

**Workforce Development Board of South Central Wisconsin, Inc.
Full Board Meeting Minutes**

**Thursday, January 18, 2018
Olbrich Gardens – Atrium
3330 Atwood Ave
Madison, WI
11:00 a.m. to 1:00 p.m.**

Members Present: Pam Christenson, Chair; Dave Branson, Laura Cataldo, Paul Dietmann, Rich Hands, Nick Lampono, Alan Langeteig, Francis Langer, Barb LeDuc, Margaret Leitinger, Ann McNearly, Linda Mingus, Melissa Montey, Brian Pulford, Dave Robinson, Elizabeth Roddy, Ed White, Bryan Woodhouse

Guests Present: Jason Frey, Jon Danforth, Julie Enloe, Brian McMahon, Linda Aroonsavath, Lisa Hollman

Staff Present: Pat Schramm, Seth Lentz, Erin Bechen, Danica Nilsestuen, Lameece Tyne, Jackie Hall, Megan David

Christenson called the meeting to order at 11:18 am. She noted a quorum was present and the meeting was properly noticed.

Agenda Item 1 – Introductions & Announcements

Christenson welcomed everyone and everyone introduced themselves.

Public Comment – None

Agenda Item 2 – Review and Approval of November 2, 2017 Full Board Meeting Minutes –

Christenson asked for a motion to approve the November 2, 2017 meeting minutes as presented. Pulford moved to approve the minutes as presented. Langeteig 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 reported that the Executive Committee met on Friday, January 12, 2018.

The Executive Committee approved the staff request to State of Wisconsin, Department of Workforce Development, to transfer \$125,000 from the Program Year 2016 Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker funds to the Program Year 2016 Adult funds. She noted that we are still experiencing significantly higher enrollments of Adults participants than Dislocated Workers. She

reminded the Board that we are allowed to request transfer of up to 100% of the funds available for any program year from the Adult to the Dislocated Worker Program and vice versa.

The Executive Committee received an update on Core WIOA funds and pending grants. The WIOA funds reduced approximately \$211,294 or 6% from the prior year. The 6% was offset by DWD granting us \$228,926 in state set aside funds. Additionally, we have been granted \$904,951 in special project funds from the State Department of Children and Family and the State Department of Corrections. Overall our revenue sources are up \$922,683 or 28.6% dollars over last year.

The Executive Committee also reviewed the work schedule. She reminded Board members that we are in a new procurement year for the WIOA Adult, Dislocated Worker and Youth Programs that will operate from July 1, 2018 through June 30, 2020. The schedule is as follows:

- Planning and Development and Youth Committees met twice each between November and mid-January – preparing recommendations to present to Full Board on January 18, 2018.
- WDB staff will release Requests for Proposals for program services (Adult, Dislocated Worker and Out of School Youth) in mid-February which will be due back at the end of March.
- Review teams will meet in April to prepare recommendations for the May 17, 2018 Board meeting.
- The State of Wisconsin will be conducting their annual monitoring starting on January 29, 2018. DWD will have two teams onsite at the Board office and one at the Dane County Job Center.
- The Department of Labor (DOL) will be monitoring the State of Wisconsin's WIOA implementation. South Central has been selected as a site to visit. The Board will be visited the week of June 11, 2018.
- DOL is requiring all states to update their strategic plans. The State of Wisconsin will be required to submit their plan updates in the spring. Once the state plan is approved and the state receives feedback, they will turn around and request plan updates from the Board's. We expect a request for summer 2018.

Lastly, the Executive Committee was briefed on an open record request from a Law Firm based out of Chicago. The Board was asked to provide all procurement and contactors performance information related to the Program Year 2015 procurement. We completed the request and have not received any additional information requests.

Agenda Item 4 – Report and Recommendation from the Planning and Development Committee

McNeary reported that the Planning and Development Committee met on November 28, 2017 and January 9, 2018.

Lentz shared that at the November 28 meeting, the Committee examined the current program strategies and discussed possible modifications that may be needed to the base model for the Program Year 2018 Request for Proposals. The Committee examined who we are serving in the current year by

demographics, age and education and whether the current model is achieving our goals. The Committee used two different pieces of research as lenses on the effectiveness of our current work including the Georgetown University “Divided America” Study and research from the Brookings Institute “Meet the Out of Work.”

At the January 9 meeting, the Committee took a deeper dive into the PY16/17 operations and made recommendations to guide both the coming Request for Proposals as well as features that the WDB staff and partners need to dedicate to advance the our work.

Meeting minutes from the November 28 meeting are in the Board packet.

He directed members to the summary of recommendations in the packets and reviewed the recommendations that provide opportunities for adjustments.

Recommendation No. 1

Lentz reported that the first recommendation is to maintain a slightly different staffing structure in the urban vs. rural regions. This involves the separation of the Community Outreach function from the Assessment and Triage function. He noted there was some bottlenecking going on and the idea is to separate these functions in the Dane model. In addition, the Committee is recommending the engagement of Career Services staff on the front end to help provide more robust workshop delivery to help demonstrate the value and also incentivize people. This strategy also helps with the alignment with our partners.

Lentz reported that another recommendation involves the Academy Navigator function and short term trainings. Right now we have a third party (not Madison College) providing staff support to these cohorts. The recommendation is to incorporate this role into the Training Navigator function at the technical college.

Lentz shared that in the rural areas the model has held constant. We continue to push Career Services staff providing workshops to regional locations. We have seen service levels slightly lower in areas where we don’t have a facility presence (affiliate job center or job center) so we want to increase service strategies in these locations (Marquette, Columbia and Dodge). In rural areas we want to focus on projects vs. programs including industry engagements.

Recommendation No. 2

Lentz reported that the second recommendation involves pre-apprenticeship and the need to build out the pre-apprenticeship platform across industries. Board staff will work with Madison College, Moraine Park Technical College and partners to grow the pre-apprenticeship platform across the region’s driver industries. Additionally, we would continue to leverage the State of Wisconsin Bureau of Apprenticeship Standards “Wage\$” grant to develop and expand pre- and registered apprenticeship offerings in both traditional and non-traditional industries. The goal would also be to blend in OJT and work experience. Again this strategy would be more project based.



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Recommendation No. 3

The Planning and Development Committee recommends that each WIOA contractor appointed to deliver career services include in their staffing structure the ability to support Rapid Response events. This structure would assign a Career Service Specialist to a unique Rapid Response event with the goal of engaging a minimum of 25% of the affected workers from each formally announced event. Schramm added that this sets a frame. At the May meeting, there will be financial information attached to the recommendations.

MOTION: Christenson asked for a motion to approve the three recommendations as presented and discussed from the Planning and Development Committee. Branson moved to approve the motion as presented. Pulford offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion.

Recommendation: One Stop Operator

Lentz shared that the Board and the Planning and Development Committee is recommending that the Board procure the One-Stop Operator (OSO) services for the 2018 Program Year (PY18 – July 1, 2018 to June 30, 2019).

WIOA requires that Workforce Development Board competitively procure the One Stop Operator; we last procured these services in January of 2016.

The One Stop Operator will provide support to the Dane County Job Center (single comprehensive One Stop (Job) Center and Affiliate Job Center locations in South Central Wisconsin Workforce Development Area.

Proposed Services/Roles:

1. Support the WDBSCW in the management of the South Central Wisconsin One-Stop System Memorandum of Understanding (MOU).
2. Support the WDBSCW in maintaining the Dane County Job Center Comprehensive Job Center Certification status as well as the Affiliate Job Center Certification status.
3. Implement training or staff development, such as customer services training, cross training on Partners services or other community services, for the One Stop Center staff.
4. Support the coordination of outreach and recruitment plans for the One Stop Center.
5. Insure compliance with all state and local policies and procedures related to the One Stop Center. Examples are serve as complaint officer, conduct ADA, Equal Opportunity, and Accessibility compliance reviews and arrange technical assistance as needed.
6. Implement and oversee technology solutions to manage and support enhanced cooperation and coordination of Core Partner Programs (Activities and Resources).
7. Responsible for coordinating physical space planning, monitoring upkeep, and facilitating adjustments.
8. Support the achievement of WIOA performance standards.
9. Support the continuous improvement, integration and alignment of WDBSCW initiatives.



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MOTION: Christenson asked for a motion to approve the OSO recommendation as presented. Dietmann moved to approve the motion as presented. Branson offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion.

Recommendation: Windows to Work

Lentz reported that the Board is recommending to renew the contract with the Employment and Training Association (EATA) to provide Windows to Work (W2W) program services to for Program Year 2018 (July 1, 2018 – June 30, 2019)

- Contract with Employment and Training Association (EATA)
- For up to \$137,750
- To serve a minimum of 50 new participants
 - Approximately 25 per institution

Lentz reminded the committee that Windows to Work is a pre- and post-release program designed to address several criminogenic needs that can lead to recidivism, including employment, education, anti-social cognition, anti-social personality and anti-social companions. The program is funded by a Becky Young Recidivism Reduction Appropriations through the Department of Corrections (DOC) and is operated at the Oakhill Correctional Facility in Dane County and Fox Lake Correctional Facility in Dodge County.

Lentz reported that the Planning and Development Committee discussed this being a sole source contract. There are a lot of credentials and training to be able to deliver this program and the current contractor has staff in place to do this. Lentz noted that if the performance wasn't satisfactory, we would bring this program into the Board operations. The onboarding takes a long time and if contractor changes were needed, performance may not be met.

MOTION: Christenson asked for a motion to accept the Windows to Work contract as a sole source contract with the Employment and Training Association. White moved to approve the motion as presented. Leitinger offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion.

Agenda Item 5 – Youth Committee Recommendation on Youth Program Features

Cataldo shared that she is filling in for Randy Guttenberg. She reported that the Youth Committee met on December 7, 2017 and January 12, 2018. At the December 7 meeting, the committee looked at baseline data for the Board's in school efforts "Middle College" and baseline data for the Board's Out of School efforts. She noted that minutes from the December 7 meeting are in Board packets.

At the January 12 meeting, the Committee discussed recommendations on changes to the two models and future procurement content and contracting strategies.



Schramm reported that at the December meeting, information was shared about the Georgetown report which stresses the need for post-secondary education credentials. Those with high school diploma or less are really struggling. The focus needs to be on these individuals to help them move into career paths. She directed members to minutes and handouts. Schramm went over the Youth Committee discussions to back up the Committee's recommendations.

First Schramm shared that the youth work has been difficult. When the Board came into PY15, the federal level funds had change. Prior to PY15, 75% of funds were dedicated to In School Youth (ISY) and 25% of funds on Out of School Youth (OSY). Under the Workforce Innovation and Opportunity Act (WIOA) legislation, this flipped. She noted that OSY does include drop outs and those who are truant. We did research in region on what was out there and what we could build on and we found no one really owned this work on a large scale. At that time, we asked the Board not to do a traditional procurement but a request to community for the designing and prototyping initially and then eventually contracting. We worked with Moraine Park Technical College (MPTC), Madison College, Operation Fresh Start (OFS), and Dane County Schools Consortium. We approached CESA5 but they weren't interested. She shared that we did get a design out of this collaboration.

WIOA In School Youth funded Programming – Middle College

Schramm explained that Middle College has three distinct areas – manufacturing, health care and culinary. Student's earn 13 transcribed credits. The instruction has evolved from 2012-2017 with significantly improved student successful completion and movement from Middle College to post-secondary education. We looked clearly at the past two years where we had exit data and we found only 8 students who were unemployed and a year later, only 4. The results showed a lot of success.

We also looked at deployment over the years. In Dodge, the schools were going to go together and have a manufacturing course and then students would move to MPTC. This just didn't happen. We hope to build out Dodge County.

WIOA Out of School funded Programming

Schramm reference a handout which summarized the PY15 adopted out of school youth model. Schramm stated that we are working on taking the Career Pathways platform and thinking about secondary to post-secondary education. Goal support young adults moving into post-secondary education with the goal to obtain a post-secondary credentials. The other feature of the model was to assure that one caring adult would start with each young person's first program engagement and stay with them through any and all programs they receive. Schramm pointed out that the engagement stages of the model are not sequential, people can do things at the same time (i.e. high school diploma work with technical college coursework).

Also – we did not want to duplicate career services we had in the adult model. The final feature was to add Resource Specialist that added a social work function into our model. The Resource Specialist serves as a trouble shooter, helping identify housing, and other support service resources.



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Recommendation No. 1: ISY – Middle College

- a. Recommendation to sole source contracts. The recommendation is to continue the Middle College Program via sole source contracting to Madison College. In addition, sole source for PY18/PY19 the Dane County School Consortium contract. The Youth Committee recommends that the training continue in at least the following areas: manufacturing, health care, culinary.
- b. Recommendation on additional enhancement to support the Middle College program success.
 - a. The WDB Youth Committee is recommending that a transition brand be applied to “middle college” which will move the brand to “early college”.
 - b. More aggressively seek additional funding strategies to support Middle College work.
 - c. WDBSCW staff will work to build stronger linkages between Job Center based career services and business services to support the retention of Middle College students as they move into employment.

LeDuc asked about rural counties. Schramm noted that we have Youth Training Navigators at Madison College satellite campuses to support Middle College.

The financial recommendation to support Madison College and Dane County Schools will be made to the full Board at the May 17, 2018 meeting.

Recommendation No. 2: OSY

- a. Recommendations to continue sole source contracts for Youth Training Navigators housed with Madison and Moraine Park Technical College and evaluation of Gateway to College before any recommendation to continue contracting is made.
 - 1) The WDBSCW staff will be recommending that the Youth Training Navigators continue to be sole sourced to Madison and Moraine Park Technical College. Placing these positions inside of the college has maximized the student access to resources of the college to support their success.

The financial recommendation to support Madison College and Moraine Park Technical College will be made to the full Board at the May 17, 2018 meeting.

- 2) The Workforce Development Board staff is recommending an evaluation of the Board’s funded Gateway to College impact to WIOA out of school youth before any additional funding is recommended. Gateway is a sole sourced contract which is not competitively procured. Madison College is the only provider in our region of the “Gateway to College” programming. During PY16-17, 28 students were enrolled in Gateway to College. Of the 28 students, 4 have completed Gateway to College and earned a High School Equivalency Diploma (HSED). 12 students dropped from the program, which gave the program a 25% positive completion rate. On initial examination it appears that the Madison College Youth Training Navigator is obtaining better results by helping students access the College’s regular GED programming. The WDB staff will include Gateway to College in its recommendation to the full Board in May 2018.



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3) WDBSCW staff is recommending to continue sole sourcing contracting of the Resource Specialist Positions serving Columbia, Dodge, Jefferson, Marquette and Sauk Counties. After one year of searching for a partner, the WDBSCW staff identified the Central Wisconsin Community Action Council and the South Central Community Action Coalition as the only entities equipped to provide this service outside of Dane County. These positions are co funded by WIOA and the Children and Family Aging out of Foster Care (Chaffee Funds).

b. Recommendations to support the framework of the PY18/19 Requests for Proposal Bid Specifications for Core Out of School Youth Programming.

The WDBSCW staff recommends that the Workforce Development Board maintain the elements of the original design in the PY18/19 Request for Proposals but with the following additions:

1) Bidders will need to describe strategies to outreach to high school seniors who are eligible but do not have a post graduations plan.

c. Recommendations on additional enhancements to support the Core Out of School Youth Programming.

The WDBSCW staff will likely recommend an innovation fund be established to design and implement out of school programming in our rural – not Dane areas. At this stage we expect the fund to be closely tied to our business partners and anchored on the topic of creating a trained talent pipeline. Full staff proposal will be provided to the Board in May 2018.

LeDuc shared that the technical college stigma is still present in schools. How is this addressed? Schramm shared that we are talking to the parents. We have also been doing GuidEd tours – faculty of high schools joining with industry to tour their companies with the goal of and breaking down stigmas.

Woodhouse shared that it is starting to shift. There are a lot of programs and collaboration with schools to educate on the curriculum. Cataldo mentioned that new this year is legislations requires academic career planning in schools.

Leitinger stressed that branding is so critical.

Alignment of WIOA Pre-apprenticeship opportunities with DOL Youth Build, optimize opportunity for integration

After the WDBSCW completed its initial design work for the WIOA funded out of school youth program, the Department of Labor issued additional guidance and regulations. A section of the regulations applies specially to the integration between WIOA pre-apprenticeship training and Youth Build and the status of Youth Build as a pre-apprenticeship program. Within the Youth Build regulations, DOL specifically states that a Youth Build program that is aligned with one or more registered apprenticeship programs is considered a pre- apprenticeship program. This condition applies directly to Operation Fresh Starts’



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Youth Build funded Pathways program. Currently Operation Fresh Start operates the Pathways Program as a high school equivalency recovery program. The work experience and occupation skill training facet of the programming is based on utilizing instruction in the technical skills of construction to apply academic learning.

The Board staff is recommending that instead of bidding for an OFS Pathways like programming for PY18, the WDBSCW staff will work with OFS to formalize with the State of Wisconsin's Bureau of Apprenticeship Standards Pre-apprenticeship status for Operation Fresh Start. The WDBSCW staff would then assist Operation Fresh Start with a WIOA Individual Training Account Application. This model would establish a per student price for OFS Pathways Programming. The Board would then fund Operation Fresh Start through our participant reservation system and assign whichever contractor holds the Dane County Out of School Youth core service contract under the WorkSmart Network to provide eligibility screening and integration into the full spectrum WorkSmart Services for OFS's pre-apprenticeship student's engagement beyond Fresh Start.

Recommendation No. 3 – Alignment of Pre Apprenticeship with Youth Build

The Youth Committee and Board staff are recommending to not include the OFS Pathways model in the PY18 out of School Youth Request for Proposal process. Staff will immediately begin working with OFS to formalize with the State of Wisconsin's Bureau of Apprenticeship Standards, Pre-apprenticeship status for Operation Fresh Start. The Bureau of Apprenticeship Standards will hold its next round of approvals in mid-April 2018. The WDBSCW staff would then assist Operation Fresh Start with a WIOA Individual Training Account Application, assign a WorkSmart Network representative to assist with eligibility determination and enrollment and provide supportive services and program retention services as needed. This activity would also expand OFS's eligibility to access Adult funds for young adults 18 and older who are also eligible to be supported by the Individual Training account fund.

MOTION: Christenson asked for a motion to accept the three youth recommendations as presented. LeDuc moved to approve the motion as presented. Branson offered the second. No discussion followed on this motion. The vote was unanimous in favor of the motion. Woodhouse abstained.

Agenda Item 8 – Meeting Adjournment

With no additional business for the Committee, Christenson asked for a motion to adjourn at 12:54 p.m.

Adjourned: 12:54 p.m.

Respectfully Submitted:

Brian Pulford
Board Secretary
Workforce Development Board of South Central Wisconsin, Inc.

Attachment for Board Records:



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- Agenda
- Draft Full Board Meeting Minutes from November 2, 2017
- January 12, 2018 Executive Committee Meeting Minutes
- November 28, 2017 Planning and Development Committee Meeting Minutes
- Planning and Development Committee Recommendation
- Youth Committee Recommendation
- Data
- Financials
- Talking Point Cards



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