Partnerships and pathways for economic growth

2017 ANNUAL REPORT
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Our Mission

The Workforce Development Board of South Central Wisconsin (WDBSCW) was founded in 1983 with a mission to build public and private partnerships that support innovation and excellence in workforce development. With this charge, we continue to develop and deliver workforce strategies with education, economic and workforce system partners to ensure our local workforce is prepared to meet the skill needs of businesses in our region.

Chief Elected Officials

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The 2017 WDBSCW Annual Report highlights our progress and investments to build a responsive, aligned talent development system to support the workers, businesses and communities of our region between July 1, 2016 and June 30, 2017.

Over the past year, we’ve invested in Career Pathway-modeled initiatives that support the skill needs of business and industry to ensure economic viability. With collaboration from our industry, education, community and economic development partners, we worked together to help prepare the region’s workforce with the latest skills for well-paying occupations in high-demand industries.

Under new guidance from the Workforce Innovation and Opportunity Act (WIOA), we committed $3.4M toward employment, education, training and support services through our One-Stop System to help more than 1,266 unemployed and underemployed adults, dislocated workers and youth across South Central Wisconsin.

What’s more, our workforce investments and strategies yielded significant returns in the eyes of our stakeholders. Last year, we met or surpassed all WIOA program performance metrics set by the U.S. Department of Labor.

We also made substantial progress in providing specialized programs and services to under served populations including dislocated workers, recipients of public assistance programs, veterans, people with disabilities, formerly incarcerated individuals and at-risk youth.

In the coming year, we’ll continue to invest in effective talent development strategies like offender re-entry programs, industry-driven training investments like Career Pathway Academies and registered apprenticeships, Rapid Response services to help displaced workers and youth programs like Middle College, Youth Apprenticeship and Young Adult pre-employment projects to help disadvantaged adults and youth access the necessary services and support to pursue high-growth career pathways that lead to self-sufficiency.

It’s all part of what we do to meet the current and future needs of our strategic partners and our local workforce, and also develop a strong region where businesses thrive and people want to live and work.

“"The strategic investments we’re making into people, into businesses, and into communities is truly transformational. Together, with our partners, we get to see these impacts first-hand, and it’s affirmation that our work does truly influence change.” — Pam Christenson, WDBSCW Board Chair
At the Workforce Development Board of South Central Wisconsin we believe that our communities have the potential to thrive with the support of a results-driven, responsive talent development system for businesses, job seekers and workers.

A major area of our work is overseeing the delivery of high-quality, high-impact workforce services under the Workforce Innovation and Opportunity Act (WIOA). Under the passage of this federal legislation, we are charged with helping residents in our region access employment, education, training and support services to succeed in the labor market. The Act also affords us an extraordinary opportunity to match businesses with the diversely skilled talent they need to compete in the global economy. It’s all part of what we do to build a more responsive, aligned talent development system in a region where businesses thrive and people want to live and work.

But we can’t do this work alone. That’s why collaboration with our business, education, community and economic partners is vital to the success of our local talent development system and our regional economy.
Who We Help

Our regional talent development system (serving Columbia, Dane, Dodge, Jefferson, Marquette and Sauk County) hinges on the evolving skill needs of industry. We listen and engage with business leaders and stakeholders to customize and align our service strategies. Our goal is to ensure our region’s workforce is equipped with the latest skills for well-paying occupations in high-demand industries.

We also recognize that workers and job seekers in our communities face obstacles that limit their career potential. With poverty on the rise (and at its highest in 30 years), many of our region’s residents are needing additional supports and services to overcome barriers and attain self-sufficiency. That’s why we’re committed to making workforce development resources available to the unemployed and underemployed adults, dislocated workers and youth that need them the most.

Together with workforce and community partners, we provide specialized programs and services to under-served populations including dislocated workers, recipients of public assistance programs, veterans, people with disabilities, formerly incarcerated individuals and at-risk youth.
How We Work

**Career Pathways**
The sustainability of our work requires partnership and collaboration under a unified framework. Career Pathways, a framework long adopted by our organization, grounds our talent development system. It’s essentially how we do our work. Under this work-and-learn model, our system is responsive to the skill needs of our region’s industries and sectors to ensure economic viability. Workers and job seekers have the flexibility to access essential skill-building and support activities at any point in their career pathway. It’s a formula that supplies business with the talent they need and for workers to develop skills for great careers and attain self-sufficiency. It equates to thriving communities.

**Sector and Industry Partnerships**
Sector and Industry Partnerships bring together stakeholders connected to an industry to address skill shortages and develop talent pipelines of skilled workers to meet future demand. These relationships guide our alignment of talent development system resources, strategies and training efforts to encourage industry growth and competitiveness and to improve worker training, retention and advancement in high-demand industries and occupations within our region.

**Increasing Service Access with American Job Centers and Affiliate Centers**
American Job Centers (AJCs) are one-stop service sites designed to connect community members and businesses to employment and training services. The Centers offer training referrals, career counseling and assessments, labor market information and similar employment-related services. Under one roof, individuals with multiple needs can access other related services from other partner agencies.

The South Central Wisconsin workforce development area maintains one comprehensive AJC and five affiliate sites to ensure fair access to services. A listing of service locations is available at www.worksmartnetwork.org.
One-Stop System Collaboration
We collaborate with local and state workforce and community agencies within our regional One-Stop System to ensure access to critical career, education and training resources. Guided by the Career Pathway framework, teams within the System work together to assess and customize the types and intensity of career and training services to help individuals attain their career potential and support the evolving skill needs of industry.

WIOA Tool Kit
Our teams of the WorkSmart Network use WIOA-supported pre- and post-employment strategies and resources (see figure) to help develop a demand-driven workforce development system for both businesses and workers in our region.

Figure 1.1
WIOA Tool Kit
Thank you to the Workforce Development Board of South Central Wisconsin, the WorkSmart Network [...] without our skilled workers, we can’t process our little potatoes. And that’d be a big problem for us.

— Susan Vann, VP of Human Resources, The Little Potato Company
Business-Minded Solutions

Having a pipeline of skilled talent can be a critical factor in bringing new jobs to the regional economy, stimulating industry growth, and helping workers attain a better standard of living. That’s why we work closely with business to establish and expand results-driven skill development strategies that prepare more workers for high-wage, high-demand jobs.

**WIOA Toolkit**
- Business Development (Recruitment, Training, Labor Market Information)
- Industry Partnerships and Sector Alliances
- On-the-Job Training
- Work Experience
- Incumbent Worker Training
- Rapid Response (Layoff Aversion and Assistance)

**Investments with Impact: Industry Partnerships and Sector Alliances**

Our Industry Partnerships and Sector Alliances bring together business leaders and partners in a pre-competitive space to tackle workforce skill issues. We’re currently working with businesses in areas of manufacturing, healthcare, construction, professional, technical and scientific services and tourism to address critical skill needs to help meet growing demand.

**Apprenticeship Development**

We’re collaborating with our sister Workforce Development Boards and the State of Wisconsin Bureau of Apprenticeship Standards to expand engagement in apprenticeship training. What’s more, we’re working together to develop new registered apprenticeship programs in areas of healthcare, information technology and manufacturing. This work is supported by a $5M federal investment, known as WAGE$, which runs through 2020. The project aims to train 1,000 new apprentices across 12 occupations in 3 sectors statewide.
Business-Minded Solutions

Investments with Impact: Rapid Response (Layoff Transition)
Managing layoffs, downsizing and restructuring can be challenging for companies. Our Rapid Response team provides assistance to businesses and its affected workers to lessen the impact as much as possible. Last year we assisted companies with services to help ease the transition for 760 workers affected by closings, downsizing or mergers.

Investments with Impact: GuidEd
Our GuidEd tours bring educators and industry leaders together to talk “career pathways.” In just a single day, educators learn about career paths, post-secondary options for students/employees, partnerships with industry, hiring trends, relevant skills and job growth directly from businesses in our region. From healthcare to IT, and manufacturing to construction, these influential advisors of our future workforce can explore and experience the breadth and depth of our region’s key economic drivers.

Investments with Impact: Business Walks
A business walk is an economic development initiative that, in a short amount of time, allows local leaders to get the pulse of how a business community is doing, discuss challenges, track that information and provide assistance. Members of the WDBSCW and its staff teamed up with business and civic leaders to visit 573 businesses as part of the Baraboo, Madison Northside and Madison Stoughton Road Corridor business walk events last year.
Youth Strategies

We collaborate with education, workforce and community agencies to meet the complex and comprehensive skill needs of disadvantaged and disconnected youth to attain self-sufficiency and career success.

WIOA Toolkit
Career Preparation Services
Work Experience/Internships
On-the-Job Training
Career Assessments and Counseling
Training (Middle College, Youth Apprenticeship, Academies)
Job Placement and Retention Services
Mentoring and Wrap-Around Services

Investments with Impact: Middle College
Middle College is quickly gaining recognition as a leading talent development program for youth in our region. Since its launch in 2010, more than 450 high school students have engaged in Middle College’s dual-credit career pathway programs in healthcare, manufacturing or culinary arts across South Central Wisconsin. Under the design, at-risk high school seniors study at technical college campuses and then apply their new skills during a paid summer internship with our industry partners.

Investments with Impact: Youth Apprenticeship
Under a work-and-learn model, Youth Apprenticeship helps high school juniors and seniors gain career readiness and industry skills both in the classroom and work environments. The model helps guide students both through academics and the workplace through mentorship and instruction.
Youth Strategies

**Investments with Impact: Young Adult Pre-Employment Series**

In summer 2017, the WDBSCW and the WorkSmart Network launched the first-ever pre-employment and education readiness series for young adults. The project, coined “Camp Step,” supported 10 young adults through a rigorous 2-week training at Madison College. The interactive activities help the participants learn about valuable education, financial and career resources to attain independence and self-sufficiency. The participants are then offered paid summer internships and support to pursue their post-secondary education plans after the series as part of the WIOA Out-of-School Youth program.

**Investments with Impact: Foster Care to Independent Living**

Youth transitioning from foster care, like many youth living with families, are not ready to live on their own simply because they turn 18. They need preparation and continuing support to be able to be self-sufficient and join the workforce. That’s why we’re committed to helping up to 400 vulnerable youth access an array of supports and services (like academic support, career planning, and connections to basic needs) to ensure a smooth transition to independent living. This multi-faceted service system is supported by the State of Wisconsin Department of Children and Families and partnering Wisconsin Workforce Development Boards via the Independent Living Grant.

**Investments with Impact: Pathways to Prosperity**

Young workers need education and training beyond high school to achieve self-sufficiency. That means increased opportunities to gain early work experience, develop skills and earn meaningful post-secondary credentials. In this Pathways to Prosperity project, we’re joining with Jobs for the Future and the Madison Metropolitan School District to help students choose and pursue career pathways tied to high-wage, high-demand jobs. We’re working alongside the Madison-based Pathways leadership team to develop a healthcare career pathway track to better prepare high school students with high-quality career and technical education that can lead to post-secondary credentials and rewarding jobs in the industry.
Meet Vince
Vince never dreamed of going to college. But during his junior year of high school, he heard about Middle College—an early college initiative. With encouragement from his WIOA career planner, Vince joined the sixth class of Middle College at Madison College’s Fort Atkinson campus.

Just months into his manufacturing program, Vince’s father passed away unexpectedly. Vince leaned heavily on his support network during this time, but persevered with his education plans.

Vince excelled in his coursework, was named the top welder in class and even participated in the Skills USA competition. His team brought home the gold in the College Welding Fabrication division and went on to compete at the national level in Louisville, Kentucky!

With confidence and college credits in hand, Vince pursued the 1-year Metal Fabrication program at Madison College.

After graduation, Vince was hired on full-time at Spartan Laser where he’s now interpreting blueprints for contractors like NASA and GM. Within a year, he is slated to become a Shop Foreman.

Middle College made my future so much more realistic. I always struggled in seeing myself going to college due to financial and educational hardships. Being able to see that goal with the help of the program was amazing. — Samantha, Middle College, Class of 2017

LOCAL IMPACT

$1.65M
Estimated wages students earned during Middle College internships and/or Youth Apprenticeships last year

83%
Percentage of Middle College students pursuing post-secondary education or found employment post program

375
Number of students learning and earning while engaged in Youth Apprenticeship programming
Adult Worker Strategies

Underemployed and unemployed adults—including those facing significant barriers to employment—are a top priority in our work. We’re investing in results-driven solutions to help connect adults to the skills and resources needed for good paying jobs.

**WIOA Toolkit**
- Work Experience/Internships
- On-the-Job Training
- Career Assessments and Counseling
- Training (Academies and Technical Education)
- Career Preparation Services
- Registered Apprenticeships
- Mentoring and Wrap-Around Services
- Job Placement and Retention Services

**Investments with Impact: Academies**
We’re helping to address skill shortages that exist between job seekers and high-demand career pathways with Academies. These short-term, accelerated technical training programs help individuals quickly skill up with credentials to move into skilled jobs in in-demand industries.

**Investments with Impact: Re-Entry Programs**
The Wisconsin Department of Corrections-supported Windows to Work program helps ex-offenders prepare for re-entry into communities in our region with the career and wrap-around supports they need most. The program content has also been infused into our jail-based Job Center project as part of the LEAP grant with the U.S. Department of Labor. Last year, our re-entry programs and services supported 131 ex-offenders prior to and post-release.
Meet Jonathon

Jonathan was incarcerated at Oakhill Correctional Institution for possession of controlled substances and theft charges related to his drug addiction. In his final year of a 3-year sentence, he enrolled in the Windows to Work program because he wanted to make significant changes with his life upon release.

The 12-week cognitive behavioral and work readiness program is designed to help individuals make a positive transition back into the community.

Once released, Jonathon started facing challenges as he attempted to stay away from “the old crowd” that would lead him back to drug use and self-destruction.

Just three weeks after release, he went to his local Job Center for help. With hard work and support from the WorkSmart Network team, Jonathan applied for and was offered an entry-level job at a local manufacturing company making $12.50 per hour.

He made the decision to make his job his first priority and to learn his position and anything his employer would teach him.

After 9 months of dedication, Jonathan earned a promotion and pay increase of $14.00 per hour! At the one-year anniversary of being released, Jonathan is celebrating his job success and reaching his goals.

LOCAL IMPACT

140
Number of participants engaged in short-term training (Academies) leading to credentials and industry-demanded occupations last year

276
Number adults in the WIOA adult program finding employment last year

$16.02/hr.
Average wage for WIOA participants finding training-related employment

“When I was in Windows to Work, I learned so much... [I’m now working and] I’ve never made so much money legally in my life. Every time I see my paycheck I am taken aback. — 2016 Windows to Work graduate
Dislocated Worker Strategies

When companies downsize their workforce or close their doors, it impacts workers, communities and economies. That’s why we continue to invest in dynamic workforce strategies that help to minimize the effects on workers and communities.

**WIOA Toolkit**
- Rapid Response
- Adult Basic Education
- Career Preparation
- Work Experience/Internships, On-the-Job Training
- Career Assessments and Counseling
- Training (Academies and Technical Education)
- Job Placement and Retention Services
- Mentoring and Wrap-Around Services

**Investments with Impact: Rapid Response**
Our Rapid Response team provides immediate assistance to workers and companies facing layoffs. Information services are available to help displaced workers connect to workforce and community resources necessary for re-employment.

**Investments with Impact: WIOA Dislocated Worker Program**
The WIOA Dislocated Worker Program offers intensive career and training services for displaced workers to transition back into the workforce. Last year, more than 750 displaced workers sought services through the program for skill training and re-employment help.
From IT to Accounting: Sisters Change Career Fields Together
Teena and Teresa joined the WorkSmart Network as dislocated workers when the IT company for which they worked closed its doors in 2017.

After 20 years of working together, the sisters chose to change career fields and go back to school to learn new accounting skills.

Just weeks after graduating from the Purchasing and Payables Academy, a local company reached out to Teena with a full-time accounting opportunity. Teena interviewed for the job on a Monday at 9:30 a.m. and just two hours later, she was offered an Accounting Assistant position at Springs Window Fashions!

Her sister Teresa also accepted an administrative position with a local moving company upon graduation.

“[The Academy] really did [help] because of the classes it gave me, like Excel. I don’t have to ask a lot of questions and [my supervisors] don’t have to show me how to do it. I just do it,” said Teena.

WIOA is a great program, which not only helped provide a new career for me, but provided my employer, Liberty Towing, with a skilled employee. [The career services and training opportunities available under WIOA] were a great way for not only myself but others to once again provide for our families. — John, 2017 WIOA Dislocated Worker program participant

LOCAL IMPACT

760
Number of dislocated workers we provided Rapid Response services to last year

231
Number dislocated workers in the WIOA Dislocated Worker program finding employment last year
The Year in Numbers

This snapshot of our work in Program Year 2016, which ran from July 1, 2016 through June 30, 2017, reflects the impact of our investments in the people, businesses and communities we serve.

$3.4M
Invested in WIOA programs for adults, dislocated workers and youth

1,266
Participants engaged in WIOA Adult, Dislocated Worker and Youth programs

18,648
Number of visits made to American Job Centers in South Central Wisconsin

760
Number of dislocated workers receiving Rapid Response services

800+
Number of business services provided to companies in our region
104
Number of participants trained in a credentialed career pathway academy or short-term training

1300+
Number of engagements with companies in our region

1,032
Number of businesses events to promote registered apprenticeships as part of the statewide WAGE$ Initiative

131
Number of participants accessing ex-offender re-entry services

80+
Number of education staff engaged in GuidEd industry awareness events
## Financials
(Year ending June 30, 2017)

### Statement of Financial Activities

#### OPERATING REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants</td>
<td>$5,645,115</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$2,224</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING REVENUE</strong></td>
<td><strong>$5,647,339</strong></td>
</tr>
</tbody>
</table>

#### OPERATING EXPENSES

**Program Services**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults and Dislocated Workers</td>
<td>$2,126,663</td>
</tr>
<tr>
<td>Youth</td>
<td>$1,275,413</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$3,402,076</strong></td>
</tr>
</tbody>
</table>

*Training costs included above ($962,149)

**Other**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Costs</td>
<td>$40,698</td>
</tr>
<tr>
<td>Department of Children and Families Independent Living (IL) Grant</td>
<td>$182,070</td>
</tr>
<tr>
<td>WAGE$ Grant</td>
<td>$86,899</td>
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<tr>
<td>Youth Apprenticeship</td>
<td>$327,343</td>
</tr>
<tr>
<td>Windows to Work Program</td>
<td>$80,645</td>
</tr>
<tr>
<td>Rapid Response Allotment Grant</td>
<td>$79,317</td>
</tr>
<tr>
<td>Rapid Response Additional Assistance Grant</td>
<td>$2,752</td>
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<tr>
<td>Transition Grant</td>
<td>$400,598</td>
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<tr>
<td>U.S. Department of Labor Workforce Innovation Fund Grant (Skills Wisconsin Initiative)</td>
<td>$339,520</td>
</tr>
<tr>
<td>U.S. Department of Labor Linking to Employment Activities Pre-Release (LEAP) Grant</td>
<td>$177,092</td>
</tr>
<tr>
<td><strong>Total Other</strong></td>
<td><strong>$1,716,934</strong></td>
</tr>
</tbody>
</table>

**Supporting Activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and General</td>
<td>$485,586</td>
</tr>
<tr>
<td>Grant Development and Writing</td>
<td>$45,763</td>
</tr>
<tr>
<td><strong>Total Supporting Activities</strong></td>
<td><strong>$531,349</strong></td>
</tr>
</tbody>
</table>

**TOTAL OPERATING EXPENSES**

* Difference allocated to corporate undesignated funds

**“Qualified”**: Data is based on program participants transitioning from WIA to WIOA.
How We Measure Up

As stewards of federal grant funding it’s our responsibility to make sure that our workforce development investments under the Workforce Innovation and Opportunity Act achieve the goals and the performance standards set forth by the U.S. Dept. of Labor.

Program Year 2016 Qualified** Scorecard (July 1, 2016-June 30, 2017)

<table>
<thead>
<tr>
<th>Employment (2nd Quarter After Exit)</th>
<th>Negotiated Goal Level/Rate</th>
<th>Preliminary Year-End Performance Level/Rate</th>
<th>Percentage of Goal Level/Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>80.0%</td>
<td>81.0%</td>
<td>101.3%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>85.0%</td>
<td>88.8%</td>
<td>104.5%</td>
</tr>
<tr>
<td>Youth</td>
<td>75.0%</td>
<td>72.6%</td>
<td>96.8%</td>
</tr>
</tbody>
</table>

Quarter 2 Employment: The percentage of program participants who are in unsubsidized employment (or education for WIOA youth programs) during the second quarter after exit from the program.

<table>
<thead>
<tr>
<th>Employment (4th Quarter After Exit)</th>
<th>Negotiated Goal Level/Rate</th>
<th>Preliminary Year-End Performance Level/Rate</th>
<th>Percentage of Goal Level/Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>75.0%</td>
<td>81.4%</td>
<td>108.5%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>83.0%</td>
<td>83.8%</td>
<td>101.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>70.0%</td>
<td>81.3%</td>
<td>116.1%</td>
</tr>
</tbody>
</table>

Quarter 4 Employment: The percentage of program participants who are in unsubsidized employment (or education for WIOA youth programs) during the fourth quarter after exit from the program.

<table>
<thead>
<tr>
<th>Median Earnings</th>
<th>Negotiated Goal Level/Rate</th>
<th>Preliminary Year-End Performance Level/Rate</th>
<th>Percentage of Goal Level/Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>$5,000</td>
<td>$5,737</td>
<td>114.7%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>$7,000</td>
<td>$7,811</td>
<td>111.6%</td>
</tr>
</tbody>
</table>

Median Earnings: The median earnings of program participants (not collected for WIOA youth programs) who are in unsubsidized employment during the second quarter after exit from the program.

<table>
<thead>
<tr>
<th>Credential Attainment Rate</th>
<th>Negotiated Goal Level/Rate</th>
<th>Preliminary Year-End Performance Level/Rate</th>
<th>Percentage of Goal Level/Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>60.0%</td>
<td>70.7%</td>
<td>117.8%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>70.0%</td>
<td>66.7%</td>
<td>95.3%</td>
</tr>
<tr>
<td>Youth</td>
<td>70.0%</td>
<td>72.9%</td>
<td>104.1%</td>
</tr>
</tbody>
</table>

Credential Attainment: The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program.

<table>
<thead>
<tr>
<th>Measurable Skills Gain</th>
<th>Negotiated Goal Level/Rate</th>
<th>Preliminary Year-End Performance Level/Rate</th>
<th>Percentage of Goal Level/Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>Baseline year</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>Baseline year</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Youth</td>
<td>Baseline year</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Measurable Skills Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.

<table>
<thead>
<tr>
<th>Effectiveness in Serving Employers</th>
<th>Negotiated Goal Level/Rate</th>
<th>Preliminary Year-End Performance Level/Rate</th>
<th>Percentage of Goal Level/Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Penetration</td>
<td>Baseline year</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Repeat Business Rate</td>
<td>Baseline year</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Employer Penetration: The total number of establishments that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the program year.

Repeat Business Customers: The total number of establishments that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the program year and who utilized a service anytime within the previous three years.
Dear Workforce and Community Members,

We are pleased to share with you with the Workforce Development Board of South Central Wisconsin’s Annual Report for 2017. This report provides a glimpse into the work and the life-changing stories that you help make possible.

Our work continues to be grounded in building public/private partnerships that support innovation and excellence in workforce development, with the goal of building a talent pipeline for companies and workers.

We continue to follow our guiding principles of:
- Collaboration
- Flexibility
- Innovation and Improvement
- Regionalism
- Customer Focus
- Valuing People
- Performance Accountability

We are honored to serve as the steward for investments that make futures possible. On behalf of the Workforce Development Board of South Central Wisconsin, we thank you for your continued partnership and support of this impactful work.

Pat Schramm
CEO/Executive Director
Staff

**Erin Bechen**
Director of Administration

**Andy Clayton**
Program Manager

**Jackie Hall**
Director of Quality & Communications

**Kim Larson**
Program Manager

**Seth Lentz**
Deputy Director

**Danica Nilsestuen**
Director of Business Development & Workforce Programs

**Pat Schramm**
CEO/Executive Director

**Bri Shekels**
Project Assistant of Quality & Communications

**Michael Stluka**
Senior Program Manager

**Lameece Tyne**
Director of Finance

**Alicia Vann**
Fiscal Assistant
Stronger Businesses. Stronger Workers. Stronger Communities.
The Workforce Development Board of South Central Wisconsin (WDBSCW) is a private, not-for-profit 501(c)(3) organization dedicated to helping businesses and workers in the Wisconsin counties of Columbia, Dane, Dodge, Jefferson, Marquette and Sauk. With this charge, we partner with workforce, education, economic entities to design and deliver high-impact workforce strategies to ensure our local workforce is prepared to meet the needs of business in our region.

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Learn more at wdbscw.org

The WorkSmart Network and the Workforce Development Board of South Central Wisconsin are equal opportunity employer/program service providers. This product was created with funding from the Workforce Innovation and Opportunity Act (WIOA). If you need assistance to access our services in a different language or need this material in an alternative format, contact us. Deaf, hard of hearing, or speech impaired callers may reach us by using Wisconsin Relay Services at 711. Proud partners of the American Job Center network.