

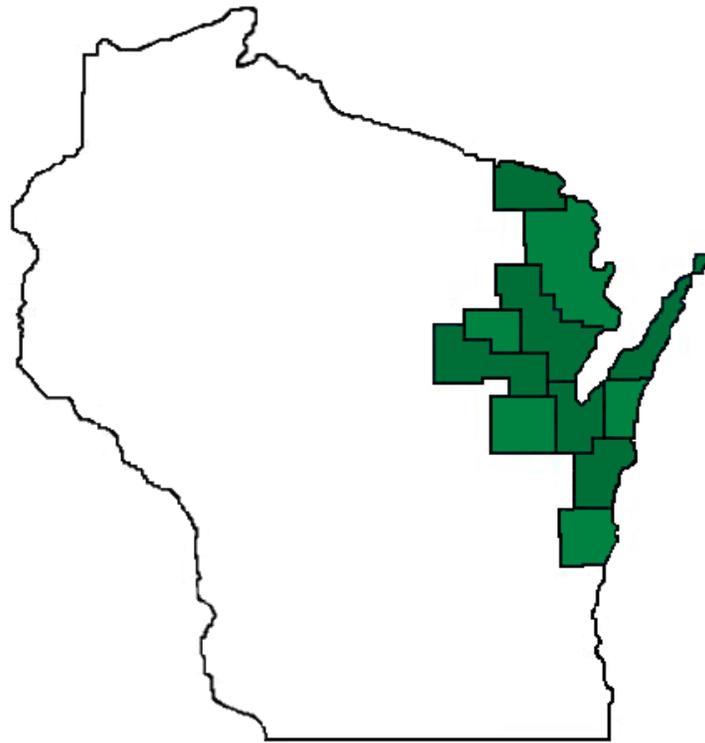
Workforce Innovation & Opportunity Act (WIOA)

July 1, 2016 – June 30, 2020

LOCAL PLAN MODIFICATION

Bay Workforce Development Area

July 1, 2018



A proud partner of the **americanjobcenter** network

Bay Area Workforce Development Board
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Bay Area WDB, serving WIOA Title I, is an Equal Opportunity Service Provider and Employer
serving Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Menominee,
Oconto, Outagamie, Shawano and Sheboygan counties.

Workforce Innovation and Opportunity Act
2018 - 2020 LOCAL PLAN
BAY WORKFORCE DEVELOPMENT AREA

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Required Forms and Attachments:

- Form A Assurances and Signatures
- Form B Debarment & Suspension Certification
- Form C Lobbying Certification
- Form D One Stop Service Delivery System: Locations

Workforce Innovation and Opportunity Act
2018 - 2020 LOCAL PLAN
BAY WORKFORCE DEVELOPMENT AREA

Purpose

Program Year 2015 marked the first year of the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each workforce development board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan to the state. Please note that the terms "board" and "local board" are used interchangeably throughout this guidance with WDB and workforce development board. The WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. These Plan Guidelines ask WDBs to address current and future strategies and efficiencies to address the continuing modernization of the workforce system and creation of a customer-centered system: where the needs of business and workers drive workforce solutions; where One-Stop Career Centers provide excellent customer service to all jobseekers and businesses; and where the workforce system supports strong regional economies, as well as alignment with updated State and local priorities.

WIOA strengthened the alignment of the workforce development system's six core programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. In so doing, WIOA placed an increased emphasis on coordination and collaboration at the Federal, State, and local levels to ensure a streamlined and coordinated service delivery system for job seekers, including those with disabilities, and employers. Thus, the Local Plans are to be based on current and projected needs of the workforce investment system as a whole. The needs of job seekers, incumbent workers, youth, and businesses are to be considered in every step of the planning process. It is the responsibility of the WDB to maintain a "big picture" view of the system-wide needs of the workforce development area and its relationship to the state vision rather than focusing on programmatic and operational details.

To accomplish the objectives set out by WIOA and these plan guidelines, WDBs in consultation with the local elected officials, must incorporate broad involvement in the development of the Local Plan. Input needs to be received from a variety of stakeholders and the public at each stage of development. An atmosphere of collaboration and partnership and an emphasis on enhancing the entire system rather than categorical programs, is to be the outcome of this planning process. It is the WDB's responsibility to provide the leadership to achieve this goal.

Wisconsin's Strategic Vision

Wisconsin will deliver a results-driven talent development system providing the opportunity for the State's job seekers, workers and businesses to sustain economic viability and self-sufficiency. The system shall respond to changes in industry and sectors, as well as the skills, knowledge and work ability needs of employers. The system shall also respond to the needs of workers and job seekers, assisting with acquiring new skills and overcoming barriers. Educators and economic development shall serve as partners who have a pressing stake in the system. Alignment of activities with education and regional economic strategies will aid in providing access to self-sufficiency.

The one-stop delivery system shall provide a "one stop" at which any employer, worker or job seeker may enter into the aligned resources and programs of the talent development system. The state's job center system shall provide electronic access into the available resources in an integrated manner. Programmatic and evaluation results provide partners and elected officials with data to ensure continuous improvement of system activity.

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In order to achieve the State's vision, the following four key strategies have been developed in cooperation with the Council on Workforce Investment:

- *Sector partnerships – expand sector strategies to continue enhancing and strengthening Wisconsin's economic vitality through addressing employer and job-seeker talent requirements.*
- *Career pathways – advance career pathways in Wisconsin to greater scale and alignment; credentialing and building better ladders and lattices for adult learners and cultivating a robust talent pipeline for employers.*
- *Cross-program data coordination – align WIOA services to improve the job seeker's experience and the behind-the-scenes data analysis and subsequent decision-making. WIOA partners will create the conditions in which job seekers can develop greater self-determination and data analysts can enhance reporting.*
- *Job driven investment – prepare workers for jobs currently available in the region's economy and for emerging occupations. Labor market information and employer feedback will be used to ensure these investments have a deep understanding of regional industries, occupations, populations and labor markets to formulate effective strategies.*

**Workforce Innovation and Opportunity Act
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BAY WORKFORCE DEVELOPMENT AREA**

Introduction

These Guidelines represent the forward movement of Wisconsin's public workforce investment / development system to a demand-driven system that strengthens Wisconsin businesses and the economy by focusing on high-wage, high-growth employers, establishing relationships with them, understanding their business needs, understanding the local labor market, and then applying this understanding to all jobseeker and employer services. The Guidelines were developed with input from all WIOA combined State-level partners.

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

A. Local Workforce Needs

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

a. Employers/Businesses:

Bay Area WDB has been actively engaged with employers since the implementation of WIA in 1998, beginning with the creation of the Employers Workforce Development Network at that time. In 2004 Bay Area WDB began to contract for a “Manager of Strategic Partnerships” position to work directly with area employers and augmented that with another contracted position for a “Business Solutions Specialist” in 2013.

There is as much advanced manufacturing in the Bay WDA as anywhere in the country, and that industry sector has been an area of emphasis for us. The creation of the NEW Manufacturing Alliance in 2006 (www.newmfgalliance.org) and the North Coast Marine Manufacturing Alliance (www.northcoastmma.org) in 2010 have provided regular input from area manufacturers. The 2016 Manufacturing Vitality Survey sponsored by NEWMA showed 78% of the companies surveyed having difficulty finding skilled talent. Hardest to fill positions included: CNC Machinist, General Labor, Welders, Engineers, Maintenance Mechanics, Sales Reps, and Supervisors. In addition, the companies identified a number of employability (soft) skills needs: Communication Skills, Attendance, Work Ethic, Math, and Computer / Technology Skills. The activities of these industry sector partnerships have multiplied Bay Area WD’s effectiveness in matching worker skills with employer needs. For example, the number of welding students in NEW North has quadrupled in ten years while the number of machinist students has tripled. There are many success stories to tell in the area of advanced manufacturing.

The Greater Green Bay Area Healthcare Alliance (www.ggbha.org) and the Lakeshore Healthcare Alliance (www.lshca.org) have provided regular input from this important regional industry sector. At this time, there is not a shortage of registered nurses, although a future need is anticipated, but sector needs include:

Pharmacists, Physical Therapists, Medical Assistants, Medical Coders, and Health Information Technology positions. This group has collectively been addressing clinical placement opportunities and coordinates work-based learning opportunities for students.

Other important industry sectors that provide a large number of jobs with family supporting wages and benefits include: Insurance and Financial (Customer Service Specialists), Transportation and Logistics (Drivers), and Information Technology (Software Technicians). All sectors report the need for employability skills as listed above in the applicant pool. Recently the Insurance Consortium has reached out to the social science departments at UWGB and UW-Oshkosh to create internship opportunities as well as developing K-12 outreach programs.

Bay Area WDB Staff utilizes the annual “Graduate Follow-Up Reports” from area technical colleges for detailed information about job openings in the region and the number of graduates available to meet those needs.

b. Job Seekers:

Based on traffic flow at the job centers and intake processes for WIOA Title 1, one of the greatest needs for job seekers is computer literacy for the 21st century workplace. Bay Area WDB contracts for free computer literacy classes at the job centers and in the technical college’s regional learning centers in the northern counties. Not only do job applicants require basic computer skills such as MS Word and Excel, but computer skills are required to perform an effective job search and to apply for most of the jobs in the region. Career exploration, job seeking skills, resume and cover letter writing, and interviewing skills are widely needed by job seekers. Employers also report that job applicants need basic employability skills as listed above. Bay Area WDB supports computer labs in the job center as a Core service to provide training and assistance.

c. Transfer skills & Career advancement:

The current labor market with low unemployment rates and a large portion of the labor force in entry level or service sectors positions requires a change in the delivery of job seeker services. More emphasis on transferable skills analysis, career advancement and laddering techniques is needed. Short term, flexible training for individuals currently working must be expanded and coordinated with training vendors. Staff in resource rooms will be trained in the identification of individuals needing these services and the provision of service options.

c. Incumbent Workers:

Experience with the “Leadership Academy,” a short term training program developed by the NEW Manufacturing Alliance for incumbent workers, has taught us that in addition to up-skilling in a particular industry sector, companies are looking for skill development in: Teamwork, Leadership, Critical Thinking, Conflict Resolution, Lean Process, and Safety. The NEW Manufacturing Alliance manages that training. Bay Area WDB is currently administering three Wisconsin Fast Forward grants to address incumbent worker training needs.

d. Youth:

Youth present a number of challenges in meeting their education and meaningful employment needs. The foremost need is to connect K-12 education and career planning to the driver industries within the NEW North economic region so that more young people have an actionable career plan upon high school graduation. Continuity with post-secondary training opportunities and career development after high school graduation is also needed. Employability skill training (soft skills) is a significant need for many young adults. There are a significant number of young people, particularly “youth aging out of foster care” who require a great deal of guidance and support to achieve successful careers, self-sufficiency, and long-term stability. Bay Area WDB has spearheaded a youth partnership initiative resulting in a comprehensive restructuring of WIOA Youth program services, emphasizing the critical importance of collaborating with community stakeholders (schools, human services agencies, local employers, American Job Center partners, etc.) and coordinating WIOA Youth Career Services with the K-12 and foster care systems.

2. Describe any workforce investment need in your WDA not reported in 1.a-d. - **All primary workforce needs are identified in the previous response.**

3. Describe how these needs were identified. - **See response under Section I (A).**

B. Labor Market Information

1. Provide an analysis of the regional economic conditions including –

a. Existing and emerging in-demand industry sectors and occupations (data will be compiled from the Quarterly Census of Employment and Wages, Occupational Employment Survey, and long-term Industry and Occupational Projections with formatted tables provided in Fall 2015) and

b. The employment needs of employers in those industry sectors and occupations (data will be compiled from DWD labor exchange sources such as the Job Center of Wisconsin and Help Wanted Online in formatted tables and may be supplemented by the market intelligence of WDB Business Services staff)

The Bay Area WDB’s economic base is diverse, healthy, and growing. It is primarily composed of advanced manufacturing, transportation/logistics, service industries (particularly health care and insurance), construction and tourism/recreation. In addition, the IT Talent Pipeline study released in May 2015 and co-funded by Bay Area WDB demonstrated the strength of the Information Technology (IT) sector in the NEW North economic region. Emerging needs in IT include: Systems Analysts, Software Developers, Computer Support Specialists, and Information System Managers, among others.

Advanced manufacturing and healthcare services remain high-demand occupation sectors and increased growth is anticipated in the near future.

Customer service and the insurance industry sectors are projected to experience additional growth in the next decade. The area also is unique in the number of marine manufacturers. There are a number of strong and stable marine manufacturers in the Bay Area – construction ranges from builders of high end yachts to tankers and barges to military combat ships to the manufacturing of fishing and speed boats. These companies utilize all of the skills required to build ships, yachts, and boats including gas arc, tungsten and aluminum welding, pipe fitting, marine electrical fitting, pneumatics and hydraulics, marine HVAC and the finish trades such as carpentry, plumbing and high end interior finish. The Bay Area is home to several transportation companies and the demand for commercial truck drivers remains strong and growing. In the health care sector, there is a strong need for physical therapists, pharmacy technicians and nurse practitioners, with an expected increase in need within these occupations.

The aging workforce will have a major impact on the area. The Bay Area has two of the oldest population counties in the state, Florence and Door Counties. Many of the industries in the area do not have succession plans in place. The older workforce lacks the skills necessary for the advanced manufacturing processes and new emerging technologies. The minority population in the Green Bay area is growing and the Bay Area has three Native American tribes in the area: Menominee, Oneida, and Stockbridge/Munsee. There is also an issue with the younger population leaving the area for training and not returning when they have completed their degrees.

Computer skills relating to advanced manufacturing, new and emerging technologies and a shortage of doctors and health care professionals in the rural areas will be an issue in the Bay Area. Already there is in our rural communities a shortage of doctors and since the rural areas attract retirees there will be an increased demand for clinics that can address every day needs of this population. Training for nurse practitioners and geriatric nurses will be needed to fill the gap resulting from a shortage of doctors.

The aging workforce will be the greatest threat to the area. Companies need to start succession planning and encouraging youth to return to the area after they complete their training or receive their post-secondary training. The marine industry and defense contracts will present opportunities for growth. The Bay Area Board was instrumental in the development of the Manufacturing Alliance (to date there are 198 dues paying members in the Alliance), The North Coast Marine Manufacturing Alliance and the Greater Green Bay Healthcare Alliance. Through these three organizations the Bay Area WBD has a direct link to major employers in the area. The NEW Insurance Consortium also (<http://newinsuranceconsortium.weebly.com/>) stepped up its outreach efforts in 2015, as has the NEW North IT Sector Alliance.

2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations (data will be compiled from (a) and (b) and will include common skills and educational requirements as defined in O*Net)

The industry sectors that the Bay Area has designated as demand sectors are advanced manufacturing, healthcare, information technology, transportation and logistics, construction, and the customer service/insurance industry.

The sectors are reviewed semi-annually by the Program Operations Manager of the Board. The occupations targeted are the only occupations available for vouchers issued under the e-payment authorization system, PAS used by Career Service Specialists. Placement records from the three technical colleges, position openings in the Bay Area, successful placement of WIOA-funded students, information from the Wisconsin Office of Economic Advisors, guidance by the local labor market analyst and frequent interaction with groups of area business leaders are used to determine the occupations targeted for funding.

3. Provide an analysis of the workforce in the region, 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 region, including individuals with barriers to employment. (Regional economists will provide a series of formatted tables and graphs describing these trends at the WDA and state levels.

This data will be compiled from the Local Area Unemployment Statistics program and will be supplemented with data from the U.S. Census Bureau and other sources.)

WDB leadership must review and incorporate the provided material in order to assess the climate in which the WDB operates prior to inclusion in the local plan. Regional economists will also be available to assist in the creation of any narrative analysis incorporated to support the data elements provided.

The Bay Area WDB's economic base is primarily composed of advanced manufacturing, transportation/logistics, service industries (particularly healthcare and insurance), construction and tourism/recreation, with IT as an emerging area.

Significant gains have been made in the advanced manufacturing sector. In 2005 the four NEW North technical colleges reported 193 welding students in total and 180 machinist students. In 2014 they reported 732 welding students and 513 machinists in their programs—a significant gain.

Advanced manufacturing and healthcare services remain existing high-demand occupation sectors and increased growth is anticipated in the future. Customer service and the insurance industry sectors are projected to experience additional growth in the next decade. The area also is unique in the number of marine manufacturers. There are a number of strong and stable marine manufacturers in the Bay Area – construction ranges from builders of high end yachts to tankers and barges to military combat ships to the manufacturing of fishing and speed boats. These companies utilize all of the skills required to build ships, yachts, and boats including gas arc, tungsten and aluminum welding, pipe fitting, marine electrical fitting, pneumatics and hydraulics, marine HVAC and the finish trades such as carpentry, plumbing and high end interior finish. The Bay Area is home to several transportation companies and the demand for commercial truck drivers remains

strong and growing. In the health care occupations there is expected strong need for physical therapists, pharmacy technicians and nurse practitioners.

4. Describe any WDA specific labor market characteristics not reported in 1.a. and b.

The presence of three Indian Tribes in the Bay Area creates a special need and opportunity for the coordination of employment and training services to this population. Of note is the Menominee Tribal (County) area that is noted as having one of the highest unemployment rate in the state and is an area defined by state and federal regulations as a high poverty area. In response to this need the Bay Area WDB maintains a job center service access site at the Menominee and Stockbridge Munsee tribal area and coordinates services at the Oneida Tribal Center.

C. Assessment of Current Workforce Investment Activities in the Local Area

1. Provide an analysis of the type and availability of workforce development activities for adults and dislocated workers, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. Describe plans to address any weaknesses identified. [§108(b)(1)(D)]

Bay WDA is comprised of several population centers and sub-regional economies spread throughout the 11-county region: Marinette, Shawano, Sturgeon Bay, Green Bay, Manitowoc, Sheboygan, and Appleton/Fox Cities. As a result, Bay Area WDB places a priority on maintaining the sub-regional job centers and access points so that services can be available to adults, dislocated workers, and other job seekers, including those with barriers to employment. The strength of these sub-regional job center partnerships and commitment to providing quality service are a noteworthy characteristic of Bay WDA. Basic career services including resume and cover letter writing, job application assistance, labor market information and career planning, computer literacy and Internet job search, interviewing skills, basic skills training, and job fairs are widely available. Bay Area WDB provides the regional coordination among the job centers that binds these communities together into a shared workforce development region.

The three area technical colleges (Northeast Wisconsin Technical College, Lakeshore Technical College, and Fox Valley Technical College), along with the College of the Menominee Nation, UW-Green Bay and several UW Extension two-year campuses, are a genuine strength within the region. Under the NEW Education Resource Alliance (NEWERA) banner (which also includes UW-Oshkosh, Moraine Park Technical College and UW Extension-Fond du Lac) these educational institutions have demonstrated the ability to act collaboratively, flexibly, and quickly to address the training needs of the region and engage individuals with barriers to employment. NWTC has regional campuses in Shawano, Sturgeon Bay, and Marinette as well several regional learning centers in the northern counties. NWTC and LTC have

mobile learning labs that can be deployed throughout the area, an innovation that Bay Area WDB helped to initiate in 2012.

Maintaining such a geographically large and diverse workforce development system is a genuine challenge, particularly in having the financial resources to support all the job centers and access points. The other serious challenge is in meeting the skill needs of our employers in a strong, expanding economy with an aging population. Meeting this challenge will entail better aligning educational systems at all levels with the skill needs of the regional economy, more effectively engaging underemployed, unhappily employed, and young professionals in meeting those needs, and incumbent worker training.

2. 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. This description must include an identification of successful models of such activities being used and/or planned. [§108(b)(9)]

There are numerous youth workforce initiatives in a region as large and diverse as Bay WDB. Under WIA, the Bay Area Youth Council has served as a networking body for sharing information and best practices. The transition to a Youth Standing Committee under WIOA will have to account for continuing that important function. The Youth Council has included representatives from agencies that serve youth with disabilities such as CESA #8 and DVR and it has been an effective means of connecting young people with career services, training, and employment in the region. The three technical colleges have been particularly active in Youth Council initiatives and they provide intensive services for students with disabilities at their institutions. Area job centers also receive WIOA Youth funding for Basic Career Services directed at young job seekers. The job centers are actively engaged with local school districts in career planning and job seeking initiatives.

Bay Area has taken the initiative to redesign youth services under WIOA and is considered a state model in our efforts. Two years ago a \$25,000 planning grant from the Greater Green Bay Community Foundation allowed us to gain a better understanding of the challenges foster care youth face as they age out of the foster care system, so that group is the focus for the implementation of our new WIOA Youth services model. Bay Area WDB now has ten Youth Career Services Specialists (YCSS) under contract and continues to provide intensive training to them to better engage this population and assist them into WIOA services as they leave the foster care system. Creating that pipeline into WIOA services involves a new level of partnership with the county foster care offices as well as with the K-12 school districts and the variety of agencies that provide services to that target population. As part of that effort, Bay Area WDB has hired a full time Youth Work Experience Coordinator to work with the YCSS contractors and maximize our opportunity to provide appropriate, career focused, and successful work experiences as part of the overall WIOA Youth program. Along with an additional \$300,000 grant from the Greater Green Bay Community Foundation, Bay Area was awarded the contract to administer the John H. Chafee Foster Care Independent Living Grant in a 17-county

region that includes the six Fox Valley WDA counties. By coordinating the use of these different funding sources, Bay Area WDB is actively working to connect WIOA Youth and other job center services with county services and school districts to ensure a smooth transition as young people enter postsecondary education and/or the regional workforce.

3. Describe the strategy to identify business requirements within the local area and provide support in meeting their needs. [§682.320]

The Bay Area WDB has numerous employer links in several industry sectors. The NEW Manufacturing Alliance has over 232 members with 148 manufacturers, 39 Associate members, and 45 Affiliate members. The manufacturers are from various sectors within the industry. The North Coast Marine Manufacturing Alliance is a partnership of the many ship, yacht and boat builders in the Bay Area region. In addition, other partnering organizations include the technical colleges and the two-year University of Wisconsin community college, along with economic developers.

The healthcare linkages include both the Greater Green Bay Healthcare Alliance that brings together hospitals, clinics and long-term care with educators in the region. Similarly, the Lakeshore Healthcare Alliance also includes the same organizations as members of its sector partnership.

The NEW Insurance Consortium has eight members of the largest insurance firms in the region who meet regularly to provide input and develop recruitment strategies.

The NEW North Information Technology (IT) sector group meets quarterly and has representatives across industry sectors. In 2015 Bay Area WDB co-sponsored a major IT skills study that identified current and future IT needs.

The Bay Area WDB members are a cross representation of private and public companies and nonprofit organizations that help direct the activities of the job centers by helping staff understand the workforce needs of entities from throughout the region.

4. Provide a description and assessment of the type and availability of services available to employers in the local area.

The Bay Area WDB contracts with two technical colleges for a Strategic Partnership Manager and a Business Solutions Specialist (outlined in the response in Section 1 (A) to provide needs assessment and coordination of industry sector partnerships and the following:

- **Regional Job Fairs: Job Center staff and Bay Area WDB Business Services Manager**
- **Job Recruitment: Job Center staff, DVR and Bay Area WDB Business Services Manager**
- **Job Center Newsletter: Job Service and Job Center staff contributing to stories**

- **Labor Market Data: DWD**

II. Vision and Workforce Development Area Goals

- A. Provide a description of the Board's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [§108(b)(1)(E)]

BAY AREA WORKFORCE DEVELOPMENT BOARD STRATEGIC ACTION PLAN PY 2018

VISION

The vision of the Bay Area Workforce Development Board is that job skills and educational levels are increased and the quality of life of all individuals is enhanced, while employers' needs are met.

MISSION

The Bay Area Workforce Development Board, Inc., consisting of selected community representatives, develops a skilled workforce by strategically allocating and coordinating resources to address community needs by working through others for the benefit of all.

Looking ahead at the coming Program Year 2018, the workforce trends we have been experiencing in NE Wisconsin will likely continue to challenge our workforce development system. These include:

1. The continuing Baby Boomer retirement that creates a demand for skilled replacement workers;
2. An expanding economy looking for new workers, particularly in manufacturing, construction, insurance, healthcare, transportation and other key NEW North industry sectors;
3. The challenges of integrating a new generation of workers into the workforce;
4. A great deal of sub-regional activity around implementing Academic and Career Planning in K-12 school districts;
5. Continued development of the American Job Center System as envisioned in WIOA;
6. Reduced federal funding for WIOA programs and services.

Priority 1: Quality improvement of the American Job Center System in the Bay WDA

Quality improvement of job center services is a key responsibility of the workforce boards in WIOA. At the same time, our customer base is changing: the number of unemployed workers continues to drop, dislocated workers require fewer job center services for reemployment, and heavily barriered individuals are served through targeted programs such as Wisconsin Works (W-2) and FoodShare Employment and Training (FSET). Looking ahead, job centers will need to develop strategies to serve underemployed workers by providing services focused on career planning, career development, and career advancement.

The 2017 United Way ALICE (Asset-Limited, Income-Constrained, Employed) study found that about 29% of Wisconsin's workforce is employed and living above the federal poverty line but struggling financially. In addition, many younger workers who are struggling with student debt need greater awareness of career opportunities in NEW North and how to access them. Major changes in the retail sector are displacing many workers with significant customer service skills who can transfer those skills into other economic sectors where those skills are in high demand.

To begin to address the needs of these workers and career seekers, Bay Area WDB will lead efforts to do the following:

1. Develop and work with partners to implement strategies to rebrand job centers for career planning, career development, and career advancement services, particularly by harnessing available technology;
2. Review job descriptions for job center Resource Room and Computer Lab staff to more effectively focus on career planning, development, and advancement services to the public, then provide staff training as required;
3. Work with Wisconsin Job Service partners to maximize integration of the Career Counselor position into the new job center brand;
4. Convene a panel of community leaders to gain insight and input into the needs of underemployed younger workers, and the ALICE population;
5. Explore the potential for enhanced collaboration between the job centers with the WIOA Title 2 programs and Career Centers at the technical colleges;
6. Better integrate the industry sector alliances into the job center Resource Room and Computer Lab operations.

Priority 2: Maintain current level of WIOA Youth and Independent Living Grant service provision within the 11-county Bay Area and 17-county IL region

Bay Area contracts for dedicated Youth Career Service Specialists throughout the region and administers an effective work experience program that allows young people to gain experience in the area of their career interest. The Independent Living program has developed strong partnerships with 17 county human services offices, many school districts, and community service agencies. The WDB financial system supports the administration of IL funding to meet the needs of vulnerable young people quickly and effectively. Further developments include:

1. Successful application for another Independent Living funding cycle as the current contract with the Wisconsin Department of Children and Families expires on December 31, 2018;
2. Developing more effective coordination of IL services in the six Fox Valley Workforce Development Board counties through regular collaboration with FVWDB and their WIOA Youth contractor(s);
3. Continued development of new and existing partnerships with youth service agencies throughout the region and increasing the ability to track youth services and outcomes across agencies and systems, particularly with the youth criminal justice system and the Division of Vocational Rehabilitation;
4. Exploration and application for additional funding sources for youth program services as the three year grant for the Greater Green Bay Community Foundation expires this year;
5. Effective braiding of WIOA Youth services funding with WIOA Adult, Independent Living, and other funding sources to provide the comprehensive, holistic array of services required to address the needs of disconnected youth.

Priority 3: Promoting and fostering a regional approach to the implementation of the Academic and Career Planning (ACP) requirements throughout NEW North

NEW North, with funding from the Wisconsin Economic Development Corporation, purchased a three-year INSPIRE license for the 18-county economic region, making the INSPIRE platform available to all school districts. But effective implementation of INSPIRE will take much more than just having the online tool available. Bay Area WDB has been an active participant in the NEW North effort to develop an INSPIRE implementation plan, to connect the three current sub regional INSPIRE initiatives, and increase the engagement of area businesses to connect with young people through ACP initiatives. Bay Area WDB will continue to support this effort by:

1. Continuing our leadership role in the NEW North INSPIRE initiative to promote a regional ACP system that connects students and businesses to promote careers in the NEW North economy;

2. Convening the Youth Standing Committee as a means of communicating ACP information to stakeholders;
3. Connecting businesses to the regional ACP system through the industry sector alliances;
4. Serving as an area resource for ACP implementation for school districts;
5. Integrating ACP initiatives into the job centers.

Priority 4: Bay Area WDB will continue to be an important source for information about recruiting and meeting other workforce challenges for employers

Bay Area Workforce Development Board staff and members will maintain visibility in the region as an important source of information about workforce development resources for employers to address their need for skilled workers. In particular:

1. Bay Area WDB will continue to lead and improve the quality of the Bay Area Rapid Response Team to assist dislocated workers in navigating the stressful uncertainties of job loss by connecting them to training and reemployment opportunities;
2. Be responsible for convening the regional Business Services Team on a regular basis and have that Team report out at Bay Area WDB Strategic Leadership Committee meetings;
3. Produce a quarterly informational newsletter aimed at area businesses;
4. Draw on twenty years of experience in offender reentry to connect businesses to the skilled workforce in the state Corrections system, those coming out of the state facilities and county jails, and those engaged with the Community Corrections system;
4. Remain visible in the media as a vital area resource for workforce information and strategy.
5. Continue to support regional industry sector alliances and promote the development of a NEW North Construction Alliance.

Priority 5: Collaborate with NEWMA, the NEW North IT Alliance, the technical colleges, the MicroTech program and other stakeholders to gain a deeper understanding of the impact artificial intelligence is having on the regional workforce.

1. Promote the development of IT related training, such as computer coding and programming, for K-12 students, dislocated workers, the underemployed, and other job seekers;
2. Use media contacts and job center resources to educate the public on the impact of artificial intelligence on the workforce and the skills that will be required for success in the era of smart machines.

III. Governance and Structure

A. Plan Input and Review Process

1. Describe the process used, in accordance to the five criteria below, to provide an opportunity for public comment and input into the development of the local plan.

To provide adequate opportunity for public comment, the Local Board must:

- a. Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;
- b. Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;
- c. Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor;
- d. The Local Board must submit any comments that express disagreement with the plan to the Governor, along with the plan, the WDB's response to those comments, and a copy of the published notice;

See Attachment 2, “Response to Public Comments” and Attachment 1, “2016 WIOA Local Plan Public Notice”

- e. Consistent with WIOA section 107(e), the Local Board must make information about the plan available to the public on a regular basis through electronic means and open meetings.

The Bay Area WIOA Local Plan will be posted on the Bay Area WDB website for public view. Notice will be made in all area newspapers of the availability of the Plan for public review and comment. Business representatives, labor organizations, educators, and other members of the public will be able to comment on the Plan using email access on the Bay Area WDB website, or directly to board staff through oral and written communication during the 30-day comment period. The comment period will commence 30 days prior to submission of the Plan to the Governor beginning on or about March 1, 2016. The Bay Area Local Plan will include any public comments received during the 30-day comment period including any disagreement with the draft Plan and the WDB’s response to

such comments. After submission of the Bay Area WIOA Local Plan to the Governor, the Plan will be continuously available on the board’s website as well as at the board office for public review.

2. Describe how local workforce partners were involved in the development of the WDB's local plan. Also describe how local partners will be involved in the ongoing implementation of the local plan.

Workforce partners are well represented on the Bay Area Workforce Development Board by 13 members and will have input into the development of the Plan in that capacity. Many of the partners are subcontractors who provide WIOA services in the Bay Area and many serve on Job Center management Teams. The board’s Strategic Leadership Committee, which oversees job center quality improvement process, consists of four business representatives from the board and four representatives of the job center partners.

B. Chief Elected Official(s) (CEO)

1. Describe the role of the CEOs in the governance and implementation of WIOA in the local area. In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in a WDB/CEO Agreement, please state that it is included in that Agreement and provide the section where it can be found.

The Bay Area Local Elected Officials Board consists of one representative from each of the 11 county boards and meets quarterly to review WIOA activity in the Bay Area. Their role in the governance of the Bay WDA is described in the “Inter-County Consortium Agreement” in Section III. The responsibilities of the elected officials and the local workforce board are further delineated in the “Workforce Development Board/Local Elected Officials Joint Agreement” in Section I.

2. Section 683.710(b)(2) states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the CEOs. Please provide this document or specify its location, if it is within another document.

Liability responsibilities of the counties comprising the Bay WDA are specified in the “Inter-County Consortium Agreement” in Section V.

3. Please submit a WDB/CEO Joint Agreement and/or the CEO Consortium Agreement.

See Attachment 3, “WDB/CEO Agreement” and Attachment 4, “CEO Consortium Agreement”

C. WDB Functions

1. Describe any roles and responsibilities, as agreed to with the CEO, which may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB/CEO Agreement.

The joint and individual responsibilities of the WDB are spelled out in the WDB/CEO Joint Agreement in Section I. All are in compliance with WIOA.

2. Identify the fiscal agent or entity responsible for the disbursement of grant funds. If a fiscal agent is used, attach the current contract and identify who has signatory authority. Submit the WDB/Fiscal Agent Agreement.

The LEO Board serves as the fiscal agent in the Bay WDA as designated in the WDB/CEO Agreement in Section I (A)(3). The responsibilities of the sub-recipient grantee, the Bay Area WDB, are listed in Section I (D)(1) of that document. See Attachment 3, "WDB/CEO Agreement"

D. WDB Composition

The Governor shall, once every two years, certify one local board for each local area in the State. Such certification shall be based on criteria established under section 107(b), and for a second or subsequent certification, the extent to which the local board has ensured that the workforce investment activities carried out in the local area have enabled the local area to meet the corresponding performance accountability measures and achieve sustained fiscal integrity. For PY15, DWD issued Administrator's Memo 15-05 which details the requirements that must be met for certification of a local board. A WIOA compliant board must be in place by December 31, 2015.

For the following questions, if the response is provided in the CEO Consortium Agreement, the WDB/CEO Agreement or in the WDB Bylaws, indicate which agreement the description can be found in and the section where it is stated. If not included in any of these documents, provide the response below:

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

When a business vacancy occurs, the LEO Board reviews the balance of representation among the 11 counties and gives the Executive Director a recommendation for targeting recruitment in a sub region of the Bay WDB or in a particular industry sector. Nominations are then sought from economic development agencies, chambers of commerce, and other business organizations. The LEO Board then considers those nominations at its next meeting.

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

The Bay Area WDB has a long and successful history of leadership in shaping the local workforce investment system. The board sets the overall strategy for the system and targets its resources to accomplish those strategic goals. The board staff works

closely with the Job Center Management Teams to foster collaborative partnerships. The board's Strategic Leadership Committee, made up of board business representatives and job center partner members, reviews the quality of the local workforce investment system, addresses issues that arise, and anticipates developing workforce challenges that will need to be addressed. Two contracted positions lead the Bay Area Business Services Team.

3. Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. [§107(h)(1 & 2)]

Conflict of interest is addressed in the Bay Area WDB Bylaws, Article XII, Attachment 7, and in the WDB/CEO Joint Agreement, Section III (G), Attachment 3.

4. Provide a complete and current WDB membership list. **See Attachment 5, "Bay Area WDB Membership"**
5. Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees. **See Attachment 6, "Bay Area WDB Organization, Roles and Schedules"**
6. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities). [§107(e)]

Bay Area WDB sends out regular meeting notices to four area newspapers, county courthouses, and job centers for publication and/or posting. Meeting notices that involve RFPs or the allocation of funding are published in four additional area newspapers. The WDB also maintains an Outlook address book of all individuals and organizations who request electronic notification of Board and committee meetings and provides regular notice via email. Meeting notices and other information is also available on the Board's website.

Bay Area WDB regularly meets at area technical colleges to ensure that there is adequate and appropriate accessibility to all board meetings. If alternative sites are used for committee meetings, sites are screened for accessibility by the Executive Director. Bay Area service locations were evaluated in 2015 through the state DEI grant by Options for Independent Living for accessibility with no action required. Accessibility is a part of the annual monitoring of Basic Career Services performed by the Bay Area WDB Program Operations Manager.

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

At their quarterly meetings, the Local Elected Officials Board reviews the Bay Area WDB roster for WIOA compliance and for geographical balance in the 11-county

WDA. In the event of a vacancy, the LEO members provide guidance to the Executive Director in recruitment efforts. On the basis of that guidance, the Executive Director reaches out to business organizations, economic development agencies, and other community stakeholders for nominations. The LEO Board considers such nominations at their next quarterly meeting.

8. Attach the Workforce Development Board Bylaws including date adopted/amended. The bylaws must comply with the parameters listed in Admin Memo 15-05. **See Attachment 7, "Bay Area WDB Bylaws"**

E. Youth Standing Committee

WIOA eliminates the requirement for Local Boards to establish a youth council; however, the Local Board may choose to establish a standing committee to provide information and to assist with planning, operations, and other services to youth, which must include community-based organizations (CBOs) with a demonstrated record of success in serving eligible youth. Additionally, an existing youth council may be designated as the youth standing committee if they are fulfilling the requirements of a standing committee which means that they have members of the Local Board who have the appropriate experience and expertise in youth educational and workforce development.

The youth standing committee must include a member of the Local Board as the chair, members of CBOs with a demonstrated record of success in serving eligible youth and other individuals with appropriate expertise and experience who are not members of the Local Board. The committee may also include parents, participants, and youth.

If local boards choose not to delegate this function to a standing youth committee, they are responsible for conducting oversight of youth workforce investment activities under WIOA section 129(c). Boards that choose not to have a standing youth committee must respond to question 5. For those questions that do not apply to your WDB, please answer "Not Applicable".

1. Describe the role and responsibilities of the Standing Youth Committee.

Bay Area WDB will have a Youth Standing Committee. The current Youth Council will continue to serve as the Youth Standing Committee in PY 2015. The role of the committee is to advise the Bay Area WDB on issues related to youth employment and training challenges in the Bay WDA, and to assist the WDB in the selection of youth service providers.

2. Describe how the Standing Youth Committee is involved in developing policy.

The current Youth Standing Committee will discuss policy issues as related to the provision of youth services in the Bay WDB and convey recommendations to the Bay Area WDB through the WDB representatives on the Youth Standing Committee as well as through the Bay Area WDB staff.

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

The Bay Area WDB conflict of interest policy found in the Bay Area WDB Bylaws, Article XII (Attachment 7), applies to members of the Youth Standing Committee, as well as Bay Area WDB members.

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

The Youth Standing Committee meets quarterly and receives regular reports from staff on the provision of youth services in the Bay WDA as part of their oversight function. The Youth Standing committee also selects some of its members to serve on the Bay Area WDB Proposal Review Committee for youth services to make recommendations to the Bay Area WDB for youth service contracts.

The following is applicable only to local boards that choose not to establish a standing youth committee:

5. Describe how the local board will conduct oversight of youth workforce investment activities under WIOA §129(c). N/A

F. WDB Support and Administration

1. If the WDB employs staff, identify the number of staff (time percentage), general role, and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provides direct WIOA services. Submit the WDB Staff Agreement and/or job description for WDB Director.

Bay Area WDB currently employs nine (9) full time staff for the administration of WIOA programs and for the Independent Living grant through the Wisconsin Department of Children and Families. Staff does not provide direct WIOA or other services. See Attachment 27, "Position Description Executive Director March 2014"

2. Include an organizational chart with an 'effective as of date' of WDB staff, administration and support. See Attachment 8, "Bay WDA Organizational Chart Eff. 11/12/2015"

3. Provide a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'.

The Administrative/Fiscal Agent organizational chart is the same as the Bay WDA Organizational Chart referenced in Section V. (F)(2) - Attachment 8, "Bay WDA Organizational Chart Eff. 11/12/2015"

4. Attach a copy of the WDB's current Cost Allocation Plan. See Attachment 9, "Bay Area WDB Cost Allocation Plan"

5. Describe and submit the WDB's cash management policy and procedures. **See Attachment 25, "Bay Area WDB Fiscal Policy Eff. 11/15/2015" and Attachment 26, "Financial Procedures Manual Rev 07/14/2015"**
6. Is an Indirect Cost Rate or de minimis rate of 10% used? **Yes, an Indirect Cost Rate of 10% is used.**
7. Describe fee for service(s) activities, and how the funds are accounted for. Submit the WDB's local policy regarding fee for services. **Bay Area WDB does not have any fee for services activities.**
8. Employee health and welfare costs incurred in accordance with local board policies are allowed for the improvement of working conditions, employer-employee relations, employee health, and employee performance are allowable (2 CFR 200.437). Submit the WDB's policy for the provision of these costs for WDB staff. **See Attachment 21, "Personnel Policy"**
9. Incentive compensation to employees based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., is allowable (2 CFR 200.430). Provide the WEB's policy for incentive compensation to employees and/or service provider staff. **The Bay Area WDB does not currently have an Incentive Policy.**
10. Submit the WDB's personnel policies and procedures. **See Attachment 21, "Personnel Policy"**

IV. One-Stop System and Service Delivery

A. One-Stop Service Delivery

1. Describe the One-Stop delivery system in your local area, including the roles and resource contributions of one-stop partners. [§121(a)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. **See Form D.**

The Bay Area WDB made, and has a strong commitment to support the job centers within our area. Beginning with the implementation of the Job Training Partnership Act, the Board concentrated on the development of strong partnerships for the operation of our job centers. Mandated partners and other community organizations were brought into a partnership for the operation of their local center. Each center is managed by a team comprised of mandated WIOA partners and other community service providers. Some of the community services providers on the team are not located on site at the center but share the job center concept and the coordination of services. Each on site partner enters into an operations agreement that specifies operational and fiscal responsibilities for the provision of basic career services at the center including the resource and reception areas. The Bay Area WDB contractors and DWD Job Service personnel staff the resource rooms at the centers. Reception staff is funded by each partner and their contribution is based on their program's funding restrictions and allowances, the number of FTE staff at the center and/or

space allocations. FSET, TANF and other Community Based Organizations also assist with the funding of reception staff and some resource room services. Any staff funded through the Bay Area Board is contracted through a RFP process with multiple agencies providing the service dependent on the contractual award. Unique in the Bay Area System is the Fox Cities Workforce Center that is managed jointly between two workforce boards, Fox Valley WDB and Bay Area WDB. The Marinette Job Center and Michigan Works! are co-located within the Marinette Job Center. (See Form D)

2. Is each of the required WIOA partners included in your One-Stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason. [§121(b)]

Depending on the job center, not all mandated partners are co-located at the job center and participate in planning and implementation of the MOU process for infrastructure costs. Partners not included on site at some of the centers in the Bay Area system are: Adult Basic Ed, Older Americans Program, CSBG, HUD Employment and Training, and UI. The Bay Area Board has an approved MOU and is in the process of developing the Resource Sharing Agreement and Infrastructure Funding Agreements, (attachments B and C) to the MOU.

3. Identify non-required partners included in the local One-Stop delivery system.

Additional partners in the One Stop System vary from one job center to another. A summary of partners are: CAP Agencies, Goodwill Industries, County Social Service programs, and local economic development agencies.

4. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with Section 188 and the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the WDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of the ADA.

The Bay Area WDB staff monitor each job center site and provide guidance and training to the partners at the center for compliance with the American with Disabilities Act. In PY15, an ADA assessment of each center was conducted by Options for Independent Living. The results for each job center was provided to the Board and the job center management team. Board staff reviewed the findings and best practices with each management team. All findings are being addressed either by the Board, the job center partners or the landlord of each center. All WIOA contracts require the name and contact information of an individual at the center responsible for ADA requirements and complaints. During the monitoring of the job center by Board staff the complaint log is reviewed. Problems related to a particular program (W-2, FoodShare, Veterans, and others), whether about regulations or decisions, should be sent to the Supervisor of the specific program. That information may be

obtained from the people at the Reception Desk in the job center or from the EOO. Most programs have a written Grievance Policy that describes how grievances and complaints are handled. See Attachment 29, “Guide To Resolution of Grievances and Complaints Rev 01/01/2016” The Bay Area has a Limited English Proficiency Service Plan. Major documents have been translated into Hmong and Spanish (the two primary languages) in our workforce area. Other languages are available through contracted services on an as needed basis.

5. Describe the WDB’s policies and procedures for resolving grievances or complaints filed by participants and other interested parties affected by the local workforce system, including one-stop partners and service providers.

The Bay Area Workforce Development Board will address any grievances or complaints about WIOA services and programs. In addition to program applicants and participants, contracting agencies and proposers may also file a grievance or complaint if they believe that a procurement process has not been conducted fairly or that a contract provision has been violated. Types of grievances, grievance/complaint procedures, and contact information is provided in Attachment 29, “Guide To Resolution of Grievances and Complaints.

Additionally, the above document provides contact information for complaints about an employer for things such as wages, work hours, termination and workplace injuries; fraud and malfeasance.

6. Helping veterans obtain training and employment is the responsibility of all Job Center staff. The local Job Center must provide priority of service to all veterans and eligible spouses to ensure that the full range of employment and training services are provided in a comprehensive, customer-driven, and seamless manner. Describe processes in place at the point of entry to the system to identify veterans and eligible spouses who are entitled to priority of service (including signage and/or designated areas and staff training). Submit any implementing policies or procedures describing how priority of service is implemented uniformly and appropriately across the local workforce system.

All centers have a large posting of the Veteran Priority in the resource room and by the reception desk. Each resource room and reception area has a smaller sign indicating the veteran and spouse of veteran priority. A section of the Board’s monitoring of the resource room and reception areas is devoted to the veteran priority of service. In-house training for all staff is provided annually on the priority requirement. See Attachment 10, “Priority of Service to Veterans Policy”

The SBE form will be reviewed for each veteran during the WIOA assessment process when a veteran is referred for services. It is our understanding that the DWD veterans’ service staff fills out the SBE and Bay Area WDB will clarify authorization to share confidential information with DWD. A process for completing the SBE form will be coordinated between WIOA contractors and DWD staff.

7. Please list which career services are provided by which partners to job seekers and employed workers. See Attachment 24, “Basic Career Services and Providers”

8. Describe the strategy to identify business requirements within the local area [682.320]. In addition, describe the business services available to area employers through the One-Stop system, and who provides these services. Provide details about any fee-for-service business services.

Bay Area WDB contracts with Northeast Wisconsin Technical College and Lakeshore Technical College for two positions charged with coordinating Business Services in the WDA. There are no fee-for-service initiatives at this time. Bay Area has several of the most active and sophisticated industry sector partnerships in the state, which provides regular input into the WDB's discussion of business needs. These include the NEW Manufacturing Alliance, North Coast Marine Manufacturing Alliance, Greater Green Bay Healthcare Alliance, NEW Insurance Consortium, and the NEW North IT Sector Group. One example is that the NEW Manufacturing Alliance conducts an annual "Manufacturing Vitality Index survey each fall that identifies the skill needs of this major industry sector.

Job Center partners coordinate efforts to provide a variety of services to employers including access to Job Center of Wisconsin, on-site recruiting, WOTC, OJT, subsidized work experience, National Career Readiness Certificate (NCRC), WAT grants, WIOA training, and registered apprenticeship.

9. Describe how "center-based" business services are provided. This description should include how all programs that conduct business services are included in the system and the coordination practices; and how input and feedback from all partners is received and implemented equitably.

Each Job Center has a Business Services Team comprised of partners on site at each location. The team plans, coordinates and directs business services for the center. The team sends a representative to the Regional Business Services Team that meets monthly. Bay Area WDB provides leadership for the Regional Business Services Team and has made the Salesforce software available to many partners through the WWDA Skills Wisconsin grant.

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

The provider of One Stop Services is, and will be, obtained through the RFP process. Through the procurement process the board can ensure that the One-Stop service providers describe how they are going to provide the services, the delivery model and cost of the service. The process is described in the job center's contract Statement of Work and the contractor is evaluated on the delivery of the contacted services.

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

The job center management teams designate four representatives to serve on the WDB's Strategic Leadership Committee to ensure that the job centers' services and goals are aligned with the goals of the board. These committee meetings provide an opportunity to share ideas, discuss issues, identify trends, anticipate challenges, and ensure the local areas have regular contact with the board. Each job center contract is monitored annually for service delivery and continuous improvement techniques. A component of the monitoring is a discussion on service provision with individuals using the center that day.

12. Describe how the WDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. [§108(b)(6)(B)]

The Bay Area WDB maintains a job center or service outreach site in each county serving the rural sites of the Bay Area except Kewaunee County. Basic computer classes and some basic career services are provided at regional learning centers in some rural areas. Of specific note is the provision of services to the Menominee and Stockbridge/Munsee Tribes at the College of the Menominee Nation and the Stockbridge/Munsee Education and Training Center. All sites have access to the Internet, JCOW, and Board sponsored/funded sites.

13. Describe the connection between the local board WIOA Youth Program and the Job Center service delivery system.

All services in the Bay Area are contracted including the Job Center service delivery and the Youth Program. Each successful Youth Program contractor must provide a description on how their program will utilize the job center services and each One Stop Operator must describe the services that will be available at the job center for youth. The concentration of services is on the Older Youth and the response to the RFP must be directed to that population. Board staff monitor the delivery and utilization of the Youth services annually.

1. Describe the WDB's activities/actions with local partners to ensure the development and implementation of common intake for all Resource Rooms per State (to be issued). Also include a description of how activities will be coordinated with other points of intake such as the Division of Vocational Rehabilitation.

Upon DWD completion of the MOU format the board will include the common intake form in the MOU process. The Board staff will commence a meeting of the job center partners and begin a process of implementation of the common intake form. A release of information will be developed with the on-site partners and will be included with the intake form. This will provide the sharing of the form with all partners at the center. The release will be for information included on the intake form and will not include other data that will require a separate release.

14. . **The Bay Area Board prides itself on the strong local coordination and communication that is currently in place with state staffed programs and other**

partners in our job center system and will continue to work at keeping this relationship prospering.

15. Describe how the end result of the activities described in the previous question show reduced duplication of services for program participants; ease of program accessibility; and identification of gaps the partnership has to address.

A common release of information for the partners on the delivery of services and goals set for participants would result in a reduced duplication of services and identification of potential services. This release would enhance the communication process between programs and partners. If the release could be developed and used at a local level the Bay Area Board staff will begin the development of it. Should the DVR, DWD Job Service, and other state staffed programs need state permission, the Board staff will coordinate with the state staff for the development of the release.

16. Describe activities to promote Job Center of Wisconsin (JCW), and address the following:

- a. Any participant needs for computer literacy as part of a system improvement; and

Bay Area WDB provides funding for Basic Career Services in the job centers. Contracted staff assist the public with JCW registration and access in partnership with Wisconsin Job Service staff and other job center agencies. Participants enrolled in WIOA training programs use JCW as part of their career planning process. Business Services staff encourage employers to utilize JCW for their hiring needs. Board staff, particularly the Executive Director, and contractors demonstrate the benefits of JCW to K-12 school district staff and administrators for use in career planning programs as well as for those students entering the workforce after high school.

Bay Area WDB provides funding for computer literacy training in all regional job centers with dedicated computer labs in Menasha and Green Bay. Resource Room staff in all the job centers are trained to provide assistance to customers to register and utilize JCW.

- b. How the WDB is coordinating with workforce partners, including Veterans' Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings.

All individuals that come to the job center must use the center's sign in process and register on the JCW prior to using the basic career services at the center. When an individual is registered for Title 1 WIOA services, the advantages of using JCW and how to use it is provided. All resource room staff coordinate employer services including employment openings with the Job Service staff for the posting of the opening.

17. Describe how Sales Force will be used to support and enhance JCW rather supplant JCW.

N/A – The Bay Area WDB has not used Salesforce in this capacity to date.

18. Briefly describe Information Technology (IT) systems in the local area, including:

- a. Systems in place to assess and place job seekers (include all IT services owned or subscribed to).

Currently Job Service provides the Interview Stream program to individuals in the resource room of the center. Resource room staff are cross trained in the delivery of the program.

- b. Systems used for employer management (include all IT services owned or subscribed to). **N/A**
- c. Systems used to track participant services (include all IT services owned or subscribed to). **ASSET is used to track WIOA Title I services.**
- d. Coordination of local IT systems with Job Center of Wisconsin, ASSET, and other federally or state provided systems. **The Bay Area utilizes an information management database (Excel-based) for the purpose of monitoring and evaluating sub-contractor performance measures outcomes. All Title I participants are entered into the locally-controlled, managed, and secured database at program exit.**
- e. Other systems the WDB is utilizing and the purpose of these systems. **In conjunction with the WDB's Independent Living Program grant, the Department of Children and Families mandates use of the eWiSacWis secure information management system to document all services provided to youth who have aged out of the foster care system.**
- f. The assessment process utilized to determine IT needs. **OSO, WIOA and job center partners communicate the IT needs to the Board as needed.**

B. Memorandum(s) of Understanding (MOUs)

The local board, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners which would be effective July 1, 2016. Due to the changes with enactment of WIOA, DET will be providing additional guidance to the WDB's to assist in the development of local MOUs. Thus, copies do not need to be submitted at this time. The local MOUs must be reviewed and approved by DET by June 30, 2016. The Local Plans for WDBs without an approved MOU will only be conditionally approved.

The Bay Area has an approved MOU. Board staff is working with mandated partners to complete the Resource Sharing Agreement (attachment C) and Infrastructure Funding Agreement (attachment B) of the MOU. Several meetings with the partners at each comprehensive center have been held and the allocation process developed. The partners identified the one stop operating costs including infrastructure, developed the operating budget, agreed on a cost allocation methodology and determined partner contributions. Based on the agreed amounts the Resource Sharing Agreements were completed and

submitted to the DWD for signatures. The process will be followed and completed for the Affiliated Service Centers and the two Specialized Centers serving the Menomonee and Stockbridge/Munsee Tribal Centers

C. One-Stop Operators (OSO)

1. Identify the current One-Stop Operator in the local area and attach the current WDB/One-Stop Operator Agreement. **See Attachment 20, “One-Stop Operators By Location” Attachment 28, “WIOA One-Stop Vision 8.13.2015,” and Attachment 28A, “Example Current WDB/One-Stop Operator Agreement”**
2. Describe how the WDB is preparing for the competitive process for OSO selection. Describe how market research, requests for information, and conducting a cost and price analysis were conducted as part of that preparation. [§121(d)]

The Bay Area Board held a competitive process for the OSO for PY 2015. The process followed the Board’s Procurement Process approved by DWD. Contracts are in place and have a second year option.

As stipulated in our Procurement Policy, announcement of a Request for Proposals for OSO was published in newspapers throughout the region and made available on the Bay Area WDB website. The Statement of Work in the RFP was developed from research, information gathering, and experience. The Bay Area Controller performed a cost/price analysis on all proposals and a Proposal Review Committee met to evaluate the proposals we received and make recommendations to the Bay Area WDB for OSO contracts.

3. Roles and Responsibilities

- a. Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center(s) and for service locations in the One Stop delivery system.

The OSO provides the coordination of partner services at the center, oversight of the local job center management team, and the business services team. The OSO reports directly to the board. The OSO may provide staff for the resource room or reception area of the job center if it is agreed upon with the partnership at the center and was submitted in the proposal sent to the board during the procurement process.

- b. If there are multiple operators and/or consortia, be specific as to what each agency's role is and which Job Centers are involved with each.

See Attachment 24, “Career Service Providers” and Attachment 20, “One-Stop Operators By Location”

D. Certification and Continuous Improvement [§121(g)]

The state's certification policy has not yet been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service coordination than required in order to respond to labor market, economic, and demographic conditions and trends in the local area.

Upon completion and review of the state policy the Bay Area will submit this at a later date.

V. Results-Driven Talent Development System

One of WIOA's principal areas of reform is to require States and local areas to plan across core programs. This reform promotes a shared understanding of the workforce needs within each State and local area and fosters development of more comprehensive and integrated approaches such as career pathways and sector strategies, for addressing the needs of businesses and workers. The expansion of sector strategies must continue in order to enhance and strengthen Wisconsin's economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional labor market. Wisconsin's system must use labor market information as the basis to map and assess current sector activities; and regional sector partnerships are not defined by artificial boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders. Sector partnerships must be closely aligned with the education system to develop flexible and response career pathways.

1. Describe the local area's workforce development system, including identifying the programs included in the system, and how the WDB will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including the following:
 - PK-16 Council
 - Local technical colleges
 - Local University of Wisconsin campuses
 - Regional economic development entities

See previous response in Section IV. (A)(1)

The Bay Area WDB has made a strong commitment to support the job centers within our area. Beginning with the implementation of the Job Training Partnership Act, the Board concentrated on the development of strong partnerships for the operation of our job centers. Mandated partners and other community organizations were brought into a partnership for the operation of their regional job center. Each center is managed by a team comprised of mandated WIOA partners and other community service providers. Some of the community service providers on the team are not located on-site at the center but share the job center concept and the coordination of services. Each on-site partner enters into an operations agreement that specifies operational and fiscal responsibilities for the provision of Basic Career Services at the center including the resource room and

reception areas. The Bay Area WDB contractors and Wisconsin Job Service personnel staff the resource rooms at the centers. Reception staff is funded by each partner and their contribution is based on their program's funding restrictions and allowances, the number of FTE staff at the center and/or space allocations. FSET, TANF and other Community Based Organizations also assist with the funding of reception staff and some resource room services. Any staff funded through the Bay Area WDB is contracted through a competitive RFP process with multiple agencies providing the service throughout the region. Unique in the Bay Area system is the Fox Cities Workforce Development Center that is managed jointly between two workforce boards, Fox Valley WDB and Bay Area WDB. In Marinette, Michigan Works! Is co-located with the Wisconsin workforce partners.

As envisioned in WIOA, Bay Area WDB is at the center of regional collaboration among workforce development, economic development and educational efforts. The three area technical colleges, UW-Green Bay, K-12 schools, and economic development agencies all have representatives on Bay Area WDB. Those representatives are direct connections to those various constituencies. The Strategic Action Plan developed each year based on discussion at Bay Area WDB meetings sets a regional direction for workforce development initiatives that are communicated to all partner groups. In particular, Bay Area WDB works closely with NEW Education Resource Alliance (NEWERA), a partnership of NEW North postsecondary institutions. The Bay Area Business Services Team works closely with NEWREP, a regional partnership of economic development agencies, holding several joint meetings annually.

2. Provide a description of how the WDB, working with entities to carry 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 WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized post-secondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [Section 108(b)(3)]

The Bay Area WDB funds the One-Stop-Operator (OSO) contracts for provision of basic career services (Core Services) and the WIOA Title 1 individualized career (intensive services) and training services at the Job Centers. The contracts have a required service level for individuals with barriers and mandate a process for the referral of individuals to in-demand training. All contracts OSO and Title 1 service providers are required to have a service referral process between programs. The contracts are monitored annually and include performance criteria in Bay Area WDB's competitive procurement process.

Job Center Management Teams in each of the six regional job centers are charged with promoting and improving collaboration among the partner programs. In recent years, the implementation of RES and REA programs for UI recipients has provided opportunities for referral to WIOA training services as appropriate. More recently, the expansion of the FSET Employment and Training program has also provided individuals with barriers to employment access to WIOA funding for training and support services. The new model for WIOA Youth services will reach out to the foster care youth, a previously neglected population, for WIOA and other services. The award by Wisconsin

Department of Children and Families to Bay Area WDB for the administration of the Foster Care Independent Living Grant, combined with a \$300,000 youth services grant award from the Greater Green Bay Community Foundation, has also expanded Bay Area WDB's capacity to serve barriered youth. From a legacy perspective, Bay Area WDB pioneered the Windows to Work offender reentry program beginning in 1998, a program that has now expanded to all 11 workforce boards with funding from the Wisconsin Department of Corrections, opening up services to the offender population.

Bay Area WDB staff has been actively engaged with the technical colleges in developing career pathways training opportunities in in-demand occupations. The Executive Director serves on the Wisconsin Career Pathways Committee as a representative of the Wisconsin Workforce Development Association. Bay Area WDB has a history of working with area companies and the technical colleges in contracting for short term, credential based training, particularly in the case of worker dislocations. Contracted Career Specialists are trained to be knowledgeable about career pathway opportunities that are on the approved training list for Bay Area. Of particular note is the initiative on the part of the NEW Manufacturing Alliance with Lakeshore Technical College to create the popular Leadership Academy certificate program to provide incumbent workers with leadership skill training.

3. Describe how the WDB will ensure that individuals are informed of non-traditional employment and training opportunities.

All Bay Area WDB contracted WIOA service providers are required to create a greater awareness of non-traditional occupations (NTO) by presenting local labor market information, identifying NTO employment opportunities, and promoting post-secondary technical training programs to all Title I program participants during the initial stages of registration and enrollment. Incorporating customer testimonials (employer and job seeker) and 'success stories' is also strongly encouraged. Contractual service charts include program year NTO goal provisions and every participant's Individual Service Strategy (ISS) is properly documented to confirm NTO information delivery.

4. Describe the WDB's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the local area to meet the needs of businesses. [Section 108(b)(4)(B)]

Incumbent worker (Attachment 11), on-the-job training (Attachment 14), and customized training (Attachment 15), are not programs in place or planned at this time. The Board provides business services through the various alliances and two contracted positions as described in Section B (1)(b) and Section A(6) of this plan.

5. Describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, support programs and co-enrollment, where appropriate, in core programs. [134(a)(3)(A)(i)]

The Bay Area WDB has a strong relationship with the four Technical Colleges in the area and coordinates WIOA Title 1 services with the colleges' programs for entrepreneurial training and support programs for individuals who desire business ownership.

6. Describe how the WDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's job centers.

Apprenticeship training is emphasized and included on the Bay Area WDB's high-demand occupation training list. The region's four technical colleges' apprenticeship staff routinely provide technical assistance and information to the Bay Area contracted WIOA Career Services Specialists, augmented by training sessions on how apprenticeships are developed, the training process and the funding of the apprenticeships.

7. Describe how the WDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed.
 - a. **Advanced manufacturing makes up about 25% of the employment in the Bay Workforce Development Area (it is even higher in some sub regions) and it pays the highest average wage of any occupational sector based on available labor market information. As a result, Workforce Innovation & Opportunity Act (WIOA) training funds are focused on this vital industry sector. Likewise, staff time and resources have been focused on developing and maintaining initiatives such as the Northeast Wisconsin Manufacturing Alliance and the North Coast Marine Manufacturing Alliance. An Industry Sector Partnership grant from DWD has provided funding for both incumbent worker and prospective worker training for Marinette Marine Corp. which received a large US Navy contract to manufacture littoral combat ships. Training is provided to eligible manufacturing workers during seasonal layoff periods, especially in the shipbuilding industry.**
 - b. **Health care is also an important industry sector in the Bay WDA and the Bay Area WDB has worked closely with NWTC and LTC to provide appropriate training in this sector for WIOA eligible participants. In some cases, the Bay Area WDB purchased entire sectors of Licensed Practical Nurse (LPN) training from the technical colleges and developed "bridge programs" that ladder from LPN to full Associate Degree Registered Nursing (RN) training.**
 - c. **The Bay Area WDB is spearheading an on-going dialogue with the transportation industry sector as well to better understand the needs of that sector's increasing role in our regional economy. The presence of the home office of Schneider National as well as a number of other trucking companies makes this an important area for attention. Bay Area WDB is currently working with employers to assess their needs, evaluate new partnerships, identify training opportunities, and explore the use of programs such as OJT to meet business needs in the transportation sector.**
8. Identify how the WDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or

planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations.

A keystone pillar to the Bay Area WDB’s strategy to best meet and support key industry sector workforce needs centers on promoting, marketing, and resourcing six (6) primary high-demand occupation training clusters – advanced manufacturing, healthcare, information technology, transportation and logistics, construction, and customer service/insurance. The Bay Area WDB’s training policy and associated high-demand training list exclusively emphasizes its focus on key industry sectors by ensuring only high-demand occupation training programs are funded utilizing WIOA resources, unless unique individual circumstances justify otherwise, which require a waiver approval granted by the Bay Area WDB staff.

Additionally, the Bay Area WDB contracted through competitive procurement a Business Solutions Specialist position, designed to better understand the immediate and projected workforce needs of key industry sectors and ultimately assist the development and implementation of strategies to connect and train job seekers in alignment with these emerging employment opportunities.

VI. Program Services

A. Priority of Service

1. DET will provide a process for establishing priority of service for the Adult program for public assistance recipients, other low-income individuals, and those who are basic skills deficient. Describe any additional priority groups for the adult program other than those required by the Act.

The Bay Area WDB will review any new priority of service processes issued by DET. In accordance with WIOA, the Bay Area WDB prioritizes offenders, low-income, basic skills deficient, and English Language Learners in its Adult programming. These target groups will be listed in Bay Area WDB policy documents. If funding is available for all individuals eligible for WIOA services under the priority of service policy, Bay Area WDB will prioritize services to individuals who fall below the state’s self-sufficiency guidelines. All One Stop Operator contracts require that the contractor and their staff adhere to the Bay Area WDB’s Priority of Service Policy.

2. For participants who receive priority of service, WIOA Section 680.600 requires local areas to establish criteria by which the one-stop operator will apply such priority. Criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors. Provide the WDB’s local criteria and/or policy. [134(c)(3)(E)] **See previous response under Section IV. (A)(1).**
3. Provide a copy of the WDB’s local policy that addresses how priority of service to veterans and eligible spouses will be applied. In addition, describe the local procedures developed to implement the requirements under the Jobs for Veterans Act (P.L.107-288)(38 USC 4215). **See Attachment 10, “Priority of Service To Veterans’ Policy”**

B. Funding

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

At this time, the Bay Area WDB does not intend to transfer funds between the two programs, but will maintain the option to do so. Based on evidenced need, Dislocated Worker funds are most likely to be transferred to the Adult program due to a decreasing trend of dislocations in the area coupled by a significant increase in Adult clients seeking WIOA career services. A request for transfer will be submitted to DWD if there is a need.

2. If applicable, describe the WDB's plans to utilize up to 10% of local dislocated worker, adult, and youth formula funds toward the pay-for-performance contract strategy.

The Bay Area WDB continues to research the feasibility and value-added potential of pursuing pay-for-performance contracting, particularly aimed towards historically challenging programming and performance-driven goals. Pay-for-performance contracting options are anticipated in the very near future.

3. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for career services and training allocations for the Adult and Dislocated Worker programs.

- **Adult Program:** Career Services 70% and Training 30%
- **Dislocated Worker Program:** Career Services 75% and Training Services 25%

C. Service Strategies

1. Describe service strategies the WDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38.

All Bay Area WDB contracts have a mandated service level for targeted populations-- individuals with disabilities are included in this mandate. These mandates are monitored and contractual performance is considered during all future competitive procurement actions.

Bay Area WDB Executive Director, many of the WIOA contracted staff, and partner program staff received training in Equal Employment Opportunity law from the DWD Civil Rights Compliance Officer in November 2015. As a result, the Bay Area WDB "Guide to Resolution of Grievances and Complaints" document was revised effective January 1, 2016 and is now distributed to all WIOA program applicants and participants. The Guide has been made available to partner programs as well and it

is used for annual training of all WIOA contract staff. Bay Area WDB will include EO compliance as part of the annual Basic Career Services and WIOA program monitoring of the Bay WDA job centers and access points.

2. Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs:
 - a. **TANF - Coordinated and co-location process at each job center for referrals and service provision.**
 - b. **Food Share Employment and Training - Coordinated and co-location process at each job center for referrals and service provision.**
 - c. **Adult Basic Education and English Language Learning Programs Authorized by Title II of WIOA**
Services are provided on site at most of the job centers or a referral/service delivery process agreement.
Representatives from the technical colleges who administer the Adult Basic Education grants are members of the job center management teams that meet to oversee the coordination and quality of job center partnerships. In Marinette, Manitowoc, and Sheboygan the job centers are collocated on the technical college campuses which facilitates the coordination of services. NWTC uses a classroom at the job center in Green Bay to provide GED prep classes and TABE testing four days each week.
 - d. **Registered Apprenticeship - Services provided on site at most of the job centers or a referral/service delivery process agreement.**
 - e. **Jobs for Veterans State Grants Program [38 U.S.C. §4102A(c)] - MOU for referrals and service provision.**
 - f. **National Farmworker Jobs Grant Program - MOU for referrals and service provision.**
 - g. **Senior Community Service Employment Program (SCSEP) - MOU for referrals and service provision.**
3. Describe how the local workforce development board will work with local and statewide offender re-entry initiatives supported by the Department of Corrections, as required by 2015 Wisconsin Act 55, 106.36(2)(b). The description should include the following: How labor market information and assessment tools will be utilized, how the board will collaborate with local work release facilities, plans for coordination of case management services, and coordination with programs authorized under WIOA Section 225(a).

Bay Area WDB has been a leader in Wisconsin with offender reentry initiatives since 1998 when we began the “Windows to Work” program at the Oshkosh Correctional Institution. Windows to Work was later expanded to the Taycheedah women’s prison in 2010 through a federal Earmark grant that was used to develop a specifically female centered curriculum called “Steps to Success.” Both programs continue with funding from Bay Area WDB and DOC. Contractors utilize all WIOA assessments

and employment tools in those programs. Many participants enroll in WIOA training upon release.

Bay Area WDB staff and several board members have been active in reentry initiatives including: 1) participation in prison job fairs at Green Bay, Oshkosh, and Kettle Moraine, 2) semi-annual presentations in the Challenges and Possibilities program at the Green Bay prison, 3) membership on the Brown County Corrections Relations Board that meets bi-monthly, and 4) regular presentations to the Prison Aftercare Network (PAN) of faith-based prison ministry groups.

Bay Area job centers work closely with DOC Community Corrections agents to provide job search services to offenders upon release. Inmates incarcerated at Sanger B. Powers work release center near Green Bay come to the Northeast Wisconsin Job Center in Green Bay to take advantage of the Work Keys program and several dozen of the men have earned an NCRC over the past several years.

Bay Area WDB introduced DOC to the significance of Computer Numerical Control (CNC) training by bringing the CNC Mobile Lab into Oshkosh and Taycheedah in 2012 and DOC now has their own CNC Mobile Lab. Staff also helped with the introduction of an electrical training program at GBCI in 2013.

4. Describe how the WDB will ensure collaboration with Adult Basic Education and English Language Learning programs so that adults who need to improve their reading, writing, math and/or language skills have access to integrated instruction and accelerated entry into post-secondary education to earn an industry-recognized credential.

The three technical colleges in the Bay Area at members of the job center partnerships and Management Teams to ensure coordination with ABE services. Bay Area job centers in Sheboygan, Manitowoc, and Marinette are located on technical college campuses. NWTC provides GED training four days each week at the Northeast Wisconsin Job Center in Green Bay.

5. Provide a description of plans, strategies and assurances to maximize coordination of services provided under the Wagner-Peyser Act and WIOA (for example, WIOA Title 1 staff document workshop services provided by WIOA Title 1 staff in ASSET). The description should include how improved service delivery and avoidance of duplication of services will be achieved. [§108(b)(12)]

Bay Area contracted WIOA service providers coordinate delivery of Title I Basic Career Services with Job Service staff at local Job Centers throughout the Bay WDA. Additionally, Bay Area WDB staff collaborates with Wagner-Peyser Program staff, participating in oversight of the Job Center system through various Job Center management teams in order to ensure proper coordination and delivery of WIOA services.

Bay Area WDB develops a Memorandum of Understanding (MOU) with each job center management team that defines the roles and responsibilities of each partner

agency. Where Job Service staff is present in a job center, the MOU clearly specifies the responsibilities of each program in that job center.

6. Describe the process used for reviewing and updating Individual Employment Plans (IEP). Include if the process is used for every participant or if there are exceptions, how frequently it is done, and how it is documented in the participant file and ASSET.

Individual Employment Plans (IEP) are developed with all Bay Area WDB WIOA Title I participants. Plans are mutually-developed between participant and contracted WIOA Career Services Specialists and updated by contracted service providers on a regular basis. Ideally, program completion occurs when the individual has completed the plan of service as included in the IEP and enters appropriate employment.

Bay Area WDB requires contractors to have monthly communication with all Adult and Dislocated Worker enrolled participants. Youth contractors are required to have weekly communication with their participants. Means and modes of communication can be in person, by phone, or via other approved methods and properly documented in ASSET. IEPs are subsequently updated as necessary.

7. Attach the WDB's policy on Needs Related Payments, or indicate that the WDB does not use this WIOA provision.

The Bay Area WDB does not allocate or allow any WIOA funding for Needs Related Payments except for activities governed by and in compliance with the Bay Area WDB Youth Stipend and Incentive Policy. See Attachment 19, (Youth Stipend and Incentive Policy Eff. 09/17/2015"

8. Attach the WDB's Supportive services policy.

See Attachment 17, "Support Service Policy Eff. 02/15/2018"

The Bay Area WDB mandates all contracted WIOA service providers utilize an objective assessment process to determine supportive service funding and permits contractors to develop and/or utilize an assessment of their choice. Although the Bay Area WDB allows variances in the assessment, ALL assessments MUST incorporate the following five (5) elements: 1.) Household income calculation; 2.) Client budget worksheet; 3.) Identification and determination of specific need; 4.) Review of available community resources to meet the identified need; and 5.) Determination to provide WIOA-funded supportive service(s). Proper assessment utilization and documentation is reviewed during all contract program monitoring, to include formal annual contract monitoring and periodic random client file sample testing. Client needs for supportive services must be documented in ASSET utilizing the Manage Assessment tab, as well as documented in the client's Individual Service Strategy (ISS). Additionally, all supportive services must be requested utilizing the appropriate supportive service request form and pre-approved by Bay Area WDB staff to ensure compliance with WIOA regulations and local policy/procedures governing the use of supportive services. All supportive services forms and procedure guidance (to include

maximum dollar amounts allowable, method for calculating payments, items/services allowable) are located on the secured portion of the Bay Area WDB website.

Bay Area WDB requires all contracted WIOA service providers maintain a library of community resources and properly refer clients to services/agencies as appropriate to avoid duplicity and ensure WIOA-funded supportive services are only provided when no other resources or means are available.

9. Describe the process for contacting active participants (adults/dislocated workers and youth). Include if the process is required for every participant or if there are exceptions, how frequently contact attempt is required, how it is documented, and what the procedures are for successful contact attempts.

All Bay Area WDB contracted WIOA Career Services Specialists (CSS) are required to maintain regular contact (monthly for Adult and Dislocated Worker participants and weekly for Youth participants) with assigned participants, using the most appropriate and convenient means of communication, as identified and defined by the participant. Such procedures may include an in-person meeting, a telephone conversation, or an electronic communication. A successful contact means that there is an active response on the part of the participant with the CSS. All contacts and attempts at contact are document in the ASSET case notes. If participant contact lapses for a period of 90 consecutive days without justification or explanation, client exit procedures may commence.

10. Describe the criteria used by the WDB to determine the appropriateness of exiting a participant (adults/dislocated workers and youth). For example, no contact with case manager, employment plan goals have been met, participant becomes employed at the locally-defined self-sufficiency wage or certain percentage of federal poverty limit, has been employed for minimum number of days, etc.

Bay Area WDB Title I program participants (Adult, Dislocated Worker, Youth) are “exited” when that individual has successfully achieved their identified career pathway goal AND no further Individualized Career and/or Training Services are needed or planned. Exit occurs when a participant who does not receive any WIOA-funded or non-WIOA-funded partner services for 90 consecutive calendar days and is not scheduled for future services except follow-up services.

Bay Area WIOA contracted Career Services Specialists and program operators must not prevent program exits by extending service dates or opening new services unless they can demonstrate that they are actively serving the participant. A participant who voluntary withdraws from the program OR if a 90-day period of no-contact and no-participation occurs, the participant will be “exited.” After 90 days of attempted contact by the program operator, the participant will be “exited” and appropriate case notations made to document justification to “exit.”

CSS’s will maintain physical custody of ALL “exited” files for the duration of the follow-up period. Once follow-up services are terminated, the client file will be delivered to and maintained by the BAWDB, per the record retention policy (7 years).

If the client is a global exclusion or indicates follow-up services are not desired, CSS's will deliver the file to BAWDB offices after closing all services and ensuring appropriate case notes have been made.

11. Provide a copy of the WDB's follow-up services policy. This policy should include follow-up requirements (follow-up on all participants or exceptions), frequency of contact, and required documentation. **See Attachment 18, "Follow-up Services Policy".**

D. Dislocated Workers

1. Provide the WDB's definition of "unlikely to return to previous industry or occupation" when required for eligibility for dislocated worker services.

The Bay Area WDB defines "unlikely to return to a previous industry or occupation" as a an eligible dislocated worker who has received notice of layoff and whose previous position or place of employment has been eliminated or closed, consequently preventing his/her return; or an eligible dislocated worker who has received notice of layoff and whose occupation is not included in one of the five primary high-demand occupations identified by the Bay Area WDB and desires WIOA services to assist transitioning into a high-demand sector. The Bay Area WDB staff reserves the right to waive this definition requirement if certain cases warrant inclusion – i.e. a dislocated welder whose health prevents him/her from continuing in their current occupation can be considered for inclusion and eligible for dislocated worker services.

Bay Area WDB's definition of "unlikely to return to previous industry or occupation" includes separating service members as eligible for WIOA Dislocated Worker program services.

2. Describe WDB policies and procedures to support Re-employment Services (RES) activities. For example, participation in RES in-person sessions.

Bay Area WDB contracted dislocated worker service providers maintain close working relationships with RES facilitators and regularly participate in RES sessions and activities throughout the WDA. In every case, contracted dislocated worker Career Services Specialists (CSS) provide WIOA Dislocated Worker program information to RES facilitators and coordinate formalized referral processes.

3. Describe the process for providing rapid response services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed. [§134(a)(2)(A)] This description must include how the local area disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected dislocated worker applying for them.

All Trade Adjustment Act (TAA) activities are coordinated through one of the local area TAA representatives. Depending on the timing of the TAA petition filing, TAA information (not an actual intake) may or may not be incorporated in the Rapid

Response Worker Information session(s). Bay Area WDB contracted dislocated worker Career Services Specialists will assist the TAA representative for all TAA activities, to include communication and coordination efforts leading to and following formal TAA intake sessions.

Bay Area WDB service providers and designated TAA representatives work very closely to ensure transparency and seamless delivery of services to co-enrolled participants.

A dislocation is deemed TAA eligible from information gathered in the initial Rapid Response meeting with company officials indicating that foreign competition may be a cause of the dislocation. In that event, Bay Area WDB staff will work with the company, labor officials, and/or the workers to initiate a TAA petition. The Bay Area Rapid Response Team engages with the company leaders and the workers as quickly as possible in any situation involving a large dislocation or closing, including those in which a Trade Act petition may be filed. The Trade Act Coordinator is included in all Rapid Response communication. WIOA Dislocated Worker services continue to be available while a Trade Act petition is in process. Trade Act information is shared with the workers in the worker orientation meeting and/or by US Postal Service mailings and electronic communication.

4. Describe the local area's Rapid Response framework and processes, addressing the following items:
 - a. Identification of WDB and Job Service leads (Rapid Response Practitioners)

The Bay Area WDB Program Operations Manager is responsible for identifying local area Rapid Response practitioners as well as coordinating all Rapid Response activities across the WDA. A local area Rapid Response practitioner is located at each one of the eleven Job Centers operated in the Bay Area WDA. See Bay Area WDB Rapid Response Architecture below:

- b. Clarification of roles and responsibilities for the WDB and Job Service

The Bay Area WDB's Rapid Response process is extremely adaptive, responsive, and flexible based on the characteristics of the dislocation and specific needs of the employer and affected workforce. Generally, if the layoff affects less than 25 individuals, the designated local area Rapid Response practitioner is delegated the responsibility for coordinating all rapid response activities, augmented by support from the Bay Area WDB staff. If the number of workers affected is greater than twenty-five (25), or if the situation warrants, the Bay Area WDB Program Operations Manager is responsible for coordinating all rapid response activities.

The following steps outline the Bay Area WDB's Rapid Response Process:

- i. Notice of the layoff is received by the Bay Area WDB;
 - ii. Bay Area WDB contacts all appropriate Rapid Response staff in accordance with the above Rapid Response Architecture;

- iii. **Bay Area WDB directly contacts the layoff employer and schedules an initial Rapid Response coordination meeting;**
 - iv. **Bay Area WDB staff, Job Service District Supervisor, and the local area Rapid Response practitioner meet with the employer, Rapid Response Worker Information session(s) is scheduled, and an agenda/session information awareness poster is developed and disseminated to the employer and all appropriate rapid response staff;**
 - v. **Worker Information Packets are assembled and contain at a minimum:**
 - **Worker Information Agenda**
 - **Overview of WIOA Dislocated Worker Program and all Bay Area WDB Job Center Dislocated Worker Career Services Specialist contact information;**
 - **Unemployment Insurance FAQ sheet**
 - **DWD Roadmap**
 - **Starting Over Booklet**
 - **DWD Layoff Guide**
 - **Healthcare Options Matrix**
 - **United Way 2-1-1 Pamphlet**
 - **Skill Explorer Brochure**
 - **DWD Dislocated Worker Survey**
 - **Job Center-specific materials (i.e. workshops calendar etc.)**
 - vi. **Worker Information Session(s) is conducted and includes presenters from the following agencies: Bay Area WDB, Job Service representative, the appropriate local area Rapid Response practitioner/Job Center dislocated worker staff, an Unemployment Insurance representative, community resources representative (i.e. United Way), Wisconsin Technical Community College representative, and if applicable, Trade Adjustment Act representative.**
 - vii. **DWD Dislocated Worker surveys are collected and mailed via UPS to DWD Dislocated Worker Unit for processing;**
 - viii. **Local Area Rapid Response practitioner coordinates follow-up activities with local RES facilitators and Bay Area WDB Program Operations Manager;**
 - ix. **Bay Area WDB Program Operations Manager ensures the timely and accurate documentation of all Rapid Response-related activities in the Rapid Response Event Tracking System (RRETS).**
- c. Mechanisms for routine communication between the WDB and Job Service.

See VI. (4)(b).

Bay Area WDB staff communicates with Job Service and Trade Act staff by phone and email as soon as information about a dislocation is received and continues to communicate throughout the worker orientation planning process. Bay Area has an experienced Rapid Response Team that has a history of working together effectively.

- d. Integration of the minimum level of required transition services (see list at <https://workweb.dwd.state.wi.us/det/bwt/dw/default.htm>)

See Bay Area WDB's Rapid Response Process as outlined in VI. D. (4)(b).

Bay Area WDB and the Rapid Response Team will provide the required minimum service levels to all affected employers.

- e. Identification of flexible and innovative services and solutions to address both employers' and workers' transition needs

Supplemental services are provided for impacted workers, including, but not limited to:

- **An introduction to Job Center of Wisconsin website and assistance with registering**
- **Assistance in identifying transferable skills**
- **Training options and programs to enhance current skills**
- **Resume assistance and review**
- **Online job search tips and assistance applying for jobs online**
- **Interviewing workshop and practice via Interview Stream**
- **Veteran services**
- **Services for workers with disabilities**
- **WIOA Information and Enrollment sessions**
- **Information regarding Healthcare Options and the Affordable Care Act**
- **Referral information for financial planning, Social Security, retirement, 401K, and other investment funds**
- **Local resources and support networks and contact information**

- f. Mechanisms for leveraging staff and other resources

The Bay Area WDB and its staff have strong relationships with area employers having created one of the first Industry Sector Partnerships (ISP) in the state, the Employers Workforce Development Network, in 1998. The Bay Area remains a national model for industry sector partnerships, including the NEW Manufacturing Alliance, a partnership of 130+ manufacturers and associate members. NMA is consider the most sophisticated and effective ISP in the state. It has received statewide, national, and international recognition for its innovative workforce development programs. The Bay Area WDB and Job Center partners

have a direct pipeline to members of this alliance, as well as the following business sector organizations:

- **The North Coast Marine Manufacturing Alliance**
- **The Greater Green Bay Healthcare Alliance**
- **The NEW Insurance Consortium**
- **The NEW North IT Group**

Rapid Response activities and updates are shared during all local and regional meetings, including meetings of the Job Center Team, Local Elected Officials, Bay Area Board, Strategic Leadership, Program Performance, Career Services Specialist Training, Regional Business Services, and in turn, attendees will share this information with their organizations in an effort to identify employment and other opportunities for dislocated workers.

g. Effective utilization of materials

Bay Area WDB provides an inventory of materials individually packaged in a folder and provided to workers attending group information sessions at the workplace site or elsewhere. Additionally, each Rapid Response point person assigned by job center, maintains a ready supply of packets should an individual come directly to the job center. In addition, facilitators are encouraged to include specific Job Center information, such as workshop schedules, staff contact information, computer lab resource information, partner agency services, etc. At a minimum, packets include the following resources:

- **Starting Over – A 27 page booklet provided by DWD**
- **Layoff: A guide to Assistance – 18 page booklet supplied by DWD**
- **Job Center of Wisconsin.com information**
- **Road Map (Currently being redeveloped at the local level)**
- **A map of Northeast Wisconsin Job Centers with addresses and phone numbers – Produced by NEW North**
- **An internally produced WIOA Overview and listing of Job Center Rapid Response Pints of Contacts, and their phone numbers, emails job center locations.**
- **Skills Explorer – 7 page booklet describing the platforms features and graphics demonstrating the resources and information available**
- **Unemployment Benefits: How to Apply information sheet**
- **Healthcare Options Available in Wisconsin informational sheet**
- **Job Dislocation: Making Smart Financial Choices (FINRA) – Trifold brochure**
- **United Way Information Line (2-1-1) – Magnetic cards available from local United Way providing a phone number to call for referral services**

(including crisis), as well as a website where local services can be found based on a search by location and key word.

- **Other materials suggested (and available as needed) include Local Job Center Information, Services and Contacts; Training information from the local Technical College, Human Services Information, and The Wisconsin Veteran’s Guide to Employment Services and Benefits (a tri-fold pamphlet)**

h. Engagement of appropriate partners. **See all of Section VI. D.**

5. Describe the mechanisms that are currently in place or will be in place to identify employers at risk of layoffs. [§682.330(g)(1)]

The Bay Area WDB relies on open lines of communication with One-Stop-Operator partner agencies, community and faith based organizations, private, public, and governmental agencies, and its own organic Business Solutions resources to maintain awareness of impending layoffs. Although the Bay Area WDB is not directly involved in layoff aversion activities, it proactively applies its resources to best ensure affected employees are sufficiently prepared and informed of available services prior to actual layoff.

The Bay Area WDB Program Operations Manager, Matt Valiquette, is responsible for the coordination and dissemination of information regarding layoff and plant closing information with contractors and other partners. Bay Area WDB has an Outlook address book for the members of the Rapid Response Team that is used to communicate information to all the partners.

6. Describe the methods and procedures the WDB developed or will develop to expand coordination of service delivery with the Trade Adjustment Assistance program. The Department of Labor expects the State (via the WIOA program) to offer Rapid Response and wrap-around services to TAA-eligible dislocated workers, prior to and post training services.

The description should include all phases of the dislocation response process, such as rapid response on receipt of petition notice, participation in program orientation, assessment and Employment Plan development, preparation for re-employment and skill training, and provision of placement services.

Contracted Workforce Innovation and Opportunity Act (WIOA) Bay Area Career Services Specialists (CSS) and Trade Adjustment Act (TAA) case managers are co-located at Bay WDA Job Centers and coordinate referrals, services and participant transfers through established Job Center partners’ coordination and referral processes. Local agreements defer to the Bay Area WDB’s lead in providing initial intake, eligibility screening, ASSET entry, assessment and referral to TAA for additional case management and training services (as applicable). Upon completion of TAA training the participant is referred to the Job Center and Bay Area WDB WIOA CSS staff for placement services. The Program Operations Manager of the Board and the District Director of Job Service jointly monitor the delivery of the

services and address any issues or problems. Meetings with the combined TAA and WIOA staff are held to develop specialized services or address problems and issues.

In most TAA cases, Trade Act provides funding for tuition and books while WIOA provides support services. This requires that the IEP/ISS for the participant be jointly developed to meet the regulations of each program.

E. Title I Basic Career Services

1. Describe any basic career services that will be provided in addition to those specified in Sec. 134(c)(2)(A)(i) of the Act and TEGL 3-15.

The Bay Area WDB provides funding for computer labs and associated basic computer skill classes at various locations across the WDA.

2. Describe the WDB's design for Title I basic career services.

Bay Area WDA contracted WIOA service providers coordinate delivery of Title I Basic Career Services with Job Service staff at local Job Centers throughout the Bay WDA. Additionally, Bay Area WDB staff collaborates with Wagner-Peyser Program staff, participating in oversight of the Job Center system through various Job Center management teams in order to ensure proper coordination and delivery of WIOA services.

Bay Area WDB enters into a Memorandum of Understanding (MOU) with each Bay Area regional job center management team that describes the provision of basic career services at each location. Resource Room staff, who are primarily Job Service or Bay Area WDB contractors, are available to customers during regular business hours in the job centers to assist them in accessing basic career services, such as Job Center of Wisconsin, immediately as well as providing information about upcoming workshops, job seeking resources, and job fairs. If a customer is an appropriate referral to a targeted program service, Resource Room staff assist them in setting up an appointment with dedicated program staff.

3. Under WIOA, there is no requirement that a participant must receive career services prior to training services. However, at a minimum, to be eligible for training, an individual must receive an eligibility determination for training services. Describe how the WDB will manage this for participants being fast-tracked into training. [§680.220)].

The Bay Area WDB intends to follow a standardized set of procedures for all Title I participant registrations, enrollments, assessments, Individual Service Strategy development, exits, and follow-up. Participants indicating interest and desiring approved training services will complete the requisite self-sufficiency calculator assessment prior to receiving training services, in addition to standardized career interests, basic aptitude, and life skills assessment sequence to properly ensure eligibility and appropriateness for the identified training program.

F. Individualized Career Services

1. Describe any individualized career services that will be provided in addition to those identified in Section 134(c)(A) (xii) of the Act and TEGL 3-15.

The Bay Area WDB does not intend to provide any additional services beyond what is outlined in the Act and TEGL 3-15.

2. Describe how individualized career services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers.

The Bay Area WDB funds the OSO contracts for provision of basic career services (Core Services) and the WIOA Title 1 intensive and training services at the job centers. The contracts have a required service level for individuals with barriers and mandate a process for the referral of individuals to in demand training. All contracted OSO and Title 1 service providers are required to have a service referral process between programs. The contracts are monitored annually and the process is a performance criteria in the RFP process. The MOU process will define the role for DVR, TANF, ABE and literacy programs.

3. DET is currently developing a statewide definition for economic self-sufficiency, including the process for applying the definition. Until that is implemented, WDBs are to use their current definition and processes. WDBs are required to adopt the State's definition and processes once it is issued. The following language should be added to the WDB's local plan: "The WDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic self-sufficiency' definition, policy, and process for application have been issued. Once issued, the WDB will cease using its local definition and adopt the uniform definition, policy and process for application." Attach the WDB's previously approved self-sufficiency definition/policy. Provide the WDB's definition of "self-sufficiency." (DET is currently developing guidelines for all local areas; in the meantime the WDB's current definition should be used).

An individual is considered self-sufficient if they have the education, work experience, and life skills necessary to provide for themselves and their family without the assistance of public or private organizations. The individual possesses the means to support themselves and their family.

The WDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic self-sufficiency' definition, policy, and process for application are issued. Once issued, the WDB will cease using its local definition and adopt the uniform definition, policy, and process for application.

4. The State's economic self-sufficiency policy allows local areas to place individuals into training programs that may not immediately lead to economic self-sufficient employment. Describe the general instances or circumstances where this would be allowable and the procedure that will be used to allow these exceptions. Otherwise, confirm that this is not an

allowable process within the local area. **This is not an allowable process within the Bay Area.**

G. Training Services

1. Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for ITA, On-the-Job Training (OJT), incumbent worker training, transitional jobs and customized training.
 - **ITA: 90%**
 - **OJT: 10% * Veterans and eligible spouses of veterans only**
 - **Incumbent Worker Training: 0%**
 - **Transitional Jobs: 0%**
 - **Customized Training: 0%**

2. Describe any plans for using up to 20% of local area dislocated worker and adult formula funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. Submit the local policy and forms, including an itemization of the non-federal reimbursement share [§680.800, 134(d)(4)(A)(i) and TEGL 3-15] Note: It is not necessary to develop policies and procedures for the provision of incumbent worker training if the WDB does not plan on providing this service. If the WDB is interested in providing this training, policies can be developed and submitted but will be subject to further revision, if necessary, based on release of the final federal regulations.

The Bay Area WDB does not intend to allocate any WIOA funding to incumbent worker training.

3. Describe any plans for using up to 10% of local area dislocated worker and adult formula funds to provide transitional jobs, including the process to identify individuals with barriers to employment, chronically unemployed or have an inconsistent work history; identify appropriate employers, planned reimbursement amounts, what supportive services will be included, and any limits on duration. Submit the WDB's local policy and forms. [134(d)(5), §680.840a and TEGL 3-15] Note: It is not necessary to develop policies and procedures for the provision of transitional jobs if the WDB does not plan on providing this service. If the WDB is interested in providing this training, policies can be developed and submitted but will be subject to further revision, if necessary, based on release of the final federal regulations.

The Bay Area WDB does not intend to allocate any WIOA funding to provide transitional jobs. See Attachment 12, “Transitional Jobs”

4. Describe how the WDB will, with representatives of secondary and post-secondary education program, economic development agencies and industry, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. Also describe how the WDB and the area’s technical colleges will define their roles to support a regional career pathway

system. Information about Wisconsin Career Pathways, formerly the RISE Initiative, can be found at <https://www.wicareerpathways.org> [§101(d)(5)]

Bay Area WDB, with input from the Youth Council and in partnership with our industry sector alliances, has been leading the regional discussion about career pathways for years. K-12 education, postsecondary educational institutions, and business all have representatives on the WDB so that their constituencies are included in that discussion. WIOA training policy specifically directs the career training that is authorized in Bay Area for Adults, Dislocated Workers, and Youth using priority of service guidelines that are built into service provider contracts to engage barriered populations. That policy is developed and continually updated with information from board discussion, data from the Local Labor Economist, and technical college Graduate Reports. At the time of WIOA enrollment into training, an assessment is done to determine the participant's supportive service needs to ensure a successful training outcome. Those support services needs are met to the extent allowed by WIOA regulations and available funding.

The Bay Area WDB Executive Director serves on the Wisconsin Career Pathways Committee representing the Wisconsin Workforce Development Association (WWDA) as well as on technical college career pathways committees. The industry sector alliances that are supported by the WDB are key sources of information for career pathway planning the Bay WDA. The industry alliances in advanced manufacturing and healthcare have been actively working with the technical colleges to create career pathways. More recently, the NEW Insurance Consortium is engaged in career pathway development as well. The NEW North IT Alliance, with funding from Bay Area WDB and others, conducted a major study in 2015 to identify career pathway opportunities in that vital field. NEWERA, a collaboration of the postsecondary educational institutions in NEW North, has been a leader in the IT initiative.

5. Describe the WDB's policy for its Individual Training Account (ITA) system including limits on duration and amount. This description (and policy) must include the (1) specific process and/or method used by which WIOA training funds are coordinated with other sources of funding for training and, (2) process by which WIOA funds are utilized if other sources of funding are pending approval, and how those WIOA funds are accounted for when other sources of funding are approved/disapproved. Submit the WDB's ITA policy.

The Bay Area WDB ITA policy is embedded in the board's Training Policy and Training Procedures. Both are included at Attachment 13. Current policy allows training of up to two years in duration. Current policy allows up to \$5,000 tuition reimbursement for a two year degree and up to \$2,000 for short term training, subject to change depending on available funding. Bay Area WDB does have a waiver process in the event of extenuating circumstances to ensure a successful training outcome. The Training Policy clearly indicates that students must apply for federal financial aid and that "WIOA funding is supplemental to other financial aid

programs and/or services, with the exception of student loans.” If other sources of funding are pending approval and time is of the essence, WIOA funding will be made available until the other funding source is available. The contracted Career Services Specialists are trained to work through the process of accessing resources from available programs with training participants. That plan is documented in ASSET case notes.

6. Describe and attach the WDB’s policy and procedures for adding, monitoring and removing training providers from the ITA list.

The ITA list for the Bay Area is reviewed annually and continuation of the provider is based on current labor market information on employability options for the training, completion rates of individuals funded for the training, wages of the individuals funded and the cost of the training vs. the same training cost from other providers.

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

See Attachment 14, “On-The-Job Training Policy” and Attachment 15, “Customized Training Policy”

- b. If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services. Not applicable in the Bay Area.
 - c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.

The Bay Area WDB contracts with the Department of Corrections for services to male and female offenders. The services to these populations are contracted through the RFP process and are monitored for effectiveness.

At times a specific training need outside the usual ITA procedure may be identified through our industry sector alliances, dislocated worker surveys, or through job center partnership input. A good example is when a dislocated worker survey reveals the need for basic skills remediation. In such an event, Bay Area WDB will issue a Request for Proposals detailing the contract deliverables and use the Procurement Policy and Procurement Procedure to determine the qualifications of a proposing agency.

The Steps to Success female offender reentry program is a good example of how the process works. Our male offender reentry program, Windows to Work, created an awareness for a female-focused reentry curriculum. A federal Earmark Grant

provided the resources to develop that curriculum and a program provider was selected through a competitive procurement process.

8. Describe the documentation required to demonstrate a “need for training.”

The need for training services determination begins with the client interview and culminates with the development of the career pathway training plan. The career or occupation training plan is supported through formal career interest and aptitude assessment(s) and a comprehensive service strategy.

- a. If a determination is made that the participant is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; are in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and have the skills and qualifications to participate successfully in training services**
- b. If career services are not provided before training, the case file must document the circumstances that justified the determination to provide training without first providing career services**
- c. Participant has selected a program of training services that is directly linked to a demand occupation; and**
- d. Are unable to obtain grant assistance from other sources to pay the costs of such training and related support services or requires WIOA assistance in addition to other sources of assistance (e.g. Pell Grants).**

The “need for training” will be determined by defining “economic self-sufficiency” for the region to determine the need for additional training in the case of a WIOA applicant in order to achieve or maintain that status. Then a comparison of assessment information of the participant’s basic skills, aptitudes, and interests with regional labor market information about in-demand occupations with wage and benefit levels will indicate appropriate training options. All assessment results and labor market information will be documented in the case file and case notes. Economic self-sufficiency will be documented using the state self-sufficiency calculator when it is operative.

H. Youth Program

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives framework through which states and local areas can leverage other Federal, State, Local and philanthropic resources to support in-school and out-of-school youth.

1. Since WIOA requires 75% of youth funds to be spent on out-of-school individuals, please provide the following information:

- a. WDB's approach to meeting the required 75% minimum youth expenditure, including the planned program design.

The Bay Area WDB hired a full time Work Experience Youth Program Coordinator to promote, facilitate, and administer paid work experience opportunities for eligible youth participants. Primary responsibilities include developing and establishing a network of businesses committed to participation in youth work experience opportunities and managing all program and fiscal elements.

Bay Area WDB contracts all services, and through the contractual process, the amount of funding per title is strictly controlled and enforced. This contractual process will ensure the mandated Out-Of-School Youth expenditures will be met or exceeded.

- b. Current and planned recruitment strategies to expand and market services to out of-school youth.

All Bay Area WDB youth service provider contracts emphasize the critical importance of incorporating evidence-based strategies for improving outreach and engagement with youth populations.

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

Recently, Bay Area WDB youth programming includes WIOA and non-WIOA funding sources in order to create a more holistic service concept to better ensure enrolled youth participants have the necessary and appropriate services to achieve their individual educational and/or occupational goal and ultimately self-sufficiency.

- d. Current and planned strategies to encourage 16-17 year old dropouts/non-attenders to return to school.

The Bay Area WDB is spearheading a pilot project in the Greater Green Bay Area, collaborating with local area 'at-risk youth' service providers, to include K-12 counselors and administrators, community based organizations, and governmental health and human services organizations to better identify, engage, and ultimately enroll secondary school dropouts and non-attenders. Once identified, the youth and their parents/guardians are contacted to begin the WIOA service delivery process.

- e. Current and planned retention strategies to retain out-of-school youth in employment or post-secondary education.

The Bay Area WDB aggressively case manages and individually tailors service strategies through formal/objective assessment of barriers, aptitudes, interests,

and goals in alignment with local labor market data. The opportunity to earn financial incentives in recognition of notable education and/or employment incentives motivates youth to ‘stay the course’ and have added quantifiable and appreciable value to the Bay Area WDB’s youth program outcomes. Strong emphasis on intensive case management is devoted to preparing young people to be successful in the classroom and/or the workforce.

- f. Current and planned service strategies for assuring that out-of-school youth deficient in basic reading/writing and math will increase one Educational Functioning Level.

All Bay Area WDB WIOA contracted youth service providers annually receive over 80-hours of advanced technical training facilitated by the Bay Area WDB staff. Proper assessment of literacy/numeracy aptitudes as well as appropriate remediation techniques, tactics, and procedures are incorporated into nearly all training sessions and periodically reviewed and evaluated to ensure program performance metrics are met.

- g. Strategies to ensure career pathways information will be included in the participant's Individual Service Strategy.

All youth program participant’s Individual Service Strategies (ISS) are regularly reviewed and monitored by Bay Area WDB staff to ensure full compliance with WIOA regulations and local policy directives. A stated occupational goal with an associated career pathway must be clearly articulated and documented in all ISSs.

- 2. Provide the name of the assessment tool(s) the local board will administer to in-school and out-of-school youth to assess their academic levels.

All Bay Area WDB contracted youth service providers are required to administer the Test of Adult Basic Education (TABE). Youth who are assessed to be below a 9.0 grade level in math and/or reading will be considered “basic skills deficient” and appropriate services will be developed and implemented to assist the youth overcome this notable barrier to education and/or employment.

- 3. Describe how the local board will assess the youth for occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs.

During the Design Framework stage of youth program enrollment, all Bay Area WDB youth participants undergo a comprehensive series of objective assessments to support the development of the Individualized Service Strategy and achievement of a specified occupational goal. Bay Area WDB staff makes available a wide-variety of approved assessments to serve this purpose and includes: Wis-Careers and Career Cruising career interest inventories, Casey Life Skills, O*net, TABE, Job Center of Wisconsin, among other formal and informal assessments.

- 4. Describe the activities the local board will provide that lead to the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential.

All Bay Area WDB contracted WIOA Career Services Specialists directly facilitate the development, design, and delivery of services aimed towards achievement of a high-demand occupational goal. Depending on the educational status and goals of the participant, appropriate educational services and activities are designed and implemented to promote retention, matriculation, and credential attainment. See Attachment 17, “Supportive Services Policy”

5. Describe the activities the local board will provide to prepare the youth for post-secondary educational and training opportunities. See previous response.
6. List the agencies and/or organizations the local board will partner with to provide services to youth that are:
 - a. Subject to the juvenile or adult justice system - **County Health and Human Services Departments**
 - b. Homeless - **Transitional Living Programs and Community Homeless Shelters**
 - c. Runaway - **Transitional Living Programs and Community Homeless Shelters**
 - d. Pregnant or parenting - **Family Services Corporation, Teen Parenting Programs**
 - e. Individuals with a disability - **County Health and Human Services and DVR**
 - f. Foster children - **County Human Services and Independent Living Programs**
 - g. Aging out of foster care - **Bay Area WDB is the current Independent Living Program Provider for Region 2 (comprised of WDAs 4 and 5)**
 - h. English language learners - **WTCS and local K-12 school districts**
 - i. School dropouts – **Local K-12 school districts**
 - j. Within the age of compulsory school attendance, but have not attended school for at least the most recent complete school year quarter.

The Bay Area WDB continues to leverage and strengthen relationships and partnerships with the following youth service providers across the eleven-county WDA:

- i. **Division of Vocational Rehabilitation**
- ii. **Eleven county Human Services departments and divisions**
- iii. **Wisconsin Department of Children & Families**
- iv. **Wisconsin Department of Corrections**
- v. **Sixty-two school districts - Special emphasis on alternative education and similar ‘at-risk’ youth educational programming**
- vi. **CESA-6, 7, and 8**
- vii. **Family Services Corporation**
 - **Transitional Living Program**
 - **Pathways to Success**

- viii. **Forward Service Corporation**
- ix. **Great Lakes Training & Development**
- x. **Advocates for Healthy Transitional Living, Inc.**
- xi. **American Foundation of Counseling Services**
- xii. **Court-Appointed Special Advocates (CASA)**
- xiii. **Local Boys and Girls Clubs**
- xiv. **Local YMCAs and YWCAs**
- xv. **Wisconsin Technical College System (WTCS)**
 - **College of Menominee Nation**
 - **Fox Valley Technical College**
 - **Lakeshore Technical College**
 - **Northeast Wisconsin Technical College**
- xvi. **Hispanic Chamber of Commerce**

7. List the resources or services the agencies and/or organizations could provide these youth.

In addition to directly providing or making available the below services, based on individual needs, Bay Area WDB contracted youth service providers provide professional referral assistance to other agencies/services including but not limited to: housing, energy, basic needs, elderly or disabled, ELL, TANF, W2, FSET, DVR, and OVS.

- i. **Tutoring, study skills training, and dropout prevention strategies;**
- ii. **Alternative secondary school services;**
- iii. **Paid and unpaid work experiences;**
- iv. **Occupational skills training;**
- v. **Education offered concurrently with workforce preparation;**
- vi. **Leadership development opportunities;**
- vii. **Supportive services;**
- viii. **Adult mentoring;**
- ix. **Follow-up services;**
- x. **Comprehensive guidance and counseling;**
- xi. **Financial literacy education;**
- xii. **Entrepreneurial skills training;**
- xiii. **Labor market information;**
- xiv. **Activities that prepare youth for post-secondary education/training**

8. Describe how the local board will ensure that parents, participants and other members of the community with experience relating to the programs for youth are involved in the design and implementation of these programs. See previous response in Section III (E).
9. Describe how the local board will ensure that each participant be provided information on the full array of applicable or appropriate services that are available through the local board or other eligible providers or one-stop partners.

All Bay Area WDB contracted WIOA Career Services Specialists are required to present comprehensive information detailing all services and programs available through the One-Stop-Operator system, including all mandatory Job Center partner agencies to all participants. Appropriate documentation is noted in participant ASSET case files.

10. Describe how the local board will partner with the following programs to serve youth and young adults through the Youth Program:
 - a. Youth Build;
 - b. AmeriCorps;
 - c. Job Corps;
 - d. Youth Apprenticeship; and
 - e. Registered Apprenticeship.

The Bay Area WDB maintains close working relationships and communication networks with the above youth programs and provides detailed information regarding each program to all WIOA youth participants.

11. Describe any regional efforts the local board is involved with or is planning with regarding youth initiatives.

The Bay Area WDB has recently spearheaded two unique collaborative projects in its continuing efforts to expand, augment, and synergistically improve the efficacy and efficiency of WIOA youth programming. The Bay Area WDB was recently awarded a significant project grant from the Wisconsin Department of Children and Families and centers on developing a continuum of services aimed towards preparing youth aging out of the foster care system for the ‘world of work.’ Ideally, many of these vulnerable youth will be co-enrolled in WIOA youth programs, expanding their access to post-secondary education and purposeful employment opportunities leading to self-sufficiency achievement. The geographic scope of the project combines the Bay Area and Fox Valley WDAs, leveraging the strong partnership forged by the two WDBs. The project’s genesis began with a piloted project funded by the Greater Green Bay Community Foundation, bringing together multiple local area youth service providers united through a common cause of preparing ‘at-risk’ youth for the challenges of adulthood by focusing on the development, funding, and achievement of individualized career pathways.

12. Describe how the local board will provide the fourteen required program elements for the WIOA youth program design.

As applicable, all Bay Area WDB contracted youth service providers directly deliver the appropriate youth program element(s) based on the participant's individual need and supported by the objective assessment process. In certain cases, youth service providers may elect to refer a youth participant to a partner agency that is better qualified or equipped to deliver the service, but ultimate responsibility for ensuring the value and timeliness of the service is retained by the Bay Area WDB and its contracted youth service providers.

13. Describe the process for reviewing and updating the Individual Service Strategy (ISS), including frequency and documentation requirements.

Youth Individual Service Strategies (ISS) are "living, breathing documents" and are reviewed and updated on a quarterly basis, at a minimum. Assessments are a continuous process to ensure appropriate service strategies are developed and implemented and a service narrative is provided and co-authored with the youth's direct participation.

14. Specify if the local area plans to offer incentives or stipends for youth. If yes, attach the local policy (refer to WIA Policy 13-02: Youth Incentive Awards and Stipend Payment Policy for additional information). **See Attachment 19, "Youth Incentive Policy"**

15. Describe the WDB's approach to comply with the required minimum 20% expenditure for work experience. [§129(c)(4)]

The Bay Area WDB developed a three-prong approach and strategy designed to comply with the stated 20% formula fund expenditure for work experience requirement. First, all Bay Area WDB youth service provider contracts include a 20% Work Experience (WE) goal provision to encourage, promote, and develop WE opportunities. Work Experience services are not merely limited to on-site placements with a local employer; rather, the WE service is holistically and consistently delivered throughout the duration of the youth's program participation with particular emphasis on associated work-readiness skill development intrinsic in all "work experiences." Secondly, the Bay Area WDB developed a permanent WE Program Coordinator position responsible for promoting and marketing WIOA services to regional high-demand occupation employers as well as facilitating and administering WE opportunities by connecting youth participants to worksite career explorations and job shadow opportunities. Lastly, the Bay Area WDB intends to leverage existing high-demand occupation alliances and WDB-employer partnerships to better engage regional stakeholders and foster increased youth WE participation and 'buy-in.'

16. Provide the WDB's definition of the in-school youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the in-school youth.

The Bay Area WDB’s definition of the in-school youth eligibility criterion – “requires additional assistance...” is the same as for out-of-school youth. [See H (17) below.]

17. Provide the WDB's definition of the out-of-school youth eligibility criterion – "A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the out-of-school youth.

The Bay Area WDB’s definition for the “requires additional assistance” youth eligibility criterion is based on the “FIVE-FACTOR MODEL” non-cognitive skill assessment, an evidenced-based framework to predict educational and workplace effectiveness outcomes. Youth who are assessed below a specified threshold utilizing the FIVE-FACTOR MODEL or a similar approved soft-skills assessment will be considered unprepared for the ‘world of work’ and eligible for the full complement of WIOA youth services.

18. Attach a list of the current youth service providers. **See Attachment 23, “Youth Service Providers”**

I. New Service Strategies for WDAs Failing Performance Measures

As required by WIOA, in response to any WDA failing to meet local performance accountability measures for Adult, Dislocated Worker, or Youth programs in any program year, the Governor (state) will provide technical assistance. Technical assistance may include assistance in the development of a performance improvement plan or the development of a modified local plan. WDAs that fail to meet local performance accountability measures for any program year must describe all new or innovative service delivery strategies the WDA has employed or is planning to employ. The description must also describe how the initiative maximizes resources, improves service levels, improves service quality, achieves better integration or improves performance levels. In addition, the initiative's general design, anticipated outcomes, partners involved and funds leveraged must be described.

J. Strategies for Faith-based and Community Organizations

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

Each Bay Area WDB Job Center is managed by a team of mandated WIOA partners, organized into individual Job Center management teams and has in its composition one or more community based organization(s) (CBO). The Bay Area WDB may elect to incentivize community based organization participation in the competitive procurement process by incorporating a “bonus score” category during the rating process for proposals submitted by members of community based organizations.

Bay Area WDB funding opportunities through publicly issued RFPs are advertised extensively throughout the 11-county region and faith-based organizations are

welcome to submit proposals. Bay Area WDB has a history of working with faith-based groups that goes back to the beginning of WIA, particularly in meeting the needs of immigrant populations and in offender reentry efforts. Faith-based organizations are encouraged to add their contact information to Bay Area WDB's Outlook notification of RFP availability.

2. Describe current or planned activities to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the WDA.

The Bay Area WDB has a rich history of contracting with community based organizations and will continue to strengthen regional WDB-CBO partnerships and further encourage CBO participation in WIOA workforce development activities.

Two groups that the Executive Director meets regularly with are Casa Alba in Green Bay, a faith-based organization working with the Hispanic population, and with Prison Aftercare Network (PAN), an alliance of faith-based prison ministry professionals. PAN was recently provided with a job center tour and a presentation on registered apprenticeship. The Executive Director also reaches out to faith communities through his public connections and has recently provided job center tours to the pastors of two predominantly African American communities in Green Bay and Appleton. Regional job center contractors and other staff regularly reach out into their respective communities, including faith-based organizations, with information about job center services. Interestingly, the Executive Director of St. John's Homeless Shelter and the Micah Center in Green Bay, both Roman Catholic ventures, is a former employee of a job center partner.

VII. Service Providers and Oversight

A. Selection of Service Providers

1. Describe the competitive process used to award sub grants and contracts in the local area for activities carried out under WIOA Title 1 [§108(b)(16)]. **See Attachment 22, "Procurement Policy"**
2. Describe how and where the services will be provided and who will provide them for the following types of services:
 - a. **Career Services - All Adult and Dislocated Worker career services are based and provided at one of eleven Bay Area Job Centers across the WDA. Based on the Bay Area WDB competitive procurement process, contracted service providers vary depending on location and structure of accepted proposal and negotiated contract. In every case, a qualified Adult and/or Dislocated Worker Career Services Specialist is available to and dedicated to deliver premium WIOA career services to eligible program participants.**

Bay Area WDB provides WIOA career services with full time staff at six regional job centers in Sheboygan, Manitowoc, Green Bay, Marinette, Shawano, and

Menasha (in partnership with Fox Valley WDB). In addition, WIOA career services are available to the public full time in Keshena (at the College of the Menominee Nation), Bowler (at the Mohican Stockbridge-Munsee Tribal Office), and Sturgeon Bay. Itinerant WIOA career services are available in Oconto (at NEWCAP), and at the NWTC Regional Learning Center in Niagara. All services are provided by competitively-procured contractor staff. Currently, the following agencies have been awarded WIOA contracts in the Bay Area:

Green Bay:	Forward Services Corporation
Sheboygan:	Great Lakes Training and Development Corp.
Manitowoc:	Great Lakes Training and Development Corp.
Shawano:	Forward Services Corporation
Marinette:	NEWCAP
Menasha:	AFL-CIO Labor Education Training Center
Sturgeon Bay:	Great Lakes Training and Development Corp.
Keshena:	College of the Menominee Nation
Bowler:	Mohican Stockbridge-Munsee Tribe
Oconto:	NEWCAP
Aurora:	Forward Service Corporation

In addition, Bay Area WDB has two active offender reentry programs, one at the Oshkosh Correctional Institution (Windows to Work) and the second at the Taycheedah women’s prison Steps to Success). In both cases, Family Services of Northeast Wisconsin is the contractor agency. Services are provided to participants both while incarcerated and back in the home communities.

- b. Youth Services - Bay Area WDB contracted youth service providers maintain a solid presence at every Bay Area Job Center; however, based on current outreach and engagement strategies oftentimes deliver services at locations throughout the WDA in order to promote ease of access and convenience to youth participants. All service delivery locations and strategies are subject to Bay Area WDB staff approval to ensure coordination and efficient resource allocation and deployment.**

In implementing WIOA Youth, Bay Area WDB has incorporated an active outreach effort to at-risk youth into our program plan. This means that instead of having WIOA Youth staff in the job centers and waiting for them to come to us, contractors are charged with going out into the community to make connections with potentially eligible young people before they leave high school. While most Youth contractors have offices in the job centers, some operate more independently. With our focus on Youth Aging Out of Foster Care, contracted WIOA Youth staff reach out to foster care youth while they are still active in the county system and attending high school to develop a pipeline of WIOA Out-of-School Youth. Contractors are specifically trained to enroll such youth at an appropriate time to qualify as OSY, but creating the pipeline to ensure a continuity of service is a key feature of our Youth program. Experience has shown us that once these young people leave the foster care system and get out of secondary school with or without a diploma, it is very difficult to find and engage them.

For PY 2016, the following agencies have WIOA Youth contracts:

Green Bay:	Family Services of Northeast Wisconsin
Sheboygan:	Great Lakes Training and Development Corp.
Manitowoc:	Great Lakes Training and Development Corp.
Shawano:	Forward Service Corporation
Marinette:	Forward Service Corporation
Menasha:	Fox Valley Technical College
Sturgeon Bay:	Great Lakes Training and Development Corp.
Keshena:	College of the Menominee Nation
Bowler:	Stockbridge-Munsee
Oconto:	Forward Service Corporation
Aurora:	Forward Service Corporation

Bay Area WDB has emphasized the need to work with WIOA Youth creatively and flexibly recognizing that their needs are very different from those of WIOA Adult and Dislocated Worker participants. Bay Area WDB has a full time WIOA Youth Work Experience Coordinator on staff who sets up, monitors, and manages appropriate worksites for WIOA enrolled Youth deemed ready by the contracted Youth Career Specialists for work experience connected to their career plan. Bay Area WDB also administers the John H. Chafee Foster Care Independent Living Grant in a 17-county area through the Wisconsin Department of Children and Families to enhance WIOA Youth services. A full time grant manager is on staff for that effort. Since 2015, Bay Area WDB also administers a grant from the Greater Green Bay Community Foundation to further support WIOA Youth program services.

B. Oversight and Training of Service Providers

1. Describe the WDB's oversight and monitoring procedures including processes for program and fiscal monitoring, including frequency. Also include processes for ensuring quality customer service. [§107(d)(8)]

The Bay Area WDB staff conducts regularly scheduled fiscal, program, and participant satisfaction survey monitoring for each WIOA service provider contract. Monitoring information and results are provided to service providers: Best practices, areas of concern, and findings are addressed. All monitoring results are included in future procurement actions.

2. Provide a brief description of how the WDB will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [§108(b)(6)(A)]

In addition to facilitating a mandated comprehensive contracted service provider training program (outlined in the following response category), the Bay Area WDB utilizes a three-part contract monitoring process – fiscal, program, and direct participant interviews to ensure contractual deliverables are met, challenges are

immediately identified, and corrective action plans developed. Key industry sector alliances (Healthcare, Advanced Manufacturing, Marine Manufacturing, Information Technology, and in-development Transportation) and their employer member voices serve a critical role in the alignment of WDB resources and programming strategies.

3. Describe how WDB and service provider staff is trained in use of the ASSET system and the WIOA program. Also describe how WDB and service provider staff is informed of new policies (both local policies, DET issuances and DOL guidance) and training opportunities.

The Bay Area WDB staff provides a comprehensive training package, delivered on a quarterly basis for all contracted service providers. Additionally, the Bay Area WDB staff facilitates bi-monthly training sessions for all youth service providers. Not including refresher or remediation training based on sub-performing contractors, the Bay Area WDB staff is responsible for conducting nearly 1500 man hours of technical and service program training annually. Agenda topics range from ensuring a consistent understanding and application of local policy narratives, to mastering WIOA eligibility determination, to diversifying service delivery designs to sharing innovative outreach and engagement concepts, among many other subjects identified or recommended by staff and contracted service providers.

The Bay Area WDB Program Assistant is an active member of the statewide ASSET users group and regularly attends ASSET Users Group meetings as well as other DWD sponsored training to stay current with ASSET skills. She provides extensive one-on-one training to new contractor staff and is available daily to provide assistance and information to all contractors on ASSET questions.

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

The Bay Area WDB controller conducts annual fiscal monitoring of all contracted service providers, while the Bay Area WDB Program Operations Manager monitors all program and service delivery elements. The Bay Area WDB Program Operations Assistance conducts regular, oftentimes daily ASSET monitoring of randomized participants and/or Career Services Specialists' caseloads for compliance with regulations and local policy directives. Additionally, Bay Area WDB staff personally review every participant file prior to program exit. Errors requiring correction are returned to the responsible service provider before processing for final exit.

The regular training provided to contractors by Bay Area WDB staff described in VII. B. 3. is the primary effort to stress the importance of timely and comprehensive entry of participant information into ASSET. The importance of such data entry is a consistent emphasis at that training on the part of WDB staff and is included in the deliverables specified in the contract Statement of Work. The Bay Area WDB Program Assistant is available on a daily basis for advice and assistance with ASSET data entry, as well as for additional ASSET training for the contractors. The performance of new contracted staff is monitored to see if additional training is

needed. If routine file review or annual data validation indicates a shortcoming, additional training is provided as well.

5. Describe any local data systems in use to record and track participant services.

The Bay Area WDB and its contracted service providers use the ASSET data system to document and record all WIOA-related activities and services. Additionally, the Bay Area WDB contracted youth service providers utilize eWISACWIS for all Independent Living participant activities.

VIII. Performance and Accountability

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

In addition to WIOA performance standards, the Bay Area WDB routinely includes performance goals or milestones in various service provider contracts to target specific populations and/or deliver certain services in specified geographic areas. Additional performance metrics typically originate based on self-driven research, information gathered from community/faith based organizations, and state-provided demographics. In the event contractors fall short of expectations, corrective action plans may be initiated or if warranted, the contract may be modified through mutual agreement and based on new or additional information.

- B. Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures.

Bay Area WDB staff closely monitors and documents all performance metrics, to include evaluating predictive analysis measures which provide a more robust proactive strategy to ensure quality programming across the WDA. Performance data is used as an evaluative tool during the competitive procurement process and offers both a qualitative as well as quantitative assessment of contractor performance.

Additionally, Bay Area WDB staff incorporates performance-driven tactics, techniques, and procedures during all service provider training sessions to better ensure contractors fully understand program goals and contractual deliverables, which directly benefit WIOA program participants.

- C. Describe how your local area's program design will maximize performance on the WIOA primary indicators of performance outlined in Section 116(b). After setting adjusted levels of performance with the State, update the Local Plan to provide the adjusted targets.

The objective of Bay Area WDB's WIOA program for adults and dislocated workers is the acquisition and retention of employment that results in economic self-sufficiency. All individuals registered in Bay Area WDB's WIOA programs will have an Individual Employment Plan (IEP) developed in conjunction with program staff. Ideally, program completion occurs when the individual has completed the plan of service as included in the IEP and enters appropriate employment. Individuals will also be exited from WIOA services for other reasons including: retention of previous employment, institutionalization, incarceration, entry into military services or apprenticeship, self-employment, family care, health or medical related reasons or death.

Participants are to exit the WIOA program when:

- i. They are employed at a level that meets the local definition of self-sufficiency;**

- ii. **They have not received any WIOA funded or WIOA-partner funded services for a period of 90 days and no services are scheduled.**
- iii. **There has been no contact for six months**

Entering Employment

The participant must be working and earning wages not subsidized or reimbursed by WIOA. If the placement is with the same employer that provided the WIOA training, the participant enters employment the first day that the job was no longer subsidized by, or the wages reimbursed with, WIOA funds.

All exit-based measures for adults and dislocated workers take effect after the participant has exited all WIOA Title I and partner services.

The minimum 85% wage for dislocated workers should not be the final determining factor; the need for services should be the guiding force.

Interim Employment

Participants may be employed during the time they are involved in WIOA services so that they can meet their living expenses. This particular employment may not necessarily be the participant's "goal" employment, and it may not meet the local standard for "self-sufficiency." In these cases, participants should not be exited from the program.

FORM A

2018 - 2020 WIOA Local Plan Bay Workforce Development Area

Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Innovation and Opportunity Act, will comply with the Fiscal Controls established in Section 184 of WIOA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination and equal opportunity provisions of WIOA section 188 and implementing regulations at 29 CFR Part §38, adhere to the DET Methods of Administration for ensuring compliance, including an assurance that a Methods of Administration has been developed and implemented by the WDB and its funded sub-recipients.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA section 188.
4. The WDB assures that veterans will be provided priority access to employment and training activities authorized in section 134 of WIOA.
5. The WDB assures that all WIOA participants will be exposed to a full range of career choices including orienting and exposing them to training and jobs with family-supporting wages.
6. The WDB assures that financial literacy training/information is made available for all participants.
7. The WDB assures that no funds received under WIOA will be used to assist, promote, or deter union organizing.
8. The WDB assures that it will comply with sections 504 and 508 of the Rehabilitation Act of 1973, including the American's with Disabilities Act of 1990.
9. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
10. The WDB assures that funds will be spent in accordance with WIOA legislation, regulations, written DOL Guidance, Division of Employment and Training (DET) guidance and all other applicable federal and state laws.
11. The WDB assures that all WDB meeting agendas and minutes will be shared with DET staff (Local Program Liaison).
12. The WDB assures that no WIOA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.
13. The WDB Administrative Entity assures the development of a Continuity of Operations Plan (COOP) which outlines the methods by which the Board will function and services will be provided during a critical incident or pandemic, including:

FORM A

**2018 - 2020 WIOA Local Plan
Bay Workforce Development Area**

Assurances and Signatures

- a. Provisions for continuation of employment and training services under the WIOA and other programs or services funded by the DWD as possible during a critical incident or pandemic as well as the restoration of full services when services have had to be limited or interrupted for a period of time.
 - b. Oversight of the status and activity of the WDA's Job Center sites during a critical incident or pandemic, including regular status reports to DET Services COOP Branch Director or designee as required.
 - c. Full cooperation with the DWD, DET in the preparation or implementation of a COOP as specified, including submittal of the Board's updated COOP Plan in April of each year upon request, and participation in COOP drills such as call trees, tabletop exercises and other plan **reviews** as scheduled.
14. The WDB assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.

This plan has been developed for the **Bay Workforce Development Area** in accordance with the terms of the Workforce Innovation and Opportunity Act (WIOA).

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): MICHAEL D. TROYER

Signature: _____ Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): THOMAS M. NELSON

Title: OUTAGAMIE COUNTY EXECUTIVE

Signature: _____ Date: _____

FORM B

**2018 - 2020 WIOA Local Plan
Bay Workforce Development Area**

**Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Orders 12549 and 12689, 2 CFR 180. These regulations restrict awards, sub awards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in Federal assistance programs or activities. The regulations were published at §200.212 of Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Printed Name and Title of Authorized Representative

Signature

Date

FORM C

2018 -2020 WIOA Local Plan
Bay Workforce Development Area

Certification Regarding Lobbying
Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all* sub awards at all tiers (including subcontracts, sub grants and contracts under grants, loans, and cooperative agreements) and that all* sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 200.450 of Part 200-Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Grantee/Contractor Organization

WIOA Title I
Program/Title

Signature of Certifying Official

Date

Printed Name of Certifying Official

FORM D

**2018-2020 WIOA Local Plan
Bay Workforce Development Area**

**One Stop Service Delivery System
Locations**

Comprehensive Center	Center Manager & Contact Information
Bay Central Job Center 301 N Adams St. Suite 130 Green Bay, WI 54301 (920) 448-6760	Brian Pelon brian.pelon@dwd.wisconsin.gov (920) 448-6772
Bay East Job Center 3733 Dewey Street Manitowoc, WI 54220 (920) 683-2888	Brian Ognacevic brian.ognacevic@gotoltc.edu (920) 208-5820
Bay North Job Center 1605 University Avenue Marinette, WI 54143 (715) 732-7840	Lynn Ratzburg (715) 732-7842
Bay South Job Center 3620 Wilgus Street Sheboygan, WI 53081 (920) 208-5800	Brian Ognacevic brian.ognacevic@gotoltc.edu (920) 208-5820
Fox Cities Workforce Development Center 1802 Appleton Rd. Menasha, WI 54952 (920) 997-3272	Donna Janda donna.janda@live.com (920) 968-6373
Door County Job Center 1300 Egg Harbor Rd. #124 Sturgeon Bay, WI 54235 (920) 743-6915	Kim Carley kcarley@wearehopeinc.org (920) 743-6915
Shawano Job Center 607 East Elizabeth Street Shawano, WI 54166 (715) 524-2511	Choua Yang choua.yang@fsc-corp.org (715) 201-2814
Oconto Job Center 1201 Main St. Oconto, WI 54153 (920) 834-4621	Lynn Ratzburg lynnratzburg@newcap.org (920) 834-4621 x1105
College of Menominee Nation Job Center N172 Hwy 47/55 Keshena, WI 54135 (715) 799-5600	Brian Kowalkowski bkowalkowski@menominee.edu (715) 799-6226 x3007
Oneida Nation Job Center 2640 West Point Rd Green Bay, WI 54304 (920) 490-6800	Stephen West swest@oneidanation.org (920) 490-3793
Stockbridge-Munsee W13447 Camp 14 Rd PO Box 70 Bowler, WI 54416	Jolene Bowman jolene.bowman@mohican-nsn.org (715) 793-4060