VI. APPROVAL

The most recent update of the Western Wisconsin WDB Financial Policy and Procedures Manual was approved by a motion of the Board of Directors on July 7, 2020.

SECTION 200 — PETTY CASH

POLICY — The Western Wisconsin WDB will not have funds set aside in a petty cash account.

Draft

SECTION 300 — CASH MANAGEMENT – RECEIVABLES

POLICY — Cash management procedures will ensure that an appropriate level of funds to cover upcoming expenditures is maintained in the Western Wisconsin WDB checking account. Cash management procedures are used as a guide for entering invoices and funding draws into the accounts receivables system and will outline internal controls followed during the cash management — receivables process.

PROCEDURES

I. FUNDING SOURCE REQUESTS FOR PAYMENT OR REIMBURSEMENT

- A. Cash in the Western Wisconsin WDB checking account is kept at a minimum and managed in compliance with funding source rules and regulations and OMB Uniform Guidance as appropriate.

The Western Wisconsin WDB Administrative Coordinator monitors cash levels in all Western Wisconsin WDB accounts. The Western Wisconsin WDB Administrative Coordinator prepares and submits cash requests based on expenditures and balance requirements. The Western Wisconsin WDB Executive Director reviews and approves all cash requests. Both the Western Wisconsin WDB Executive Director and the Western Wisconsin WDB Administrative Coordinator initial and date the request documentation. The Western Wisconsin WDB Administrative Coordinator verifies cash requests have been received and deposited. The Western Wisconsin WDB Secretary/Treasurer reviews and approves cash draws with the monthly bank reconciliation.

- B. Requests for funding source payments will be based on the immediate cash needs of Western Wisconsin WDB. The Western Wisconsin WDB Administrative Coordinator directs all fund draws and invoices for funds reimbursements or advances, and ensures submission to the appropriate funding agency. The Western Wisconsin WDB Administrative Coordinator enters those funding source requests into the accounts receivable module of the automated accounting system.
- C. Items to be considered when anticipating immediate cash needs include, but are not limited to:
1. Unpaid invoices on hand
 2. Estimated salaries/wages and fringe benefits
 3. Rents that are due
 4. Reimbursement requests from sub recipient(s)
 5. Timing of cash requests to ensure minimal time between receiving and disbursing funds to remain in compliance with CFR 200.305(b). Please see Section 500 for specific procedures that ensure compliance with CFR 200.305(b)

II. REFUNDS

- A. Refunds received from vendors are initiated by the vendor or Western Wisconsin WDB Administrative Coordinator and authorized by the vendor. The expense is decreased and cash is increased.
1. The Western Wisconsin WDB Administrative Coordinator researches and prepares posting accounts, and the Western Wisconsin WDB Executive Director approves before entry into the accounting system.
 2. The Western Wisconsin WDB Administrative Coordinator enters refunds as a credit in the accounts payable module of the accounting system and applies the refund to the matching accounts payable.
- B. All monies due to the Western Wisconsin WDB will be invoiced within 45 days.

SECTION 400 — CASH RECEIPTS

POLICY — The Western Wisconsin WDB has cash receipts procedures to ensure that accurate records of cash receipts are kept for all the agency cash accounts and to minimize the opportunities for fraud. Western Wisconsin Workforce Development Board staff is responsible for carrying out these procedures.

I. PROCEDURES

- A. The Western Wisconsin WDB Administrative Coordinator records the receipt of electronic funds transfers from funding sources after the electronic deposit has been verified. The deposit date is the date the bank records the transaction.
- B. The Western Wisconsin WDB Administrative Coordinator receipts on the manual cash receipts register physical payments received through the mail or other means. The WIOA Operations and Compliance Specialist restrictively endorses each check received, prepares the deposit slip, and deposits the funds into an account of a financial institution which provides FDIC/FSLIC coverage.
- C. The deposit slip and check(s) are scanned and forwarded to the Western Wisconsin WDB Administrative Coordinator for recording into the accounting system.
- D. The Western Wisconsin WDB Administrative Coordinator enters the cash receipt into the accounting software's accounts receivable module and the deposit into the general checking account of the accounting system. At no time will the person who prepares the deposits also enter the data.
- E. The Western Wisconsin WDB Treasurer/Secretary reviews, signs and dates each cash deposit to ensure all cash received through physical means has been deposited.
- F. The Western Wisconsin WDB Administrative Coordinator receives the monthly bank statement and verifies the electronic cash requests and other cash receipts have been received and accounted for by the bank. The Western Wisconsin WDB Administrative Coordinator reconciles the bank statement on a monthly basis and maintain copies of the statement in Western Wisconsin WDB files. The Western Wisconsin Executive Director and Western Wisconsin WDB Treasurer/Secretary reviews, signs and dates each monthly bank reconciliation report.

SECTION 500 — CASH DISBURSEMENTS, PURCHASING, COST ALLOWABILITY, PROCUREMENT & EQUIPMENT

POLICY — The Western Wisconsin WDB ensures disbursements are handled in a manner that protects agency cash assets, conform to Generally Accepted Accounting Principles, and Uniform Guidance and ensure that grants are properly expensed. The policy minimizes any chance of check writing fraud, and ensures that all funding source rules and regulations are followed by staff when procuring goods and services for the agency.

The Western Wisconsin WDB Administrative Coordinator is responsible for cash disbursements and the Western Wisconsin WDB Executive Director monitors this process. In accordance with CFR 200.305(b), electronic mechanisms are used throughout the life cycle of the transaction process, including electronic approval of invoices upon receipt, electronic accounting functions, electronic cash requests, and electronic transfer of funds to vendors and subrecipients. This process ensures the time between funds transfer and disbursement is minimized. Payments are processed after all invoices have been approved and cash requests are received.

I. CASH DISBURSEMENTS

- A. For non-Federal entities other than states, payments methods must minimize the time elapsing between the transfer of funds from the United States Treasury or the pass-through entity and the disbursement by the non-Federal entity whether the payment is made by electronic funds transfer, or issuance or redemption of checks, warrants, or payment by other means.
- B. The Western Wisconsin WDB Administrative Coordinator enters invoices into Bill.com. The invoices are electronically submitted for payment approval to the Western Wisconsin WDB Executive Director and a member of the Board of Directors, preferably the Western Wisconsin WDB Treasurer/Secretary. Once payments are approved, the Western Wisconsin WDB Administrative Coordinator completes the bill paying process.
- C. If manually prepared checks are needed for payment, the Western Wisconsin WDB Administrative Coordinator prints the checks after payment has been approved. The Western Wisconsin WDB Executive Director and a member of the Western Wisconsin WDB Board of Directors sign the checks.
- D. Electronic copies of the invoices and approvals are kept in Western Wisconsin WDB files. When manual checks are prepared, the check stub and invoices are electronically saved in Western Wisconsin WDB files.
- G. The Western Wisconsin WDB Administrative Coordinator is responsible for all blank checks, kept under lock and key.
- H. Voided checks will have “VOID” boldly written in ink or stamped across the face of the check and are saved electronically in Western Wisconsin WDB files.
- I. In the event of a lost or stolen check, the Western Wisconsin WDB Administrative Coordinator will ask the payee to wait 90 days for the automatic cancellation of the check and reissuance of the check. At the Western Wisconsin WDB Executive Director’s discretion a check may be reissued sooner. The Western Wisconsin WDB Administrative Coordinator will check online or call the bank to see if the check has cleared the bank. If not, the Western Wisconsin WDB Administrative Coordinator will stop the check. The original check will be voided and a replacement check will be issued after the bank has confirmed the stop payment and the Western Wisconsin WDB Executive Director has approved the service charge.

- J. All writing of and voiding of checks must go through the Western Wisconsin WDB's automated accounting system. The Western Wisconsin WDB Administrative Coordinator monitors all check writing activities.

In no event will:

1. Checks be prepared and signed in advance
2. Checks be made out to "cash" or "bearer"
3. Checks be prepared on verbal authorization
4. Checks be used other than in numerical order
5. Checks be prepared unless these procedures are followed

II. IMPROPER PAYMENTS AND BAD DEBT

Improper payment means any payment that should not have been made or that was made in an incorrect amount (including overpayments and underpayments) under statutory, contractual, administrative, or other legally applicable requirements. Improper payment also includes any payment to an ineligible party, any payment for an ineligible good or service, any duplicate payment, any payment for a good or service not received (except for such payments where authorized by law), any payment that does not account for credit for applicable discounts, and any payment where insufficient or lack of documentation prevents a reviewer from discerning whether a payment was proper.

- A. The Western Wisconsin WDB Administrative Coordinator checks all invoices for duplication, that invoice is for ineligible goods and proper documentation for the purchase has been received before entering into Bill.com. If the invoice is deemed proper, the Western Wisconsin WDB Administrative Coordinator enters the invoice into Bill.com. The Western Wisconsin WDB Executive Director and Western Wisconsin WDB Treasurer/Secretary check for correct payment amounts and that payment is being made to the correct vendor before approving for payment.
- B. Prior contracting with a subrecipient, the Western Wisconsin WDB Executive Director reviews the OMB-designated integrity and performance system accessible through SAM to make sure payments are not made to ineligible subrecipients.

Bad debts (debts which have been determined to be uncollectable), including losses (whether actual or estimated) arising from uncollectable accounts and other claims, are unallowable. Related collection costs, and related legal costs, arising from such debts after they have been determined to be uncollectable are also unallowable.

The costs incurred by a non-Federal entity to recover improper payments are allowable as either direct or indirect costs, as appropriate. Amounts collected may be used by the non-Federal entity in accordance with cash management standards set forth in CFR 200.305.

- A. The Western Wisconsin WDB Administrative Coordinator monitors open accounts receivables on a monthly basis and will follow up on any old grant or funding sources open invoices.
- B. If payment is not received within 30 days of the first request, a second request will be mailed. If after another 30 days payment is not received, the amount receivable may be withheld from any future payment with the approval of the Western Wisconsin WDB Executive Director.
- C. If payment is not made after the preceding steps, the Western Wisconsin WDB Administrative Coordinator will send a letter to the debtor requesting payment. A collection agency may be employed at the Western Wisconsin WDB Executive Director's discretion. After the above steps have been taken and

the amount is determined to be uncollectible, the debt will be written off against the appropriate account(s) and appropriate sanctions applied to the debtor.

III. PROCUREMENT

POLICY — In accordance with CFR 200.318(c)(1), the Western Wisconsin WDB, its officers, employees, and agents must all comply with these policies and the requirements found in CFR 200.317 through 200.326. Inadvertent violations of these standards will be handled on a case by case basis, with corrective action as the consequence. Any officer, employee, or agent who knowingly violates these standards will be subject to disciplinary action based on the severity of the violation, up to and including termination of board membership, employment, or contracts. CFR 200.317 through 200.326 includes requirements for having written policies, oversight, conflict of interest, avoidance of unnecessary or duplicative purchases, maintaining appropriate procurement practices, having full and open competition, and contractual provisions. The Western Wisconsin WDB, its officers, and agents are responsible for knowing and abiding by the requirements contained within these standards, including consideration of small business, minority-owned businesses, women's businesses, and labor surplus area firms in purchasing decisions. The Western Wisconsin WDB Executive Director, in conjunction with the Western Wisconsin WDB Executive Committee, oversees procurement activities to ensure compliance.

In procurement transactions, the following determinations will be assessed:

- Determine if the expenditure is budgeted
- Determine if funds are available for the expenditure
- Determine if the expenditure is allowed under the grant
- Determine if the expenditure is necessary to the program

Procurement can be made in one of six methods:

- A. **Micro-Purchases - Up to \$10,000.** In accordance with CFR and to the extent possible, the Western Wisconsin WDB will distribute micro-purchases equitably among qualified buyers. Micro-purchases may be awarded without soliciting competitive quotations if the Western Wisconsin WDB considers the price reasonable.

Purchases less than \$200 do not require formal purchasing or a purchase order. The Western Wisconsin WDB Executive Director can approve program and administrative-related purchases of more than \$200, but less than \$1,000.

The WDB Executive Director submits documentation to substantiate all purchases under \$1,000 to the Western Wisconsin WDB Board Treasurer for his/her review quarterly. Any purchases more than \$1,000 require approval by a member of the Western Wisconsin WDB Board of Directors, preferably the Chair. A requisition is completed to track expenditures and vendor.

For purchases over \$1,000, two or more informal bids or quotations are suggested. The discretion of the buyer is to be used with this type of purchasing to ensure prudent expenditure of grant funds and comparative shopping has been diligently completed.

- B. **Small purchases - Relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold (\$250,000).** History of the procurement must be maintained. For any purchases over the \$1,000 threshold, the same procedures for micro-purchase will apply with the following exceptions:

- For purchases up to \$4,999 the Western Wisconsin WDB must secure rate or prices quotations

from at least three qualified sources. Acceptable quotes are oral, verbal, phone, email, written or website quotes.

- Purchases of \$5,000 to \$250,000 will require the transmission of written invitations for quotes from at least three vendors and the subsequent receipt of at least three written or faxed quotes.

Uniform Guidance defines equipment as tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or \$5,000. Equipment cannot be expensed against the grant unless exception is made by the funding source.

- C. Sealed bids (formal advertising) – Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction, if the conditions in paragraph (c)(1) of this section apply.

1. In order for sealed bidding to be feasible, the following conditions should be present:
 - a. A complete, adequate, and realistic specification or purchase description is available;
 - b. Two or more responsible bidders are willing and able to compete effectively for the business;
 - c. The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.
2. If sealed bids are used, the following requirements apply:
 - a. Bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids, for local, and tribal governments, the invitation for bids must be publicly advertised;
 - b. The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;
 - c. All bids will be opened at the time and place prescribed in the invitation for bids, and for local and tribal governments, the bids must be opened publicly;
 - d. A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and
 - e. Any or all bids may be rejected if there is a sound documented reason.

- D. Competitive Proposal – The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded. Western Wisconsin WDB will use competitive proposals to develop Request for Proposals to procure services and purchases of \$150,000. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

1. Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical;
2. Proposals must be solicited from an adequate number of qualified sources;
3. The non-Federal entity must have a written method for conducting technical evaluations of the

- proposals received and for selecting recipients;
 - 4. Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and
 - 5. The non-Federal entity may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.
- E. Noncompetitive Proposals – Procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:
- 1. The item is available only from a single source;
 - 2. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
 - 3. The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or
 - 4. After solicitation of a number of sources, competition is determined inadequate.

IV. CREDIT CARDS

- A. Credit cards may be obtained in the corporate name when necessary for the expedient purchase of goods or services.
- B. The number of corporate credit and charge cards shall be limited to one major credit card and only those vendor charge cards that are regular and recurring vendors of the organization.
- C. Credit/charge cards will be kept in a locked cabinet when not in use.
- D. The Western Wisconsin WDB Executive Director shall make application for all credit/charge cards, shall assume responsibility for the use of all corporate credit/charge cards and shall verbally approve purchases less than \$200 and approve in writing all purchases \$1,000 and over. The Western Wisconsin WDB Executive Director's ruling on disputes over credit charge cards will be final.
- E. The Western Wisconsin WDB Chair approves the Western Wisconsin WDB Executive Director's use of credit/charge cards for purchases more than \$1,000.
- F. Specific agency staff shall be designated as signatories on each credit/charge card.
- G. All credit and charge card transactions will be accompanied by a receipt that is submitted to the Western Wisconsin WDB Administrative Coordinator.
- H. Where appropriate, purchase orders will accompany credit/charge card transactions.
- I. Credit/charge card purchases may be made via the Internet, telephone or fax with proper approval as long as reasonable care is taken to insure the security of communication vehicles.
- J. No personal purchases may be made using corporate credit/charge cards. Misuse of an agency credit card

shall be cause for immediate termination of employment.

V. EQUIPMENT AND OTHER CAPITAL EXPENDITURES

- A. The following rules of allowability must apply to equipment and other capital expenditures: Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval of the Federal awarding agency or pass-through entity.
1. Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval of the Federal awarding agency or pass-through entity.
 2. Capital expenditures for special purpose equipment are allowable as direct costs, provided that items with a unit cost of \$5,000 or more have the prior written approval of the Federal awarding agency or pass-through entity.
 3. Capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life are unallowable as a direct cost except with the prior written approval of the Federal awarding agency, or pass-through entity. See CFR 200.436 Depreciation, for rules on the allowability of depreciation on buildings, capital improvements, and equipment. See also CFR 200.465 Rental costs of real property and equipment.
 4. When approved as a direct charge pursuant to paragraphs (b)(1) through (3) of this section, capital expenditures will be charged in the period in which the expenditure is incurred, or as otherwise determined appropriate and negotiated with the Federal awarding agency.
 5. The unamortized portion of any equipment written off as a result of a change in capitalization levels may be recovered by continuing to claim the otherwise allowable depreciation on the equipment, or by amortizing the amount to be written off over a period of years negotiated with the Federal cognizant agency for indirect cost.
 6. Cost of equipment disposal. If the non-Federal entity is instructed by the Federal awarding agency to otherwise dispose of or transfer the equipment the costs of such disposal or transfer are allowable.
 7. Equipment and other capital expenditures are unallowable as indirect costs.

VI. INVENTORY

- A. The Western Wisconsin Workforce Development Board inventories all tangible personal property with a unit acquisition cost of \$5,000 or more and a useful life of more than one year. Supplies with an acquisition cost less than \$5,000 can be tagged at the discretion of the Western Wisconsin WDB Executive Director.
- B. The Western Wisconsin WDB Administrative Coordinator assigns and affixes a unique inventory tag number to each piece of equipment to be inventoried:
1. Inventory tag number
 2. Item description
 3. Model number
 4. Serial number
 5. Date received
 6. Acquisition source
 7. Purchase price
 8. Grant and/or program purchased under
 9. Name of holder
 10. Location
 11. Date last inventoried

- C. The Western Wisconsin WDB Administrative Coordinator keeps all paperwork related to the purchase of durable goods. This includes the receipt, requisition and invoices and funding source authorizations.
- D. Equipment more than \$5,000 which has been purchased with direct grant funds will be entered as a fixed asset in the Western Wisconsin WDB's accounting system and will be placed on the State recitative inventory list or other necessary funding source lists.
- E. The Western Wisconsin WDB Administrative Coordinator takes a physical inventory of all tagged supplies and equipment annually. The inventory indicates items' location and condition.
- F. The physical inventory is reconciled with the property records, or in the case of equipment, with the fixed asset schedule. All discrepancies must be properly explained and changes are made to the inventory system as needed.
- G. During the physical inventory, any property that is obsolete, in unusable condition or otherwise disposable of will be noted. Disposition of property will be conducted under the rules of the original funding source if the funding source has retained an interest in the items. Disposed property will be removed from the property register. Disposed property records will be kept for three years.
- H. After the physical inventory has been completed and the inventory records matched, the Western Wisconsin WDB Administrative Coordinator prepares a new listing of the durable goods and equipment values listed on the equipment inventory will be insured at replacement value with no less than a \$500 deductible on loss.

SECTION 600 — SUBRECIPIENT

POLICY — The Western Wisconsin WDB sets guidelines for the financial management of subrecipient (the Western Wisconsin WDB may use the term “contracts” for sub awards.) It is the responsibility of the Western Wisconsin WDB Executive Director to ensure that all contracts are in place, signed and accurate before program activities commence. Bids and written contracts clearly defining work to be performed are maintained for all sub-award contracts and comply with funding source regulations. At the sole discretion of the Western Wisconsin WDB Executive Director a letter of authorization may be issued to the sub-awardee for a defined amount within a specific period while the contract is completed.

The Western Wisconsin WDB Executive Director approves and signs all contracts. The Western Wisconsin WDB Executive Director approves and monitors contract budget(s), invoices and payments. The Western Wisconsin WDB Executive Director monitors subrecipient program activities. The Western Wisconsin WDB Administrative Coordinator processes invoices as detailed in Section 500 Cash Disbursements. Western Wisconsin WDB monitors contracts to sub-awardees to ensure compliance with the terms and requirements of any and all agreements between Western Wisconsin WDB and the subrecipient are maintained.

I. FINANCIAL RESPONSIBILITY

- A. As per the terms of the award contract, the sub-awardee must maintain systems with the capabilities to:
 - 1. Ensure the protection of funds made available
 - 2. Ensure compliance with terms of the grant agreement and local policy and precedence
 - 3. Adequately account for the use of the funds
- B. The subrecipient will establish financial procedures and:
 - 1. Will submit invoice(s) for reimbursements as outlined in the sub-awardee contract.
 - 2. Will monitor budget and actual expenditures and ensure the submission of budget modifications as needed.
- C. Subrecipient invoicing to Western Wisconsin Workforce Development Board is as follows:
 - 1. Monthly invoices will be prepared according to the format approved by the Western Wisconsin WDB. Invoices must be received by the Western Wisconsin WDB on or before the due date specified in the contract. More frequent reimbursements will be accepted with previous approval by the Western Wisconsin WDB Executive Director. Late invoices will be marked as such.
 - 2. The invoice should report expenditures to date including actual expenses and properly calculated and documented accrued expenses and obligations
 - 3. A final invoice must be received by the Western Wisconsin WDB within 30 days after the contract end date or the date specified in the contract. Invoices received after the date in the contracts and before contract closeout, will be paid at the discretion of the Western Wisconsin WDB. Payments will not be made after a contract has closed.
- D. Budget modifications will follow the procedure(s) defined in the subrecipient contract.

II. FINANCIAL MONITORING AND AUDITS

- A. The sub-awardee will permit, with prior notice and during regular business hours, the Western Wisconsin WDB and its auditor, the Department of Workforce Development, the U.S. Department of Labor and other funding sources the examination and duplication of records relating to all matters covered by the sub-awardee contract. Western Wisconsin WDB may request such examination and information as often as it deems necessary.
- B. Western Wisconsin WDB monitors subrecipient's fiscal operation. The monitoring may consist of on-site records review and/or desk review at the discretion of the Western Wisconsin WDB. The subrecipient agrees to provide assistance with the monitoring process. All monitoring findings, comments and documentation will be available to the Western Wisconsin WDB for review.
- C. Fiscal monitoring reports will be issued within thirty days from the date of the monitoring end. These reports include findings, recommendations and/or observations.
- D. The sub-awardee will have thirty days from receipt of the report to respond to any findings and must include corrective action taken or a corrective action plan.
- E. A closure letter is issued upon satisfactory corrective action taken or an accepted corrective action plan against all findings.
- F. The sub-awardee may not enter into an agreement or assign, transfer rights and/or interests given in the sub-awardee contract to a third party without written prior approval from the Western Wisconsin WDB Executive Director. If approval is granted, the sub-awardee must financially monitor the contract and make the records available to the Western Wisconsin WDB for review.
- G. The sub-awardee will have a single, organization-wide financial and compliance audit performed by a qualified independent auditor on a yearly basis for the period of the subcontract. The audit will be formed in accordance with Federal Office of Management and Budget Uniform Guidance and state single audit guideline issued by the Wisconsin Department of Administration (DOA). A final copy of the completed audit will be submitted to the Western Wisconsin WDB for review and findings resolution.
- H. The sub-awardee audit report and financial statement(s) are independent of the Western Wisconsin WDB's audit. Findings included in the subrecipient's reports that are applicable to Western Wisconsin WDB funds will be resolved by the Western Wisconsin Workforce Development Board. Instances of noncompliance with applicable laws and regulations will be resolved within six months of the receipt of the sub-awardee audit report. Any findings relative to the Western Wisconsin WDB contract determined as a result of the audit shall result in the following resolution process:
 - 1. Development of a corrective action plan.
 - 2. Monitoring by the Western Wisconsin WDB to assure corrective action is implemented within specific time limits.
 - 3. Established communication between the Western Wisconsin WDB, sub-awardee or other federal funding source if the issue has cognizance.
 - 4. Recovery of any disallowed costs.
 - 5. Correction of any necessary records

III. RECORDS MAINTENANCE AND INSURANCE

- A. Financial records, supporting documents, statistical records, and all other non-Federal entity records

pertinent to a Federal award must be retained for a period of three years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or pass-through entity in the case of a subrecipient. Federal awarding agencies and pass-through entities must not impose any other record retention requirements upon non-Federal entities. The only exceptions are the following:

1. If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.
 2. When the non-Federal entity is notified in writing by the Federal awarding agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or pass-through entity to extend the retention period.
 3. Records for real property and equipment acquired with Federal funds must be retained for 3 years after final disposition.
 4. When records are transferred to or maintained by the Federal awarding agency or pass-through entity, the 3-year retention requirement is not applicable to the non-Federal entity.
 5. Records for program income transactions after the period of performance. In some cases recipients must report program income after the period of performance. Where there is such a requirement, the retention period for the records pertaining to the earning of the program income starts from the end of the non-Federal entity's fiscal year in which the program income is earned.
 6. Indirect cost rate proposals and cost allocations plans. This paragraph applies to the following types of documents and their supporting records: indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable (such as computer usage chargeback rates or composite fringe benefit rates).
 - a. If submitted for negotiation. If the proposal, plan, or other computation is required to be submitted to the Federal Government (or to the pass-through entity) to form the basis for negotiation of the rate, then the 3-year retention period for its supporting records starts from the date of such submission.
 - b. If not submitted for negotiation. If the proposal, plan, or other computation is not required to be submitted to the Federal Government (or to the pass-through entity) for negotiation purposes, then the 3-year retention period for the proposal, plan, or computation and its supporting records starts from the end of the fiscal year (or other accounting period) covered by the proposal, plan, or other computation.
- C. The sub-awardee will procure and maintain for the term of the contract worker's compensation, comprehensive general liability and automobile liability insurance or other insurance as required by law. Coverage minimums will be set by the Western Wisconsin Workforce Development Board. The sub-awardee will submit evidence of insurance to Western Wisconsin Workforce Development Board.

IV. NONCOMPLIANCE

According to CFR 200.208, Federal awarding agencies are responsible for ensuring that specific Federal award conditions are consistent with the program design reflected in CFR 200.202 and include clear performance expectations of recipients as required in CFR 200.301.

The Federal awarding agency or pass-through entity may adjust specific Federal award conditions as needed, in accordance with this section, based on an analysis of the following factors:

- Based on criteria set forth in CFR 200.203
 - When an applicant or recipient has a history of failure to comply with the general or specific terms and conditions of a Federal award;
 - When an applicant or recipient fails to meet expected performance goals as described in CFR 200.211; or
 - When an applicant or recipient is not otherwise responsible.
- A. These additional Federal award conditions may include items such as the following:
1. Requiring payments as reimbursements rather than advance payments;
 2. Withholding authority to proceed to the next phase until receipt of evidence of acceptable performance within a given period of performance;
 3. Requiring additional, more detailed financial reports;
 4. Requiring additional project monitoring;
 5. Requiring the non-Federal entity to obtain technical or management assistance; or
 6. Establishing additional prior approvals.
- B. If the Federal awarding agency or pass-through entity is imposing additional requirements, they must notify the applicant or non-Federal entity as to:
1. The nature of the additional requirements;
 2. The reason why the additional requirements are being imposed;
 3. The nature of the action needed to remove the additional requirement, if applicable;
 4. The time allowed for completing the actions if applicable, and
 5. The method for requesting reconsideration of the additional requirements imposed.
- C. Any specific conditions must be promptly removed once the conditions that prompted them have been corrected.
- D. If Western Wisconsin WDB determines noncompliance cannot be remedied by imposing additional conditions Western Wisconsin WDB may then pursue the following actions:
1. Temporarily withhold cash payments pending correction of the deficiency by the subrecipient or more severe enforcement action by the Federal awarding agency or pass-through entity.
 2. Disallow (that is, deny both use of funds and any applicable matching credit for) all or part of the cost of the activity or action not in compliance.
 3. Wholly or partly suspend or terminate the Federal award.
 4. Initiate suspension or debarment proceedings as authorized under 2 CFR part 180 and Federal awarding agency regulations (or in the case of a pass-through entity, recommend such a proceeding be initiated by a Federal awarding agency).
 5. Withhold further Federal awards for the project or program.
 6. Take other remedies that may be legally available.

V. OTHER ISSUES

- A. Western Wisconsin WDB reserves the right to de-obligate funds based on 15% variance of current or previous expenditure patterns and/or Federal or State grant de-obligations. Such de-obligation will be made at the sole discretion of the Western Wisconsin WDB Executive Director with concurrence from the Western Wisconsin WDB Chair.
- B. Revenues generated on funds provided by the Western Wisconsin WDB are considered program income and must be relinquished to the Western Wisconsin WDB within the same month that the funds are

- generated. All program income must be expended before additional cash is requested.
- C. The subrecipient agrees to repay any disallowed costs associated with its contract. The payment will include a subrecipient's written affirmation that such payment will exclude use of funds received through the Western Wisconsin WDB contract(s) and any Federally funded contract.
 - D. Additional, contract-specific fiscal requirements can be added to the subrecipient's contract(s).
 - E. The subrecipient will comply with all fiscal requirements and obligations contained within the contract document. In the event of a conflict with the Western Wisconsin WDB Financial Policy and Procedures, the subrecipient will adhere to the strictest interpretation.
 - F. Each subrecipient contract will have a formal closeout document that includes the total amount of expenditures. It will be signed and dated by the subrecipient and retained by the Western Wisconsin WDB.
 - G. Western Wisconsin WDB may utilize non-federal funding as matching if such funds are a grant requirement or the funds become available for its use. Western Wisconsin WDB may collaborate with other organizations having access to non-federal matching funds in ways that are consistent with the requirements of federal and state funding sources.

SECTION 700 — PAYROLL

POLICY — The Western Wisconsin WDB will ensure that proper steps are followed regarding paperwork for employees, that payroll checks are processed correctly, that all taxes and other payroll liabilities are properly accounted for and paid and internal controls are followed to minimize any chance of fraud. The Western Wisconsin WDB Administrative Coordinator is responsible for carrying out these procedures.

I. NEW HIRE PROCEDURES

- A. The Western Wisconsin WDB Administrative Coordinator makes sure all new employees complete the following within the allowed timeframe:
 - 1. Form W-4, Employee Withholding Certificate
 - 2. I-9 form
 - 3. Conflict of Interest statements
 - 4. Direct deposit form
- B. An employee cannot be paid until these forms have been completed and forwarded to the Western Wisconsin WDB Administrative Coordinator.
- C. The new staff person must submit information for any optional payroll deductions to the Western Wisconsin WDB Administrative Coordinator.

II. WAGE AUTHORIZATION

- A. The Western Wisconsin WDB Executive Director completes a wage authorization form that details the rate to be paid and effective date. The Western Wisconsin WDB Chair will complete the Western Wisconsin WDB Executive Director's wage authorization form. Wage authorization forms are kept in Western Wisconsin WDB files.
- B. Changes in rate of pay will be completed by the immediate supervisor and sent to the Western Wisconsin WDB Executive Director for approval.
- C. After rates and changes are approved by the Western Wisconsin WDB Executive Director a copy of the written authorization is given to the Western Wisconsin WDB Administrative Coordinator who is responsible for changing the personnel record and updating the payroll records.

III. TIMESHEETS AND TRAVEL

All hourly employees complete bi-weekly timesheet and email it to their immediate supervisor. Salaried employees complete a bi-weekly timesheet and allocate his/her time. All completed timesheets must be signed by the employee then verified for accuracy and approved by the employee's immediate supervisor. Verified and signed timesheets are submitted to the Western Wisconsin WDB Administrative Coordinator after the end of each bi-weekly pay period by the Monday following the pay period ending date. The Western Wisconsin WDB Chair has designated the Western Wisconsin WDB Administrative Coordinator to approve the Western Wisconsin WDB Executive Director's timesheet. Any incomplete timesheets will be returned to the staff person's immediate supervisor. Late timesheets could be held until the following pay period. Electronic signatures are accepted.

- A. Bi-weekly timesheets are used to charge direct time to grants, to allocate expenses, track personal hours, PTO, sick hours and holiday hours. The Western Wisconsin WDB Administrative Coordinator prepares the cost allocation spreadsheet to be used for the month and submits to the Western Wisconsin WDB Executive Director for approval.

- B. Staff members are reimbursed for his/her approved auto mileage and travel expenses by filling out a travel voucher and submitting with bi-weekly timesheet. Receipts must be attached to the travel voucher. Travel costs incurred as a result of a meeting or conference must have the documentation of the meeting as well.
- C. Rate of travel reimbursement is based on policy and limits specified in the Personnel Policy. Expenses exceeding those limits must be approved in advance by the Western Wisconsin WDB Executive Director, or in the case of the Western Wisconsin WDB Executive Director, the Western Wisconsin WDB Chair.
- D. Travel advances may be requested for the estimated cost of the trip by submitting a requisition to the Western Wisconsin WDB Executive Director. Payment of the travel voucher will be reduced by any advanced amount. If the travel advance exceeds the actual costs, the difference is to be returned to the Western Wisconsin WDB Executive Director who will forward to the Western Wisconsin WDB Administrative Coordinator for processing.

IV. HOURLY STAFF OVERTIME

- A. Immediate supervisor and Western Wisconsin WDB Executive Director must approve all hourly employee overtime in advance.
- B. All overtime, more 40 hours worked per week, will be paid at a rate of one and one half times the regular wages and paid for in the period it occurs.

V. PAYROLL PROCESSING

- A. The Western Wisconsin WDB Administrative Coordinator reviews timesheets for accuracy and enters data into the automated payroll system.
- B. The Western Wisconsin WDB Executive Director verifies for accuracy the payroll journal, which is then filed with employee timesheets.
- C. Direct Deposit paychecks are deposited into employee accounts the Friday after the pay period ends. The Western Wisconsin WDB Chair receives a copy of the payroll journal after the payroll has been processed for his/her review and signature.
- D. Electronic paycheck notifications are emailed to Western Wisconsin WDB employees.

VI. PAYROLL TAXES AND BENEFITS PAYMENTS

- A. The payroll processing system pays federal and state payroll taxes after each payroll or as required by law.
- B. The Western Wisconsin WDB Administrative Coordinator pays, reports and tracks all employee benefits.
- C. SEP IRA payments are electronically transferred to employee accounts after the last payroll of the month.
- D. The Western Wisconsin WDB maintains all records pertaining to employee payroll related records, payroll checks, payroll taxes, payroll deductions and payroll benefits. Records are administered and kept in accordance with the rules and regulations of the Internal Revenue Service, individual funding and granting sources, the U.S. Department of Labor and state laws.

VII. COMPENSATION AND EVALUATION

Compensation is based on available funding and job descriptions/functions. Each job description has a pay scale associated with the individual position.

A. Bonuses

The Western Wisconsin WDB can award bonuses to Western Wisconsin WDB employees. Bonuses must be supported by the organization's budget and approved by the Western Wisconsin WDB Executive Committee. Bonuses are tied to employee goals and evaluation.

B. Evaluations

Western Wisconsin WDB employees are evaluated after the first 6 months of employment and at least annually thereafter. The Western Wisconsin WDB Executive Director reviews goals with each employee, the Western Wisconsin WDB Executive Committee approves the final analysis of the evaluation and approves the overall rating for each evaluation. The Western Wisconsin WDB Chair and members of the Western Wisconsin WDB Executive Committee evaluate the Western Wisconsin WDB Executive Director using an instrument based on job duties.

Each employee develops four goals at the beginning of each program year. These goals are reviewed annually. Additional accomplishments are encouraged beyond the mandatory goals being evaluated. Employees perform a self-assessment at the end of each program year and have the right to respond to the evaluations. Western Wisconsin WDB Board of Directors and staff are prohibited from retaliation against staff who express disagreement with evaluation results. Each goal is discussed and reviewed with each employee; each goal assessed during the evaluation will be provided a score of 1-3 points. This scale will help determine the overall evaluation score.

Overall performance scale:

0-5 points = Unsatisfactory

6-9 points = Meets Expectations

10 and above points = Exceeds Expectations.

Any unsatisfactory performance evaluations require a corrective action plan with a specified time frame to progress to satisfactory performance. Repeated failure to correct identified issues may lead to additional consequences, up to, and including termination.

Evaluations, self-evaluation, and responses are kept confidential and stored in personnel files.

C. Annual salary increase

Based on budget availability, the Western Wisconsin WDB will provide at least an annual 2% salary increase to all employees who have an overall evaluation rating of meets expectations or higher. The 2% is based on the middle of each pay scale within specific job descriptions.

SECTION 800 — BANK RECONCILIATIONS

POLICY — The Western Wisconsin WDB has procedures to ensure separation of duties regarding checks and reconciling agency checking accounts.

I. PROCEDURES

- A. Each month, checks are reconciled to the bank statements and the bank statements are reconciled to payments made through the accounting system. The Western Wisconsin WDB Administrative Coordinator reconciles the checking account and then forwards to the Western Wisconsin WDB Executive Director and Western Wisconsin WDB Secretary/Treasurer for review, date and signature.
- B. Checks are entered into the accounting system by selecting the cash account to be reconciled. The reconciliation date is the bank statement date. The ending bank balance from the bank statement is used as a reference for reconciliation to the accounting records.
- C. Checks and electronic transfer that have cleared the bank are selected as paid in the accounting system. The reconciled bank balance and the balance per the accounting system must match. There is an error if the balances do not match. Errors must be found and corrected before continuing. Any discrepancies or irregularities must immediately be brought to the attention of the Western Wisconsin WDB Treasurer/Secretary.
- D. The Western Wisconsin WDB Administrative Coordinator will monitor issued checks still outstanding after 90 days from the date of issue. Checks may be re-issued or voided at that time.
- E. After Reconciliation, bank statements are filed with the reconciliation reports and retained according to grant regulations. Statements are shredded upon disposal.
- F. The Western Wisconsin WDB Treasurer/Secretary will reviews, signs and dates bank reconciliation reports.

SECTION 900 — BOARD EXPENSES

POLICY — The Western Wisconsin WDB Administrative Coordinator ensures Board of Directors are properly reimbursed for travel related to organization business.

I. PROCEDURES

- A. Members of the Western Wisconsin WDB Board of Directors are reimbursed for expenses incurred while attending meetings as functions supporting the organization.
- B. Mileage is reimbursed at the Internal Revenue Service standard mileage rate.
- C. The Western Wisconsin WDB Executive Director approves each voucher for payment. Approved vouchers are then forwarded to the Western Wisconsin WDB Administrative Coordinator for payment.
- D. In the event that a member of these governing bodies is required to travel to meetings and/or training sessions (other than officially sanctioned meetings of the governing bodies and/or associated committees), the member shall comply with established agency travel policies contained in the Western Wisconsin WDB Personnel Policies.

SECTION 1000 — CONSULTANTS

POLICY — The Western Wisconsin WDB has a guideline for selecting and contracting with consultants and other professionals for training, expertise and other services. The Western Wisconsin WDB Executive Director and/or Western Wisconsin WDB Administrative Coordinator are responsible for contracting with consultants and other professionals for services.

I. PROCEDURES

- A. An assessment of the services needed is developed and clearly stated.
- B. Consideration is made of in-house capabilities to accomplish services before contracting for them.
- C. Written contracts clearly defining work to be performed and timelines of the work will be maintained for all consultant and contract services. The contract shall be signed by the consultant and the Western Wisconsin WDB Executive Director.
- D. Each contract will include language showing that the consultant is not an employee of the agency.
- E. Each contract will include language to release the agency from liability or continuation of the contract in the event of a loss or reduction in funding for the project or services.
- F. The qualifications of the consultant and reasonableness of fees will be considered in hiring consultants. A formal Request for Proposal can be developed and advertised if desired. The purchase of services from a consultant must follow the requirements for purchasing as set down in section 600 Purchasing and Procurement of this manual.
- G. Consultant services will be paid for as work is performed and as invoices are received. A small initial payment can be made if required by the consultant at the discretion of the Western Wisconsin WDB Executive Director. Consultant invoices are forwarded to the Western Wisconsin WDB Administrative Coordinator for payment and follow the procedures as set down in Section 500 Cash Disbursements of this manual.

SECTION 1100 — LEASES

POLICY — The Western Wisconsin WDB ensures leases are in compliance within the rules, regulations and guidelines of organization funding sources. The Western Wisconsin WDB Executive Director maintains leases.

I. PROCEDURES

- A. Arrangement and negotiations for leases are made by the Western Wisconsin WDB Executive Director, Western Wisconsin WDB Administrative Coordinator, or another designee of the Western Wisconsin WDB Executive Director. Office space leases are ongoing until organization management decides to move or otherwise no longer occupy the space leased. The Western Wisconsin WDB Executive Director or designee of the Western Wisconsin WDB Executive Director conducts a yearly review of office lease costs.
- B. Whenever possible, leases will correspond to the program year (July-June)
- C. Long-term leases of equipment more than \$5,000 will include a cost benefit analysis to be completed by the person arranging for the lease. Agency procurement procedures will be followed in the letting of long-term equipment leases as it is followed for the purchase of equipment.
- D. The Western Wisconsin WDB Executive Director maintains originals of all equipment leases in the organization files. The Western Wisconsin WDB Executive Director reviews each lease and ensures payment compliance before making payments on leases. The Western Wisconsin WDB Executive Director periodically monitors leases for compliance and payment accuracy.
- E. The Western Wisconsin WDB Executive Director maintains original office leases and ensures the Western Wisconsin WDB Administrative Coordinator has a copy of each lease to insure proper payment of office space rental. Subleases are maintained in the same file.

SECTION 1200 — INSURANCE

POLICY — The Western Wisconsin WDB will be properly insured against possible liabilities and losses and ensure funding source rules are followed.

I. PROCEDURES

- A. The Western Wisconsin WDB Executive Director or a designee will do a risk management plan and evaluate the possibility of losses that could be incurred by the agency. Based on this evaluation of potential risk, the Western Wisconsin WDB Executive Director plans all general insurance coverage. The Western Wisconsin WDB Administrative Coordinator reviews allowable costs in OMB circulars as part of the agency risk management plan. Reasonably adequate liability and loss coverage shall be maintained for:
 - 1. Motor vehicles
 - 2. Property to include EDP equipment
 - 3. General liability
 - 4. Worker's Compensation
 - 5. Bonding and/or employee dishonesty
 - 6. Directors and Officers legal liability
 - 7. Other insurances required by funding sources, the agency or its employees and its boards in connection with the general conducting of the agency's operations.
 - 8. Employee insurance plans follow procedures in the personnel policies.
- B. Insurance policies correspond to the program year (July-June) whenever possible. The Western Wisconsin WDB Executive Director saves policies in organization files.
- C. The Western Wisconsin WDB Executive Director reviews insurance policies on a periodic basis. A Request for Proposal may be sent to insurance providers as policies are up for renewal if feasible. All insurance policies will be reviewed at least every 3 years.
- D. The Western Wisconsin WDB Executive Director or a designee as assigned files and manages claims for losses and workers compensation issues.
- E. Employee insurances are made available to staff as defined in the Western Wisconsin WDB Personnel Policies. The Western Wisconsin WDB maintains all filings for payroll-related insurances. The Western Wisconsin WDB Executive Director arranges for employee insurances.

SECTION 1300 — COST ALLOCATION

POLICY — The Western Wisconsin WDB has procedures to communicate the organization's philosophy on allocating costs and to show steps taken to ensure that costs are properly allocated to grants and funding sources.

Western Wisconsin Workforce Development Board provides administrative and customer support services in direct proportion to the level of benefit needed for each program. The efforts of the Western Wisconsin WDB administrative staff and subcontractors are based on the needs of customers or services to be provided. The organization's major functions are fundamentally the same for all grants it receives. Most services are provided through the One Stop Job Center model. Revenue sources include the Department of Labor and other federal, state and private funding sources.

I. PROCEDURES

Costs associated with staff or other expenditures are directly applied to grants or cost objectives whenever those costs can be directly related to the benefiting grants or cost objectives. Costs associated with staff members, as well as other costs that cannot be directly attributed to a particular grant or activity, are assigned to an indirect cost pool prior to allocation to the various program funding sources and cost objectives. The agency organizational chart (see attachment A) and a listing of current grants (see attachment B) are used to determine expenses assigned to the cost pool. Funding source regulations determine which grants can be charged for services of a given cost objective. Cost assignments are intended to measure relative benefit received by a specific grant and cost objective. The primary costs are allocated on an equitable distribution base such as payroll or subrecipient amount. The Western Wisconsin WDB retains the right to allocate costs based on expenditures during a specific time period, participants served, time allocated to a specific grant or cost objective, dollars spent in a specific grant or activity, or time study or sampling for a specific period.

II. ACCOUNT STRUCTURES

Grants are assigned a unique name in the accounting system to insure separation by grant of both direct and indirect costs. Grants with more than one track are entered with sub name. Cost objectives are defined and separated by general ledger account numbers.

III. ALLOCATION OF COSTS

- A. At the close of each month, indirect pooled costs are distributed relative to benefits received by grants or cost objectives based on identifiable costs such as payroll amount dedicated to a specific grant on a time allocation sheet or by use of other acceptable indirect or direct cost base drivers as stated above. Allowable and unallowable costs as well as direct and indirect costs are determined in accordance with OMB Circular A-122, "Cost Principles for Non-Profit Organizations." Unallowable costs are separated from allowable costs and are not allocated or direct charged to grants. These costs are directly charged to the General Fund with the approval of the Western Wisconsin WDB Executive Director. This cost allocation plan will apply to any WIOA or other federal or state grants the organization receives.
- B. There are two primary indirect cost pool (Program and Administration). Other cost pools may be added in isolated projects or subcontracts.
- C. The primary indirect cost pool uses payroll amounts by grant as recorded by Western Wisconsin WDB staff on the bi-weekly timesheets to apply costs relative to the cost pool. These payroll amounts are updated monthly prior to allocation of indirect costs.
- D. The primary cost pool is consistently distributed monthly using the accounting system.
 1. The Western Wisconsin WDB Administrative Coordinator creates and maintains the allocation

- spreadsheet in relation to benefits received by grants and grant regulations.
2. The Western Wisconsin WDB Administrative Coordinator creates an allocation spreadsheet by defining the wages paid date range to be used. The spreadsheet will then calculate allocations to each grant and account.
 3. The Western Wisconsin WDB Administrative Coordinator reviews each account allocation amount, and then enters each invoice with the allocation into the accounting system.
 4. Primary cost pools are zeroed out monthly.

Draft

SECTION 1400 — RECORDS RETENTION

POLICY — The Western Wisconsin WDB follows Uniform Guidance 200.334 and guidance from the Wisconsin Department of Workforce Development in regards to records retention requirements.

I. UNIFORM GUIDANCE 200.334

Financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award must be retained for a period of three years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or pass-through entity in the case of a subrecipient. Federal awarding agencies and pass-through entities must not impose any other record retention requirements upon non-Federal entities. The only exceptions are the following:

- A. If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.
- B. When the non-Federal entity is notified in writing by the Federal awarding agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or pass-through entity to extend the retention period.
- C. Records for real property and equipment acquired with Federal funds must be retained for 3 years after final disposition.
- D. When records are transferred to or maintained by the Federal awarding agency or pass-through entity, the 3-year retention requirement is not applicable to the non-Federal entity.
- E. Records for program income transactions after the period of performance. In some cases recipients must report program income after the period of performance. Where there is such a requirement, the retention period for the records pertaining to the earning of the program income starts from the end of the non-Federal entity's fiscal year in which the program income is earned.
- F. Indirect cost rate proposals and cost allocations plans. This paragraph applies to the following types of documents and their supporting records: Indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable (such as computer usage chargeback rates or composite fringe benefit rates).
 - 1. *If submitted for negotiation.* If the proposal, plan, or other computation is required to be submitted to the Federal Government (or to the pass-through entity) to form the basis for negotiation of the rate, then the 3-year retention period for its supporting records starts from the date of such submission.
 - 2. *If not submitted for negotiation.* If the proposal, plan, or other computation is not required to be submitted to the Federal Government (or to the pass-through entity) for negotiation purposes, then the 3-year retention period for the proposal, plan, or computation and its supporting records starts from the end of the fiscal year (or other accounting period) covered by the proposal, plan, or other computation.

II. Wisconsin Department of Workforce Development guidance

All records pertinent to grants and agreements funded by DWD-DET must be retained for a minimum of three years. This includes, but is not limited to:

Type of Record	Three-Year Retention Period Begins
All financial records, supporting documents, statistical records, and property records	Date of submission of the final expenditure report or quarterly or annual financial report
All records of real property and/or equipment acquired with DWD-DET administered funds	Date of the item's disposition
All records pertinent to each grant agreement	Date of submission of the settlement or closeout reports
All records for program income transactions after the period of performance	End-date of the entity's fiscal year in which the program income is earned
Indirect cost rate proposals and cost allocation plans including indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable	Date of submission to DWD-DET for negotiation or end-date of the entity's fiscal year (or other accounting period) covered by the proposal, plan, or other computation
All records pertinent to each participant's enrollment in programs funded under the agreement, including the dates of entry and termination in each activity	Participant's common exit date, as determined in ASSET
All records pertinent to applicants that have been determined eligible, but not served	Date of the eligibility determination
All pertinent records of each applicant who is determined ineligible	Date of the ineligibility/refusal determination; the records must indicate the reason for ineligibility/refusal
All records pertinent to complaints/grievances, appeals, and resolutions	Date the complaint/grievance is closed following final settlement of the case.

In cases where the federal awarding agency (USDOL) requires an extended retention period, DWD-DET pay require an extended retention period of its grantees and/or subrecipients.

SECTION 1500 — MATCH AND LEVERAGED RESOURCES

POLICY — The Western Wisconsin WDB adheres to the specifications identified in grant agreements and contracts relating to leveraged resources. Western Wisconsin WDB's Match and Leveraged Resources policy assists Western Wisconsin WDB staff and subcontractors in identifying and distinguishing between matching funds and leveraged resources.

I. Match Uniform Guidance 200.306

- A. Any required match, also known as cost-sharing, will be identified by statute, in a Funding Opportunity Announcement (FOA), and/or grant agreement.
- B. Uniform Guidance 200.1 defines cost sharing, or matching, as any portion of a project costs not paid by Federal funds or contributions unless otherwise authorized by Federal statute.
- C. Under Federal research proposals, voluntary committed cost sharing is not expected. It cannot be used as a factor during the merit review of applications or proposals, but may be considered if it is both in accordance with Federal awarding agency regulations and specified in a notice of funding opportunity. Criteria for considering voluntary committed cost sharing and any other program policy factors that may be used to determine who may receive a Federal award must be explicitly described in the notice of funding opportunity.
- D. For all Federal awards, any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the non-Federal entity's cost sharing or matching when such contributions meet all of the following criteria:
 - 1. Are verifiable from the non-Federal entity's records;
 - 2. Are not included as contributions for any other Federal award;
 - 3. Are necessary and reasonable for accomplishment of project or program objectives;
 - 4. Are allowable under subpart E of this part;
 - 5. Are not paid by the Federal Government under another Federal award, except where the Federal statute authorizing a program specifically provides that Federal funds made available for such program can be applied to matching or cost sharing requirements of other Federal programs;
 - 6. Are provided for in the approved budget when required by the Federal awarding agency;
 - 7. Conform to other provisions of this part, as applicable.
- E. Unrecovered indirect costs, including indirect costs on cost sharing or matching may be included as part of cost sharing or matching only with the prior approval of the Federal awarding agency. Unrecovered indirect cost means the difference between the amount charged to the Federal award and the amount which could have been charged to the Federal award under the non-Federal entity's approved negotiated indirect cost rate.
- F. Values for non-Federal entity contributions of services and property must be established in accordance with the cost principles in subpart E of this part. If a Federal awarding agency authorizes the non-Federal entity to donate buildings or land for construction/facilities acquisition projects or long-term use, the value of the donated property for cost sharing or matching must be the lesser of paragraph (F)(1) or (2) of this section.
 - 1. The value of the remaining life of the property recorded in the non-Federal entity's accounting records at the time of donation.

2. The current fair market value. However, when there is sufficient justification, the Federal awarding agency may approve the use of the current fair market value of the donated property, even if it exceeds the value described in paragraph (d)(1) of this section at the time of donation.
- G. Volunteer services furnished by third-party professional and technical personnel, consultants, and other skilled and unskilled labor may be counted as cost sharing or matching if the service is an integral and necessary part of an approved project or program. Rates for third-party volunteer services must be consistent with those paid for similar work by the non-Federal entity. In those instances in which the required skills are not found in the non-Federal entity, rates must be consistent with those paid for similar work in the labor market in which the non-Federal entity competes for the kind of services involved. In either case, paid fringe benefits that are reasonable, necessary, allocable, and otherwise allowable may be included in the valuation.
- H. When a third-party organization furnishes the services of an employee, these services must be valued at the employee's regular rate of pay plus an amount of fringe benefits that is reasonable, necessary, allocable, and otherwise allowable, and indirect costs at either the third-party organization's approved federally-negotiated indirect cost rate or, a rate in accordance with §200.414(d) provided these services employ the same skill(s) for which the employee is normally paid. Where donated services are treated as indirect costs, indirect cost rates will separate the value of the donated services so that reimbursement for the donated services will not be made.
- I. Donated property from third parties may include such items as equipment, office supplies, laboratory supplies, or workshop and classroom supplies. Value assessed to donated property included in the cost sharing or matching share must not exceed the fair market value of the property at the time of the donation.
- J. The method used for determining cost sharing or matching for third-party-donated equipment, buildings and land for which title passes to the non-Federal entity may differ according to the purpose of the Federal award, if paragraph (J)(1) or (2) of this section applies.
1. If the purpose of the Federal award is to assist the non-Federal entity in the acquisition of equipment, buildings or land, the aggregate value of the donated property may be claimed as cost sharing or matching.
 2. If the purpose of the Federal award is to support activities that require the use of equipment, buildings or land, normally only depreciation charges for equipment and buildings may be made. However, the fair market value of equipment or other capital assets and fair rental charges for land may be allowed, provided that the Federal awarding agency has approved the charges. See also Uniform Guidance 200.420.
- K. The value of donated property must be determined in accordance with the usual accounting policies of the non-Federal entity, with the following qualifications:
1. The value of donated land and buildings must not exceed its fair market value at the time of donation to the non-Federal entity as established by an independent appraiser (e.g., certified real property appraiser or General Services Administration representative) and certified by a responsible official of the non-Federal entity as required by the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, (42 U.S.C. 4601-4655) (Uniform Act) except as provided in the implementing regulations at 49 CFR part 24, "Uniform Relocation Assistance And Real Property Acquisition For Federal And Federally-Assisted Programs."

2. The value of donated equipment must not exceed the fair market value of equipment of the same age and condition at the time of donation.
 3. The value of donated space must not exceed the fair rental value of comparable space as established by an independent appraisal of comparable space and facilities in a privately-owned building in the same locality.
 4. The value of loaned equipment must not exceed its fair rental value.
- L. For third-party in-kind contributions, the fair market value of goods and services must be documented and to the extent feasible supported by the same methods used internally by the non-Federal entity.

II. Leveraged Resources

- A. Leveraged resources are resources that are used to further a grant's outcomes but do not meet criteria for allowable match or are applicable to a grant that does not require match.
- B. The value/cost of non-match leveraged resources can be accounted for with either federal or non-federal funds. Non-match leveraged resources may fund a participant's supportive services or pay for facilities or equipment used to further the goal of grant activities.
- C. In general, leveraged resources are not federally defined and can vary per contract on how or what should be captured and counted as leveraged resources.
- D. Leveraged resources must be cost-allowable under Uniform Guidance.
- E. Leveraged resources examples:
 1. Services provided to grant participants funded by another Federal grant (Department of Vocation Rehabilitation, Job Service, Job Corps, Trade Adjustment and Assistance, and National Emergency Grants);
 2. Purchase or construction of a structure using non-Federal funds that houses grant activity;
 3. Training curriculum donated for use;
 4. Federal Pell Grants
 5. Wisconsin Higher Education Programs
 6. Services provided through programs such as FoodShare Employment and Training, W-2, and Department of Corrections Windows to Work;
 7. Valuation of leveraged resources follows the same requirements as match.

III. Common Errors

<u>Error</u>	<u>Solution/Internal Control</u>
Expenditure cannot be counted as both match or leveraged resources and allowable grant cost	<ul style="list-style-type: none"> — Maintain records relating to source of match/leveraged resource — Monitor
Not verifying third-party records to support claimed match	<ul style="list-style-type: none"> — Monitor
Third parties do not retain match records	<ul style="list-style-type: none"> — Monitor
Relying on letters of intent and undocumented assurances	<ul style="list-style-type: none"> — Use grant agreements and/or executed contracts as proper reference
Staff costs as match not supported	<ul style="list-style-type: none"> — Need documentation to support time charges
Value of cash match, in-kind contributions, and/or non-match not documented or supported	<ul style="list-style-type: none"> — Apply same standard as with direct grant expenditures — Use correct valuation methods
Not looking for alternative sources of match if original proposed match falls through	<ul style="list-style-type: none"> — If original source of match is not available, recipients must find an alternative source or risk sanctions

The Western Wisconsin WDB directs all subrecipients to develop and maintain accounting policies, procedures and systems that identify match and non-match leveraged resources. Accounting procedures shall recognize matching and leveraged resources by specific grant/contract and in a manner that complies with federal and state laws, policies, regulations, and rules as they may change from time to time. All staff and sub-grantees of Western Wisconsin WDB are operationally responsible for tracking and recognition of match and non-match leveraged resources under the direction of the Western Wisconsin WDB.

IV. Match and Non-Leveraged Resources Examples and Calculations

<u>Grant</u>	<u>Matching/Non-Leveraged Resources Grant</u>
WIOA Youth	DVR Youthworks Wage\$
WIOA Adult	WIOA Dislocated Worker DOC Windows to Work Title V
WIOA Dislocated Worker	WIOA Adult WIOA Rapid Response Annual Allotment Fast Forward grants
Wage\$ Apprenticeship	WIOA Youth WIOA Adult
WIOA Rapid Response Annual Allotment	WIOA Dislocated Worker Fast Forward grants
Title V	WIOA Adult

It is too cumbersome to track leverage by the individual participant. In many cases, other funding sources support personnel and functions that are used to the benefit of all programs. Because it is impossible to ascertain a specific amount of leverage in these cases, the Western Wisconsin WDB will include the following as leverage:

- A. 50% of WIOA Adult expenditures can be used as leverage for the WIOA Dislocated Worker grant
- B. 50% of WIOA Dislocated Worker expenditures can be used as leverage for the WIOA Adult grant
- C. 50% of Rapid Response Annual Allotment expenditures can be used as leverage for the WIOA Dislocated Worker grant
- D. 10% of WIOA Dislocated Worker expenditures can be used as leverage for WIOA Rapid Response Annual Allotment grant
- E. 10% of other expenditures used to support personnel and functions benefiting WIOA can be used as leverage (FSET, W2, Title V)

Leverage should be calculated and reported accordingly on monthly invoices.

ATTACHMENT B — CURRENT GRANTS

<u>Grant Name</u>	<u>Grant Period</u>	<u>Funding Amount</u>
WIOA Administration	April 1, 2019 to June 30, 2021 April 1, 2020 to June 30, 2022	\$91,278.00 \$89,896.00
WIOA Adult	July 1, 2019 to June 30, 2021 July 1, 2020 to June 30, 2022	\$217,352.00 \$220,299.00
WIOA Dislocated Worker	July 1, 2019 to June 30, 2021 July 1, 2020 to June 30, 2022	\$331,543.00 \$357,838.00
Rapid Response	June 30, 2020 to July 1, 2021	\$41,462.00
WIOA Youth	April 1, 2019 to June 30, 2021 April 1, 2020 to June 30, 2022	\$272,637.00 \$230,958.00
Department of Corrections	July 1, 2020 to June 30, 2021	\$76,282.00

Western Wisconsin Job Center

Authorization for Release/Exchange of Confidential Information



A proud partner of the **American Job Center** network

This form is to be used to facilitate sharing of information and protection of confidentiality. When completed and added to the customer's file, this form allows agencies (as initialed below) to share information on an as needed basis to assist the customer to reach his/her employment and training goals. The Career Planner highlights the items that need initialing, and the Customer initials the items that are authorized to share.

CUSTOMER INFORMATION

Customer Name _____ Date of Birth _____ County _____

Agencies to Receive/Exchange Information

(Initial each agency this release/exchange of information applies to. Annotate specific agencies as needed.)

- _____ Catholic Charities
- _____ Child Support Agency
- _____ Couleecap
- _____ Counseling Services
- _____ Department of Corrections – agent: _____
- _____ Department of Health & Human Services
- _____ Division of Vocational Rehabilitation (DVR)
- _____ Domestic Abuse Agency
- _____ Employer
- _____ Families First
- _____ Family and Children's Center
- _____ Family Preservation and Support
- _____ GED/HSED
- _____ Housing
- _____ Job Service
- _____ Literacy – Agency Name _____
- _____ Medicaid / Medicare
- _____ Post-Secondary Education College: _____
- _____ Salvation Army
- _____ Secondary Education – School: _____
- _____ Social Security Administration
- _____ Southwest Technical College
- _____ State SSI
- _____ Unemployment Compensation
- _____ United Way
- _____ UW-Extension
- _____ Veteran Services
- _____ Western Dairyland, E.O.C. Inc.
- _____ Western Wisconsin Cares
- _____ Workforce Connections, Inc.
- _____ WTC – Western Technical College
- _____ Other _____
- _____ Other _____
- _____ Other _____

Type of Information to be Released/Exchanged

(Initial each type of information this release/exchange of information applies to.)

- _____ Academic Assessment
- _____ Academic Schedules/Attendance/Grades
- _____ Benefits Received
- _____ Child Support Obligations
- _____ Employment Information
- _____ Financial Verification
- _____ Interest Assessment Results
- _____ Legal Records
- _____ Medical Records
- _____ Physical Restrictions
- _____ Program Eligibility
- _____ Psychological Assessment
- _____ Services Received
- _____ Unemployment/Workman's Compensation
- _____ W-2/Food Stamp Services
- _____ Wage Information
- _____ Other _____
- _____ Other _____
- _____ Other _____

I authorize **WCI** to use the following information:

- _____ First name _____ Last name _____ Photograph
- _____ Words (interview regarding your experience with _____)
- _____ Videotaped image

For the following purposes:

- _____ Promotional items (brochures, flyers, newsletter, reports, presentations)
- _____ Stories published on website: www.workforceconnections.org
- _____ Media releases, letters to legislators

Please identify specific information you do **not** want **WCI** to use if not listed above:

This consent of release of information expires _____. I understand that I have the right to inspect and receive a copy of the material(s) disclosed, and a copy of this consent form. I understand this consent may be revoked upon written requests; however, information may have been release before receipt of notice of revocation.

Signature of Customer _____

Date _____

Parent/ Guardian signature if participant is under 18 _____

**Western Wisconsin Job Center
Authorization for Release/Exchange of Confidential Information**

Babel Notice

In accordance with 29 CFR 38.9 (g)(3), Limited English Proficient (LEP) individuals seeking access to information about WIOA programs offered through the Western Wisconsin Workforce Development Board and its American Job Center partners, will receive language assistance in all communications of vital information.

Vital information is defined as information, whether written, oral, or electronic, that is necessary for an individual to understand how to obtain any aid, benefit, service and/or training; necessary for an individual to obtain any aid, benefit, service and/or training; or required by law.

An interpreter, as well as the availability of free language assistance such as rulebooks; written tests that do not assess English language competency, but rather assess competency for a particular license, job or skill for which English proficiency is not required; and letters or notices that require a response from the beneficiary or applicant, participant or employee will be provided to all LEP individuals at no cost to the individual.

WIOA Title I-financially assisted programs or activities or offerings provided by E3 Works are supported with federal funding from the Workforce Innovation and Opportunity Act (WIOA). E3 Works is an equal opportunity employer/program.

English

IMPORTANT! There are documents that contain important information about WIOA training services; how to apply for training services; and your rights, responsibilities and/or benefits. It is critical that you understand the information in these documents. You can receive telephone translation assistance of all documents by calling (608) 789-5499 at no cost to you.

Español

¡IMPORTANTE! Hay documentos que contienen información importante acerca de los servicios de capacitación de WIOA, cómo solicitar servicios de capacitación, sus derechos, responsabilidades y / o beneficios. Es fundamental que entienda la información de estos documentos. Usted puede recibir asistencia de traducción telefónica de todos los documentos por calling (608) 789-5499 sin costo alguno para usted.

Hmong

TSEEM CEEB! Muaj cov ntaub ntawv uas muaj cov ntaub ntawv tseem ceeb ntawm WIOA cov kev pabcuam kev cob qhia; yuav ua li cas thiaj li thov rau cov kev pabcuam kev cob qhia; thiab koj cov cai, lub luag haujlwm thiab / lossis cov txiaj ntsig. Nws tseem ceeb heev uas koj to taub cov ntaub ntawv nyob hauv cov ntaub ntawv no. Koj tuaj yeem tau txais kev pab txhais lus hauv xov tooj ntawm tag nrho cov ntaub ntawv uas yog hu rau (608) 789-5499 yam tsis tau them nqi.

TrANS Program – Kim Kircher:

The TrANS program targeted areas for my grant are to training women, minorities, female minorities, veterans, and the underserved. The targeted minority in North Central Wisconsin, which is where my program is located, is the Native American Communities. We do not discriminate, any candidate that qualifies for the program will have a chance to attend the program. The current training we are planning on in the Sokaogon Chippewa Community will be in person, with safety pre-cautions in place. Temperatures will be taking every time re-entering the classroom.

The classroom we will be using for this class is very large, (Tribal Council Meetings are held here), the room can have up to 75 people for a meeting, so it is plenty large for the class. If I do not get enough students for an in person meeting in a few weeks, I might be going back to a mainly virtual class, other than testing at union trade or technical trade centers, and possibly an in person tour of a few union training centers in the state.

In a virtual class, we could have up to 15 people, and in person a max of 12 people. The virtual classes are done online, and on zoom for the most part. Training paperwork for the CDL prep, and the ACCUPLACER prep will be mailed before started, so each participant has time read some of it over.

Whether in classroom or not, about 25-30 hours during a 4-6 week class are done on the participants own time. This upcoming class that is possibly in person in the Sokaogon Chippewa Community will begin on August 16th and end on September 10th. Monday-Friday in person from 8:30am-3pm. After the class finishes the graduate finishes with the following:

- Qualifies for an apprenticeship
- Certified in flagging
- CPR-First-aid/AED certification
- OSHA-10 certification
- CDL prep
- Resumes & Interviewing
- Work ethics & professionalism
- Team building & Problem Solving
- Money & time management

Continued support & retention for a minimum of 3 months after they finish. The job placement rate for the trades is about 75% by the end of the construction season. Currently, I do not have enough qualified graduates for some of the positions in the construction trades.

I have attached more information about the program, along with a current flyer and application you can pass on if you would like. You can also photo copy the flyer and application. At graduation of the classes they receive a completion certificate. When you have one of these certificates and get hired on any road construction job in the state with an ASP-1 ,(A special provision to hire a TrANS graduate), the employer receives \$5.00 an hour for every hour on these projects for up to 2000 hours of bonus money. They also receive the \$5.00 an hour for every hour you are an apprentice on these projects, this is a big incentive many employers take advantage of. The TrANS program is totally free if you qualify for it.

TRANS PROGRAM IS A 120+ HOUR PROGRAM TO LAUNCH YOUR CAREER AS AN ENTRY-LEVEL CONSTRUCTION WORKER

- OSHA- 10 certification
- Apprenticeship preparation/test
- CDL temporary licence preparation/test
- Flagger certification
- Construction terminology
- CPR-First-aid certification
- Tool identification/usage
- Resume development & job placement

****The classes would begin on Monday, August 16th and finish on Friday, September 10th

Classes will be held Monday-Friday from 8:30am-3pm

All classes and orientations will take place at 3051 Sand Lake Rd., Crandon, WI 54520, at the Sokaogon Chippewa Executive building.

****The orientations will be held on two Monday's, July 26th, and August 9th, both will be held from 10am-2pm, attendees do not have to attend the whole time, only show up for approximately 45 minutes.

In Person Trans Class



- Must be at least 18 years of age
- Valid driver's license
- Pass a TABE reading & math test at a 6th grade or higher score
- Pass a drug test
- Must be able to do physical manual labor & stand on your feet for an entire work day
- Must have reliable transportation & be willing to travel

For more information call the TRANS Coordinator at (715)889-3781 or e-mail kim.kircher@scc-nsn.gov





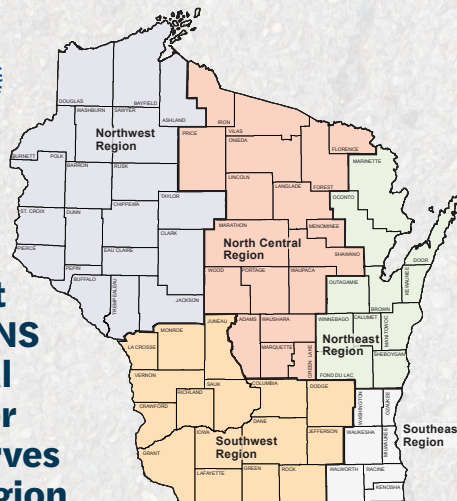
Anyone
who's spent
a day on a
job site will
tell you that
construction
can be one of
the toughest
businesses
around,
but you

have the opportunity to gain an
edge in the workforce through the
**Transportation Alliance for New
Solutions (TrANS) program.**

Successful road construction
projects depend on well-trained
workers. Companies provide good
wages and benefits for those who
can demonstrate the skill and
dedication to get the job done.

Construction is an ever-growing
field where skilled workers can find
work in nearly every community.

Are you ready to take the step?



**Contact
the TrANS
regional
provider
that serves
your region**

Northwest Region

**Lac Courte Oreilles Ojibwa
Community College (LCO College)**
☎ (715)634-4790

North Central Region

Sokaogon Chippewa Community
☎ (715)478-7633

Northeast Region

Forward Service Corporation
☎ (920)940-6061

Southwest Region

Forward Service Corporation
☎ (608)244-3526

Southeast Region

WRTP | BIG STEP
☎ (262)619-6560

FOR MORE INFORMATION VISIT



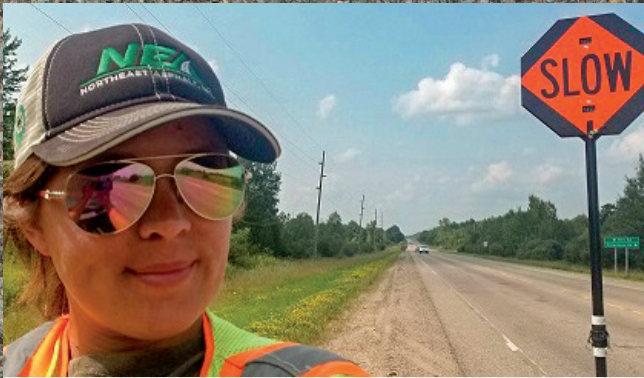
🌐 wisdottlac.org ✉ TLAC@scc-nsn.gov



**Do you
have what
it takes?**

**Start
earning a
good living in
construction**





Benefits

TrANS can help launch your career in a noble profession helping build the vital infrastructure connecting people and businesses in your community.

- ◆ Average starting hourly wage*: \$16.00
- ◆ Family supporting benefits
- ◆ Valuable networking with established professionals
- ◆ Apprenticeship training opportunities
- ◆ Active work environment
- ◆ Potential to grow quickly through work experience



Training

TrANS is an intensive 120-hour program. Admittance can be highly competitive, but there are no costs to enroll. Participants will learn a variety of hard and soft skills with advice and hands-on training from industry professionals, road construction contractors and experienced road construction employees.

Instruction* include:

- ◆ Physical conditioning
- ◆ Tool identification/usage
- ◆ Construction terminology
- ◆ CPR First Aid Certification
- ◆ ACCUPLACER or TABE tests
- ◆ Blueprint and plan reading
- ◆ CDL Temps preparation/test
- ◆ Apprenticeship preparation/test
- ◆ Flagger certification
- ◆ OSHA 10/30 safety training
- ◆ Resumé development and job placement

*Varies by region due to industry demands.



Qualifications

To participate in the **TrANS** program, you need to meet the following qualifications:

- ◆ Be 18 years of age or older
- ◆ High School Diploma or GED/HSED preferred
- ◆ Ability to pass general aptitude test at minimum of 6th grade level
- ◆ Must possess a valid driver license
- ◆ Ability to perform manual labor and/or physically demanding work
- ◆ Ability to pass a drug screening test
- ◆ Willingness to travel statewide
- ◆ Driving record that does not include: leaving the scene, OWI/DUI within the last 3 years, or excessive speeding (20+MPH over)
- ◆ Possess a willingness to work hard

Sokaogon Chippewa Community TrANS Program



TrANS Program Application

Send to: Kim Kircher
3051 Sand Lake Rd.
Crandon, WI

kim.kircher@scc-nsn.gov
715-478-7633

Completion of this application is not a guarantee of enrollment in the TrANS Program

Applicant Information

Full Name: _____ Date: _____
Last First M.I.

Address: _____
Street Address Apartment/Unit #

City State ZIP Code

Phone: _____ Email: _____

Social Security Number _____

Birth Date _____

Driver's License
Number & State: _____

Do you currently hold a Commercial
Driver's License? YES NO
☐ ☐

Have you ever been convicted of an
OWI/DUI within the last 7 years? YES NO If yes, when? _____
☐ ☐

Have you ever been convicted of a felony? YES NO
☐ ☐

If yes, explain:

Education

High School: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Diploma: _____
☐ ☐

College: _____ Address: _____

From: _____ To: _____ Did you graduate? ^{YES} ☐ ^{NO} ☐ Degree: _____

Demographic Information

The following information is voluntary. All information provided on this form is protected under the Privacy Act of 1974 which states that we must explain why we are asking for information and how it will be used. Sokaogon Chippewa Community and the TrANS program uses this information for reporting to its funding source. This information does not determine or affect your eligibility for the training. This data may be used for referring to additional resources, further training, and work placements.

Please answer each:

Please select the racial or ethnic background you feel best describes you:

Are you a veteran?

YES
☐

NO
☐

☐ White/Caucasian

☐ Native American

☐ African -American

☐ Asian-American

☐ Hawaiian or Pacific Islander

☐ Two or more races

☐ Hispanic/Latino

References

Full Name: _____ Relationship: _____

Company: _____ Phone: _____

Address: _____

Full Name: _____ Relationship: _____

Company: _____ Phone: _____

Address: _____

Full Name: _____ Relationship: _____

Company: _____ Phone: _____

Address: _____

Previous Employment

Company: _____ Phone: _____

Address: _____ Supervisor: _____

Job Title: _____ Starting Salary:\$ _____ Ending Salary:\$ _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES ☐ NO ☐

Company: _____ Phone: _____

Address: _____ Supervisor: _____

Job Title: _____ Starting Salary: \$ _____ Ending Salary: \$ _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES ☐ NO ☐

Company: _____ Phone: _____

Address: _____ Supervisor: _____

Job Title: _____ Starting Salary: \$ _____ Ending Salary: \$ _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES ☐ NO ☐

Military Service

Branch: _____ From: _____ To: _____

Rank at Discharge: _____ Type of Discharge: _____

If other than honorable, explain: _____

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to getting into the TrANS program, I understand that false or misleading information in my application or interview may result in my release.

Signature: _____ Date: _____

Empowerment Training – Nick Kedrowski, Five Skies:

Hopefully the attached files and my summary below will give you an idea but a more accurate proposal would require us to sit down with you and determine what exactly would be needed/wanted and where you'd like it to take place and lastly, how much recruitment involvement you'd like us to have and what additional items would be provided. For example, our last trainings included breakfast, lunch and a PM snack daily (plus AM Coffee and PM Soda) and a weekly stipend of \$300.00 per person. Covid protocols may also impact some costing, for example, we had to rent the entire convention hall for our last few classes to ensure proper spacing between participants.

The training itself includes programming, instructors, materials; costs that would be "reimbursable" are additional. The reimbursable costs are facility charges for training site, any F&B provided to participants, stipends provided, any Supportive Services provided upon completion/hire such as work boots, union initiation fees and similar and are noted in our standard Rate Sheet but the Empowerment Training itself is \$15,000.00/week and our basic class is 2 weeks or \$30,000.00. This is for up to 30 participants, but we do have a minimum of 12 necessary to schedule a class. Additional curriculum will increase the time and therefore cost.

What are your timelines? – A sample calendar is included to show what a typical class schedule may look like. We would require a lead time of 3 weeks to schedule a class if the facility is already provided, longer if a location has yet to be determined/established.

What are your numbers? Class maximum's are 30 per class, minimum 12 to start.

What certificates are received? (variable based on contractor needs) – Empowerment, MBH, *OSHA 30, *First Aid/CPR, contractor trainings are separate.

What are some of your statistics/outcomes? – Our last contract spanning fall 2019 through June 2021, we had 251 community members that began the program. We had 181 that graduated; 77 joined a union after graduation. 84 graduates had placement on the Line 3, 94 were/are working on other projects. There were 43 that are still looking and 16 with an unknown status.

What are the subjects your training covers? This information is demonstrated by the included sample Calendar and our Tri-fold,

Is the training in person only? It is hands on/interactive and does require direct connection. We have tried various on-line formats and while some elements can allow for zoom visits to the class, the main instructors and attendees must be in-person.

Is the training only offered to Native Americans or could Non-Tribal attend? It can be open, our last program was open to Enrolled members, descendants and parent/spouses of tribal members. Funding sources may dictate who may or must attend.

What would a Non-Tribal member receive from the training? The non-tribal members that have attended our classes gain essentially the same skills and tools that tribal members gained. The way we cover the information and the order it is given provides background so that the attendee can

understand why we are providing the tools we are providing and gain similar benefit regardless of where they are coming from or their starting points.

Five Skies can also provide Technical Assistance to Tribes, Agencies and Contractors. Specifically, we can help TERO's with best practices and recommendations on enforcement, collection, and structure. We help contractors navigate their way through the TERO process (specific to the Tribe's TERO Law that you are working with), understand the Tribe's expectations of them and can act as a liaison between the prime contractor and the TERO office.

We can provide a review, analysis and recommendations on PL 102-477 programming and compliance and can provide recommendations on program and policies and revisions to a Master Plan.

Five Skies can provide assistance to Tribes on TERO, whether adopting or revising an Ordinance to maximize its effectiveness, and we can also discuss the potential applications and benefits of the "General Welfare Exemptions for Tribes" which allows a Tribe to provide certain benefits to their members without those benefits having any impact on the recipient's eligibility for other State or Federal assistance programs. We are happy to discuss topics relating to the development of a Tribal Elder Supplement program that can assist Tribal Elders without reducing their existing Government Benefits.

Who we are:

Nicholas (Nick) Kedrowski – Nick Kedrowski is a member of the Oneida Nation (Turtle Clan) in Wisconsin and a founding member of Five Skies. In addition to his own personal experience, his experience with TEROs and Tribal grant agencies have helped Nick develop an understanding and insight into the barriers to success facing today's job seekers.

Nyree Kedrowski – Nyree Kedrowski is a member of the Ho-Chunk Nation (Thunder Clan) and is a founding member of Five Skies. She is a certified trainer for both the Medicine Wheel and Mending Broken Hearts. Nyree's over 20 years of experiences and training provide her with a high degree of responsive sensitivity and understanding of the needs of her clients.

Together, they form the core of Five Skies Training and together, they tailor each class' curriculum to tie back to traditional roots common to many Native American Tribes and give some guidance on how those values can be reflected in today's societal needs.



Five Skies Training and Consulting LLC (*hereafter Five Skies*) is a 100% Native owned small business that specializes in providing trainings tailored to opportunities in or near to Indian Country. We provide trainings and presentation that can be facilitated as short format programming of less than one day up to multi-week trainings; depending on your specific needs. We are available to provide consulting services relating to many topics to help you create, improve, or enhance your existing programming. The following list includes some of our program offerings to help guide your inquiries, but we are happy to consider developing alternative programs based on your specific needs. Some of our offerings include:

Empowerment
Teachings of the Medicine Wheel
Mending Broken Hearts
Critical Core Skills
Industry Overview (construction)
Resumes and Interviewing
An Introduction to Financial Literacy
Working in Indian Country and
Understanding TERO (contractors)
TERO and 477 Partnerships
THE TERO ROI



We are able to incorporate elements of each of these offerings to deliver impactful seminars and training sessions to individuals, organizations and companies or contractors that work with or employ Native Americans and Native American Tribes. Participants do not need to be Native American to benefit from our programming although it is beneficial to be a member, descendant and parent of a tribal member. The following are overviews of our most common programs. The duration for our Empowerment program is at least 2 weeks but can be delivered in as much as a 5-week long program when other elements are required to be included.

Empowerment

Our Empowerment programming combines several of our individual sessions and includes programs such as the Teaching of the Medicine Wheel and Mending Broken Hearts, Financial Literacy, Critical Core Skills and Resumes and Interviewing are also incorporated into this program as part of the entire Empowerment curriculum.. Additional programming such as OSHA 30, Flagger Certification, First Aid/CPR and other industry specific programming can be incorporated into this program.

Mending Broken Hearts

This is an intensive course designed to provide culturally-based healing from grief, loss, and the unresolved effects of Intergenerational Trauma as developed from the White Bison curriculum. This program is delivered in a condensed 3-day format.

Working in Indian Country and Understanding TERO

This program is designed to be most effective for contractors working on projects funded by Tribes or that include Federal funding that are located on or near Tribal Lands to help guide them in understanding and complying with TERO requirements. It can be tailored to specific TERO regulations to help contractors understanding of the requirements of those specific laws. When provided to Tribes, this program can help determine if and how a TERO could be implemented and what benefits could be realized and generally includes the TERO ROI.

TERO and 477 Partnerships

This programming is designed to spark dialogue and conversation at the Tribal level to highlight how a TERO program and PL 102-477 program can operate cooperatively or even as a unified program. It describes how each can benefit from such an approach as well as discuss pros and cons of a unified approach and as stand-alone programs.

Teachings of the Medicine Wheel

This programming is geared toward individuals who want to gain an understanding of the Medicine Wheel's teachings and how those teachings can benefit their everyday lives. While it does not specifically focus specifically on any single Tribe's culture, it does give the participant the tools necessary to have a good understanding of how their own traditions can be applied or give a foundation to grow from where one's own teachings are unavailable.

An Introduction to Financial Literacy

This is an essential skill that is often overlooked when preparing someone for a career pathway that may see them making thousands of dollars a week. It is designed to help the participant begin to think of money from a different perspective. It covers a wide range of topics from a basic budget through credit and credit scores and even discusses incorporating traditional values into your budgeting and spending. The program covers broad topics to help shift the way money is thought about.

Critical Core Skills

Critical core skills include the soft skills that are often sought by employers in any industry, whether construction related or otherwise. Some of the skills covered include communication, critical thinking and problem solving, teamwork and collaboration, leadership skills and many others.

Resumes and Interviewing

This program provides an overview of the different Resume styles and their uses and gives the participant an opportunity to develop their own or fine-tune an existing resume. We cover interviewing skills, go over some of the more difficult questions that may arise and to approach an interview. Mock interviews are also conducted with the participant receiving immediate feedback and suggestions for improvement going forward.

June

Class 18

Empowerment 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Class 17/18 combined OSHA Class		OSHA 30 ¹	OSHA 30 ²	OSHA 30 ³	OSHA 30 ⁴	⁵
⁶	Mending Broken Hearts ⁷	Mending Broken Hearts ⁸	Mending Broken Hearts ⁹	Fin. Lit ¹⁰ Resume Handout Interviewing Skills	Resumes Writing ¹¹ Cashflow	¹² 1 st Aid/CPR 8 am – 12 pm Otter Creek (Moke Eaglefeathers)
¹³	Teachings of the Medicine Wheel ¹⁴	Teachings of the Medicine Wheel ¹⁵ <i>Labyrinth Exercise</i>	Teachings of the Medicine Wheel ¹⁶	Critical Core Skills ¹⁷ 11:00 AM – Kyle Boyat Financial Lit.	Core Skills ¹⁸ Fin. Lit. Cash Flow/ Mock Interviews	¹⁹
Contractor Week ²⁰	Critical Core Skills ²¹ 2:00 – Precision Pipeline	Exit Interviews ²² 10:00 – 49ers 11:00 Northland Constructors 11:30 David's Hydrovac	Terminal Tour ²³ 10:00 – Shannon's Mechanical 11:00 Respect MN <i>Flagger Training</i>	Presentations ²⁴ 1:00 PM – Paul Eberth (Enbridge) 12:00 Avery/Workrise 2:30 Kraemer North Am.	Wrap Up ²⁵ Graduation	²⁶
²⁷	²⁸	²⁹	³⁰			

Stipends are issued on Fridays – Class begins at 8:00 AM each morning; Class is scheduled to 4:00 PM each day – **Daily programming is subject to change.**

Multi Core Craft Curriculum (MC3) – Stephanie Johnston, WRTP BIG STEP:

We can hold MC3 training two ways:

1. Scheduled and paid by a specific organization
2. Scheduled by WRTP and paid by WIOA funding

We will be holding our next scheduled group in October and then another session in late January. To qualify for WIOA funding, students would need to meet the following eligibility requirements:

- 18 years of age or older
- Be a citizen or noncitizen authorized to work in the US
- Dislocated Worker (has been terminated or laid off)

I am currently working on getting an MC3 proposal together for another organization and can send you a copy as well when it is available. I estimate to have it ready in a couple weeks.

MC3 Training Includes the following classes:

1. Construction and Trade Awareness
2. Interview Readiness
3. Construction Health & Safety
- ☐ First Aid/CPR/AED
- ☐ OSHA 10 or 30
- ☐ Women's Health and Safety
4. Blueprint Reading
5. Construction Math
6. Heritage of the American Worker
7. Diversity Awareness & Sexual Harassment
8. Green Construction
9. Financial Literacy
10. Tools and Materials

11. Additional Certifications/Training (not required and can differ for each cohort)

☐ Flagger Certification

☐ Aerial/boom lift

☐ CDL Prep

☐ Forklift Training

☐ Solar Installation

☐ Basic electrical wiring

☐ Basic welding



2021 Training Rate Sheet

Salaried positions are paid flat regardless of hours and are not calculated per hour in accordance with DOL W&H standards, Billed apportionment will be based on the days that work is done related to the project. Salaried rates are provided for comparison only and will be billed at the daily rate.

Title	Hourly or Salary	Rate	Weekly	Daily	Annual
Specialist I	Hourly	\$15.63	\$ 625	\$125	\$ 32,510
Specialist II	Hourly	\$26.45	\$ 1,058	\$212	\$ 55,016
Training Mgr. I	Salary	\$37.00	\$ 1,480	\$296	\$ 76,960
Training Mgr. II	Salary	\$48.63	\$ 1,945	\$389	\$ 101,140
Partner	Salary	\$65.50	\$ 2,620	\$524	\$ 136,240

These costs are calculated based on the reimbursable costs. Each program will have a minimum administrative charge detailed in the proposal. This charge is billed quarterly with a final billing submitted at the completion of the contract or mentoring period, whichever ends last.

Administration	10-18% variable by agreement
Empowerment Training	Training Costs are calculated for each week of training. Billed at the end of each training session. This cost is variable because each training is tailored to the project lasting from 1 to 5 weeks in length. \$15,000.00/Week
TERO Training	Each TERO session is 90 minutes and Q&A up to 2 sessions a day included and is billed not more frequently than monthly. \$7,500.00/Session
Mentoring	Mentoring is calculated as a per day retainer fee. These services require an on-call status of 24 hours per day, 7 days a week. All graduates have this access for a defined period of time. \$325.00/Day
Drug Testing	Drug Pre-screen and random testing will be calculated per test and is for each Oral Swab test Five Skies administers, except re-tests for inconclusive tests are considered part of the original test and not billed separately. The training testing is for classroom training and not DOT compliant. DOT Testing is billed separately whenever required at a rate not to exceed \$125.00/test and is not administered on-site. \$55.00/Test
Program Coordination	Coordination charges are for any activities involving the stakeholders, facilities, and Five Skies, that are necessary for the development, planning and execution of a program or training such as calls, meetings and presentations. This is charged at the respective per hour rate listed above and is based upon staff attendance and duration.
Participant Recruitment	Recruitment charges are for any activities involving candidate/applicant recruitment that are necessary for community engagement and the development of a candidate pool and participant selection/screening for a program or training such as job fairs, orientation meetings, community events and outreach activities. This is charged at the respective per hour rate listed above and is based upon staff attendance and duration.

Reimbursable costs:

Space Rentals – These are the costs for renting space or facilities to hold recruitment related events, trainings and graduation costs will be considered reimbursable costs.

Food and Beverage – These are the costs relating to costs to provide snacks, beverages and/or meals at during recruitment and training will be considered reimbursable costs.

Stipends – The cost of the stipends provided to the participants will be considered reimbursable costs.

Lodging – The cost to provide lodging for participants attending the training will be considered reimbursable costs. Lodging will only be provided to participants that reside more than 45 minutes away from the facility where training is being held unless exceptional circumstances exist. Under exceptional circumstances, lodging costs may be submitted for reimbursement only if approved by the project owner or their representative. Lodging for Trainers shall not be a reimbursable expense.

Trade Costs – If Unions provide training during our programming specifically to meet the needs of the project owner, the cost charged to Five Skies by the Unions will be considered reimbursable costs.

Supportive Services – Cost relating to the supportive services being provided to the program participants after graduation will be considered reimbursable costs. These may include Work Boots and other PPE, Union Initiation Fees, Transportation assistance and work attire required. Lodging, tools and non-protective clothing are not provided.

August,8, 2021

RE: Worker Advancement Initiative

To whom it may concern:

This is a letter of support for the Western WI workforce Development Board to receive grant funding for this initiative. I met with Melisa Myers, Project Proven, the Ho Chunk Nation and Workforce Connections Inc. on a few occasions to discuss this grant. I am in support of the grant as I feel that it meets a lot of the needs that our consumers who were affected by the pandemic have. They will not be duplicating services already offered but will allow for services and funding for things that we, and other partners, cannot provide.

We will be referring people to the program as well as accepting referrals from other partners so that we can collaborate. Please feel free to reach out to me with any questions.

Respectfully,

Amy Grotzke
WDA 9 DVR Director



August 6, 2021

Melisa Myers, Executive Director
Western Wisconsin Workforce Development Board, Inc.
2615 East Ave. South
La Crosse, WI 54601

Dear Melisa:

Workforce Connections, Inc. (WCI) supports the Workforce Advancement Initiative (WAI) proposal being submitted by the Western Wisconsin Workforce Development Board Inc. (WDB) WCI concurs that increasing the level of support services available to rural Wisconsin residents will assist them in obtaining and maintaining employment and will be an excellent resource for the people we serve.

WCI operates the Workforce Innovation and Opportunity (WIOA) program, the Foodshare Employment and Training (FSET) and the Wisconsin Works W-2 program in western Wisconsin and will send appropriate referrals to the program and support co-enrollments as available.

We look forward to our continued collaboration on this project and others!

Sincerely,

A handwritten signature in dark blue ink, reading 'Teresa A. Pierce'.

Teresa A. Pierce
Executive Director

8/9/21

Department of Workforce Development
Division of Employment and Training
201 E. Washington Avenue, Room E100
P.O. Box 7972
Madison, WI 53707

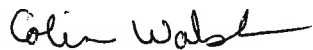
Dear Ms. Meudt,

It is my pleasure to support the proposal by the Workforce Development Board regarding the Workforce Advancement Initiative.

As the Manager of Project Proven at Western Technical College, I work with individuals directly impacted by the criminal justice system. This population faces even greater barriers to employment and education than the general population. I believe the barriers this proposal aims to erase are in line with the greatest barriers individuals that I work with face (housing, transportation, tech literacy, childcare). Taking a personalized approach to an individual's barriers will help focus funding toward an individual's specific needs. This is a chance to target the root causes of previous employment barriers, and to increase an individual's chance of future success in the workplace.

I fully support the efforts of the Workforce Development Board and look forward to partnering with them for this initiative. I believe this is a unique approach that can help the individuals we work with gain a stronger sense of self-efficacy as well as stronger ties to the communities we serve.

Sincerely,



Colin Walsh
Project Proven Manager
Western Technical College



WIOA LOCAL PLAN 2020-2023

Workforce Development Area 9

2615 East Avenue South
Suite 101
La Crosse, WI 54601

www.westernwdb.org

Date Submitted:
Contact: Melisa Myers, Executive Director

The Workforce Development Board of Western Wisconsin is an equal opportunity employer/program service provider. If you need assistance to access our services in a different language or need this material in an alternative format, contact us. Deaf, hard of hearing, or speech impaired callers may reach us by using Wisconsin Relay Services at 711.

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

A proud partner of the  AmericanJobCenter® network

Background

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

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

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

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

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

Workforce Development Area



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Natural Resources and Mining	5,290	5,710	420	7.9%
------------------------------	-------	-------	-----	------

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

To the extent possible, the projections consider anticipated changes in Wisconsin's economy from 2016 to 2026. It is important to note that unanticipated events may affect the accuracy of these projections.

Employment is rounded to the nearest ten, totals may not add due to rounding.

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, December 2018.

TABLE 2: WDA 9
LONG-TERM OCCUPATIONAL PROJECTIONS 2016-2026

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

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

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

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

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

Transportation barriers
Leadership Skills
Technical Skills

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

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

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

1. Accounting
6. Leadership Essentials

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

Local Apprenticeship Opportunities

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

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

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

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

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

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

Rank	SOC Code	Occupation Title	2016 Employment (1)	2026 Projected Employment	Openings (2)	Typical Education (3)	Work Experience (4)	Job Training (5)
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3,630	4,210	770	No Formal	None	Shor
2	53-3032	Heavy and Tractor-Trailer Truck Drivers	5,310	6,110	680	Postsecondary non-degree award	None	Shor
3	41-2011	Cashiers	3,660	3,560	660	No Formal	None	Shor
4	41-2031	Retail Salespersons	4,200	4,350	630	No Formal	None	Shor
5	43-9061	Office Clerks, General	4,540	4,520	530	High school diploma/equiv.	None	Shor
6	35-3031	Waiters and Waitresses	2,300	2,470	470	No Formal	None	Shor
7	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,630	3,020	420	No Formal	None	Shor
8	39-9021	Personal Care Aides	2,140	2,770	410	High school diploma/equiv.	None	Shor
9	27-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,360	2,520	330	No Formal	None	Shor
10	31-1014	Nursing Assistants	2,640	2,840	330	Postsecondary non-degree award	None	None
11	43-4051	Customer Service Representatives	2,320	2,470	320	High school diploma/equiv.	None	Shor
12	35-3011	Bartenders	1,640	1,780	290	No Formal	None	Shor
13	29-1141	Registered Nurses	4,170	4,620	280	Bachelor's degree	None	None
14	53-7064	Packers and Packagers, Hand	1,540	1,590	250	No Formal	None	Shor
15	35-2014	Cooks, Restaurant	1,520	1,710	240	No Formal	< 5 years	Mode
16	43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,160	2,170	230	Some college, no degree	None	Mode
17	49-9071	Maintenance and Repair Workers, General	1,980	2,140	220	High school diploma/equiv.	None	Mode
18	39-9032	Recreation Workers	1,140	1,220	210	High school diploma/equiv.	None	Shor
19	43-5081	Stock Clerks and Order Fillers	1,500	1,600	200	High school diploma/equiv.	None	Shor

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

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

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

Population and Labor Force

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

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

FIGURE 1: WDA 9
LABOR FORCE BREAKDOWN
2019

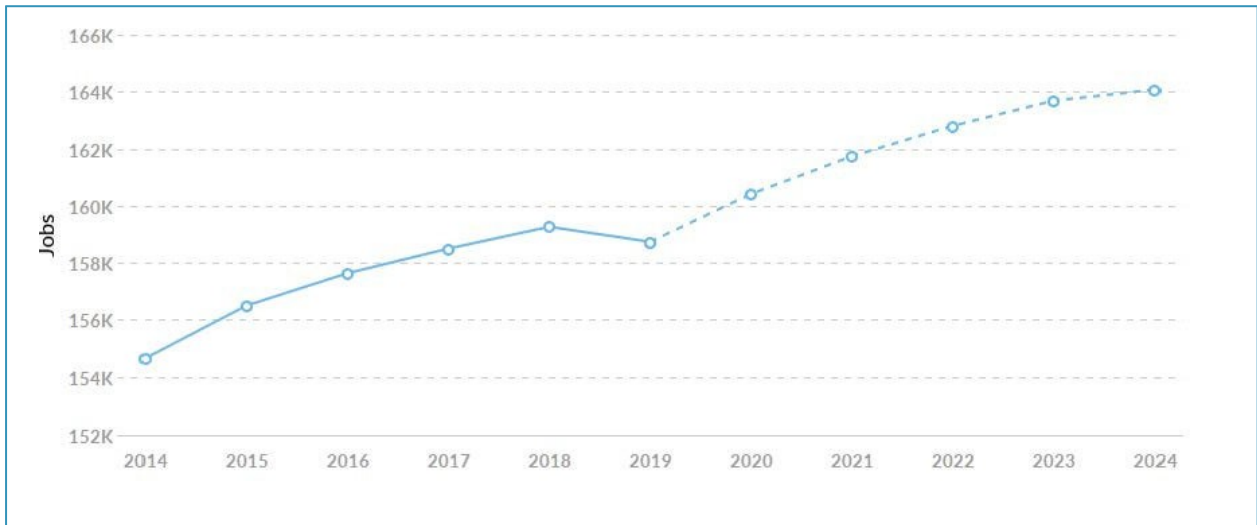
WDA9: Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties



Source: EMSI

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

FIGURE 2: WDA 9
JOB TRENDS
2014 TO 2019



Source: EMSI

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



Source: EMSI

Education and Skill Levels

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

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

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

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

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

Source: EMSI

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

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

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

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

Source: EMSI

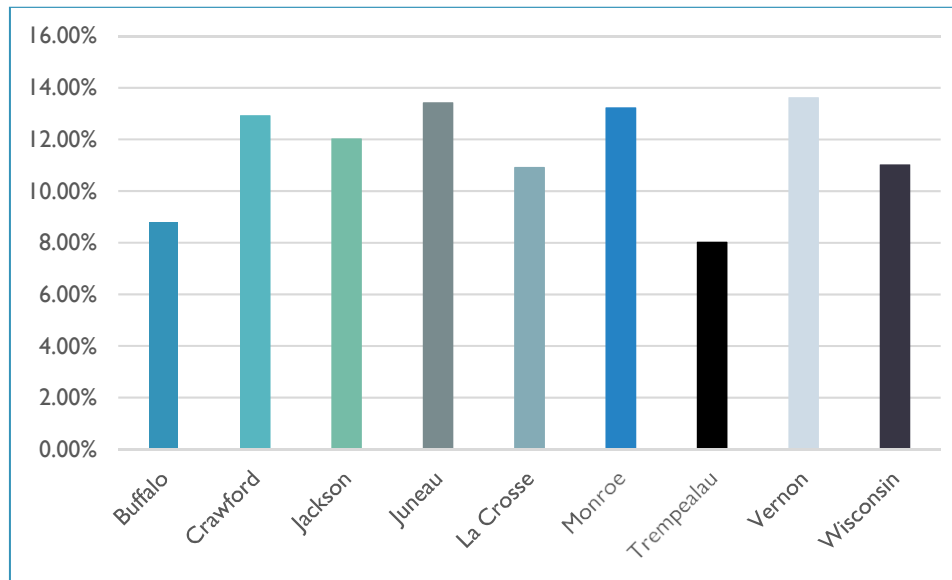
Barriers to Employment

Living in poverty

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

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

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



Source: United States Census Bureau

Language barriers

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

Veterans

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

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

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

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

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

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

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

Adult and Dislocated Worker services

Basic Career Services – Self/Informational

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

Basic Career Services – Staff Assisted

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

Individualized Career Services

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

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

Follow-Up Services

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

Training Services

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

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

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

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

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

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

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

These principles include:

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

- **Performance Accountability**

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

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

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

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

KEY STRATEGIC INITIATIVE #2

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

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

OBJECTIVE 2.A

2.A Increased use of work-based learning

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

2.B. Increased use and knowledge of registered apprenticeship

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

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

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

KEY STRATEGIC INITIATIVE #3

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

GOAL: Decrease WDB dependency on WIOA grant funding

OBJECTIVE 3. A.

3. A Create a Resource Development Plan

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

OBJECTIVE 3. B

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

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

OBJECTIVE 3. C

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

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

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

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

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

Actions:

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

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

Action:

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

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

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

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

Actions:

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

Objective 2.B: Increased use of registered apprenticeship

Actions:

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

Objective 2.C: Increased use of customized training**Actions:**

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

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

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

6. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:**a. What outreach activities are planned to increase business engagement in the local area?**

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

Outreach activities to increase business engagement include:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key strategic goals:

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

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

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

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

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

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

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

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

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

The Western Wisconsin WDB defines Work Based Learning Programs

On-the-Job Training Programs

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

Incumbent Worker Training Program

This has not been established within WDA 9.

Customized Training Programs

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

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

Work Experiences

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

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

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

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

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

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

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

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

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

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

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

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

Objectives:

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

Measurable Outcome:

- TUMMA membership growth of 15%.

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

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

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

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

Objectives for PY 2020:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Active OSO Taskforce Partners are:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Various forms of assessment include but are not limited to:

- Career Testing or assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

a. In-school Youth;

b. and Out of School Youth.

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

10.3.6.9 Requires Additional Assistance (Applies to ISY and OSY)

This eligibility barrier applies if individuals require additional assistance to:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Definitions of Primary Indicators of Performance

Q2 Unsubsidized Employment (Adult and Dislocated Worker)

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

Q2 Unsubsidized Employment or Education (Youth)

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

Q4 Unsubsidized Employment or Education (Adult and Dislocated Worker)

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

Q4 Unsubsidized Employment (Youth)

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

Median Earnings

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

Credential Attainment Rate

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

Measurable Skill Gain

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

TABLE 6: WDA 9
NEGOTIATED STANDARDS
PY 19-20

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

WIOA REGIONAL/LOCAL PLAN APPROVAL REQUEST

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

WDA Number(s): 9

Type of Plan (Regional or Local): Local

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

I hereby attest that this WIOA Plan was:

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

Ray Ransom

Printed Name of Chief Elected Official



Signature of Chief Elected Official

July 6, 2020

Date

Tammy Brown

Printed Name of Local WDB Chairperson



Signature of Local WDB Chairperson

July 6, 2020

Date

Melisa Myers

Printed Name of Board Director



Signature of Board Director

July 6, 2020

Date

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POSITION DESCRIPTION

Position: Front Desk Coordinator

Reports to: Western Wisconsin WDB Executive Director

GENERAL DESCRIPTION: Under the supervision of the Western Wisconsin WDB Executive Director, the Front Desk Coordinator is responsible for the daily operation of the Job Center of Wisconsin's front desk.

ESSENTIAL FUNCTIONS/TASKS

- Greet and welcome guests
- Answer questions and address complaints
- Help customers with computer-related issues
- Answer and redirect incoming calls
- Receive and sort incoming mail and packages
- Other duties as assigned

MINIMUM QUALIFICATIONS

- Minimum of 2 years front desk or customer service experience
- Strong organization and multi-tasking abilities
- Working knowledge of office machines and Microsoft Office
- Flexibility and the ability to accommodate various populations will be essential
- Strong verbal and written communication skills
- Understanding of workforce development and job training programs a plus

PHYSICAL DEMANDS

Physical Abilities	Frequency
Stand	Frequently
Walk	Frequently
Sit	Frequently
Handling	Frequently
Reach Outward	Frequently
Reach Above Shoulder	Occasionally
Climb	Not Applicable
Crawl	Not Applicable
Squat or Kneel	Occasionally
Bend	Occasionally

Lift/Carry	Frequency
10 lbs. or less	Occasionally
11 – 20 lbs.	Occasionally
21 – 50 lbs.	Occasionally
51 – 100 lbs.	Not Applicable
More than 100 lbs.	Not Applicable

Push/Pull	Frequency
12 lbs. or less	Occasionally
13 – 25 lbs.	Occasionally
26 – 40 lbs.	Occasionally
41 – 100 lbs.	Not Applicable

PAY SCALE

\$10.00 per hour (\$20,800.00 per year) to \$21.25 per hour (\$44,205.00 per year).
Yearly salary is based on 40 hours per week.

Employee Signature**Date****Supervisor Signature****Date**



POSITION DESCRIPTION

Position: Worker Advancement Initiative Specialist

Reports to: Western Wisconsin WDB Executive Director

GENERAL DESCRIPTION: Under the supervision of the Western Wisconsin WDB Executive Director, the WAI Specialist is responsible for coordination of WAI participant activities. This is a 2-year position.

ESSENTIAL FUNCTIONS/TASKS

- Review WAI participant applications
- Review and manage WAI purchase order requests
- Help with program outreach and recruitment
- Attend program-related meetings, which could include speaking about and promoting program
- Prepare and present monthly program reports
- Other duties as assigned

MINIMUM QUALIFICATIONS

- Minimum of 2 years experience in related field
- Strong organization and multi-tasking abilities
- Flexibility and the ability to accommodate various populations will be essential
- Strong verbal and written communication skills
- Understanding of workforce development and job training programs a plus

PHYSICAL DEMANDS

Physical Abilities	Frequency
Stand	Frequently
Walk	Frequently
Sit	Frequently
Handling	Frequently
Reach Outward	Frequently
Reach Above Shoulder	Occasionally
Climb	Not Applicable
Crawl	Not Applicable
Squat or Kneel	Occasionally
Bend	Occasionally

Lift/Carry	Frequency
10 lbs. or less	Occasionally
11 – 20 lbs.	Occasionally
21 – 50 lbs.	Occasionally
51 – 100 lbs.	Not Applicable
More than 100 lbs.	Not Applicable

Push/Pull	Frequency
12 lbs. or less	Occasionally
13 – 25 lbs.	Occasionally
26 – 40 lbs.	Occasionally
41 – 100 lbs.	Not Applicable

PAY SCALE

\$10.00 per hour (\$20,800.00 per year) to \$21.25 per hour (\$44,205.00 per year).
Yearly salary is based on 40 hours per week.

Employee Signature**Date****Supervisor Signature****Date**

POSITION DESCRIPTION

Position: WIOA Youth Outreach Coordinator

Reports to: Western Wisconsin WDB Executive Director

GENERAL DESCRIPTION: Under the supervision of the Western Wisconsin WDB Executive Director, the Western Wisconsin WDB WIOA Youth Outreach Coordinator is responsible for recruitment of at-risk youth for the WIOA Youth program, under the regulations set forth in the Workforce Innovation and Opportunity Act.

ESSENTIAL FUNCTIONS/TASKS

- Build community relationships to create WIOA Youth program awareness
- Recruit and refer diverse youth eligible for the WIOA Youth program throughout an 8-county region
- Maximize efficiency and effectiveness through relationships with workforce system partners and community-based organizations
- Follow all federal, state, and local regulations and policies
- Create and implement marketing tools to build community program awareness and recruit participants
- Other duties as assigned

MINIMUM QUALIFICATIONS

- Minimum of 2 years recruitment experience preferred
- Demonstrated ability to proactively search out resources needed and work under limited direction
- Flexibility and the ability to accommodate various populations in a variety of settings will be essential.
- Strong verbal and written communication skills

PHYSICAL DEMANDS

Physical Abilities	Frequency
Stand	Occasionally
Walk	Frequently
Sit	Constantly
Handling	Frequently
Reach Outward	Frequently
Reach Above Shoulder	Occasionally
Climb	Not Applicable
Crawl	Not Applicable
Squat or Kneel	Occasionally
Bend	Occasionally

Lift/Carry	Frequency
10 lbs. or less	Occasionally
11 – 20 lbs.	Occasionally
21 – 50 lbs.	Occasionally
51 – 100 lbs.	Not Applicable
More than 100 lbs.	Not Applicable

Push/Pull	Frequency
12 lbs. or less	Occasionally
13 – 25 lbs.	Occasionally
26 – 40 lbs.	Occasionally
41 – 100 lbs.	Not Applicable

PAY SCALE

\$15.50 per hour (\$26,027.00 per year) to \$30.50 per hour (\$63,456.00 per year).

Yearly salary is based on 40 hours per week.

Employee Signature

Date

Supervisor Signature

Date