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

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This Annual Report highlights our progress and investments to build a responsive, aligned talent development system to support the workers, businesses and communities of our region between July 1, 2015 and June 30, 2016.

Over the past year, we’ve invested in Career Pathway-modeled initiatives that supports the skill needs of business and industry to ensure economic viability. It required collaboration with partners in industry, education, community and economic development. Together, we identified and delivered high-quality, high-impact workforce solutions to help our region thrive.

We committed $3.89M toward employment, education, training and support services through our One-Stop System to help more than 1,684 unemployed and underemployed adults, dislocated workers and youth across South Central Wisconsin.

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

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

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

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

Executive Summary

“Our focus continues toward meeting the current and future needs of our strategic partners and our local workforce to promote a healthy economy.” -- Alan Langeteig, WDBSCW Board Chair
At the Workforce Development Board of South Central Wisconsin we believe that our communities have the potential to thrive with the support of a results-driven, responsive talent development system for businesses, job seekers, and workers.

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

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

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

We also recognize that workers and job seekers in our communities face obstacles that limit their career potential. In fact, more than 73,000 adults in our region live in poverty—with many of them needing additional supports and services to overcome barriers and attain self-sufficiency. That’s why we’re committed to making workforce development resources available to the unemployed and underemployed adults, dislocated workers and youth that need them the most.

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

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

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

Increasing Service Access with American Job Centers and Affiliate Centers
American Job Centers (also known as One-Stop Career Centers) are comprehensive sites designed to connect customers to employment and training services under WIOA. The Centers offer training referrals, career counseling and assessment, labor market information and similar employment-related services. Under one roof, individuals with multiple needs can access other related services from other partner agencies.

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

WIOA Tool Kit
Our teams of the WorkSmart Network use WIOA-supported pre- and post-employment strategies and resources (see figure) to help develop a demand-driven workforce development system for both businesses and workers in our region.
Our investment in manufacturing is a commitment to our company’s future, and as we continue to grow, we are extremely grateful for our dedicated workforce. Our mission will always be focused on providing a stimulating work environment for our employees that promotes personal growth, individual contribution and teamwork.

-- Senior Human Resources Generalist, Bell Laboratories
Business-Minded Solutions

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

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

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

Investments with Impact: Rapid Response (Layoff Transition)
Managing layoffs, downsizing and restructuring can be challenging for companies. Our Rapid Response team provides assistance to businesses and its affected workers to lessen the impact as much as possible. Last year we assisted 6 companies with services to help ease the transition for more than 685 workers affected by closings, downsizing or mergers.
Adult Worker Strategies

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

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

**Investments with Impact: Re-Entry Programs**
The Wisconsin Department of Corrections-supported Windows to Work program helps ex-offenders prepare for re-entry into communities in our region with the career and wrap-around supports they need most. The program content has also been infused into our jail-based Job Center project as part of the LEAP grant with the U.S. Department of Labor. Last year, our re-entry programs and services supported 89 ex-offenders prior to and post-release.

**Investments with Impact: Academies**
We’re helping to address skill shortages that exist between job seekers and high-demand career pathways with Academies. These short-term, accelerated technical training programs help individuals quickly skill up with credentials to move into skilled jobs in in-demand industries.
Getting a Fresh Start
Kirby is getting a fresh start with help from the Windows to Work Program.

As part of her 14-month sentence at the Dane County Jail, Kirby was given the opportunity to join the Windows to Work program. She saw it as her chance to a better her life after release.

“When you’re in jail especially for a long amount of time, it’s hard,” Kirby says. “You lose your house, you lose your job, you lose everything when you’re there.”

As part of the 12-week re-entry program, she’s been working with her Career Coach at the Jail to prepare for release with work readiness and cognitive behavioral activities. The program’s design focuses on elements to help participants gain self-sufficiency and utilize career services and supports to help reduce the chances of re-offending. The initiative is made possible with grant funding from the U.S. Department of Labor and its LEAP initiative.

And it’s companies like Cranberry Creek that are giving her opportunity even before release. Kirby was hired on by the Madison-area catering company as part of her sentence’s work release privileges.

Kirby has successfully completed the program and has been offered a full-time position with Cranberry Creek upon her release in October 2016.

I know that by completing this program, my future is going to be brighter.
-- Department of Corrections Industrial Maintenance Training Pilot Participant

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LOCAL IMPACT
154
Number of adults engaged in short-term training (Academies) leading to credentials and industry-demanded career pathways last year

100%
Completion rate for the 15 inmates engaged in a brand-new training program for industrial maintenance career pathways

$15.90
Average hourly wage for WIOA participants finding training-related employment
Dislocated Worker Strategies

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

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

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

**Investments with Impact: WIOA Dislocated Worker Program**
The WIOA Dislocated Worker Program offers intensive career and training services for displaced workers to transition back into the workforce. Last year, more than 500 displaced workers sought services through the program for skill training and re-employment help.
Making the Transition
In November 2015, Tyson Foods announced that it would be closing the doors of its production plant in Jefferson, Wisconsin. The news meant that nearly 400 workers would soon be out of work. And it left workers like Yesenia, a plant laborer, and Sue, a supervisor, and likely many more, unsure of their next move.

But it was soon after the announcement that Yesenia and Sue met with the Rapid Response team, learning what services and programs were available to help them transition back into the workforce.

With help from the WIOA Dislocated Worker Program, they’re already back in the classroom at Madison College’s Fort Atkinson Campus, improving their computer skills through a new Computer Basics Academy.

“I’ve learned so many new skills [while in the program] and I’m ready for my next training.”
-- Yesenia, WIOA Dislocated Worker Program Participant

“We’ve become so much more confident on the computer because of this training,” says Sue. “It’s been an awesome boost for us!”

The former Tyson employees plan to continue their education and re-skill for new career pathways in areas of manufacturing or transportation.

LOCAL IMPACT

685
Number of dislocated workers we provided Rapid Response services to last year

265
Number dislocated workers in the WIOA Dislocated Worker program finding employment last year
Youth Strategies

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

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

**Investments with Impact: Middle College**
Middle College is quickly gaining recognition as a leading talent development program for youth in our region. Since its launch in 2010, more than 400 high school students have engaged in Middle College’s dual-credit career pathway programs in healthcare, manufacturing or culinary arts across South Central Wisconsin. Under the design, at-risk high school seniors study at technical college campuses and then apply their new skills during a paid summer internship with our industry partners.

**Investments with Impact: Youth Apprenticeship**
Under a work-and-learn model, Youth Apprenticeship helps high school juniors and seniors gain career readiness and industry skills both in the classroom and work environments. The model helps guide students both through academics and the workplace through mentorship and instruction.
Inspiring Young Minds
Drew speaks proudly of his time in the kitchen learning to cook. So much that it’s inspired him to make a career of it.

That’s why the La Follette High School senior enrolled in the Middle College program.

This WIOA-funded In-School Youth initiative gives high school students like Drew a head start on college and the confidence to continue toward a great career pathway in culinary arts, healthcare or manufacturing. In just a few semesters, Drew could earn more than 25 college credits toward his degree and an industry certification along with his high school diploma. He also learned new skills during an internship with a local restaurant through the program’s design.

“That Middle College is a great program,” says Drew. “I’m already using and applying what I’ve learned in the classroom and on the job.”

Now, the recent graduate is enrolled full-time at Madison College in the Culinary Arts program with advanced standing. He’s continuing his education while employed by Bishop’s Bay country club working with its culinary team.

Starting my college journey here was a great decision.
-- Italia, Middle College Participant, Class of 2016

LOCAL IMPACT

467
Number of high school students supported in their career pathways via Middle College or Youth Apprenticeship in program year 2015

85%
Percentage of Middle College students pursuing post-secondary education or found employment post program

371
Number of students learning and earning while engaged in Youth Apprenticeship programming
The Year in Numbers

A snapshot of our work in Program Year 2015, which ran from July 1, 2015 through June 30, 2016 reflects the impact of our investments in the people, businesses and communities we serve.

- $3.89M Invested in WIOA Programs for Adults, Dislocated Workers and Youth
- 1,684 Participants Engaged in WIOA Adult, Dislocated Worker and Youth Programs
- 18,000+ Number of Visits Made to American Job Centers in South Central Wisconsin in the last six months
- 658 Number of Dislocated Workers Receiving Rapid Response Services
- 2,500+ Number of Business Solution Activities Conducted
How We Measure Up

We’re accountable not only to the customers we serve, but to our local, state and federal policymakers. As stewards of federal grant funding it’s our responsibility to make sure that our workforce development investments under the Workforce Innovation and Opportunity Act achieve the goals and the performance standards set forth by the U.S. Department of Labor. Here’s how we measured up in Program Year 2015 (July 1, 2015 to June 30, 2016). Rates shown below are a percentage of the goal.
## Financials
*(Year ending June 30, 2016)*

### Statement of Financial Activities

#### OPERATING REVENUE

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<tr>
<th>Source</th>
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<tr>
<td>Government Grants</td>
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<tr>
<td>Other Revenues</td>
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<td><strong>TOTAL OPERATING REVENUE</strong></td>
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#### OPERATING EXPENSES

**Program Services***

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<tr>
<td>Adults and Dislocated Workers</td>
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<td>Youth</td>
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<td><strong>Total Program Services</strong></td>
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<tr>
<td><em>Training costs included above ($1,456,749)</em></td>
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**Other**

<table>
<thead>
<tr>
<th>Source</th>
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<tr>
<td>Project Costs</td>
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<td>Wisconsin Fast Forward Grants</td>
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<tr>
<td>Youth Apprenticeship</td>
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<td>Windows to Work Program</td>
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<tr>
<td>Rapid Response</td>
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<td>U.S. Department of Labor Workforce Innovation Fund Grant (Skills Wisconsin Initiative)</td>
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<tr>
<td>U.S. Department of Labor Linking to Employment Activities Pre-Release (LEAP) Grant</td>
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<td><strong>Total Other</strong></td>
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**Supporting Activities**

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<tbody>
<tr>
<td>Management and General</td>
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<tr>
<td>Grant Development and Writing</td>
<td>$36,382</td>
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<tr>
<td><strong>Total Supporting Activities</strong></td>
<td><strong>$399,561</strong></td>
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</tbody>
</table>

**TOTAL OPERATING EXPENSES**

| Amount  | **$5,980,493** |
Moving Forward

Dear Workforce and Community Members,

We are pleased to share with you with the Workforce Development Board of South Central Wisconsin's Annual Report for 2016. This report is a window into our work and the life-changing stories that you help make possible.

And we’re already looking forward to our work in the year ahead, with new investments and initiatives to support the people and communities we serve.

We assure you that these strategic investments will abide by the principles that make our work humanly possible: collaboration to deliver customer-focused and innovative workforce solutions that respond to changing business and industry needs, and holding the fiscal integrity to steward and invest in quality initiatives that value people and grow our region.

We are honored to serve as the steward for investments that truly change lives. On behalf of the Workforce Development Board of South Central Wisconsin, we thank you for your continued partnership and support of our work.

Pat Schramm
CEO/Executive Director

Staff

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Director of Administration
Andy Clayton
Program Manager
Jackie Hall
Director of Quality & Communications
Kimberly Larson
Program Manager
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Michael Stluka
Senior Program Manager
Lameece Tyne
Director of Finance
Alicia Vann
Fiscal Assistant
Stronger Businesses. Stronger Workers. Stronger Communities.
The Workforce Development Board of South Central Wisconsin (WDBSCW) is a private, not-for-profit 501(c)(3) organization dedicated to helping businesses and workers in the Wisconsin counties of Columbia, Dane, Dodge, Jefferson, Marquette and Sauk. With this charge, we partner with workforce, education, economic entities to design and deliver high-impact workforce strategies to ensure our local workforce is prepared to meet the needs of business in our region.

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Learn more at wdbscw.org

An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Wisconsin Relay Service at 711. Proud partner of the American Job Centers network. Funding sources include the Workforce Innovation and Opportunity Act (WIOA).