

Planning & Development Committee Meeting

Kathy Cromeey, Chair-Planning & Development, Treasurer

Pam Christenson, Chair

Paul Dietmann, Chair-Audit

Dave Branson, Marcia Christiansen, Julie Enloe,

Lynn Forseth, Kevin Gundlach, Lindsay Jones, Todd Kearney,

Joe Ledger, Margaret Leitinger, Barb LeDuc, Ann McNeary,

Linda Mingus, Dave Phillips, Ryan Pulvermacher, Bryan Woodhouse

Thursday, September 5, 2019

11:00 a.m. to 1:00 p.m.

Madison College

1701 Wright Street

Madison, WI 53704-2599

Room D1630C

Members Present: Kathy Cromeey, Chair; Dave Branson, Paul Dietmann, Julie Enloe, Lynn Forseth, Kevin Gundlach, Lindsay Jones, Todd Kearney, Margaret Leitinger, Linda Mingus, Ryan Pulvermacher, Bryan Woodhouse

Via Phone: Barb LeDuc, Dave Phillips, Ann McNeary

Staff Present: Seth Lentz, Lameece Tyne, Jackie Hall, Chris Ziegel

Guests Present: Melissa Sanchez Cruz, Jason Frey (via call)

Agenda Item 1 – Welcome & Introductions

Cromeey called the meeting to order at 11:34 a.m. and welcomed everyone. Everyone introduced themselves.

Agenda Item 2 – Review & Approval of the May 2, 2019 Meeting Minutes – Cromeey – Action Item

Cromeey requested a motion to approve the minutes of the May 2, 2019 Planning and Development Committee meeting as presented. Kearney moved to approve the minutes as presented. Branson offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion.

Agenda Item 3 – Update on Grants Received and Recent Monitoring - Lentz

Lentz provided the update on the Rapid Response Allotment grant which is received annually and is active for two (2) years. The grant released this year is valid for one (1) year. The grant provides



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resources that lead to coordinated responses. The Allotment grant received totals \$94,062 which is over an \$8,500 annual increase over last year. This in part is due to increases in our reporting, activities, and strategies involving engagements.

Lentz summarized the Shopko Dislocation grant of \$10,000 provided additional funding for targeted outreach. Resources utilized for outreach include bus advertisement displays as well as advertising on social media (Facebook and Instagram). These were new resources and ventures to gauge outreach and participation.

Lentz continued with the Retail Industry grant of \$100,000 has served a little over 40 people from the retail industry, with new enrollments in process. We intend on requesting additional funds for training and supportive resources when appropriate.

Kearney inquired on the provider of the Rapid Response Allotment grant. Lentz replied the Department of Workforce Development provides the funding for the grant in addition to the Shopko Dislocation grant. Funding for the Retail Industry grant is provided by the Department of Labor.

Lentz moved onto the Apprenticeship Expansion grant one (1) which will soon be completed, totaling \$278,000 for our region. The state is planning for a total of \$300,000 for our region under the Apprenticeship Expansion grant two (2). There is an Apprenticeship Expansion grant three (3) to follow with very little information available. We intend on pursuing this grant once more information is made available.

The Apprenticeship Expansion grant one (1) was given to the WDBSCW as well as Employ Milwaukee with two thirds ($\frac{2}{3}$) of the success rate coming out of our region. The Department of Labor came on-site to monitor the state, and then our records at the local level. Our local monitoring went well and we expect to see their report soon. The state received feedback to perform additional data tracking.

The Youth Apprenticeship grant is part of a consortium between the WDBSCW and Dane County Schools Consortium, Jefferson County, and Madison Metropolitan School District. The allocation came in June 2019 at which point the state did not have enough funds at the time to award the proposed amount. The state went back and requested unspent Fast Forward grant funds be shifted to youth apprenticeship, which was approved. We received notice in August 2019 of the additional funds. Total grant allocation of \$437,400 for 486 Youth Apprentices in our region, of which 126 are continuing youth apprentices and 360 are new youth apprentices.

Kearney inquired if the \$437,400 is the portion of additional funding for the Youth Apprenticeship grant or total of the full grant. Lentz responded that the \$437,400 is the full grant total. Tyne added the original approved amount was for \$386,000 whereas the \$437,400 amounts to what we originally requested.

Leitinger inquired if the 486 Youth Apprentices are all within their first two years or brand new to apprenticeship. Lentz responded the 126 continuing are in the two- (2-) year program and 360 new are a mixture of the one- (1-) year or two- (2-) year programs.

The Independent Living grant, aimed at youth aging out of foster care, is a fifteen (15) county project that includes three (3) Workforce Development Boards. The grant provides \$340,000 annually and is a five- (5-) year commitment. We have received our letter of intent and expect to receive the contract in the coming months.

Mingus inquired on which of the other two boards help to deliver Independent Living within our region. Lentz clarified we collaborate with the Washington-Ozaukee-Waukesha Workforce Development Board (WOW) and the Southwest Workforce Development Board. We each provide services in our respective workforce regions.

Jones questioned if the amount is shared between all three boards. Lentz confirmed the amount is shared between all three (3) boards.

The Department of Children and Families came on-site in August to monitor. Their one (1) day visit went well which incorporated meeting with staff from each workforce development board, presentations from each board, a youth panel with youth participants enrolled within Independent Living, along with data and file reviews. More information will be made available once the monitoring report has been received.

Kearney inquired if there exist any programs applicable to foster care that target non-documented youth who will be ageing out of foster care. Lentz stated we receive communication on all youth within our region who are aging out of foster care up until they are 24 years of age. We perform reach out and request participation as they become age-eligible. While citizenship is a requirement for WIOA, it may not be an applicable factor in the state's determination for intake into foster care. We have not had a situation occur in our region preventing access to the Independent Living program to a youth participant based on citizenship.

Leitinger inquired how the Independent Living grant funds are allocated to each board. Tyne mentioned allocation is based on eligible youth population per region along with the percentage of anticipated resources utilized. The grant has a secondary source of scholarship funding which used to be incorporated directly within the grant. The current grant is a "two-tier" system with funds allocated separately for post-secondary education and supportive services.

Agenda Item 4 – Update on Worker/Company Dislocation and Grant Activities – Lentz

Lentz commented the Retail Trade industry continues to be impacted by dislocation. Engagement with individuals affected has proven a challenge. Most want to continue to stay within the industry for flexibility despite the lower wage. For the individuals who want to transition into different industries, we're able to provide significant training supports.



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Leitinger inquired if there is any comparison given to these individuals regarding pay scales in different industries, specifically the average wage for retail worker versus non-retail. Lentz confirmed this information is provided with outreach containing a series of offerings including webinars and repackaged tools from the Department of Labor regarding transferrable skills. The intention is to expand their awareness of potential transition. Hall mentioned there were 22-25 individuals engaged, with additional specialized career events bringing in local employers to articulate specific transferrable skills to their respective industries. Jones inquired if any feedback has been received yet on placement. Hall commented we have not yet received feedback as the events were recent. Feedback will be forthcoming.

Lentz continued to explain the struggles behind finding individuals to connect to industries. Individuals are securing their own employment with the increase of awareness and amount of jobs hiring. Many individuals in retail see the advantages of staying within the industry, such as flexibility for their current life situation. Examples include planning around children, part-time availability, comfortability with the tasks and knowledge required, or limitations on availability for training or retraining. Our creative engagement strategies are trying to appeal and find a solution to these barriers.

Leitinger emphasized transferrable skills are crucial to communicate with career exploration, and mentions reflections of individuals receiving a 40% increase in income transitioning out of retail and into other industries.

Agenda Item 5 – Briefing on PY18 Year and Performance Score Card – Lentz/Hall

Hall mentioned our performance for the program year went exceptionally well as we met or exceeded each federal goal for performance indicators and the improvements over the prior year. Q2 Employment measures are slightly decreasing for adult and dislocated workers year-over-year. The Q2 Employment measure for adult participants is three (3) shy of exceeding measure. The state has not yet completed their out-of-state wage-matching comparison applicable to reporting so the exceeding goal can still be attainable.

The Q4 Employment indicator for dislocated workers is up ~10% (about ten percent) year-over-year and we're seeing an increase in participants staying employed for a longer amount of time. Median Earnings are increasing in comparison to the prior year. The Credential Attainment Rate applicable to trainings provided through the technical colleges and community-based short-term trainings, are demonstrating better outcomes for the adult population in comparison to the dislocated worker population, which can be attributed to individuals who secure employment prior to their training completion.

Woodhouse inquired if the Credential Attainment rate applies toward the transition into college or completion of a program at the college. Hall specified the rate is based on completion of a credential and the Training Navigator staff are performing well at capturing this information.

Lentz mentioned the Q4 Employment indicator reflects emphasis on employment retention. Sustained employment is based on employment length and not necessarily retaining the same employer. Within most industries, there is a lot of opportunity to transition into different positions such as manufacturing. Madison College is currently investing resources into providing a break down for credentials; creating and restructuring coursework into shorter-term certifications to fulfill the needs of individuals who want short-term credentials to reinforce valuable skills, competencies, and benchmarks. Woodhouse added this is of great value and supports an increase in attendance.

Hall continued with the comparison of indicators between all Wisconsin Workforce Development Boards. WDBSCW (WDA 10) is the second largest board in the state, behind Employ Milwaukee (WDA 2) and ahead of the Bay Area Workforce Development Board (WDB 5). Program year 2018 participation included 730 individuals in performance measures with Employ Milwaukee at 1,100 individuals and the Bay Area Workforce Development Board at 550 individuals. Lentz added we are ranked third in funding amongst all boards, falling behind Employ Milwaukee (WDA 2) and Southeast (WDA 1) or Bay Area (WDA 5), depending on their dislocations.

Jones requested confirmation all WDBs have the same federal measures. Lentz confirmed. Specified goal percentages or rates are set with each respective board; however federal measures are the same for each. For example, our adult participant placement goal is 76%, Milwaukee may have 72%. WDBs set their respective goal and receives confirmation and approval from the state. The Department of Labor provides the state with their desired goals and the state is required to negotiate with the boards to make sure the goals set are attainable. We work closely with our contractors to help achieve continued sustainability.

Kearney inquired if goals are ever-changing or if the state would set a maximum. Lentz specified the state strives for an increase each year although does allow feedback from the WDBs for negotiation. If a board were to fail performance metrics for two (2) consecutive years, that board may face board redistribution or disbarment.

Hall detailed the local system design with totals for adult and dislocated worker participant tracking. Program year 2018 reflects an increase in total program exits and a decrease in total participants served in comparison to program year 2017, attributing factors including additional barriers or longer participation timeframe.

About 400 participants received career services and about 340 participants were engaged in training. This program year reflects a balance with participants seeking training and supportive services. About 65% of participants last year were seeking training with the remaining 35% seeking supportive services. This year showed about 58% seeking training with the remaining 42% seeking supportive services.

Kearney inquired if the participant count includes participants with multiple services. Hall confirmed and relayed we're currently working closing with our contractors to provide additional specifics with participant counts in addition to setting more precise contract goals for the new program year.



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Lentz added we're venturing into new strategies for participation. On-the-Job training (OJT) was pushed in prior years when the need for workers was not as plentiful. With the current job demand, the need for OJT is not justifiable and as such, we only implemented three (3) this prior year. Work experience follows suit and we're witnessing a decreasing with the adult and dislocated worker programs. The technical colleges continue to be the bulk of our training population.

Hall commented about two-thirds ($\frac{2}{3}$) of our participants are going through the technical college system with the remaining one-third ($\frac{1}{3}$) going through academies or short-term trainings such as WRTP/Big Step's Carpenter Training. The technical colleges are doing a great job helping students apply for financial aid which aids in keeping costs lower. The short-term trainings provide great success rates though come at a higher cost.

Lentz provided CDL training as a good example. There is a definite need for CDL drivers but the program itself is costly. Leitinger mentioned the average salary for a truck driver is \$70,000 and allows for incarcerated individuals to have an option with this position. Kearney inquired on the cost of CDL training. Lentz mentioned about \$3,800 per student for the training with additional costs for drug testing or housing, when needed. Leitinger asked how long the training takes to complete. Hall mentioned it is about eight (8) weeks for certification.

Lentz noted the technical colleges have maximized the leveraging of funds and thus, decreased the cost per participant for WIOA. The average cost per participant used to be around \$3,000 per year for financial support with \$1,000 in other related costs or supportive services. Our costs now range under \$1,000 per participant.

Leitinger inquired if there are any other private partners for CDL training. Lentz stated [Sun Prairie Diesel Driving School](#) is our main CDL partner and help to refer participants to our services when they attend training. Tyne added we work with them directly to keep a sustainable cost.

Hall continued on with planned and actual service levels and the model refinements made going into program year 2019. The Outreach and Career Planning positions have been integrated to align with recruitment strategies from collaborations and engagements with community-based partners. This improvement has helped with enrollment for reentry initiatives and pre-apprenticeship offerings.

There is an increase in carryover of individuals, due to larger barriers with employment or longer-term durations in training, with program year 2019 bringing in around 900 individuals. Program year 2018 provided placement of 475 participants into employment. Wages are increasing for participants with adult participants making an average of \$15.32 per hour and dislocated worker participants making an average of \$16.50 per hour at the time of exiting out of the program. The data helps to support the Department of Labor's long-term studies on participation within WIOA.

Hall proceeded with an overview on registered apprenticeship. efforts to expand apprenticeships into new areas with the WAGE\$ grant and continue the use of apprenticeships with the Expansion grant. The



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Expansion grant provides latitude and opportunity to collaborate with community-based organizations to engage additional individuals in pre-apprenticeship programming, leading to registered apprenticeships. We are into our fourth year of the WAGE\$ grant with a strong focus on health care, information technology, and industrial maintenance. Our initiatives also include recruiting new sponsors willing to take on apprentices for manufacturing and industrial maintenance.

Our partnership with the Department of Corrections at Oakhill Correctional Institute and Fox Lake Correctional Institution toward reducing recidivism and preparation for release provided 125 individuals with programming; of those, 54 individuals are coming in as new participants. We are currently working with our contractors to co-enroll them into WIOA which will help to improve their success rates securing jobs and retention. We collaborated with the Department of Corrections and Madison College to offer a third round of industrial maintenance training for 15 individuals, which demonstrated great success with the program. 14 of these individuals were placed into full-time employment with an average wage of \$17.20 per hour.

Lentz added an example of an individual who is currently in work release. The individual has accumulated a savings of over \$60,000 based on the work performed through work release while incarcerated. Upon release, the individual will be able to keep his job and have enough savings to avoid common barriers to reentry and aligns with the goal to reduce recidivism. We're striving for this to become the norm rather than the exception.

Hall proceeded with updates on retail dislocation. We have 42 participants going through training that were employed from the retail sector along with ten (10) participants with employment at the time of their exit with an average wage of just under \$15.00 per hour.

Additional funding was received for unique marketing tactics catered to dislocated retail workers, which was utilized to host specialized events with UW Health and Exact Sciences. We've customized data pieces from the Center for Adult Education and Learning to help showcase transferable skills and earning's gains by switching career tracks, in addition to print pieces, online advertisements, and bringing in key players from the job center to help demonstrate where skills could be utilized within new career industries.

Leitinger inquired on the average median wage for retail workers prior to their dislocation and if there are certain industries these participants are gravitating toward. Lentz stated the information is reported via rapid response surveys and we can provide it through follow-up once we've determined the amount. Hall added the majority of participants are going into health care or IT-related fields as they tend to have the largest growth currently, though it is up to the participant on what path they intend to pursue.

Jones inquired if these participants are brought in as ambassadors. Hall mentioned communication has yet to be sent but we're hopeful in securing them as such. Dietmann inquired which marketing strategies have been successful. Hall responded that social media application software such as Facebook is successful in appealing to all different age ranges from youth to older adults. Surveys were included with the retail event and will be tracked and communicated once all are received. Without these survey

submissions, the metro advertisements are hard to gauge. Lentz pointed out that in the early stages of implementation there appeared to be an increase in responses from mailers sent out to individuals on unemployment.

Jones questioned if certain key words on Facebook work better than others. Hall mentioned there are customized words based on topics, buzzwords relatable to age categories, and geotarget ads based on access location. While the advertisements were directed toward individuals within our region, services can be attained from individuals outside our region at any of the job centers.

Agenda Item 6 – Discussion and Initiation of Strategic Planning – Lentz

Lentz moved into discussion on strategic planning. The Planning & Development committee leads strategic planning for the Workforce Development Board. Updating our strategic plan this time around will incorporate additional action as we will also be focusing on updates to our local plan, which aligns with the WIOA state plan. WIOA legislation requires implementation of a state plan for the workforce system, which is used by each state region to develop a local level plan in alignment. Our first local plan created under WIOA was in 2016. Requirements are set to perform a two- (2-) year check-in and revisions every four (4) years.

The Department of Labor released a publication in May 2019 titled [*A Call to Action for Workforce Development Boards*](#) that assists in defining the roles of what the DOL envisions WDBs should be undertaking. The publication outlines four (4) strategic roles that all high-performing boards will play: the strategist, the convener, the manager, and the optimizer.

The state has set a tentative timeline for the vision of their state plan to come out around November. No significant changes have surfaced since our check-in back in May 2019 that would require a dramatic shift in our current local plan, nor do we foresee any significant changes coming within the upcoming state plan. If we can determine that our current local plan is still viable in today's economy or any criteria that may need to be added or removed, we'll be set to articulate or adjust to coincide with the state plan when it is released.

A timeline has been created to assist with planning committee meetings around the strategic planning process in order to frame up priorities and strategies, and plan for the procurement process in 2020. Meetings will be set in November for the committees to cover labor market, service strategies, and alignments. Meetings will be set in January to cover the service delivery model and design concepts as well as any final logistics for procurement decisions and finally, implementation around June and July.

Kearney inquired into the exposure of boards on a national level in regards to conferences or statewide initiatives, and how the work of our board is communicated out to other states. Lentz commented that all states approach planning in different manners and their respective workforce systems are not setup similarly. We, as a board, undertake a larger focus on reentry and youth population which isn't the case with all workforce boards. Priorities are decided upon by each individual workforce board.

Our board is a member of the National Association of Workforce Development Professionals and we have attended conferences in prior years, however most applicable information is provided to us at the federal level. The state collects the information each WDB provides and escalates it up to the DOL who communicates the information out as initiatives or best practices. The DOL administers the [Workforce GPS website](#) which is a repository for best practices performed from various WDBs. Leitinger added that the [Personalized Pathways](#) initiative, geared toward youth, was implemented from this process.

Lentz mentioned the biggest change during our last check-in on the local plan dealt with a change from workforce to talent development and a lot of our work, vision, and goals hold true to the current state vision. The biggest change we foresee to the new state plan incorporates a stronger partnership with the Department of Children and Families, the Department of Corrections, and the Department of Human Services, all of which we currently collaborate with.

Forseth mentioned continuous struggles with an increased separation between individuals who are unable to get out of poverty versus individuals who move into schooling and self-advancement. The new GED that was introduced in 2014 and fully implemented in 2015 was around the time our local plan was developed. An increase in employers requiring a high school credential as a minimum requirement for employment is creating a larger barrier for individuals who lack the credential.

Lentz stated our first goal is to deliver a results-driven “Talent Development System” that provides the opportunity for the region’s job seekers, workers, and businesses to sustain economic viability and a path to self-sufficiency. This goal ties into the separation that Forseth has commented on.

Lentz detailed that part of our first goal relates to this, specifying the framework is built to provide strategic entry points to the stages of skill development for all job seekers. We will continue to work on framing these strategies and spell out additional detail within our local plan if we feel specific strategy work especially well to our functionality.

Mingus requested confirmation that these specific strategies will be included in the full local plan to which Lentz confirmed and reiterated that specifics will be a larger focus once the state has released their upcoming plan.

Dietmann pointed out the current local plan specifies focus on driver industries and inquired on how much focus is placed on non-driver industries in decline, such as agriculture, with suggestion to reach out to them well before displacement. Leitinger agreed and added that underemployment is another sector to strongly focus on.

Lentz directed the board to our second goal referencing changes in driver industries and strategies suggesting the possibility of adding in specific elements about transferrable skills from decline industries into driver industries.

Leitinger commented on industries that tend to be critically impacted, such as graphic design, with layoffs and early retirement packages and suggested implementation within the next 24 months that



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could be incorporated into our local plan to help anticipate these situations or a recovery program for affected industries. If the printing industry suffers from decline, communicating out to affected individuals that their skills set them up for a good transition into logistics and distribution or manufacturing.

Lentz mentioned communication between the state and the Department of Economic Development about implementing an early warning system based on vulnerable companies. With economic growth increasing as it has, the project was placed on hold for the time being.

Goal #3 targets the one-stop collaborative, assuring that the “Talent Development System provides a “One-Stop” at which any employer, worker, or job seeker may enter into the talent development system with aligned resources and programs.

Goal #4 focuses on assurance that programmatic and evaluation results provide partners and elected officials with data to ensure continuous improvement of system activity.

Goal #5 focuses on board and staff development and advancement. Our last round of planning involved implemented strategies such as new board members partnering with existing board members.

Lentz reiterated we welcome any feedback or suggestions for the update to our local plan.

Agenda Item 7 - Adjournment – Cromeey

With no additional business for the committee, Cromeey motioned to adjourn at 1:06 p.m.

Adjourned: 1:06 p.m.

Respectfully Submitted:

Francis Langer
Board Secretary
Workforce Development Board of South Central Wisconsin, Inc.

Attachments for Board Records:

- Minutes from May 2, 2019
- Planning & Development PowerPoint
- Dislocation Activity 2018-19
- Strategic Planning Timeline 2019-20
- WDBSCW Goals Worksheet