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**Tony Evers**, Governor

April 13, 2021

Mr. Matt Valiquette  
Bay Area Workforce Development Board  
317 W. Walnut Street  
Green Bay, WI 54303

Dear Matt:

Thank you for submitting your Workforce Innovation and Opportunity Act (WIOA) Local Plan.

This letter serves as notification of the Department of Workforce Development's official approval of Bay Area Workforce Development Board's 2020 Local Plan. The local plan is effective from July 1, 2020 - June 30, 2024.

Please note that the Bureau of Workforce Training continues to update WIOA Title I policies as outlined in Admin Memo 17-02. Local WDBs need to address these policy updates as they become effective.

We look forward to continuing to work with you and your staff as you implement your local plan. If you have any questions, please contact your Local Program Liaison.

Sincerely,

DocuSigned by:  
  
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Bruce Palzkill  
Deputy Administrator, Division of Employment and Training

Cc: Troy Streckenbach, Brown County Executive  
Chuck Dallas, Board Chair

# **2020-2023 WIOA Local Plan**

(Revised 4/10/2021)

Bay Workforce Development Board

317 West Walnut Street

Green Bay WI 54303

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**Program Year 2020-2023 WIOA Local Plan**

**(Revised 4-10-2021)**

**Planning Region: Bay Area (#5)**

**Plan Period: PY 2020 – PY 2023**

1. *Provide an analysis of the regional labor and economic conditions in the local area, including:*
  - a. *Existing and emerging in-demand industry sectors and occupations; and*
  - b. *The employment needs of employers in those 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 and from DWD labor exchange services such as Job Center of Wisconsin. DWD Regional Economists will provide information that may be supplemented by WDB Business Services Staff.*

In the 11-county Bay WDA, in-demand industry sectors include: manufacturing, construction, healthcare, insurance/finance, transportation, as well as office/administrative and food preparation/serving. Sales and information technology are occupational skill sets that cut across industry sectors because they are needed in most companies regardless of the sector. On March 9, 2020, there were a total of 13,742 job orders listed on Job Center of Wisconsin for the Northeast region of the state, which also includes WDA 4, 5 and 6. On September 16, 2020, despite the pandemic situation there were 10,224 job orders for NE Wisconsin on JCW. That had risen to 12,296 job orders by October 7, 2020. Please note that many job orders in JCW represent more than one opening. These numbers are indicative of a healthy job market in NE Wisconsin despite the pandemic.

A good bellwether for Bay WDA workforce is the annual “Manufacturing Vitality Index” conducted by NEW Manufacturing Alliance (NEWMA). The 10<sup>th</sup> annual report was issued in December 2019 with 106 area manufacturing companies surveyed and a 95% confidence level in the survey results. Highlights of the report include:

- 67% of the companies expect to increase sales in 2020
- 60% of the companies expect to increase market share in 2020
- 98% of the companies described their financial situation as “Healthy” or “Quite Healthy” in 2020
- 74% of the companies report difficulty in finding talent
- The most difficult position to fill in the manufacturing sector are: general labor, machine operators, CNC machinists, industrial maintenance, and engineers
- The most in-demand skills are attendance, math skills, communication, industry experience, and flexibility/acceptance of change
- Many employers are finding workforce deficiencies in non-technical “soft skills”
- 46% of the companies anticipated hiring in the first quarter of 2020
- 35% of the companies planned to hire in each quarter of 2020

Information from the other prominent industry sectors, including healthcare, construction, and transportation indicate similar challenges such as finding skilled workers, and finding deficiencies in soft/employability skills in the applicant pool. Healthcare needs will continue to include nursing assistants, registered nurses, pharmacists, physical therapists, health information technicians, and medical coders.

Recent information from construction sector human resource professionals indicate that they are experiencing a shortage of skilled professionals although there is an influx of entry level workers in that sector. The COVID pandemic may be accelerating the Baby Boomer retirement, so years of experience are being lost. Since the Great Recession (2007-2011) was centered in the housing/construction industry, a generation of potential workers entered other career areas, creating a gap between experienced workers and entry level workers in construction.

There are continued skill shortages in areas such as sales and accounting that cut across industry sectors, and there is an emerging need for skilled IT workers across sectors as well.

The NEW North Digital Alliance estimates that 3,000 new IT jobs will be created in northeast Wisconsin by 2021 with an average annual salary of \$77,375. Bay Area WDB has been actively engaged with NEW North's strategic planning and business intelligence initiative which includes a major focus on "Digital Transformation" and its impact on the workforce across industry sectors. So-called "Disruptive Technologies" (digital manufacturing, artificial intelligence, predictive analytics, and robotics) will continue to change the nature of work across the region, and this trend will accelerate. These changes will come fast and furiously, so preparation is required. The COVID pandemic has certainly expanded the need to broaden access to technology with virtual work becoming more prevalent. Similarly, NEWMA, in partnership with St. Norbert College's Strategic Research institute, conducted an Industry 4.0 survey last fall, finding the region's manufacturers ill-prepared for the coming changes. An Industry 4.0 Taskforce has been meeting to develop and implement strategies in response to these challenges.

One other central issue in the Bay WDA strategic planning effort is workforce attraction, which is particularly focused on diversity and inclusion in the workforce, but also encompasses changing skill needs, workforce housing, development of educational systems, and leadership. These are all trends that will have significant impact on the NEW North workforce over the next several years. The *status quo* will no longer be viable.

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

As indicated in Question 1 above, throughout the Bay WDA, there is a demand for skilled workers in manufacturing, healthcare, construction, IT, sales, and transportation, as well as in other occupational sectors. Specific occupational areas are listed above. The most significant challenges for knowledge and skill needs to meet employer demand are:

- a. Soft/employability skills
- b. Technical skill training
- c. Adaptation to diversity and inclusion
- d. Preparation for change due to technological innovation.

Some sectors such as healthcare, construction, and IT need skilled workers. NEW North has had a committee focused on workforce attraction for a decade. Plumbers and Steamfitters Local 400 recently indicated it has 250 workers from other areas of the state engaged in Bay WDA projects. Bay Area has worked with NEW North, NEWMA, and others to expand training opportunities in the region. UW-Green Bay, in partnership with NWTC, now offers bachelor degrees in three engineering fields: mechanical, electrical, and environmental. That is a recent innovation. Similarly, the postsecondary education institutions have increased computer science programs. Many manufacturing companies will take entry level workers and provide training. Recently Fincantieri, which operates shipbuilding companies in Marinette, Sturgeon Bay, and Green Bay, is offering free four-week welding training to interested workers.

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

Prior to the coronavirus outbreak, unemployment throughout the NEW North remained at record low levels and there was an increasing shortage, not just of skilled workers, but of available workers. Much of that remains the case even as unemployment shot up with the coronavirus responses. Since the peak of unemployment in April 2020, the Bay WDA unemployment rate continues to come down and it is now below 6%. The continued retirement of the Baby Boom generation will increase the need for replacement workers in addition to the new positions employers are adding. As a result, subgroups within the available workforce in the region are emerging as target demographics. These subgroups include:

- Disconnected 'at-risk' young adults (ages 16-30)
- The ALICE population
- Individuals with conviction records
- Mid-career professionals

It should also be noted that that much has been achieved during the last decade in connecting K-12 schools with area businesses and with the regional economy. The success of those efforts was clearly demonstrated in Forward Analytics' *Falling Behind: Migration Changes and State Workforce* report (April 2019) showing a significant positive change in the retention of 15–19-year-olds statewide since 2010. NEWMA and the NEW North IT Alliance have numerous K-12 initiatives that serve as best practices. The implementation of Academic and Career Planning (ACP) programs in K-12 schools as well as the significant increase in participation in Youth Apprenticeship programs over the last six years have also been contributing factors.

In 2015 Bay Area WDB was awarded a subrecipient award agreement from Wisconsin Department of Children and Families to administer the Foster Care Independent Living (IL) grant for all 17 counties of WDAs 4 and 5. The IL grant brings a much needed focus on an extremely vulnerable population, Youth Aging Out of Foster Care, and it has done much to promote the coordination of WIOA Youth services in the NEW North region by increasing communication among Bay Area WDB, K-12 schools, county foster care agencies, and other youth program providers.

The 2016 Wisconsin United Way *Asset Limited, Income-Constrained, Employed* (ALICE) report, updated in 2018, found a significant portion of the NEW North workforce that is underemployed and struggling financially. The 2018 update of the ALICE report observes:

Low-wage jobs continued to dominate the employment landscape in Wisconsin, with 62 percent of all jobs paying less than \$20 per hour. Although unemployment rates fell, wages remained low for many occupations. With more contract work and on-demand jobs, job instability also increased, making it difficult for ALICE workers to meet regular monthly expenses or to save.

The ALICE population includes significant numbers of households in the working population, and the report estimates that 33% of households headed by someone ages 25-44 are struggling financially, as are 32% of households headed by someone 45-64 years of age. The ALICE population represents a significant opportunity both to assist families economically and to meet employer needs. Strategies for the ALICE population include: career awareness and planning services, access to training opportunities, and supportive services. We believe that people in the ALICE population are among those most negatively impacted by the coronavirus pandemic.

Wisconsin currently incarcerates 22,000 men and women while another 66,000 are on community supervision. That is a significant workforce waiting to be tapped. Bay Area WDB started the *Windows to Work* (W2W) reentry program in 1998 and it was expanded statewide in 2010. Bay Area has active programs at Taycheedah and Kettle Moraine and is in the process of starting a pilot W2W program at Green Bay Correctional. The workforce boards and our job centers have developed partnerships with DOC Community Corrections agents. Bay Area played a leadership role in bringing DWD, DOC and the workforce boards together in two statewide conferences 15 years ago. Statewide efforts between workforce boards, DWD, and DOC need to be connected to local resources and support systems to facilitate successful reentry.

As the Baby Boomers retire, the next two generations, GenX and Millennials, have higher percentages of college-educated members. Worker dislocations in the coming years will increasingly affect those more educated age groups, but the current public workforce system has limited experience with those cohorts and is poorly equipped to meet their needs. NEWMA recently conducted a study of young workers, ages 18-30, and asked about their job seeking preferences. The top three job search tools were: Indeed, Google Search, and family/friends. Job centers and traditional job fairs ranked very low in that survey. The career movement of these workers, ages 20-55 in 2020, will have to be better understood and connected to employer needs by the public workforce system.

In 2019, Bay Area WDB conducted a survey analysis of the Shopko dislocation in Green Bay which captured the experiences of the 550 mid-career professionals who experienced dislocation from the corporate headquarters. This is a clientele not traditionally served by traditional job center programs. Survey respondents reported a high level of postsecondary education (72.5%) and relatively high earnings, with the second largest cohort earnings group at \$45.25 per hour or more. That survey found a similar pattern to the NEWMA study that online job listings and family/friends were the most effective job search methods. At the same time, there was solid satisfaction with the Rapid Response information sessions. These experiences and this data will be very useful in developing the job center of the future. More effective use of social media and adaptation to the changing needs of younger, more educated workers will be required.

Eighty-five percent of Bay Area’s residents have at least a high school diploma; while fifty-eight percent of our residents have some college or more (see Table 1).

*Table 1: Educational Levels and Population 2018-2024*

Education Level	2018 Population	2024 Population	2018 % of Population	2018 State % Population	2018 National % Population
Less Than 9th Grade	15,351	12,982	3%	3%	5%
9th Grade to 12th Grade	29,128	24,128	5%	5%	7%
High School Diploma	198,280	192,364	35%	31%	27%
Some College	115,798	118,685	20%	21%	21%
Associate's Degree	67,761	77,167	12%	11%	8%
Bachelor's Degree	100,264	113,252	18%	19%	19%
Graduate Degree and Higher	43,294	51,102	8%	10%	12%
	569,877	589,681	100%	100%	100%

The region is rich with leading class education institutions and training programs, and we will continue to help prepare our workforce with the technical skills and knowledge needed to compete for high-skilled, high-paying jobs in our driver industries.

The data over the past three years has shown us that we do have disparities in educational credentials within our community as depicted in Table 2. Black, non-Hispanics, white, Hispanics and Asian, non-Hispanics have a larger portion of the population possessing only a high school diploma or less. Only six percent of White, non-Hispanics have less than a High School Diploma, compared to over 16% of Black, non-Hispanics lacking a high school diploma.

**Table 2: Race/Ethnicity and Education Levels 2018-2024**

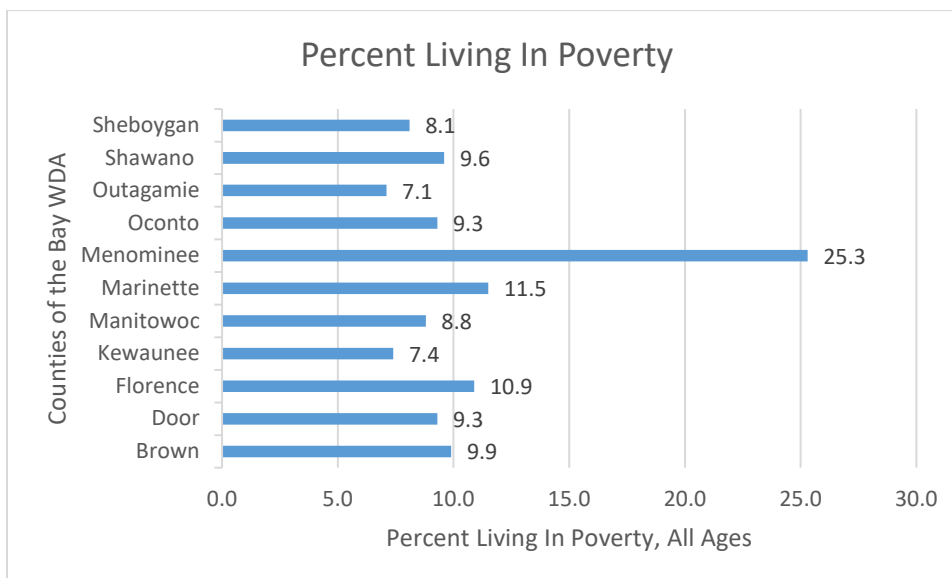
Race/Ethnicity	2018 Population	2024 Population	2018 Less Than High School	2018 High School Diploma	2018 College Degree
White, Non-Hispanic	511,277	521,888	30,387	285,909	194,981
Black, Non-Hispanic	7,107	8,337	1,104	4,126	1,878
American Indian or Alaskan Native, Non-Hispanic	11,033	11,879	1,320	6,590	3,124
Asian, Non-Hispanic	13,853	16,209	3,030	5,417	5,405
Native Hawaiian or Pacific Islander, Non-Hispanic	201	231	20	90	91
Two or More Races, Non-Hispanic	4,343	5,130	434	2,284	1,625
White, Hispanic	19,036	22,279	7,054	8,352	3,629
Black, Hispanic	617	778	237	267	113
American Indian or Alaskan Native, Hispanic	1,422	1,679	528	613	282
Asian, Hispanic	216	220	79	95	43
Native Hawaiian or Pacific Islander, Hispanic	108	118	43	46	20
Two or More Races, Hispanic	664	932	244	291	130
	569,877	589,681	44,479	314,078	211,320

In review of educational attainment level by gender, women hold a larger number of college degrees. Compared to prior generations who held low rates of high school diploma attainment, we now have over 90 percent who have completed high school, both males and females. (See Table 3.)

**Table 3: Educational Attainment by Gender 2018-2024**

Gender	2018 Population	2024 Population	2018 Less Than High School	2018 High School Diploma	2018 College Degree
Males	281,860	292,199	24,542	157,701	99,617
Females	288,017	297,481	19,937	156,377	111,703
	569,877	589,681	44,479	314,078	211,320

These data points verify significant strides in educational attainment for our region’s workforce; however, as industry and technological advances continue, so must the skills and knowledge of the workforce to remain competitive and viable. We need to continue investment in and development of various education models to support high attainment levels.





The poverty rates of residents in Northeast Wisconsin are lower than that of Wisconsin and the United States; however, Menominee County has historically demonstrated an exceptionally comparatively high level of unemployment. Evidence suggests there are a significant number of individuals working in poverty or just outside of poverty limits. We will maintain a focus to support these individuals toward family sustaining wages, economic stability and upward mobility, while dedicating additional effort to address the factors contributing to Menominee County's unemployment challenges. The Bay Area WDB is also working collaboratively with Title IV (Vocational Rehabilitation) to explore and utilize its programs and services for our customers with disabilities. This includes proactive strategies to serve customers and businesses via DVR's preemployment transition services (Pre-ETS) model. The Pre-ETS framework can provide eligible customers with real-life work experiences in an integrated setting to develop and demonstrate academic, technical and workplace skills and support businesses with skilled talent to grow. Veterans Estimates show that over 43,000 veterans reside in Northeast Wisconsin according to the Department of Veterans Affairs' National Center for Veterans Analysis and Statistics and its VetPop2016 actuarial projection model. Projections show a decline in veterans in our region to just 39,000 veterans residing in our eleven-county area by 2023. Reentering Offenders According to data from the Department of Corrections, just shy of 1,300 individuals are expected to be released to the Bay Area region from prison in fiscal year 2019.

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

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 and UW-Green Bay (which includes campuses in Marinette, Manitowoc, and Sheboygan) are a genuine strength within the region. Under the NEW Education Resource Alliance (NEWERA) banner (which also includes UW-Oshkosh and Moraine Park Technical College) 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, disadvantaged populations, unhappily employed, and young professionals in meeting those needs. It will also include incumbent worker training through Wisconsin Fast Forward and other available resources.

Lastly and universally pervasive across all BAWDB operations, is the critical need to better engage and implement existing technology to optimize efficiencies and enhance effectiveness. Streamlining inter/intra-organizational processes and eliminating unnecessary administrative burdens, particularly at the state level, have never been more important to ensure that BAWDB is optimizing resources, scaling efficiencies, and improving service/program quality.

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

Bay Area WDB is currently engaged in a strategic planning process for future development. Unfortunately, that process has been slowed by the pandemic, but seven strategic objectives have been articulated with action steps for each. The next step will be to prioritize the strategic objectives and develop an action plan.

Bay Area WDB's "Strategic Action Plan PY 2019" stated:

**BAY AREA WORKFORCE DEVELOPMENT BOARD  
STRATEGIC ACTION PLAN  
PY 2019 (Final Final 5/24/2019)**

**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 2019, the most significant challenge for Bay Area WDB is the significant loss of federal WIOA funding that will require refocusing throughout the organization. This will be a “Back to Basics” year to make sure that the resources we control are being used effectively and efficiently to meet the goals of WIOA.*

*The workforce trends we have been experiencing in NE Wisconsin since the recovery from the Great Recession also 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 new generations 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.*

***Priority 1: Providing the highest quality employment and training services to the WIOA Title 1 target groups: dislocated workers, under-skilled adults, and disconnected youth.***

*In a back-to-basics time, it is important to recognize that we perform well in achieving the fundamental goals of WIOA: serving the three target populations.*

*In PY 2018, the abrupt closing of Shopko, which included 13 area stores, the De Pere distribution center, and the corporate office, demonstrated the quality of the services our Rapid Response Team, with Bay Area WDB playing a leadership role, provides when layoffs and dislocations occur. Despite the strong economy, the region has experienced a number of large worker dislocations over the last several years. Connecting dislocated workers to new*

*employment opportunities that match their wage and benefit levels is a primary focus. We will continue to be innovative in the use of training opportunities to the benefit of the workers.*

*Our WIOA Adult program served 421 enrolled participants as of April 30, 2019 and we are exceeding performance in all categories. Of particular note is the very successful CDL training program contracted with FVTC at the College of the Menominee Nation over the past several years in WIOA Adult. Innovative training for the ALICE population will be a key focus along with our offender reentry initiatives through Windows to Work.*

*The WIOA Youth and Young Adult program has expanded greatly in the past several years and resources have been augmented with the Independent Living Grant and the Transitions grant from the Greater Green Bay Community Foundation. Over 550 young people have enrolled in services. The Independent Living grant and Transitions programs are demonstrating the achievement of positive outcomes for foster care youth. Maintaining service levels will require sustaining existing collaborative relationships and developing new partnerships with agencies serving youth.*

*This will require a careful review and evaluation of the balance between the job center costs and the case management costs in our WIOA budget.*

*In PY 2019, there will be focus on upholding the continued quality of these basic services and innovative improvements in service delivery.*

## ***Priority 2: 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. Our customer base is changing: the number of unemployed workers continues to decline although company closings are a normal part of a healthy economy. Dislocated workers now 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). Job centers will need to develop strategies to serve underemployed workers by providing services focused on career planning, career development, and career advancement.*

*But it is also time to begin thinking beyond bricks and mortar in an initiative we are calling “Job Center 2025.” Facility changes in Manitowoc and Sheboygan counties are providing an impetus for such a change. Over the next several years, the last of the Baby Boomers will move into their 60s and the generations dominating the workforce, Gen X and Millennials, have higher percentages of college educated members. The kind of employment and training services that will be of value to them will be different from what job centers have offered in the past and those services will be increasingly accessed through smart phone apps.*

*We will continue to develop strategies to leverage our key asset: the established relationships our partners and we have with regional employers, many through our industry sector partnerships.*

*There will be challenges however in meeting the needs of older workers and people in rural areas where broadband is limited. Despite the technology, access to a human respondent will be*

valued, but it might not be face to face. It will include improved access to career planning and development as well as promoting carefully articulated career pathways in the region.

**Priority 3: Implementing and sustaining WIOA systems and practices.**

The Wisconsin Department of Workforce Development rolled out the SOLAR (Sharing of Local Area Resources) data management system this spring. Workforce boards are required to input area job center information from Memoranda of Understanding into SOLAR by 6/3/2019. The automating of MOUs and Resource sharing agreements (RSAs) will require significant staff time and training.

The development and execution of Resource Sharing Agreements will also require staff expertise and time. There are on-going efforts with DWD about how to implement the WIOA requirement that partner agencies PROVIDE support for job center infrastructure. Achieving agreement on the resource sharing structure of our job center system will be a major challenge to the continued provision of quality employment and training services to the public.

Facility issues in several Bay WDA communities will require staff time and expertise as we envision and create the future of job center services in the region.

**Priority 4: Sustaining, growing and initiating new partnerships to accomplish common workforce goals.**

Bay Area WDB has a long list of accomplishments in creating and sustaining partnerships, and this will become all the more important as WIOA resources are stretched. In PY 2018, for example, new Youth partnerships were created with Boys and Girls Club and Options for Independent Living to share resources and eliminate duplicative efforts in our programs. Our current WIOA Youth initiative that resulted in the award of the Independent Living grant was an innovative collaboration among five agencies initiated by Bay Area WDB five years ago. Many other partnership opportunities exist.

In addition, initial “Job Center 2025” discussions had a specific focus on reducing duplication of services in the regional job center system. Common resume and cover letter formats, assessments, career planning tools, a more efficient referral system, and an effective communication system will require new partnerships and partnership tools, but these can result in cost savings and better customer service.

In 2019, the Wisconsin Department of Public Instruction (DPI) in partnership with DWD and the 11 workforce boards will be implementing the “Libraries Activating Workforce Development Skills” (LAWDS) grant to increase collaboration between local libraries and the job center system in assisting the public with job search and career planning. Bay Area WDB has already engaged the Nicolet Federated Library System in this effort and will continue to develop the relationship.

K-12 schools are engaged in a variety of school day and after school initiatives to assist working parents by addressing the needs of their children. Bay Area WDB can develop stronger partnerships between these efforts and employers as well as promoting best practices.

*During PY 2019, Bay Area WDB will continue to initiate, convene, develop, and actively participate in new regional partnership relationships to optimize resources and improve outcomes for job seekers and employers.*

***Priority 5: Services to assist employers in meeting their hiring needs will continue to be a focus of Bay Area WDB staff, contractors, and partners.***

*Bay Area WDB will support the regional Business Services Team through staff and contractor participation in coordination efforts.*

*Bay Area WDB staff and contractors will continue to provide support to the regional industry sector partnerships such as NEW Manufacturing Alliance, North Coast Marine Manufacturing Alliance, NEW Construction Alliance, Greater Green Bay Healthcare Alliance, NEW Insurance Consortium, and the NEW North IT Alliance. There will be increased efforts to integrate these sector alliances into to regular activity of the area job centers.*

*We will continue to administer the WAGE\$ grant to increase the number of registered apprenticeships in NEW North. The development of opportunities in the three new IT apprenticeships (Data Analyst, IT Service Desk, Software Developer) will be a key focus.*

*Bay Area WDB staff will be available to the various media outlets upon request and actively respond to employer requests for information and training on workforce recruitment, attraction, and retention questions.*

***Priority 6: The strategic planning function of Bay Area Workforce Development Board will be all the more important during this period of workforce change.***

*Learning about, discussing, and developing strategies to address the challenges and changes in the regional workforce system will be a continuing effort on the part of the Bay Area WDB during PY 2019. Changing demographics, low employment, educational alignment, underemployment, and the integration of new technologies into the economy will be key topics for board discussion.*

*In PY 2019, Bay Area WDB will assess its own leadership role and begin the process of staff succession planning as long time staff look toward the next stage of their careers.*

Bay Area makes special efforts to engage offenders, minorities, and youth aging out of foster care in WIOA Adult, WIOA Youth, and Windows to Work programs. We stand by our long history of meeting and exceeding performance goals under JTPA, WIA, and now under WIOA. Bay Area has talented and experienced subrecipient Career Specialists in our partner agencies. We have developed long-standing and strong partnerships with the technical colleges, College of the Menominee Nation, industry sector alliances, and other educational institutions (such as CDL trainers) to promote effective coordination of training services.

Current Bay Area WDB WIOA negotiated PY20 and PY21 performance goals are:

	PY20	PY21
<b>Adult Q2 Unsubsidized Employment</b>	<b>77</b>	<b>77</b>
Adult Q4 Unsubsidized Employment	<b>74</b>	<b>74</b>
<b>Adult Median Earnings</b>	<b>6800</b>	<b>6800</b>
Adult Credential Attainment Rate	68	68
<b>Adult Measurable Skill Gain</b>	<b>42</b>	<b>42</b>
<b>Dislocated Worker Q2 Unsubsidized Employment</b>	<b>81</b>	<b>81</b>
Dislocated Worker Q4 Unsubsidized Employment	<b>80</b>	<b>80</b>
<b>Dislocated Worker Median Earnings</b>	<b>8000</b>	<b>8000</b>
Dislocated Worker Credential Attainment Rate	71	71
Dislocated Worker Measurable Skill Gain	<b>45</b>	<b>45</b>
<b>Youth Q2 Employment/Education</b>	<b>75</b>	<b>75</b>
Youth Q4 Employment/Education	<b>74</b>	<b>74</b>
<b>Youth Median Earnings</b>	<b>4500</b>	<b>4500</b>
Youth Credential Attainment Rate	56	57
<b>Youth Measurable Skill Gain</b>	<b>32</b>	<b>32</b>

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

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

Employer engagement begins with the private sector representation on Bay Area Workforce Development Board. One of the reasons for having a large board membership, with balanced representation for industry sectors as well as geographically within the WDA, is to engage the employer community effectively. That is a deliberate strategy. Members take the information and discussion from board meetings back to their communities and the various business and community organizations that they participate in.

Bay Area WDB has close relationships with chambers of commerce and county economic development offices as well as with the NEW North regional economic development organization. This serves to facilitate information sharing between the WDB and the business community throughout the region. NEW Manufacturing Alliance has almost 200 business members and our close partnership allows active engagement. Bay Area WDB engagement with the other sector alliances in digital technology, construction, insurance, and healthcare have similarly created long standing relationships with businesses in those sectors. Bay Area WDB will continue to actively recruit business leaders from the region to serve as board members.

Bay Area WDB also employs an active media presence on television and radio news as well in print media to connect with area businesses.

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

The Business Services Team brings together the business outreach leaders from partner programs to share information, coordinate efforts, and enhance the effectiveness of each partner organization. This serves to expand the reach of workforce system contacts with area employers as well as to reduce duplication of effort by allowing each program to present a full range of partner services to the employers they engage with to better meet employers' needs. The partnership includes Wisconsin Job Service, DVR, Veterans Employment, FoodShare Employment and Training, W-2, Oneida, Stockbridge-Munsee Mohican, and Menominee tribes, Title 5 Older Americans Act, technical colleges, registered apprenticeship, CCEP, and others. The Bay Area Business Services Team meets monthly with agendas and minutes. Partners have program specific business outreach strategies, but the partnership allows for less contact duplication and agencies provide information about multiple program opportunities for businesses. With many partners active in business engagement, it is not so much a matter of increasing business engagement in Bay Area as in coordinating it effectively.

We have worked together for many years to present a single face to businesses. With the end of the WAGE\$ grant, Bay Area WDB will be ensuring leadership succession for the Business Services Team. The WAGE\$ Program manager had provided that leadership over the past several years. Bay Area WDB members and staff are incredulous that DWD is sitting on a new \$9 million apprentice grant without determining a way that allows the workforce boards to continue to provide the successful outcomes that characterized our efforts in the WAGE\$ program.

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

Please refer to *a.* above for the WDB answer. Bay Area is in the process of reorganizing the Youth Standing Committee, which has not been able to meet during the pandemic. In particular, the Youth Standing Committee creates a forum for sharing academic and career planning initiatives in the area school districts and the businesses they are working with. It also provides an opportunity to connect businesses to those school efforts. One of the regular requests we receive from school districts is to assist them in connecting with local businesses. The development of Academic and Career Planning programs and the significant increase in Youth Apprenticeship initiatives over the last few years has increased the level of involvement of employers with schools.

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

NEWMA has been a particularly effective partner in this effort. With almost 200 businesses as members and 70 associate members, NEWMA provides easy access to a large constituent group. In addition, NEWMA conducts surveys and holds activities that provide real value to Bay Area WDB such as annual Manufacturing Vitality Index Survey



and the recent Millennial attitude survey. Similarly, NEW North, NEW Construction Alliance and NEW North Digital Alliance provide newsletters and regular updates to their constituencies that allow regular communication from Bay Area WDB. NEW Construction Alliance also put together a matrix of industry-related K-12 school programs that provides contact information.

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

The purpose of business service activities is fundamentally to match employers with the skilled workers they need to thrive and grow and assist workers to achieve economic self-sufficiency. All these efforts help to disseminate information about programs and initiatives that can assist our businesses. Secondly, the business services team provides valuable input from employers about their current and future workforce needs. Thirdly, NEWMA and other sector alliances, in partnership with NEW North, provide access to the knowledge and creativity of business leaders. Business leadership serves to anticipate future trends in technology, the marketplace, and the workforce to help the regional economy adapt to change.

Another benefit of all this activity is to ensure the recruitment and retention of quality business leadership on Bay Area WDB.

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

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

Incumbent worker training has become a primary responsibility of the businesses and industry sector alliances. In an environment of worker shortages, employers are quite willing to provide additional training to their employees. NEW Manufacturing Alliance has developed programs such as the Leadership Academy to upskill frontline workers. In addition, Bay Area WDB assists employers with applications for Wisconsin Fast Forward grants for incumbent worker training and has administered several grants for NEWMA as well as for individual companies such as Marinette Marine and AtoZ Machine. Fast Forward has been a particularly effective means of providing resources and gaining employer buy-in through the match requirement.

Bay Area has funded On-the-Job Training very sporadically and only as needed. Our subcontractor Career Specialists are trained in recognizing when an OJT is appropriate and making a funding request to the board. The job center management teams work closely with partners such as DVR, FSET, W-2, CCEP and the Joseph Project to access OJT funding as appropriate.

Bay Area WDB has a history of developing customized training programs in the past and has strong partnerships with the technical colleges to be able to respond rapidly and

flexibly to business needs. In recent years, Fast Forward grants have provided the resources for customized training. A good example is the Machine Operator training for NEWMA members offered by Lakeshore Technical College in a recent Fast Forward grant.

The WAGE\$ grant has afforded opportunities to provide work-based learning through apprenticeship programs. Bay Area's implementation of the WAGE\$ grant has been a notable success in gaining employer participation in registered apprenticeships. One recent example is Aurora Advocate in Two Rivers that developed a Facilities Maintenance apprenticeship that will be used in all their Wisconsin and Illinois facilities. Bay Area WDB is very disappointed with the discontinuity between the WAGE\$ grant which ends on September 30 and the implementation of the new apprenticeship grant that DWD has received. DWD does not seem to have a plan to allow the workforce boards to continue this important work in which we have played an indispensable role.

Partnerships (which Bay Area WDB has fostered) between K-12 schools and area businesses, particularly in manufacturing, IT, and construction, continue to expand in creative ways in partnership with sector alliances, chambers of commerce and county economic development offices. INSPIRE has been a particularly well-organized effort to connect K-12 Academic and Career Planning (ACP) initiatives with regional businesses. Bay Area WDB has been engaged in the effort that is being led by CESA #6, CESA #7, and CESA #8, whose districts encompass the NEW North region. INSPIRE Sheboygan has been the model for a successful program. Bay Area WDB played a key role in convening this regional partnership in 2017. Our Youth Standing Committee has always included representatives of Youth Apprenticeship programs.

*Sector Partnerships Participation: Explain how the local area will utilize the relationships built by the Business Services Team to enhance or expand participation in Sector Partnerships and expand business services efforts. Indicate specific and measurable outcomes for PY 2020.*

The job Center Business Services Teams and Bay Area BST meet regularly and share information. This allows each partner program to provide business contacts with a menu of services available from partner programs as well as information about sector partnerships. Since current sector alliances in manufacturing, IT, and construction require membership dues, Business Service Team members are comfortable providing information about sector partnership opportunities, but do not perform active recruitment for those organizations. The leaders of the sector partnerships (digital technology, manufacturing, and construction) are available to the Regional Business Team for information. All three alliances provide regular updates through meeting minutes and/or newsletters.

Bay Area WDB played a significant role in the creation and development of all three alliances plus the Greater Green Bay Area Healthcare Alliance and the insurance alliance which is no longer active. Alliance members or leaders provide regular updates to Bay Area WDB. As examples of this, a healthcare panel addressed Bay Area WDB

members at the board meeting on November 21, 2019, and a construction panel addressed the WDB at the board meeting on January 16, 2020. Bay Area WDB continues to play a vital administrative role in the development of NEW Construction Alliance.

With the ending of the WAGE\$ grant and with DWD sitting on the new apprenticeship grant without allocating new funds to the workforce boards, Bay Area WDB will be making sure that the effort of the Regional Business Services Team is sustained in 2021. With job centers closed, the BST will continue to find ways to bring employers and job seekers together as was successfully accomplished with the four Drive Through Job Fairs conducted in July and September. Objectives for the three alliances are specified below.

As a long-time proponent of sector partnerships, the Bay Area WDB commits time, talent and resources to ensure we maintain a focus on the needs of industry. Industry-led dialogue and partnerships continue to help guide our workforce strategies to ensure they effectively prepare workers with the technical and employability skills to meet the needs of industry. The Bay Area WDB also supports this work and relationship-building primarily through its Business Services Team (BST). The members provide on-the-ground engagement with employers to understand critical workforce needs to better advise the Bay Area WDB on its investments to develop the region's talent pipeline. As noted earlier, the BST gathers insight and information through a variety of strategies, ranging from industry meetings to labor market information. The Bay Area WDB uses this insight to refine its services and system design to be more responsive and results-driven for industry. The Bay Area WDB will continue to cultivate and grow its employer relationships via its BST and partners to increase membership and participation rates of sector groups. Additionally, the Bay Area WDB aims to convene its sector partners to evaluate the need for resources to support workforce strategies like incumbent worker training and apprenticeship. Notably, we plan to:

- Increase outreach and engagement with business to increase the number of youth apprenticeship to registered apprenticeship transitions;
- Increase the utilization of registered apprenticeship in the region;
- Increase the utilization of youth apprenticeship in K-12 schools; and,
- Increase co-enrollment across WIOA Title programs

*Sector Partnerships – Status and Objectives: Identify what sector partnerships the local area is currently engaged in or plans to engage in during PY 2020? Indicate the current status of those partnerships, (active, emerging, or exploring), plus PY 2020 planned objectives and measurable outcomes.*

One of the great successes in Bay Area is that through the industry sector alliances the board helped to create, employers are taking the initiative to develop their own workforce solutions. Bay Area WDB provided staffing the NEWMA through our Manager of Strategic Partnerships subrecipient award from June 2006 through June 2019. The Bay Area WDB Executive Director supervised that position throughout that period. NEWMA is now an independent nonprofit organization. Bay Area WDB helped convene the initial meetings of the NEW North Digital Alliance and provided organizational support. In addition, Bay Area WDB and Fox Valley WDB cosponsored a

study of IT needs in 2014 that helped move the NEW North Digital Alliance forward. This group also functions independently under the NEW North umbrella. Construction leaders came to Bay Area WDB in 2017 to ask for assistance in organizing a sector alliance. Bay Area continues to serve a vital administrative role in the development of NEW Construction Alliance. The NEWCA goal is to recruit more members and achieve better financial stability in 2021.

NEW Manufacturing Alliance in particular, has developed projects such as the “Get Real Math” videos, Internship Draft Day, and K-12 Partnership Awards to connect with the future workforce. NEWMA has also conducted surveys and follow up taskforces on worker retirement, attracting young workers, and integrating new technologies. The 2020 strategic plan for NEWMA is:

**Mission of NEW Manufacturing Alliance:** *Driving development of a diverse, innovative, and sustainable workforce by promoting an inspiring image of NE Wisconsin manufacturing to the world.*

**Vision of NEW Manufacturing Alliance:** *Every NE Wisconsin Manufacturer can find the talent it needs.*

**Strategic Objectives:**

*Financial (Board of Directors)*

- *Increase membership from 168 to 240 manufacturers (40% of manufacturing base in the region).*
- *Continue to be financially self-sustaining while expanding current programs.*
  - *Create a welcome packet for new members.*
  - *95% retention rate for manufacturing members.*
  - *Increase college scholarships to \$50,000 by continuing the President’s Cup.*
- *Engage and have strong participation from Associate members at Alliance events and taskforces.*
  - *90% of Associate members will attend at least one Alliance event during the year.*
  - *Two Associate members will refer a new member to the organization per year.*
  - *Create emailing messaging with spotlights of each Associate member.*
- *Engage Affiliate memberships*
  - *90% of Affiliate members will attend at least one Alliance event during the year.*
  - *Two Affiliate members will refer a new member to the organization per year.*

*Partnerships / Collaboration*

- *Continue to engage and develop relationships with NEW ERA, K-12, workforce and economic development.*
- *Be the thought leader to manufacturers throughout the world related to mfg. careers/ manufacturing alliances.*

*K-16*

- *Increase the number of graduating high school students attending a technical college in a manufacturing-related degree field.*
  - *Earn to Learn program will have 50 high school students.*
- *Reach same engagement of partnership with rural K-12 as urban K-12.*
  - *60% of school districts will attend at least one Alliance event.*
- *Advocate, educate, innovate and increase enrollments for degrees in all facets of manufacturing (supply chain, accounting, engineering, etc.). Measure = # programs / # of graduates / # hired from programs*

- *Provide manufacturing career materials and outreach for the Academic & Career Planning (ACP) for all New North schools.*
  - *Host the ACP Partnerships Roundtable event.*
  - *Survey membership each year on what K-12 outreach they will do and what school districts; share results with the schools.*
  - *Expand Get Real Math with Get Real Science and enhance utilization of the videos.*
  - *Continue to host the Excellence in Mfg./K-12 Partnerships Awards showcasing best practices in ACP.*
- *Increase the number of female students going into STEM/tech ed*
  - *Two programs focused on females in STEM/tech ed*
- *Increase the number of tech ed teachers in the region.*
  - *Host a summer tech ed event.*
  - *Provide college scholarship for the new FVTC/Oshkosh tech ed degree program.*

#### *Promotion / Marketing*

- *Improve parents' perception that mfg. careers are an exciting, lucrative, positive career choice.*
  - *Two events with parents and students*
- *Job Seekers and college students in and outside of the New North are excited about manufacturing career opportunities within the region.*
  - *Increase the number of students attending Internship Draft Day to 250.*
  - *One faculty/staff event networking with regional manufacturers.*
  - *One Alliance led trip to a college to engage members with staff/faculty.*
  - *Promote jobs in northeast Wisconsin at a retiring out of the military job fair outside of the region.*
  - *Increase Twitter followers to 2,000 and begin an Instagram account.*
- *Improve the image of manufacturing careers with job seekers, students, and opinion leaders.*
  - *Continue to expand the distribution of the All Stars magazine.*
  - *Research what are the perceptions of 19-30 year of age regarding manufacturing careers.*
- *Understand and communicate the job needs of the manufacturing environment.*
  - *Continue with the Northeast Wisconsin Manufacturing Vitality Study*

#### *Talent (Development)*

- *Connect Alliance members with veterans and entry level workers (completed a program with My Brother's Keeper, Forward Services, Literacy Agencies).*
  - *Create a matching system for entry level workers*
  - *Continue to work with regional Vet Services in identifying Vet job seekers for the Hire a Hero program.*
  - *Create a program to have vets come to the region to explore job opportunities.*
- *Develop an advanced manufacturing workforce by creating a culture of continuous education and growth.*
  - *Research incumbent training initiatives.*
  - *Explore Fast Forward grant opportunities.*
- *Attracting talent to member companies in the New North, K-16 and outside of the region.*
  - *Create one event/program to attract individuals that lived in the New North that moved from the area.*
- *Develop a strategy for retired workers that engages and leverages their talent.*

- *Create a Hall of Fame of individuals that are no longer working year-round-full time at their company and match them with companies looking for part-time/year-round or temporary work.*
- *Develop a seminar for individuals about to retire focused on topics to help them transition into retirement.*
- Understanding how organizational culture impacts retention at companies.
  - Identify best practices to be shared with the membership.
- Increase the number of females that are in manufacturing.
  - Understand the barriers and opportunities for females working in manufacturing.
  - Create a program to increase the retention rates of females in manufacturing.
  - Create 1 new program directed at K-12 females in a manufacturing career awareness program.

#### Technology & Innovation

- Educate the membership about Industry 4.0 and innovation
  - Tour innovation centers outside of the New North
  - Knowledge share with content experts
  - Create an email distribution system for those companies interested in learning more about Industry 4.0
- Understand how Industry 4.0 technologies are to be integrated into companies
  - Two study pilots bringing companies together to study a topic in this area.
  - Replicate Industry 4.0 study in 2021.
- Career pathways in Process Engineering and Data Analytics
  - Create career pathways that are shared with K-16

The NEW North Digital Alliance operates independently of the workforce board although there is regular communication between us. Information about the NEW North Digital Alliance is available at: <https://www.thenewnorth.com/talent/talent-alliances/it-alliance/>. Their mission and goals are:

**Vision:** NEW ITA is viewed as the primary authority on all things related to IT/Digital Technology in NEW.

**Mission:** Advance collaboration efforts that promote tech health of the region

#### Pillars

- Promote:
  - Showcase and promote regional high-tech organizations at a national stage
  - Provide a platform for small tech companies to be exposed to regional and national businesses
- Advocate:
  - Evangelize and promote IT/Digital disciplines and careers
  - Lobby with Local, State and Federal legislature to promote policies and regulations favoring local IT/Digital needs
  - Lobby with Financial Institutes to develop funding sources for startup businesses
- Research:
  - Act as a reporting agency by collecting and reporting on regional datasets relevant to Digital space

- Conduct Surveys
  - Setup Publications
- Collaborate:
  - Work with regional Higher Education Institutes and Businesses to setup Incubators/Labs
    - Favor innovations
    - Facilitate and advise startups
    - Develop funding sources to take selected innovations to market
  - Offer a platform for businesses to come together and partner in developing solutions
  - Work with Local organizations to improve their access to the region
- Advise:
  - Work in Advisory capacity to directly work with area Universities, Tech Colleges and K-12 institutions to develop programs and curriculum that is in line with the business demands and needs of today and tomorrow
- Service:
  - Develop programs to offer services to members
    - Recruitment
    - Business Expo
    - Hard/Soft Skill development

The NEW Construction Alliance is still in the development phase. Strategic goals for 2020 include:

### **Construction Alliance BOD Meeting / Strategy Planning - 7/9/2019**

#### **Ideas**

- Construction needs to be more productive
- Outsource WD work
- Consult with companies to solve their issue
- Partner with temp agencies

#### **Actions**

- **\*Priority 1** - Public relations on perceptions
- **\*Priority 2** - Hire a PT Director
  - Fund through Tech Schools
  - Grants
  - Use someone already on staff
  - \$27,000 / 1 year (temp to hire?)
- **\*Priority 3** – The Joseph Project
  - Liaison with contractors
  - Prepare contractors
  - Educate contractors
  - Hire Graduates
- **\*Priority 4** – Work on our industry

- Productivity
- Trade Alliances
- Best Practices

### **Goals (Deliverables)**

- Hold xx recruiting meetings
- Regular communications with identified decisions makers
- Regular communications with identified members
- 2 pieces of PR / month
- *Stan & Bill with put together job posting for the PT Director position*
- Increase membership by xx per month

### **Director / Managers**

- Concordia
- Tech Schools
- CESA

### **Funding Sources**

- Loan from NEW MA
- Grants from Chambers
- Grants from ABC & AGC
- Mail list from original founders
- Fundraising – activities

There are three healthcare alliances operating within Bay Area: Greater Green Bay Area Healthcare Alliance (<http://www.ggbha.org/>), Fox Cities Healthcare Alliance (<https://www.fvhca.org/>) and Lakeshore Healthcare Alliance (<http://www.lshca.org/>). All three operate independently of the workforce board.

The NEW Insurance Alliance has ceased to operate due to the lack of company participation.

*Career Pathways: Explain how the local area will utilize information gathered through its Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in the local area. Indicate specific PY 2020 planned objectives and measurable objectives.*

The BST acts as a lens into the health of our local industries--providing on-the-ground intel from employers in real time. As such, the Bay Area WDB garners valuable insight from its BST via employer dialogue and data. The BST collects and shares information via One-Stop system leadership meetings, industry partnership meetings, statewide BST meetings, and local meetings with partners and service providers throughout the region. These report-outs can also be made to stakeholders, including but not limited to: the Bay Area WDB Board of Directors, economic development partners, and regional and state leadership. We also participate in our local technical colleges' industry advisory committees to gain insight, identify and articulate career pathways and occupational



alignment for the needs of industry. Both dialogue and data give the Bay Area WDB a clearer picture of the business landscape, including common challenges, choke points, talent needs and potential sector partnerships to support the development and evolution of Career Pathways in our region. The Bay Area WDB and the One-Stop system partners will continue to call on the BST to:

- Collect quantifiable and qualitative data on business outreach and relationship building activities using designated data systems;
- Maintain the network of its employer relationships and continue adding to the network
- Provide the aforementioned business services to employers in a coordinated fashion with other BST members to minimize duplication;
- Identify and explore new strategies to outreach to businesses in a collaborative and cost-effective manner (mobile and virtual platforms, web-based outreach, cross-industry events);
- Support the blending and outreach of work-based learning and bridgework of apprenticeship models These efforts are intended to help maximize our federal WIOA performance metric goals.

Bay Area WDB worked closely with the four NEW North technical colleges (NWTC, LTC, FVTC, and MPTC) during the years when the RISE grants (2015-2018) were used to develop career pathways in the region. WIA/WIOA training has been carefully coordinated with those career pathway opportunities which are now embedded in our regional system. During the last several years, opportunities for work-based learning have exploded throughout the region with significant increases in youth apprenticeship participation. The Bay Area Executive Director serves on the Wisconsin Career Pathways Committee. The development and expansion of career pathways has been led by the technical colleges because of the RISE grants they received. Each technical college sets its own strategic objectives. The Regional Business Services Team includes participation by the technical colleges.

The Regional Business Services Team, including members of WIOA Title 3 and 4 builds upon these accomplishments, both in the development of career pathways and in the already established sector partnerships.

*8. Describe how the local WDB, working with the entities carrying our core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the local board will:*

*a. Facilitate the development of career pathways;*

Bay Area WDB was active with the NEW North technical colleges (NWTC, LTC, FVTC, and MPTC) during the years when the RISE grants (2015-2018) were used to develop career pathways in the region. WIA/WIOA training has been carefully aligned with those career pathway opportunities which are now embedded in our regional system. During the last several years, opportunities for work-based learning have exploded throughout the region with significant increases in youth apprenticeship participation. The Bay Area Executive Director serves on the Wisconsin Career Pathways Committee.

The development and expansion of career pathways has been led by the technical colleges because of the RISE grants they received. Each technical college sets its own strategic objectives. The Regional Business Services Team includes participation by the technical colleges.

Bay Area has also been engaged with the K-12 Academic and Career Planning initiatives to connect career pathways to area young people. Bay Area originally convened the initial NEW North INSPIRE Committee meeting, a group that now operates independently but includes a Bay Area WDB representative. NEW Manufacturing Alliance has been very active in developing and supporting K-12 career pathways, as is the NEW North Digital Alliance. NEW Construction Alliance is currently engaged with the INSPIRE Committee to develop a construction sector career pathway with the support of Bay Area WDB staff.

*b. Facilitate, as appropriate, co-enrollment in core programs;*

Bay Area WDB continues to work with its OSO, service providers and core partner agencies to streamline the process of co-enrolling customers in one or more WIOA core programs. The OSO provides training to Job Center and WIOA partners to increase understanding of 1) programs and services offered by each WIOA core partner agency, 2) the eligibility requirements for participation in programs and/or to receive services or supports, 3) intake, assessment, and referral processes (where applicable) to new staff and through AJC affiliated training sessions. This also includes the development and maintenance of a resource guide that describes the core partner programs, services and contacts. Partner agencies meet to discuss co-enrollment and action plans to increase system and resource alignment at the administrative and field staff levels. This can also include the sharing of scheduled activities -- dates, times, locations, etc. for dissemination to staff and customers at the AJCs. The Bay Area WDB and the OSO monitor co-enrollment data via State reporting tools to evaluate effectiveness of co-enrollment goals and adjust strategies.

Prior to the coronavirus outbreak, unemployment throughout the NEW North remained at record low levels and there was an increasing shortage, not just of skilled workers, but of available workers. Much of that remains the case even as unemployment shot up with the coronavirus responses. Since the peak of unemployment in April 2020, the Bay WDA unemployment rate continues to come down and it is now below 6.5%. The continued retirement of the Baby Boom generation will increase the need for replacement workers in addition to the new positions employers are adding. As a result, subgroups within the available workforce in the region are emerging as target demographics. These subgroups include:

- Disconnected 'at-risk' young adults (ages 16-30)
- The ALICE population
- Mid-career professionals
- Individuals with conviction records

Bay Area WDB's engagement with these populations brings them into contact with the job center partnerships. Many individuals in these cohorts require the assistance of our Job Service partners due to the lack of computer literacy or lack of access to computer equipment. Many, particularly offenders, qualify for Vocational Rehabilitation services. The structure of the Bay Area One-Stop System with numerous access points of service is designed to provide citizens ready access to core and specialized program services.

- c. *Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

Despite limited WIOA resources, Bay Area WDB continues to promote postsecondary training, including credentials and certifications in in-demand occupational areas. Longstanding relationships with area technical colleges, UW-Green Bay, and the College of the Menominee Nation facilitate access to training programs. Bay Area WDB's assistance to companies applying for Wisconsin Fast Forward grants facilitates access to credentials, certifications, and degrees. We have had noteworthy success with connecting youth aging out of foster care with postsecondary training by braiding WIOA Youth Career Specialist expertise with additional funding from the Independent Living Grant from the Wisconsin Department of Children and Families and the Transitions to Success grant from the Greater Green Bay Community Foundation.

Bay Area WDB is particularly proud of having introduced the Wisconsin Department of Corrections to the concept of mobile training labs when we brought the NWTC CNC mobile lab to the Oshkosh and Taycheedah facilities in 2013. Wisconsin DOC has now adopted that approach and is using three mobile labs to increase the access to in-demand skill training for incarcerated men and women. Our *Windows to Work* program, the first and one of the largest W2W programs in the state, connects returning offenders with training opportunities.

Bay Area WDB's noteworthy success in administering the state WAGE\$ grant and the retail Dislocated Worker grant are good examples of promoting credentialed training. Currently, Bay Area WDB is working with Microsoft and Titledown Tech to promote public awareness and access to the free Microsoft TechSpark training initiative. This training program is particularly relevant to post-pandemic career opportunities.

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

WIOA requires WDBs to develop career pathways that align with the skill needs of industries. As shown in the PY19 Strategic Plan (Priority 2), career pathways align and integrate education (including Adult Basic Education and English Language Learning), skill training, career advising and support services to create pathways that help low-skilled adults and youth to earn a high school diploma (or recognized equivalent) and a

postsecondary education credential, leading to employment in high-demand jobs. It's essential that Title II be closely involved in the workforce system design to ensure that career pathways are designed to support customers who are still developing basic skills. Annually the Bay Area WDB engages required partners in the establishment of a Memorandum of Understanding (MOU), which aims to identify roles, responsibilities and opportunities for service alignment. This agreement helps to enhance collaboration and goal attainment as a system. We have multiple representatives of WIOA Title II on Bay Area WDB's Board of Directors or committees. These providers offer a voice to support resource alignment and strategies to support adult basic education needs in our region. Additionally, Title IV is a designated representative on our Bay Area WDB Board of Directors and is a key member of our comprehensive One-Stop management team. The Bay Area WDB maintains a strong partnership with Title II Adult Education and Literacy and Vocational Rehabilitation providers and coordinates workforce activities and services through regular engagements. These meetings focus to identify roles and strategies to support the needs and priorities of the shared customer. The One-Stop Operator may also convene One-Stop system partners to coordinate regional efforts and services that have a direct impact on adult education/literacy, workforce development offerings and career pathways in our region. The coordination between partners provides the opportunity for effective resource leveraging, referral, co-enrollment and handoff sequences for customers who can benefit from WIOA Title I, Adult Education, and Vocational Rehabilitation services.

### ***Priority 2: 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. Our customer base is changing: the number of unemployed workers continues to decline although company closings are a normal part of a healthy economy. Dislocated workers now 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). Job centers will need to develop strategies to serve underemployed workers by providing services focused on career planning, career development, and career advancement.*

*But it is also time to begin thinking beyond bricks and mortar in an initiative we are calling "Job Center 2025." Facility changes in Manitowoc and Sheboygan counties are providing an impetus for such a change. Over the next several years, the last of the Baby Boomers will move into their 60s and the generations dominating the workforce, Gen X and Millennials, have higher percentages of college educated members. The kind of employment and training services that will be of value to them will be different from what job centers have offered in the past and those services will be increasingly accessed through smart phone apps.*

*We will continue to develop strategies to leverage our key asset: the established relationships our partners and we have with regional employers, many through our industry sector partnerships.*

*There will be challenges however in meeting the needs of older workers and people in rural areas where broadband is limited. Despite the technology, access to a human respondent will be valued, but it might not be face to face. It will include improved access to career planning and development as well as promoting carefully articulated career pathways in the region.*

The coordination between WIOA Title 2 and Title 4 is maintained through the local job center management teams. Each comprehensive job center has a management team comprised of the department head of each partner or a designated representative. WIOA Career Planners also participate. These teams meet monthly and have primary responsibility for the coordination of services, referrals for services, and transfer of information.

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

With state merit employees staffing the resource rooms in the job centers, resource rooms will have brochures available to the public providing information about UI and how to apply for UI. That information will include the telephone number for the UI Call Center. Resource room staff will be expected to have training on the online UI application process and be able to assist customers with that protocol. WIOA Title 1 staff will also be trained on the online UI application process for those instances in which state merit staff are not available to provide that service. Lastly, the Local EO Officer receives customer complaints, sometimes about UI. In those cases, the Local EOO assists the complainant with UI information provided from the UI representative on the workforce board.

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

Bay Area WDB played an instrumental role in the creation and development of the regional economic development organization, NEW North, in 2003-2005 and we continue to be an active participant in NEW North initiatives. Most recently, Bay Area WDB leadership has been engaged in NEW North's strategic planning process and in the development of NEW North's Talent Hub website linking workforce development, training, and economic development resources in the region. Bay Area WDB has two economic development representatives among its membership. Board leadership stays in regular communication with NEWREP, a regional association of economic development agencies. These linkages, along with the technical colleges, connect the board to the entrepreneurial skills training and microenterprise activity in the region. Bay Area WDB and job center partners and subrecipient staff make referrals to business development programs as appropriate. Weekly newsletters from many of the area economic development offices, as well as regional publications such as *The Business News* and *Insight on Business* help to keep WDB and partner staff informed about economic development and entrepreneurial activity in the region.

*12. Provide a description of the workforce development system in the local area that:*

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

This section is duplicative of Section 8. Please refer to Section 8 for additional information.

The Bay WDA One-Stop System is made up of the following partner programs:

- WIOA Title 3 Wagner-Peyser (both Region 4 and 5)
- WIOA Title 4 Division of Vocational Rehabilitation
- Trade Adjustment Assistance
- Unemployment Compensation
- Jobs for Veterans State Grants
- WIOA Title 2 Adult Educational and Family Literacy

Each Bay Area comprehensive job center has a Job Center Management Team consisting of representatives from required partner agencies. Those teams meet monthly for sharing information and best practices, as well as to promote more effective communication. The technical colleges participate as members of the Management Teams to connect partner programs to training and career pathway opportunities. WIOA Title 1 training is deliberately aligned with career pathways.

Bay Area WDB and partners are currently engaged in a strategic planning effort to envision what post-pandemic job centers might look like. It is obvious that social media and other technology will need to be more completely integrated into workforce development service systems. As indicated earlier in this Plan, the characteristics and needs of Millennial and Generation X workers are different from those of the Baby Boomers. Meeting those needs will require new strategies that involved new technology and new partnerships.

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

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

### **Locations of Comprehensive Job Centers**

Brown County Job Center  
301 N Adams Street, Ste 130  
Green Bay, WI 54301

Fox Cities Workforce / Development Center  
1802 Appleton Road  
Menasha, WI 54952

Sheboygan Job Center  
3620 Wilgus Avenue  
Sheboygan, WI 53081

Marinette Job Center  
1605 University Drive  
Marinette, WI 54143

### **Affiliate Sites**

Shawano County Job Center  
607 Elizabeth Street  
Shawano, WI 54166

Door County Job Center  
1300 Egg Harbor Road  
Suite 124  
Sturgeon Bay, WI 54235

### **Specialized Centers Serving the three tribal communities in the Bay Area**

College of Menominee Nation Job Center  
N172 Hwy 47/55  
PO Box 1179  
Keshena, WI 54135

Oneida / Economic Support Services  
2640 West Point Road  
Green Bay, WI 54304

Stockbridge-Munsee Community Center  
Tribe of Indians  
W13447 Camp 14 Road  
Bowler, WI 54416

Please Note that Bay Area WDB is a partner in the Fox Cities Workforce Development Center, a Comprehensive Job Center in the Fox Valley WDA.

Information about the partners and services at each location is available at [www.bayareawdb.org](http://www.bayareawdb.org) on the "Job Centers" tab.

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

Each job center submits a service plan to the board that describes the operation of the core services provided by the partners at that center. Based on their funding sources, the partners provide a description on what and how their contribution to the core services of the center will be. The partners monitor the services at the monthly meeting of the management team for their center. The job center management team connects to other required partner programs either through local offices or through Bay Area WDB to connect to services not available locally.

Bay Area WDB's key strategy for integrating non-core program services is very simple: long-standing, consistent, trust building relationships. This is especially the case with Native American programs. Others include:

Job Corps presence has been inconsistent in Bay Area, but we have worked closely with them for leasing office space at the Brown County Job Center and Bay Area staff has visited the Blackwell Job Corps Center in northern Wisconsin to enhance our partnership.

Bay Area WDB has had a representative from United Migrant Opportunity Services (UMOS) on the board since the implementation of WIA in 1998. This has allowed for regular sharing of information and best practices. Bay Area WDB recently worked closely with UMOS and College of the Menominee Nation on a computer skills training program called TechHire.

WIOA Title II, III, and IV are regular members of job center management teams.

Title V of the Older Americans Act has been represented on Bay Area WDB since the implementation of WIA in 1998.



Trade Adjustment Assistance is carefully coordinated with WIOA Dislocated Worker services.

Jobs for Veterans State Grants services are collocated, and staff are members of the job center management teams.

Unemployment Compensation assistance is available at all comprehensive job centers and affiliate sites.

Carl D. Perkins Career and Technical Education programs are coordinated with the technical colleges who are represented on Bay Area WDB and on job center management teams.

Community Services Block Grant and HUD programs are administered through NEWCAP, Forward Services Corporation, and Lakeshore CAP. The first two are represented on Bay Area WDB and on job center management teams. Lakeshore CAP is a longtime partner.

TANF and FoodShare Employment and Training are administered regionally by Forward Service Corporation. The Executive Director of FSC is a longtime WDB member and a FSC program manager serves on the WDB Program Performance Committee. FSC participates on the job center management teams.

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

The roles and resources of each partner are guided and limited by their funding sources and are specified in the service plan provided to the workforce board. Each partner program provides a strong, vested interest in the success of the local job center they staff and contributes to the extent of their funding source. Each partner program works to support the continuous improvement of their job center system. This process focuses on the integration of services, elimination of duplication and inefficiencies.

Under WIOA the core partners have developed a Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) to specify the contributions of each agency to job center operation. An initial attempt was made to do this in PY 2017, but DWD has not honored that agreement by providing required information about actual costs. The PY 2019 MOU and RSA are available on the Bay Area WDB website at [www.bayareawdb.org](http://www.bayareawdb.org). The PY 2020 MOU and RSA are presently being reviewed by DWD.

*d. Describe how the local WDB will facilitate meaningful access to services provided through the one-stop delivery system, including in remote*

*areas, through the use of technology and through other means, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.*

Bay Area WDB maintains affiliate service sites throughout the large, 11-county region as specified above. There is a historically strong effort to provide and/or coordinate services to the three Indian communities/tribes in the region since they are the most remote and have unique workforce challenges. Collaboration between Bay Area WDB and the College of the Menominee Nation resulted in the opening of the Technology Center on the CMN campus in 2017, providing broadband access to people on the Reservation. Similarly, a subrecipient agreement with the Stockbridge-Munsee Mohican Tribe has provided access to the regional One-Stop system.

Bay Area staff work with agencies such as NEWCAP and We Are Hope, Inc. to ensure connection to job center services not available locally. The solid relationship with the three area technical colleges provides referrals for core services and public access to broadband Internet in several rural communities.

Bay Area is proud to have introduced the concept of mobile training labs to the One-Stop system in 2011 when we worked closely with NWTC to get the first CNC mobile training lab on the road, as well as introducing that mobile lab to the Wisconsin department of Corrections. DWD has piggybacked on that initiative to purchase a mobile job center vehicle. Unfortunately, the DWD vehicle has not been much used since its delivery, nor have we seen a plan to do so in our rural areas.

Bay Area has also supported the recently collaborative effort by NEW North and NEWREP to secure funding for broadband development in the rural areas of NEW North. Bay Area WDB upgraded its website in 2019 to provide a fuller range of information about job center services in the 11-county region.

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

Specific assessment available in the One-Stop system include:

My skills my future <https://www.myskillsmyfuture.org/>

WisCareers/Career Locker <http://wisconsinjobcenter.org/planacareer/skillsinterests.htm>

Skills Matcher <https://www.careeronestop.org/Toolkit/Skills/Skills-Matcher.aspx?frd=true>

Skill Explorer <http://skillexplorer.wisconsin.gov/Search.aspx>

In addition, we locally mandate the TABE, LSA and other approved assessments for all youth participants as components of the WIOA Youth comprehensive objective assessment requirement. Other assessments are utilized on an “as appropriate basis.” For example, ACCUPLACER is incorporated into service strategy development for anyone interested in pursuing training at a WTCS institution. All WIOA Adult participants are required to complete the DWD BSD screener. Any customer unsure of a career path completes one of several available career interest assessments (i.e., Career Locker). Transferable Skills analyses are completed for most customers with established work history who are primarily interested in transitioning to alternative careers. Bay Area WDB also has utilized a locally developed online learning assessment to determine a participant’s computer skills and accessibility before engaging in online learning. This had been recognized as a Best Practice by DWD in the past. With the prevalence of online learning and increasing computer literacy of the customer base, the usefulness of this tool may be decreasing.

All subrecipient Bay Area WDB WIOA service providers routinely utilize a comprehensive battery of formal, objective assessments to determine the participant’s career interests, basic aptitudes, financial and computer literacies, support needs, and life skills. The individual and collective assessment results are incorporated into the individual service strategy and appropriately addressed throughout the course of program participation. Although providing important value, formal assessments are not intended to be used as a “one and done” assessment nor are results to be interpreted as “go/no-go” criteria for specific services (i.e. training).

Wherever and whenever possible and practical, subrecipient service providers utilize previously administered assessment results to avoid duplicity and unnecessary effort. Perhaps most noteworthy, Bay Area WDB youth program service providers closely coordinate services with partnering agencies (i.e. county welfare agencies and foster care offices, public schools, post-secondary education institutions, and other service agencies.) accessing assessment results previously administered which serve to streamline and accelerate the intake to enrollment to initial IEP/ISS development phases.

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

There is a communication network among local programs that provide services to ELL individuals at each job center. The Bay Area Board has translated vital documents in the three primary languages within the Bay

Area. A service plan for languages that do not meet the 1,000 number or 5% measure is in place. The plan has been submitted to DWD and is included in the subrecipient agreement for each job center. The Bay Area Board staff will review the primary languages for the area after the conclusion of the new census. In its analysis of LEP needs in the WDA, Bay Area used the American Community Survey Aggregate Data 5-year Summary from the Census File 2006-2010.

WIOA Title 1 staff and subrecipients are trained during regular update sessions on procedures and tools for addressing the needs of LEP customers. Please provide the training tools that DWD is using to train Title 3 and 4 staff to provide those same services.

Here is another instance in which Bay Area WDB has put long term structures in place that have improved service delivery in the WDB. This means that we have accomplished some of the purposes of WIOA long before 2015! In this instance, Bay Area WDB received a federal Earmark Grant in 2002 for innovative workforce training programs. Because of the recent large number of Spanish speaking immigrants recently relocated in the area, Bay Area WDB issued an RFP for ELL training at employer sites. That effort brought together NWTC and Literacy Council of Green Bay into a partnership that continues to this day. The Sheboygan Literacy Council was also a subrecipient of those grant funds, creating a partnership with that organization that lasted for many years.

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

The section 188 checklist is reviewed at the formal annual monitoring of each job center. Areas of non-compliance are addressed and a corrective action plan is put in place. The board is limited in the amount of leverage it has in addressing issues involving DWD programs.

Each job center is equipped with an Assistive PC Work Station with DWD staff trained to assist a customer in its use. TDD/TTY services for hearing assistance are available at all job centers as well, and all staff are trained in accessing that service. Translation services are available to all customers needing assistance via Lion Bridge.

DWD provides DET state staff with training through DWD Cornerstone training system. Specific classes include “Assistive Technology Software on the Job

Center of Wisconsin Computer,” “Learning Disabilities,” “Disability Etiquette,” and “How Disabilities Can affect Job Seekers.” In addition, DVR staff is onsite to provide technical assistance when required. Each job center also has pamphlets and brochures about community resources.

WIOA Title 1 subrecipient staff are also provide training in accessing the TDD/TTY and language translation services as part of their on-boarding and regular CSS training sessions.

In addition, Bay Area recently adopted this Reasonable Accommodation policy for internal use:



## ***Bay Area Workforce Development Board***

# ***Reasonable Accommodation Policy***

*Effective July 1, 2020*

*A reasonable accommodation is a modification or adjustment to a job, the work environment, or the way things are usually done during the hiring process.*

### **Reasonable Accommodation**

*Title I of the Americans with Disabilities Act of 1990 (the “ADA”) requires an employer/public sites to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants, unless to do so would cause undue hardship. “In general, an accommodation is any change in the environment or in the way things are customarily done that enables an individual with a disability to enjoy equal opportunities.” Modifications or adjustments to an application process, modifications or adjustments to the environment, modifications or adjustments that enable a covered entity’s employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.*

*Reasonable accommodation removes barriers for individuals with disabilities. Reasonable accommodations must be provided to qualified employees regardless of whether they work part-time or full-time, or are considered “probationary.” The individual with a disability must inform the employer that an accommodation is needed.*

*Possible reasonable accommodations:*

- *making existing facilities accessible;*
- *job restructuring;*
- *part-time or modified work schedules;*
- *acquiring or modifying equipment;*
- *changing tests, training materials, or policies;*
- *providing qualified readers or interpreters; and*

- *reassignment to a vacant position.*

*Accommodation also must be effective in meeting the needs of the individual.*

### **Undue Hardship**

*An employer is not obligated to provide a reasonable accommodation that would cause an “undue hardship” to the employer. A determination of undue hardship should be based on several factors, including:*

- 1. The nature and cost of the required accommodation;*
- 2. The overall financial resources of the facility making the reasonable accommodation; the number of persons employed at this facility; the effect on the expenses and resources of the facility;*
- 3. The overall financial resources, size, number of employees and type and location of facilities of the employer (if the facility involved in the reasonable accommodation is part of a larger entity);*
- 4. The type of operation of the employer, including the structure and functions of the workforce, the geographic separateness, and the administrative or fiscal relationship of the facility involved in making the accommodation to the employer;*
- 5. The impact of the accommodation on the operation of the facility.*

*Decisions upon requests for reasonable accommodation will be guided by U.S. Employment Opportunity Commission guidelines published as “Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the ADA” (publication EEOC-CVG-2003-1) or any updates to that guidance.*

The Bay Area Reasonable Accommodation Policy is posted on the Bay Area WDB website.

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

Bay Area WDB utilizes a “real-time” performance dashboard to monitor individual staff, organization, and WDB common measure WIOA performance. Trend analysis allows training interventions to mitigate performance risks and better ensure negotiated performance targets are continuously met. Additionally, Bay Area WDB facilitates a mandated comprehensive contracted service provider annual training program in combination with executing a three-part sub-recipient/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 (Manufacturing, Information Technology, Construction, as well as contacts with Healthcare and Transportation/Logistics) and their employer member voices serve a critical role in the alignment of WDB resources and programming strategies.

Bay Area WDB Strategic Leadership Committee brings together private sector representatives of the board and job center leaders to discuss job center performance and anticipate future trends and challenges with the express purpose of continuous improvement of job center performance.

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

Bay Area WDB utilizes the standard DWD ETPL and associated ITAs for all WIOA training services, with certain limitations imposed based on funding availability, regional skilled labor demands, and past training provider performance. Additionally, the Bay Area WDB utilizes DWD form DETW-1881-3 to identify the following specific ITA-related limitations:

- Participant Lifetime Dollar Amount: \$5000.00
- Participant Semester Limits: \$1000.00/semester
- Occupational Areas: ITAs will only be funded that are associated with at least one of the five regionally identified high-demand industry sectors:
  - Advanced Manufacturing
  - Healthcare
  - Information Technology
  - Construction
  - Transportation/Logistics
- Education Level: ITAs will not be funded for Baccalaureate or Masters Degree-level educational programs
- Funding Limit Exceptions: Based on the participant's specific circumstances and funding availability, exceptions can be considered and approved for all ITA-related limitations utilizing the current local waiver request form and process.

Bay Area WDB only utilizes training contracts in very restricted situations such as customized training and Fast Forward grants. In both those cases, special recruitment is done to enroll appropriate trainees. An example is from 2008 when Niagara Paper company closed and Bay Area WDB contracted with NWTC for a special nursing class for affected workers who expressed interest in such training and were properly assessed for that training. In all such instances, informed customer choice is the basis for approval of training programs. In the rare event when an on-the-job training contract is appropriately assessed and developed, a specific training contract would be put in place.

14. *Describe how the local area will conduct outreach to individuals with barriers to employment. Include strategies for engagement with the local WDB and Youth Council/Committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups. What additional strategies will be utilized to reach out to these groups? What are the objectives and goals for this effort?*

The caveat at this time is to acknowledge that, after five years of double digit budget reductions, Bay Area recognizes that it is counterproductive to do a great deal of outreach when we cannot deliver on training and other services due to budget limitations. Our goal is to live within our budget and to focus on those most in need.

Bay Area WDB broadly infuses program and service outreach to individuals with barriers to employment information into nearly every aspect of operations, from regularly occurring formal meetings (i.e. WDB, Youth Standing Committee, CP trainings, industry alliance meetings) as well as frequent contacts and interviews with local media outlets. Additionally, the BAWDB and its contracted WIOA service providers have established solid lines of communication and referral networks with a diverse array of organizations specializing in working with former offenders, 'at-risk' young people, individuals with disabilities, and other populations with high concentrations of barriers to education and/or employment. Program service subcontracts contain requirements for service levels to individuals with barriers to employment.

Specifically, Bay Area WDB included a county veterans' service officer as a board member since the implementation of WIA in 1998. Bay Area has sometimes been criticized for the size of the board, but that is due to the inclusion of non-required members as in this case. This allows regular communication that community about WIOA Title 1 and other services. In addition, WDB staff has maintained a strong working relationship with DWD Veteran's Employment staff over the years. We intend to follow up on



referrals from DWD's recent veterans recruitment efforts as well as those of NEW Manufacturing Alliance to attract as many separating military veterans to our region as possible. A Veterans' Priority Policy is in place for WIOA Title 1 services.

Our Out-of-School Youth outreach is premised on the reality that once at-risk young people graduate or drop out of school, it is very difficult to reach them. Many end up homeless at that point and do not come into job centers. Our administration of the Foster Care Independent Living grant and the Transitions to Success grant have created a strong link between our subrecipient Youth Career Specialists, local school districts, and county foster care offices. This provides information about WIOA OSY services to young people before they drop off the radar screen and begin couch-hopping. Bay Area intends to continue to expand this network in the region. Although we are in the process of reorganizing the Youth Standing Committee, the broad-based membership Bay Area brought together over the years has been a significant outreach strategy by increasing knowledge of WIA/WIOA services in the region.

Bay Area works closely with DVR to connect to individuals with disabilities who are appropriate for WIOA Title 1 services. In particular, Bay Area has been providing training to subrecipient CSS staff about dealing with individuals with mental illness and plans to increase our capacity to work with that category of disability. NEWMA has helped as well with their annual "all-Star" awards by featuring individuals in manufacturing who have overcome barriers. Here is a good example that NEWMA has made available:

<https://www.youtube.com/watch?v=DdOygTdpsQ4>

Anecdotally, Bay Area WDB staff believes that the Drive Through Job Fairs held on July 15, 2020 and again on September 15, have been successful in reaching out to the long term unemployed. The massive publicity effort, supported by many partners, drew hundreds of people to those events, many of whom were not regular job center customers or who were impacted by the closure of the job centers. Bay Area plans to develop ways to follow up on the success of these events.

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

The Bay Area WDB maintains close relationships with regional education partners spanning K-12 through post-secondary institutions, understanding the critical

importance of continued education, skill attainment, and credentials are vital components and measures of success with established career pathway frameworks. With input from the Youth Standing Committee and in partnership with our industry sector alliances, the Bay Area WDB has regularly convened and led regional discussion centered on promoting and supporting career pathways and AJC network coordination for many 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 that are built into service provider subrecipient agreements 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.

On a broader level, the creation of NEW North in 2005, in which Bay Area WDB played a key role, led to the development of several regional level organizations. One of those, NEW Education Resource Alliance (NEWERA) is composed of the postsecondary educational institutions in NEW North. The work of NEWERA allows for effective collaboration and service enhancement of training opportunities throughout the region. The NEW Regional Economic Partnership (NEWREP) also brings the many economic development agencies together to communicate regularly and enhance collaboration. All these efforts serve to identify and eliminate unnecessary duplication.

The Bay Area WDB engages in partnerships with post-secondary education institutions and WDB staff and Board Directors serve active roles in varied initiatives at the post-secondary level to enhance collaboration and avoid duplication by developing and maintaining open lines of communication amongst all partners. The Bay Area WDB strategically contracts with regional post-secondary institutions to encourage alignment to postsecondary resources, including career exploration, financial aid resources, academic advising, disability services, and other resources leading to technical skill development and obtainment of meaningful employment.

Lastly, the Bay Area WDB has been instrumental leading the discussion and development of multiple industry partners, all of which include educational partners to optimize conventional classroom and work-based training opportunities. Examples of these strategic and sustained efforts include NEW North, NEW Manufacturing Alliance, NEW North Digital Alliance, NEW North INSPIRE, and even the DWD/DOC alliance that Bay Area WDB helped create 15 years ago by organizing a series of statewide conferences. These organized, sustainable efforts serve to improve collaboration and reduce duplication of services in the region.

*15. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. In*

*particular, identify how the local area will expand services to dislocated workers utilizing all sources of formula and discretionary funds targeted to the dislocated worker populations.*

Bay Area WDB enters into subrecipient agreements for Career Service Specialist services throughout the 11-county region. Subrecipient staff are available in job centers and on an itinerant basis to those in need throughout the region. Historically, Bay Area enrollment numbers and program performance have been comparable to or better than any in the state. Service availability is managed well over a large geographical area. In prior years, the Bay Area Rapid Response Team has been recognized by DWD as among the best in the state and has been praised by our county officials. The area technical colleges, the College of the Menominee Nation, and other postsecondary training providers have ensured that quality training in in-demand occupations is available to all. Bay Area is known for developing customized training as appropriate, most recently partnering with Fox Valley Technical College and the College of the Menominee Nation to provide CDL training in Keshena. Bay Area's administration of Wisconsin Fast Forward contracts has also enhanced the quality and capacity of in-demand training programs in the region. Partnership with Lakeshore Technical College and NEW Manufacturing Alliance has also resulted in the development of employer-focused training. These are examples of work-based training.

Two examples of Bay Area WDB's resourcefulness in utilizing discretionary dislocated worker resources are our success in both, the WAGE\$ grant in which Bay Area led the state in the number of new registered apprenticeships created. Apprenticeship is another example of work-based training that is integrated into our local system. A second example is Bay Area's effective use of the state Retail Dislocated Worker grant in which we, along with North Central WDB, had the largest programs serving that population. We look forward to gaining access to the new DOL pandemic dislocated worker grant recently awarded to Wisconsin.

The Bay Area WDB continues to refine our One-Stop system services and investments through strategic planning. This includes an analysis of our customer profiles. Using demographic data, employer input, and insight from our One-Stop system service providers, we identify opportunities to coordinate and leverage resources to support our target populations, including dislocated workers. The Bay Area WDB is well positioned to support customers with career, postsecondary and work-based learning opportunities. We demonstrate this through our WIOA performance level achievements for adult and dislocated worker programs. With the surge of baby-boomer retirements, declining population rates and skills shortages, we continue to partner with One-Stop partners to design and offer work-based learning opportunities to prepare available adult and dislocated worker talent for industry talent needs. The Bay Area WDB continues to assess the economic climate, including review of unemployment rates and the scale and frequency of company dislocations in the region. Based on this review, the Bay Area WDB will identify needs for discretionary funding requests such as dislocated worker grants, additional assistance grants to increase the capacity levels to serve dislocated workers. The Bay Area WDB also encourages program co-enrollment strategies to maximize and leverage resource sharing across WIOA programs. The Bay

Area WDB will also utilize the option to transfer funds between the adult and dislocated worker programs when appropriate.

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

The Bay Area WDB's focus has been on maintaining quality services to currently enrolled participants and barriered participants. This is especially the case in Youth programs because our experience has clearly demonstrated to us that disconnected youth and young adults require much more intensive case management and mentoring than do Adults and Dislocated Workers. It should also be noted that Bay Area moved to a focus on services to Out-of-School Youth and away from In-School Youth much sooner and more effectively than many other areas of the state. WIA/WIOA enrollment numbers over the last ten years will clearly demonstrate that trend.

There are numerous youth workforce initiatives in a region as large and diverse as Bay WDB. Under WIA, the Bay Area Youth Council had served as a networking body for sharing information and best practices. The transition to a Youth Standing Committee under WIOA has continued that important function and its structure will be evaluated in PY 2020. The Youth Council 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. The K-12 school districts have responsibility for addressing the needs of students with disabilities and developing transition plans. In the last several years, DVR has conducted a large summer employment program for students with disabilities.

One recent example of being able to expand WIOA Youth services through partnerships (Cf. Priority 4 in the Bay Area Strategic Action Plan in Section 5) has been an agreement with Big Brothers, Big Sisters in Green Bay to provide adult mentoring to some of our Youth and Young Adult participants. Bay Area will continue to expand partnerships with area youth agencies to enhance and expand programs. Bay Area WDB staff will be meeting with Green Bay Boys and Girls Club in PY 2020 to explore collaborative opportunities.

For work-based learning, Bay Area staff has developed a solid employer base and an effective process for setting up WIOA Youth work experience programs with good success during these initial years of WIOA. The challenge is to make sure that youth are

prepared to enter work experience in a real work setting. Placing unprepared youth into that experience purely for the sake of expanding work-based training is a strategy for failure. We have also collaborated with the youth apprenticeship programs in the area and been pleased at the expansion of that program in recent years.

In the critical area of disconnected young adults, in anticipation of WIOA implementation Bay Area WDB spearheaded a community collaboration in 2013 aimed toward gaining a better understanding of the challenges at-risk youth face transitioning into adulthood, as well as mapping and assessing resources available to assist young people to achieve life success. That conversation led to a thorough reassessment of current practices and the theories underlying them. Evidence strongly supported a hypothesis centered on the critical need for a practical understanding and application of behavioral economics, trauma informed care, and the impact of adverse childhood experiences on the cognitive, emotional, and psychological development of young people. “Make services available and they will come” has not been an effective strategy. Geographic accessibility aside, the psychological aspect of accessibility came to the forefront. Young people “cannot be what they cannot see.” While we are chartered to make youth and young adult services available to eligible individuals, the Bay Area WDB has opted to place greater value on our mandate to ensure workforce development services to disconnected young adults are relevant, value-laden, and *accessible*.

This collaboration initiative resulted in Bay Area WDB being awarded a \$25,000 planning grant from the Greater Green Bay Community Foundation which allowed the Bay Area WDB and our partners to gain a better understanding of the challenges foster care youth face as they age out of the foster care system. Many lessons were learned, some by trial and error, others through evidenced-based practices that have been incorporated into the Bay Area WDB’s WIOA youth/young adult services model. Bay Area WDB now has ten Youth Career Services Specialists (YCSS) under subrecipient agreements and continues to provide intensive training to better engage this population and assist them into WIOA services before they drop out of school, give up in despair, or we lose them to homelessness or prison.

Almost on cue, in 2015 the opportunity arose to administer John H. Chafee Foster Care Independent Living grant funds through a regional grant from the Wisconsin Department of children and Families. Funding that previously went to county foster care agencies was now procured for the 17-county NEW North region, and Bay Area WDB was awarded the contract. That opportunity has allowed us to develop a continuum of services to prepare “youth aging out of foster care” for the world of work as well as for personal and economic stability.

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. The geographic scope of the project combines the 17 counties of Bay Area and Fox Valley WDAs, leveraging the strong partnership forged by the two WDBs.

The effort Bay Area WDB has led focused on youth programming beginning in 2013 created a pipeline into WIOA services involving 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 grant subrecipients and maximize our opportunity to provide appropriate, career focused, and successful work experiences as part of the overall WIOA Youth program. Our efforts were rewarded with an additional \$300,000 grant from the Greater Green Bay Community Foundation. By coordinating the use of these three 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. This “braiding” of several funding sources is in alignment with the state WIOA 2020-2023 Plan.

The Bay Area WDB works to ensure youth have access to a comprehensive menu of services to support their identified career pathway and postsecondary education goals. Services are provided directly by identified Title I service providers or in alignment with partners including technical colleges, One-Stop partners, businesses and/or community organizations. Service providers must identify the services they will provide to youth, and identify an entity to provide services when they are unable to do so. Bay Area WDB service contracts include assurance language that services must be accessible to all customers, including those with disabilities. Activities and services available in the local area for youth include the required 14 youth program elements:

- Adult mentoring;
- Alternative secondary school services or high school dropout recovery services;
- Career awareness, counseling, and exploration (e.g., labor market information, assessments);
- Case management and coaching;
- Comprehensive guidance and counseling;
- Education offered concurrently with and in the same context as workforce preparation and training; Entrepreneurial skills training;
- Financial literacy services;
- Follow-up services;
- Leadership development opportunities;
- Occupational skills training;
- Postsecondary preparation and transition activities;
- Support services;

- Tutoring, study skills training, instruction, and dropout prevention and recovery services; and,
- Work experience, both paid and unpaid (e.g., pre-apprenticeship programs, internships, on-the-job training)

The Bay Area WDB continues to evaluate and refine the design of its youth program platform. The aim is to blend traditional, work-based and career-oriented learning strategies to smoothen the transition from secondary education to postsecondary and/or the workforce. The current design (a.k.a. Steps) embraces a career academy approach, with strong investments in career-related experiences like youth apprenticeship, pre-apprenticeship training, career readiness, work experience and stackable credentials for both in-school and out-of-school youth. The Steps program platform supports a range of customized pathways to education and employment that provide multiple entry and exit points for youth. This includes a variety of options for recovering credits and earning a high school diploma, gaining job skills, and transitioning into postsecondary education and training. This also includes exposure and access to work-based learning strategies like: connecting to employment opportunities, paid or unpaid work experience, pre-apprenticeship, job shadowing, internships, and on-the-job training (OJT). WIOA T1 Career Planners work with each customer to create individualized plans to increase a youth's chances of skill mastery and overall chances of success with high quality services and measurable outcomes. The Bay Area WDB and its service providers continue to scale the Steps Career Services Academy design to introduce content specifically relevant to OSY like financial literacy, tenant preparation and resources, food and nutrition management. Additionally, continuing education opportunities are explored through the Eligible Training Provider List, and work-based learning opportunities are explored and may include connections to available employment opportunities with area employers, pre- and registered apprenticeship programs, to name a few. The design also places an emphasis on mentoring, resource and wraparound supports to help youth as appropriate to mitigate barriers to their Career Pathways progress.

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

- ISY: At this time the BAWDB does not permit "requires additional assistance" to be used as an approved eligibility criterion for In-School-Youth in consideration of the federal regulations which explicitly restricts ISY expenditures and the RAA eligibility application.*
- OSY: At this time Bay Area WDB does not permit: requires additional assistance" to be used as an approved eligibility criterion for Out-of-School Youth.*

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

Bay Area WDB has long standing relationships with Northeast Wisconsin Technical College and Lakeshore Technical College as well as a more recent partnership with Fox Valley Technical College, the primary WIOA Title II providers in Bay WDA. Those institutions submit their WIOA Title II applications and plans to Bay Area WDB for review and signature as required. Bay Area WDB Executive Director reviews those documents, submits questions for clarification, and signs off on their submission. In addition, representatives of WIOA Title II serve on the job center management teams to ensure coordination of Title II services with the other job center partner programs. In some situations, Title II services are collocated with the job center, and in others they are offered on an itinerant basis. Both NWTC and LTC have been responsive to their responsibility to support job center infrastructure costs. FVTC works with the Fox Valley WDB for this purpose. Job center staff, including staff from the other WIOA Titles are familiar with Title II services and know how to make referrals for basic education and literacy services.

At times in the past, WIOA Titles I and II have cooperated on programs that blended ELL instruction with occupational training. An example is a Spanish welding instruction program that was conducted in partnership with NWTC. As indicated elsewhere in this Plan, Bay Area WDB leveraged a Federal Earmark Grant almost twenty years ago to foster a partnership between NWTC and the Literacy Council of Green Bay that continues to this day.

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

The Resource Sharing Agreements and MOU(s) have solidified the already strong relationships Bay Area WDB, local area service providers, and community service organizations have had in place since the Job Training Partnership Act promoted the development of partnerships in the 1990s. Bay Area WDB took an active role in the



promotion of these partnerships and was the first board to establish local management teams. The teams, comprised of on-site partners and community organization representatives, provide each job center with a focused local direction and each partner at the center with a voice in the management and delivery of services. The true value of the cooperative agreements and MOU(s) is measured by the stronger relationship and involvement that DWD programs now have in the job center system in the Bay Area. This change has provided additional opportunities for the expansion of job center core services and has improved the cross referral of targeted DWD programs.

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

Bay Area WDB's supportive service policy allows for the purchase of public transportation tickets and subcontractor Career Service Specialists are trained to access that service. Bay Area WDB also provides reimbursement to enrolled participants for costs associated with the use of their personal vehicles for transportation to and from training programs. This is especially important in the northern portion of the WDA in which training sites are distant and there is no public transportation. On occasion, Bay Area WDB provides input into public transportation offices about the needs of Title 1 customers.

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

Each Bay Area job center has a management team that meets regularly to carry out responsibilities specified in the OSO contract. Title III staff participate as members of the management teams. A Wagner-Peyser representative is a member of Bay Area WDB Strategic Leadership Committee as well as having a seat on Bay Area WDB. The process for cross-program referrals are in the MOU. When the job centers were open, regular WIOA information sessions were scheduled and partner staff made referrals to those sessions. We assume that will continue post-pandemic. In the meantime, Title III staff continue to make referrals to Title I CSS staff through virtual connections.

The Bay Area WDB will be engaging the partner agencies in the establishment of a Memorandum of Understanding (MOU). The process of establishing the MOU will provide an opportunity to outline roles and responsibilities regarding the coordinated service delivery at the Comprehensive One-Stops and Affiliated sites as well as costs associated with supporting this service delivery structure. This process will minimally involve the core WIOA-funded partners but will be extended to involve all agencies operating in Bay Area WDB AJCs. It is anticipated those partners will include: TANF, Food Share, Employment and Training, Adult Basic Education (WIOA Title II),

Registered Apprenticeship, Veterans, National Farmworker, Senior Community Service Employment Program, and Wagner-Peyser. The intent is to have the MOU established and renewed by the beginning of the program year (July 1.). The OSO can step in to assist in the facilitation of these discussions and support the development of schedules, referral structures, procedures, documents and training to support the coordinated service delivery model. The Bay Area WDB and our required American Job Center system partners have developed a strong, well-coordinated partnership, particularly between WIOA Title I and Wagner-Peyser (WIOA Title III). Staff from both programs are currently co-located in our Comprehensive One-Stops and Affiliate sites and work together to provide quality customer experiences in a streamlined manner. This agreement is vetted and approved through the MOU process amongst the WIOA partners. The MOU aims to outline roles and responsibilities regarding the coordinated service delivery at One-Stops and the costs associated with supporting the service platform. The OSO delivers orientations to new staff on: front desk operations, resource room activities, workshops and job fairs, case management and referral practices and performance expectations of each partner and the workforce system. This guidance helps to ensure staff (no matter the agency) can support One-Stop customers at every touchpoint for a positive customer experience. The Bay Area WDB and OSO meet monthly with WIOA Title partners (including Wagner-Peyser staff) to coordinate activities and respond to the priorities of our shared customers. The partners meet to discuss customer satisfaction levels, customer needs, performance rates, scheduled events and activities, as well as service delivery coordination enhancements to incorporate technology, reduce bottlenecks and redundancies, and integrate new resources. Both Title I and Title III partners share access to the mandatory service reporting system, ASSET. This shared platform allows staff to review client service plans, pursue co-enrollment opportunities and work collaboratively to provide a suite of services in a non-duplicative manner.

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

Bay Area Workforce Development Board is designated by the Bay Area Local Elected Officials Board as the “Grant Sub-Recipient” of Title 1 funds in the Bay WDA. Please refer to Bay Area Counties CEO Agreement as amended on 5/19/2016 at Section III. F. and Section V. A. 1-2; and the 2018-2020 Bay Area LEO/WDB Agreement at Section I. D.

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

Bay Area WDB has an approved Procurement Policy and Procurement Procedure. Both documents were recently updated and a recently noted conflict with Bay Area WDB Bylaws will be addressed.

Under the policy and procedure, Bay Area WDB issues RFPs through public notices and the use of an Outlook email list of vendors. Proposals are reviewed by a Proposal

Review Committee that consists of board members with and staff technical support and may have additional members from the LEO Board and Youth Standing Committee as appropriate. The Proposal Review Committee makes recommendations for entering into subrecipient awards to the full Bay Area WDB for approval. Subrecipient award agreement budgets are dependent upon available funding and negotiations with Bay Area WDB staff.

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

The current BAWDB Title I WIOA negotiated performance levels are:

<i>ADULT PROGRAM</i>				
<i>Q2 Unsubsidized Employment</i> 76.0%	<i>Q4 Unsubsidized Employment</i> 74.0%	<i>Median Earnings</i> \$5100	<i>CAR</i> 56.0%	<i>MSG</i> TBD
<i>DISLOCATED WORKER PROGRAM</i>				
<i>Q2 Unsubsidized Employment</i> 84.0%	<i>Q4 Unsubsidized Employment</i> 84.0%	<i>Median Earnings</i> \$7100	<i>CAR</i> 65.0%	<i>MSG</i> TBD
<i>YOUTH PROGRAM</i>				
<i>Q2 Unsubsidized Employment</i> 73.0%	<i>Q4 Unsubsidized Employment</i> 68.0%	<i>Median Earnings</i> BASELINE	<i>CAR</i> 58.0%	<i>MSG</i> TBD

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

- Local WDB Roles: Identify the role of the Local WDB and Youth Council/Committee in supporting Business Services, Sector Partnerships, Career pathways, and Work-Based Learning. What actions and commitments will be made of the local WDB or Youth Council/Committee member (in particular those representing businesses) to support these initiatives?*

Bay Area WDB has had the most experienced staff in the state with senior management having over 100 years of workforce program administration. Our list of strategic accomplishments is long and has had a significant impact on Wisconsin’s workforce development system for almost 30 years. Bay Area WDB performance under JTPA, QWIA, and now WIOA has consistently been among the best in the state. We have a reputation and a legacy to uphold. Current board members, staff, and subcontractors

are well aware of that reputation and legacy and will continue maintain them proudly as we transition to new leadership in PY 2020.

Bay Area WDB has consistently supported Business Services. We were one of the first in the state to procure a fulltime Business Services Specialist (later changed to Manager of Strategic Partnerships) in 2005 recognizing that WIA had a new focus on meeting employer needs. That effort was so successful that it created the NEW Manufacturing Alliance which is now an independent entity and one of the most successful industry sector partnerships in the country. Recently, Bay Area WDB made use of the WAGE\$ grant not only to meet the requirement of increasing the number of registered apprenticeships (an accomplishment in which we led the state) but integrated the WAGE\$ goals with the job center Business Services Teams. Bay Area WDB is very disappointed that DWD received a new apprenticeship grant of \$9 million and seems to have entirely forgotten the role that workforce boards played in the success of the WAGE\$ initiative. With the end of the WAGE\$ grant on September 30, there is a discontinuity in this vital service and DWD seems to have no plan about how to move forward in partnership. As a result, In PY 2020 Bay Area WDB will reorganize the business services partners to continue the level of organization we achieved with the WAGE\$ grant.

Bay Area WDB will also continue to provide technical assistance to NEW Construction Alliance (NEWCA) as leaders in that sector continue to work to organize themselves for mutual benefit. Bay Area WDB will also continue to work closely with NEWMA and NEW North Digital Alliance, which we also helped start up, to promote computer science skills across sectors.

As indicated above, Bay Area WDB was an important partner in the technical college RISE initiative earlier from 2014-2016 in developing and establishing career pathways and integrating them into regional training programs. The results of those efforts have been integrated into WIOA Title I training procedure.

Also addressed above are the efforts Bay Area WDB continues to make to promote and administer WIOA Youth work-based experience, support the initiatives of NEWMA in their work-based training efforts, assist and administer Wisconsin Fast Forward grants in partnership with area businesses, to say nothing of the success we have achieved in the WAGE\$ grant.

Bay Area WDB's commitment to business services, sector alliances, and career pathways is clearly articulated above in Section 5 as articulated in the PY 2019 Strategic Action Plan.

The role of the Youth Council/Youth Standing Committee has been focused on connecting the sector partnerships and other business service initiatives to the academic and career planning activities developing in the K-12 schools in partnership with the CESAs. Post-pandemic, our intention is to reorganize the Youth Standing Committee to better focus its activities. The increase in the participation of both students and employers in formal Youth Apprenticeship training presents an opportunity for regional collaboration. The changing format at all levels of education, utilizing virtual

connections and resources likewise presents challenges to which Bay Area WDB brings skills in convening stakeholders and creating connections to employer needs.

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

Bay Area WDB has established itself in NE Wisconsin as a preeminent source of information for area business and provided effective leadership in assisting companies with their workforce needs. A good example of this is the fact that when several construction companies wanted to create a sector alliance in 2018, they came to Bay Area WDB for assistance in that project. Similarly, when the NEW North Attract, Develop, and Retain Taskforce wanted to create an IT Alliance, Kathi Seifert came to Bay Area WDB to play a key convening role in that initiative. For almost 20 years, Bay Area WDB has made a concerted effort to establish itself in the regional news media, on radio, television, and in print. Mr. Golembeski's popularity as a speaker and trainer has done much to establish the reputation of Bay Area WDB.

As a result, Bay Area WDB has consistently recruited talented business leaders to serve as members of the board. Business representation has come from all the major industry sectors in the region and a geographical balance has been maintained. WDB staff works closely with the county leaders, chambers of commerce, county economic development offices, and other business groups to recruit business representatives to the board. Despite the large size of Bay Area WDB, business seats have consistently been filled and business participation in board affairs is well documented. This reputation will serve the board well during the leadership transition moving forward.

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

The Regional Planning portion will be included as part of the WIOA Local Plan for both WDA #4 and WDA #5. Each workforce board will release their respective WIOA Local Plans for the required 30-day public comment period through their normal channels on the schedule set up by DWD for plan approval and submission.

This revised Bay Area Local Plan will be resubmitted for public comment by October 15, 2020.