

Planning & Development Committee Meeting

Kathy Cromey, Co-Chair—Planning & Development
Margaret Leitinger, Co-Chair—Planning & Development
Pam Christenson, Past Chair
Paul Dietmann, Treasurer

**Dave Branson, Marcia Christiansen, Julie Enloe, Lynn Forseth, Kevin Gundlach,
Lindsay Jones, Todd Kearney, Joe Ledger, Barb LeDuc, Ann McNeary,
Linda Mingus, Dave Phillips, Ryan Pulvermacher, Bryan Woodhouse**

Tuesday, January 28, 2020
1:00 p.m. to 3:30 p.m.

Madison College - Truax Campus
Health Building - Room 311
1705 Hoffman Street
Madison, WI 53704-2510

Members Present: Kathy Cromey, Co-Chair; Margaret Leitinger, Co-Chair; Dave Branson, Marcia Christiansen, Julie Enloe, Lynn Forseth, Todd Kearney, Ann McNeary, Linda Mingus, Dave Phillips, Ryan Pulvermacher

Via Phone: Joe Ledger, Barb LeDuc, Lindsay Jones

Staff Present: Seth Lentz, Lameece Tyne, Danica Nilsestuen, Jackie Hall, Chris Ziegel, Becca Collins

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

Agenda Item 1 - Welcome & Introductions

Cromey called the meeting to order at 1:02 p.m. and welcomed everyone.

Agenda Item 2 - Review & Approval of the September 5, 2019 Meeting Minutes

Cromey requested a motion to approve the minutes of the September 5, 2019 Planning and Development Committee meeting as presented. Phillips 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 - Planning Timeline & Recap

Lentz summarized the upcoming months to include local plan drafting and changes from the 2016 local plan as well as procurement for services for Plan Year 2020 (July 1, 2020 - June 30, 2021). Lentz noted

the upcoming board meeting will have Danica Nilsestuen, Director of Business Services presenting on industry and sector engagement efforts.

Lentz explained the Department of Workforce Development (DWD) has released their draft of the WIOA State Plan for a 30-day review and we are currently awaiting the guidelines for drafting up the Local Plan. Submission of our local plan draft is due to DWD by May 15th. Once the official guidelines are released, we will be able to craft our narratives accordingly.

Lentz reviewed the federal scorecard for Program Year 2018 (July 1, 2018 – June 30, 2019) demonstrating solid performance. While overall volume of participation has slightly decreased, outcomes continue to demonstrate success.

Lentz moved into highlights on training initiatives with community-based organizations (CBOs) and the Department of Corrections (DOC). We continue to build relationships with CBO collaborations while also recognizing the need for long-term training.

Lentz reviewed the Board's Vision and Goals to confirm the priorities and principles remain in alignment with our focus.

Agenda Item 4 – Regional Driver Industry Data Discussion

Lentz moved into labor market information for our local area and the associated driver industry data. *Construction, Manufacturing, and Healthcare* continue to be dominant industries. Cross-sector industries such as *Finance and Insurance, Information, and Management of Companies and Enterprises* are compiled into a cluster titled *Information, Communication, and Technology (ICT)*, which also represents a driver industry for our local region.

Lentz mentioned *Retail* and *Tourism* continue to be important for the region, and while they are not industries based on DWD criteria, we continue to monitor and account for the needs of these industries. Driver industries have not seen much variation since we visited this topic with the drafting of the 2016 local plan. MadREP identified the same driver industries with their research and analysis in May 2019.

Leitinger added that the presentation from the December 4th, 2019 Board meeting, presented by Kevin Little from the Greater Madison Chamber of Commerce, also confirms this information.

Lentz noted further information was requested of our local area's labor market analyst assigned by DWD. We have compiled all three sets of information received through EMSI, DWD, and MadREP into a data book for committee and WDB members to review.

Lentz continued covering the ranked data on the top seven industries from 2018 to 2024 for our local region. *Construction, Manufacturing, and Healthcare* rank within the top seven (7) industries for number of jobs in 2018 and 2024, as well as the largest growth in jobs between 2018 and the 2024 projection. The cross-sector cluster identified as *Information, Communication, and Technology (ICT)* ranks within



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the top seven (7) industries for largest growth percentage between 2018 and the 2024 projection, as well as the highest average wage earners.

Leitinger inquired on cross-references and how they are handled, such as *Healthcare* being heavily involved with *IT*. Lentz explained occupational codes are chosen by their respective entities. Information presented for the committee is compiled by high-level, two-digit industry codes.

Kearney noted the importance of other data elements to provide context. He went onto reference the regional highest growth percentage for *Mining* based on the industry being of a smaller sample within our region. The impact is not overly significant.

Lentz continued with the *Tourism* cluster which crosses into multiple trades in regards to *Arts, Hospitality, Recreation, and Retail Trade*. The cluster continues to grow in selective areas of our region highlighting the importance of inclusion.

Leitinger inquired on perceived correlation between tourism and population growth.

Lentz noted if the need for food service workers decrease, individuals shift their skills into related jobs within the industry, such as delivery or other accommodation positions. Population trends demonstrate workers stay within their same industry, with *Retail Trade* being one of the easily-accessible industries. *Retail Trade* provides workers with benefits not typically found within other industries, such as a flexible work schedule and relatively-easy, mid-level growth.

Leitinger mentioned the increase of hotel and hospitality employers moving to a day-labor model, filling their daily shifts on an *as-needed* basis rather than the typical scheduled shift. This implementation is highly appealing to parents, students, caregivers, and many others with scheduling and lifestyle barriers. These employers are leading the way, integrating technology to make employment more appealing to job seekers.

LeDuc added this model is becoming more frequently utilized as workers are not able to meet the requirements of the 40-hour work week, effectively reducing unnecessary stress that could be caused by the need to fulfill this obligation.

Leitinger requested opinions from other committee members on how their company's view the concept of the shared workforce and part-time models.

Mingus mentioned *Healthcare* typically has around thirty percent (30%) of the workforce at less than 0.9 FTE (<72 hours in a two-week pay period) with most at 0.6 FTE (two 12-hour shifts per week) in the hospital setting. Clinics traditionally follow the Monday-Friday, 8:00-4:30 schedule.

Kearney mentioned *Finance* has implemented a flexible, remote workforce for project implementations. These positions are not centered within branches and allow the worker to be onsite as-needed. Deadlines typically are set on a day- or month-scale rather than an hourly timeframe.

Forseth inquired if distribution centers are included in the *Tourism* cluster. Lentz mentioned follow-up to determine where distribution centers fall within the data.

Lentz touched upon Industry Median Wages, focusing on providing wage earnings greater than \$15.00 per hour and the abundance of positions available. Educational Strategies demonstrate the requirement for a high school diploma within driver industries, with the *ICT* cluster holding a higher concentration of jobs with a requirement for a Bachelor's degree. On-the-job Training Requirements show *Construction* has a high usage for apprenticeship, and an increase of apprenticeship utilization within *Manufacturing*. Current initiatives consist of implementing apprenticeship into the *Healthcare* sector and *ICT* cluster.

Mingus requested confirmation this data is strictly registered apprenticeship through the state. Lentz confirmed, this information is coming directly from the state. Private apprenticeships are not reported to the state or captured on the registered platform.

McNeary inquired if the data is presented on projections of positions that are filled. Lentz confirmed that the information is a position-count for an organization.

Kearney inquired on any additional information that may be significant or missing from the data presented. Lentz noted additional data that can be found within the Data Book provided for anyone wishing to gather any further analysis. The data stays consistent with projections gathered from the 2016 local plan.

Mingus inquired if the U.S. Bureau of Labor Statistics determines the North American Industry Classification System (NAICS) codes. Nilsestuen confirmed.

Forseth mentioned the nonprofit sector within Dane County is comprised of over 3,300 entities and inquired which industry these are classified under. Lentz mentioned nonprofits generally fall into the *Social Advocacy Organizations* subset and is not as straightforward.

Agenda Item 5 – Monitoring Reflections & System Delivery Model Recommendations

Hall explained the local monitoring process began October 2019 at the local level, in addition to state monitoring comprised of governance and oversight, board compliance, regional performance, how we're working with providers, and how the service design is functioning. DWD came onsite for four days beginning January 13, 2020.

Hall mentioned two new review elements which were incorporated into monitoring, participant surveys and staff surveys. 1,100 WIOA surveys were sent out to participants in addition to surveys sent out to a subset of our current service providers.

Hall continued explaining local monitoring incorporates interviews, file reviews, desk surveys, and on-site monitoring for civil rights compliance. Contracts monitored include WIOA Adult, Dislocated Worker, and Youth, as well as the One-Stop Operator and Windows to Work contracts.



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Hall noted highlights including current system performance staying consistent with met and exceeded goals, increases in collaborations with DOC, scaling apprenticeships across industries, and diversifying population engagements. Julie Enloe, local One-Stop Operator, continues to collaborate exceptionally well with our service providers. Positive performance practices reinforce our use of job center staff and college-based staff as solid anchors.

Hall clarified the 2019 Memorandum of Understanding with DWD continues to be in development. Ledger mentioned the state plans to have additional guidance within February to finish up the process.

Hall moved into improvement opportunities. Increasing efficiency in participant engagement, reducing handoffs, focusing in on customer services and accessibility are opportunities for future improvement from feedback received from our service providers and participant surveys. Lentz noted the correlation between increased unemployment and flexibility/specialization. As unemployment remains low, we need to utilize new processes and strategies to be more flexible and relevant to participants.

Hall proceeded into the service delivery staffing model for career and training services. Currently a *Career Planner* will meet with a program applicant to determine eligibility, interview, assess, and enroll the individual seeking access to WIOA career services or training. Individuals needing more career services may continue with the *Career Planner*, otherwise the individual is referred to a *Training Navigator* for training-focused services. The *Career Planner* then hands the participant off to a *Career Services Specialist*. The *Career Services Specialist* offers intensive coaching to help participants obtain employment. They also facilitate enrollment into credentialed, short-term training programs offered by a community partner. At any time a participant can be referred to a *Training Navigator* for cohort or long-term training.

Hall continued that under the new proposed model, we would be combining the *Career Planner* and *Career Services Specialist*.

Kearney inquired on the models utilized for other workforce boards in the state. Lentz noted other Wisconsin Workforce Development Boards (WDB) hold a more generalized approach to field staffing. We are fortunate enough to have *Training Navigators* placed directly in technical colleges whereas other WDBs utilize their field staff at technical colleges as a generalist who can refer individuals to staff which are specialized in areas.

Christiansen commented our board does a tremendous job laying out the information and has a great understanding on the process. While boards may follow a similar model, we can measure and prove the success.

Nilstuen noted other WDBs typically have their business outreach focused around batching individuals into needed employment, handing off these individuals to multiple staff throughout their participation. Our practices have field staff who are working directly with their participants going out in the community, engaging and connecting industry to talent.



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Lentz highlighted recognizing flexibility; being responsive requires different relationships, different locations, and different hours to be prepared to accommodate. Hall added this also requires a push for staff professional development and broadening our reach for individuals who are underemployed or unemployed.

Leitinger reiterated the 88% participation rate in the workforce and affirms that customization and additional integration of technology is crucial to maintain relevance.

LeDuc inquired on the intensive coaching needed for individuals after acceptance of employment and throughout their tenure with the position. Lentz mentioned these aspects are covered through case management services. We typically have not done intensive on-site job coaching. Check-ins happen within the first few days after employment, focusing on placement and retention. Placement will require expanded follow-up, be more intensive, and be a more critical program service moving forward.

Lentz provided a brief overview of the procurement process and suggested revisions going into this year's procurement cycle around flexibility for contracted staffing.

Forseth noted many individuals deal with barriers and requirements, and interact with multiple agencies in addition to the WorkSmart system. Job Service with unemployment; Forward Service with W2 or FSET; transportation, housing, and stable living environment barriers are all large factors at play. Continued focus on collaborations amongst partner programs helps to facilitate the ease of access for these barriered individuals.

Hall concluded with Windows to Work program highlights. Contractual performance is satisfactory and on track to meeting the goals set. Increasing collaboration statewide to support participants with possible relocations. DOC is satisfied with regional activity and do not require procurement for the contract.

Agenda Item 6 – Review and Approval of the Procurement and Contracting Recommendations

Lentz moved into the recommendations.

Recommendation #1: Issue procurement for One-Stop Operator functions

Recommendation #2: Issue procurement for Adult program and Dislocated Worker program Career Services

Recommendation #3: Continue to sole-source the Training Navigator positions with the Technical Colleges for the Adult and Dislocated Worker Program Services

Recommendation #4: Continue to sole-source the Windows to Work contract with the Employment and Training Association



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Kearney requested confirmation these recommendations require motion from the Planning & Development Committee. Lentz confirmed and noted the motion is to approve and present for recommendation to the full board.

Kearney made a motion to approve the recommendations as presented. Branson offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion.

Lentz provided an overview of next steps in terms of a timeline, upcoming procurement, and upcoming local plan submissions.

Agenda Item 7 - Adjournment

With no additional business for the committee, Cromey motioned to adjourn at 2:47 p.m.

Adjourned: 2:47 p.m.

Respectfully Submitted:

Elizabeth Roddy
Board Secretary
Workforce Development Board of South Central Wisconsin, Inc.

Attachments for Board Records:

- Minutes from September 5, 2019
- Planning & Development PowerPoint