

Full Board Meeting

**Wednesday, September 25, 2019
11:00 a.m. to 1:00 p.m.**

**Madison College – Health Building
1705 Hoffman Street, Room 311
Madison, WI 53704-2510**

Members Present: Pam Christenson, Chair; Kathy Cromeey, Laura Cataldo, Paul Dietmann, Michelle Eilbes, Francis Langer, Pam Korth, Linda Mingus, Margaret Leitinger, Ann McNeary, Elizabeth Roddy, Ed White

Via Phone: Marcia Christiansen, John Lalor, Kevin Gundlach, Lisa Pollard, Dave Phillips, Barb LeDuc, Lindsay Jones, Calvin White Eagle

Staff Present: Seth Lentz, Lameece Tyne, Danica Nilsestuen, Jackie Hall, Erin Bechen, Kim Larson, Alex Maves, Briana Shekels, Chris Ziegel

Guests Present: Rebecca Collins, Julie Enloe, Jason Frey (via Phone)

Agenda Item 1 – Introductions & Announcements

Christenson welcomed everyone, called the meeting to order at 11:03 a.m., and noted there was no one registered for public comment. Everyone introduced themselves.

Shekels provided a quick update on the talking point cards enclosed in board folders.

Agenda Item 2 – Review and Approval of the May 15, 2019 Board Meeting Minutes

Christenson asked for a motion to approve the minutes of the May 15, 2019 Full Board meeting minutes as presented. Leitinger moved to approve and McNeary offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion.

Agenda Item 3 – Report of the Executive Committee

Christenson provided a brief summary on the last two (2) Executive Committee meetings and informed the full board of updates to the youth staffing model, specifically the final iteration of the Middle College program and the transfer of the Out-of-School Youth position in Dane County from Madison College to the Employment and Training Association (EATA).

The prior Executive Committee meeting on August 30th provided financial updates and information on new and continuing grants. Tyne mentioned the overall budget for Program Year 2017 was about 70%

WIOA funding and 30% other grant funding. Program Year 2018 was about 68% WIOA-funded with 32% funded from other grants. Final adjustments have been made for program year 2018.

Christenson continued with discussion around board appointments and reappointments for 2020. There are four (4) members currently serving on the board who are up for reappointment, Dave Branson, Marcia Christiansen, John Lalor, and David Phillips. All four (4) members have confirmed their interests to continuing serving on the board. Chief Elected Officials from each county within our region have been notified and the request for their approval has been made.

Board member Alex Fralin has resigned from his position with Madison Metropolitan School District and is relocating to Chicago. Mike Hernandez, Chief of High Schools with MMSD, has been recommended by Jane Belmore, Interim Superintendent with MMSD, as a replacement for Fralin to the board. If willing to accept the position, Hernandez will be seated at the annual meeting scheduled for December 4, 2019.

Committee chairs will need to be appointed for 2020 and were briefly discussed with Christenson reminding the board that the Board Chair position always has to be from the private sector.

The Executive Committee also discussed the WIOA plan and started the engagement of strategic planning for our 2020 local plan.

Agenda Item 4 – Report of the Audit Committee

Dietmann provided the update on the September 12, 2019 meeting of the Audit Committee which was the Entrance Conference presented by Jean Christensen from Wipfli. The audit is looking at core WIOA programs and started on September 16, 2019. Tyne mentioned the audit was completed on September 20, 2019 and is currently in review with Wipfli.

Dietmann mentioned changes to the audit this year which will include balance sheet specifications for assets with and assets without donor restrictions, the addition of a statement of functional expenses which will provide a breakdown of expenses by functional category, and changing disclosures of net working capital-either as a standalone document or footnote(s). Lentz added the feedback from Wipfli as positive and the presentation will be made at the Annual Meeting in December.

Agenda Item 5 – Report of the Planning and Development Committee

Cromey provided the update on the September 5, 2019 meeting of the Planning and Development Committee. Discussion revolved around grant updates on the Rapid Response Allotment grant, the Retail Industry Training grant, the Shopko Dislocation grant, and the Apprenticeship Expansion grant. The Department of Labor did monitor the board and we are awaiting their draft report.

Cromey highlighted program year 2018 summaries provided on the Adult and Dislocated Worker programs, specifically the program report showing planned versus actual service metrics, the federal

scorecard, and the start of discussion around strategic planning for the Planning & Development Committee.

Lentz mentioned upcoming monitoring from the Department of Workforce Development around the WAGE\$ and Apprenticeship Expansion grants and summarized the current status of dislocations in our region. Leitinger expressed her approval of the talking point cards and added the success story mentioned within coincides with the dislocation update.

Agenda Item 6 – Report of the Youth Committee

Roddy provided the update on the September 10, 2019 meeting of the Youth Committee. The Youth Apprenticeship grant was awarded to us and is a collaboration with Dane County School Consortium, Madison Metropolitan School District, and Jefferson County Schools, for a total of \$437,400 to support over 400 youth apprentices.

Discussions pertained to reaching out to youth apprenticeship providers in other parts of our region, trying to align the region as a whole. The Independent Living grant was awarded to us for \$340,000 per year to support youth aging out of foster care. This grant is eligible for renewal each year for four (4) additional years. Monitoring from the Department of Children and Families went well and we are currently awaiting their draft report.

Leitinger inquired if there were any criteria that changed in regards to the Independent Living grant. Lentz commented proposals held the requirement to collaborate with all the local workforce development boards within the IL region. There was no competition for the grant or significant programmatic shifts. Operating parameters were similar to prior IL grants. Tyne noted contract changes in regards to Education and Training Vouchers (ETV). These funds are provided to fund youth who have aged out of the foster care system and who are enrolled in college, university, and vocational training programs. The contracts do not reflect the grant funding applicable to ETV; the funding is still available as its own separate pool of funds.

Roddy highlighted program year 2018 summaries provided on the Youth program, specifically the program report showing planned versus actual service metrics, the federal scorecard, and the start of discussion around strategic planning for the Youth Committee.

Agenda Item 7 – Update on Local Planning Process and Timeline

Lentz moved into strategic planning and communicated out the committee meetings summarizing the timeline plan and the publication *A Call to Action for Workforce Development Boards*. The state is required to do a plan every four (4) years and local plans developed by each respective workforce development board must align with the state plan. Guidance from the state has not been received yet however we want to start the process prior to receiving guidance. We can adjust the plan once guidance is received which will help facilitate the procurement process set for February 2020.

Lentz detailed the timeline process and talking points for upcoming committee meetings. Christenson inquired about the alignment with new partners. Lentz mentioned the state plan will look to combine other partners outside of WIOA. The state hopes for plan expansion to be more collaborative with partners such as the Department of Human Services, the Department of Children and Families, and the Department of Corrections. If the state moves forward with this plan, it will set the expectation that all departments collaborate. We feel well positioned with this possible implementation as we collaborate with these departments already on other non-WIOA grants and programs.

The local plan should be finished and submitted around July 2020. Lentz reflected on our vision, principles, definitions, and goals. Feedback has been received from board members and we're still looking for more. Feedback included proactive approaches for declining industries, focusing on transferrable skills, and detailed performance comparisons against similar program implementors.

Agenda Item 8 – Report and Discussion on Program Year 2018 (July 1, 2018 through June 30, 2019) Programs, Initiatives, and Impacts

Hall moved into the service delivery platform and provided summary of the coordination of our initiatives for program year 2018.. Hall detailed the system design for the Adult, Dislocated Worker, and Youth WIOA programs. Levels are down slightly across all three (3) programs, with Adults and Dislocated Workers accessing solid career services and Youth seeking training services, primarily an increase in Youth Apprenticeship.

Adult program highlights included 437 participants served with no significant shifts in barriers or demographic profiles and a good mix of diversity. 273 participants exited to employment with a median wage reported at \$15.00 per hour. Lentz added foster care is low for our Adult program population. Next year possibility of adding in the Department of Corrections criteria as we continue to work with them.

Langer inquired if there was consensus of the Hispanic population being underserved. Lentz mentioned we look at representation in our community population and are required to do so each year. We serve the minority population higher than the expectation set by the U.S. Equal Employment Opportunity Commission. While diversity representation is a key focus and is classified as *Limited English Proficiency (LEP)*, low income continues to be the dominating barrier.

Cataldo inquired if Youth program individuals transition directly into the Adult program once they've aged out of the Youth program criteria and continue within the WIOA program. Lentz explained program participation is set at the time of enrollment into WIOA. Eligible participants enrolled into the Youth program will continue to stay within the respective program until the case is closed regardless of their age.

Hall continued with the Dislocated Worker program and profiles. 309 participants served with no significant shifts in barriers or demographic profiles. 223 participants exited to employment with a median wage reported at \$16.00 per hour. Funds are diversified between multiple grants.



The Youth program had 301 participants served amounting to 30% of our overall WIOA program. 173 participants exited to employment with a median wage reported at \$11.00 per hour.

Service delivery strategies for all WIOA enrolled participants includes access to career services with a total of 1,036 participants receiving at least one career service in program year 2018. We are seeing an increase in services offered through the job centers to enhance system flexibility in addition to increased collaboration with community-based organizations to provide additional career services toward individuals to help support with job placement.

Over 550 participants engaged in skill training. 64 participants were engaged in adult basic education or alternative secondary school services, the majority of which were Youth program participants working towards obtaining their HSED or GED. 185 participants engaged in short-term trainings offered through the technical colleges, community-based organizations, and private vendors.

Lentz mentioned long-term training participants leverage additional federal funding such as Pell grants which helps to decrease the cost per training, expand outreach to more individuals, and maintains the balance toward investing between short- and long-term training depending on the labor market. Larson added the Independent Living grant participants utilize the Chafee Foster Care Independence Program funds in addition to WIOA funding.

Nilsestuen provided an update on business strategies, serving business and industry partners to create workforce solutions, and coming up with creative ways to help businesses with their worker shortages and engagements.

The 2019 Annual Workforce Strategies Summit focused on employment strategies for individuals releasing from the prison system. The 2020 Summit will focus on retention and strategies for employers to retain employees. Two national speakers are scheduled, Bob McCall speaking about leadership having the greatest impact on worker retention and the importance of addressing diversity of need, and the other speaker presenting on national mental health. We'll also have our One-Stop Operator speak on how companies can modify and incorporate soft skills in the onboarding process and how companies can engage with community services to retain employees.

A new initiative we implemented in August called the *Interview Insider* focused on the high volume of retail dislocation within our area. We received grants to perform outreach which we utilized by hanging up flyers, handing out pamphlets, and setting up office hours in every ShopKo in our region leading up to their closures. Even with this direct access, attaining participants proved difficult. Individuals affected expressed interest to stay within the retail industry and were not familiar with how their attained skills would transfer into other industries.

The Transferrable Skills workshop was created to talk about specific skills in retail and how skills learned within the retail industry would transfer to other high-growth, high-demand industries. Workers had one-on-one meetings with our staff and were invited to attend the Interview Insider event which involved interviews with Exact Sciences and UW Health and presentations explaining the many



pathways to pursuit and grow within their organizations. Shekels recited an email received from one of the individuals involved at the event and his thankfulness for our initiatives.

Nilsestuen continued with sector work which partners businesses who share similar industries like IT, biotechnology, and health care. We pool together companies to network and find solutions to address the worker shortage. The Sauk/Columbia/Marquette Manufacturer's Council and the Made in Dane Manufacturing Network performed meetings to figure out mission, vision, and goals to address moving forward.

A new talent coalition is being put together to help sectors that require technical, highly-skilled individuals with their talent needs. The first meeting is scheduled on November 22, 2019 and will feature Kevin Little to give an overview on the sectors of our region, comparison to other areas, and where there may be areas for collaboration.

Mingus inquired if this applies only to Dane County. Nilsestuen explained this is a partnership with the Southwest Workforce Development Board and will include our whole six- (6-) county region as well as their six- (6-) county region with the intent to stem off into other areas. We're on the committee for the Wisconsin Long-term Care Workforce Alliance which we're looking to bring into the collaborative.

Hall moved into apprenticeship initiatives and reiterated the additional funding received from the state for youth apprenticeship. We've doubled the number of participants enrolled into apprenticeship since last year and our current focus involves bridging the gap between pre-apprenticeship and registered apprenticeship.

Lentz mentioned the WAGE\$ and Apprenticeship Expansion grants help us bridge into new industries and help to collaborate pre-apprenticeship into registered apprenticeship. Nilsestuen added apprenticeship is new to most industry sectors outside of construction and communicating to them how apprenticeship diversifies the demographic pool for potential employees is critical. Getting individuals involved into registered apprenticeship is important to opening up their career pathways while still providing them with wages, which tends to be the largest barrier for training. One current initiative is to collaborate with Urban League and the YMCA to have them repurpose their short-term trainings into pre-apprenticeships that connect to newly established registered apprenticeships.

Mingus explained companies that offer tuition assistance or paid apprenticeships run into issues with communicating out these incentives and inquired on the plan to communicate this initiative. Nilsestuen mentioned there are no resources currently offered through the Bureau of Apprenticeship Standards to talk about registered apprenticeship opportunities for businesses that offer their own trainings, not registered with the state. The state is working toward providing clearer communication in regards to businesses who offer registered apprenticeship. Until then, we utilize staff to get connected to these business apprenticeships.

Roddy commented the ambiguity behind apprenticeship is prevalent, preventing individuals and businesses in participating, and suggested stronger marketing communications to society as a whole to



better explain the functions and benefits of apprenticeship. Nilsestuen mentioned the intimidation surrounding specific industries such as health care or IT. Individuals considering these fields generalize the views of the entry-level positions or the top-level positions, paying little mind to the specialized, mid-level positions. The goal behind these apprenticeship collaborations are to further the knowledge of individuals behind these mid-level positions and how their existing skills can be utilized within these positions.

Larson mentioned engaging youth with apprenticeship proves difficult when working with parents, social workers, or school staff who continue to strongly encourage the conventional two- (2-) or four- (4-) year postsecondary education. Leitinger added college graduates are also less willing to take an entry-level job directly after graduation. Communication should focus on career counseling and entry into the specific company or industry as the opportunity for advancement, rather than viewed as an entry-level position. The onboarding process of employment will be a direct indicator for engagement and retention.

Cataldo inquired on educational institutions which struggle with career pathway exploration in regards to academic planning, and the inclusion of workforce boards to engage students on apprenticeship. Leitinger mentioned instructors encourage students to pursue postsecondary education, and students instead need the connection with employers to understand.

Lentz moved into re-entry investments. The Windows to Work program served 125 participants in program year 2018 with 91 participants now employed post program completion with an average wage of \$14.33 per hour. Leitinger inquired if there plans to expand the initiative to other institutions. Lentz mentioned current focus surrounding co-enrollment for these participants into the WIOA program. Communication is always ongoing between us, the Department of Workforce Development, and the Department of Corrections. We have a diverse set of institutions and we're comfortable with piloting new processes. As these initiatives continue to grow and pursue, we will continue partnership and collaboration.

The Department of Correction's Industry Training Collaboration engaged 15 participants in short-term industrial maintenance training within program year 2018, with another cohort planned for spring 2020. Outside of the industrial maintenance training, there are short-term trainings geared toward construction that the Department of Corrections and Madison College facilitate which we are looking to pursue and connect with.

The Oakhill Job Center serves as the first job center to open in a correctional facility. The Department of Corrections has received additional resources to launch seven (7) new correctional job centers within the year and an additional seven (7) correctional job centers the following year, however staff resources are extremely limited. White inquired on the location of the proposed correctional job centers. Lentz mentioned the process is still in development with our collaboration being the pilot program. Not all of the proposed facilities would be within our south-central region.



The Bureau of Justice grant is a new grant in collaboration with the Department of Corrections, catered to developing strategic plans that increase public safety by reducing recidivism and improving employability of returning offenders.

Larson moved into the Independent Living grant, a 15-county collaborative project involving two (2) other workforce development boards and targeted at youth transitioning out of foster care. Within our South Central region, seven (7) participants were supported in their postsecondary educational needs and 16 participants received supportive services such as security deposits, driver's education, and household necessities such as beds or kitchen appliances. Education, health, employment, and housing are our focus with mental health and housing as the two most common barriers. Social skills, which are typically learned through adolescence, may be missing causing anxieties to run high. Housing accessibility surrounding lack of funding for security deposits and very few appropriate co-signors prove to be a difficult challenge. With the recent addition of a Youth Program Assistant to focus on Independent Living initiatives, we've nearly doubled our participation (16 individuals in program year 2018 and 24 individuals enrolled within the first two (2) months of program year 2019).

Hall finished with employment outcomes detailing average hourly earnings at program exit and the federal scorecard providing positive outcomes for the individuals we are helping, in addition to meeting or exceeding all twelve (12) measures set at the federal level.

Agenda Item 9 – Adjournment

With no additional business for the board, Cataldo asked for a motion to adjourn at 1:00 p.m.

Adjourned: 1:00 p.m.

Respectfully Submitted:

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

Attachment for Board Records:

- Minutes from May 15, 2019
- PowerPoint Presentation
- Strategic Planning Timeline 2019-2020
- WDBSCW Goals Worksheet
- SCM Mission Vision Values Flyer
- Financials Ending June 30, 2019

