



# WEST CENTRAL

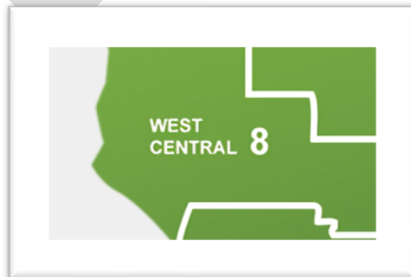
## WORKS

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WIOA Plan Contact:  
Jon Menz  
Chief Executive Officer  
800 Wilson Avenue  
Suite 310  
Menomonie, WI 54751

### Program Year 2024-2027 WIOA Local Plan

Local Plans serve as a four-year action plan (July 1, 2024, through June 30, 2028) to develop and align service delivery strategies with the State's strategy, vision, and goals as outlined in the PY2024-PY2027 WIOA State Plan Overview. WIOA Section 108(a) requires local WDBs and Chief Elected Officials to develop and submit a comprehensive four-year Local Plan that supports the vision of the State Plan.



**Local Area:** WDA 8 – West Central Wisconsin

**Units of Local Government:** Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties.

**Plan Period:** July 1, 2024 – June 30, 2028

### Section I: Local Analysis

For those local WDBs that are part of a planning region, Section I may be removed from the Local Plan submission since it duplicates the questions in the Regional Plan.

1. Provide an analysis of the labor market data and economic conditions in the local area, including:
  - a. **Existing and emerging in-demand industry sectors and occupations; and**
  - b. **The employment needs of employers in those industry sectors and occupations.**

West Central Wisconsin is a workforce development area (WDA) that consists of nine counties: Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk, and St. Croix. According to the 2019 American Community Survey, the WDA had a population of 627,504 and a labor force of 334,775. The WDA is home to diverse industries such as manufacturing, health care, education, retail, and agriculture. This document provides a summary of the current labor market for West Central Wisconsin based on the latest data from the Bureau of Labor Statistics (BLS).

The unemployment rate is the percentage of the labor force that is unemployed and actively seeking work. The BLS reports the unemployment rate for each WDA on a monthly basis. The latest data available is for March 2021. The table below shows the unemployment rate for West Central Wisconsin and its comparison with the state and national averages.

Area	Unemployment Rate (%)
West Central Wisconsin	4.1
Wisconsin	3.8
United States	6.0

As the table shows, West Central Wisconsin had a lower unemployment rate than the national average, but slightly higher than the state average in March 2021. The unemployment rate for the WDA decreased by 0.5 percentage points from February 2021, and by 5.5 percentage points from March 2020, when the COVID-19 pandemic hit the labor market. The chart below shows the trend of the unemployment rate for West Central Wisconsin from March 2020 to March 2021.

[URL of a line chart showing the unemployment rate for West Central Wisconsin from March 2020 to March 2021, with a peak of 9.6% in April 2020 and a low of 4.1% in March 2021]

The BLS also reports the employment and wages for each WDA on a quarterly basis. The latest data available is for the fourth quarter of 2020. The table below shows the employment and average weekly wages for the major industry sectors in West Central Wisconsin and their comparison with the state and national averages.

Industry Sector	Employment	Average Weekly Wage	Employment Change (%)	Wage Change (%)
Total, All Industries	244,562	\$909	-3.6	5.4
Manufacturing	55,749	\$1,057	-4.1	4.6
Health Care and Social Assistance	39,396	\$903	-1.9	7.4
Retail Trade	28,631	\$578	-4.4	4.9
Education Services	19,640	\$1,026	-6.9	5.7
Accommodation and Food Services	16,761	\$302	-17.5	3.8
Wisconsin	2,677,980	\$1,099	-4.5	6.2

United States	131,455,921	\$1,278	-6.8	7.0
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As the table shows, West Central Wisconsin had lower employment and average weekly wages than the state and national averages in the fourth quarter of 2020. The WDA also experienced a smaller decline in employment and a lower increase in wages than the state and national averages from the fourth quarter of 2019 to the fourth quarter of 2020. The industry sectors that had the largest employment losses were accommodation and food services, education services, and manufacturing. The industry sectors that had the highest wage growth were health care and social assistance, education services, and retail trade.

The current labor market for West Central Wisconsin shows signs of recovery from the impact of the COVID-19 pandemic, but still faces challenges in terms of employment and wages. The WDA has a lower unemployment rate than the national average, but slightly higher than the state average. The WDA also has lower employment and average weekly wages than the state and national averages, and experienced a smaller decline in employment and a lower increase in wages from the fourth quarter of 2019 to the fourth quarter of 2020. The WDA has a diverse mix of industries, with manufacturing, health care, education, retail, and agriculture being the major sectors. The WDA needs to continue to support the workers and businesses in these sectors, as well as to explore new opportunities for growth and innovation in the post-pandemic economy.

Over the next decade we anticipate growth in the following areas included in this reporting from the Wisconsin Department of Workforce Development. Including but not limited to the following:

### WEST CENTRAL WORKFORCE DEVELOPMENT AREA-LONG TERM INDUSTRY PROJECTIONS, 2020-2030

WDA8: BARRON, CHIPPEWA, CLARK, DUNN, EAU CLAIRE, PEPIN, PIERCE, POLK AND ST. CROIX COUNTIES

Industry	2020 Employment <sup>(1)</sup>	2030 Projected Employment	Employment Change (2020-2030)	Percent Change (2020 - 2030)
<b>Total All Industries</b>	<b>213,421</b>	<b>230,292</b>	<b>16,871</b>	<b>7.91</b>
<i>Goods Producing</i>	48,246	51,863	3,617	7.50
Natural Resources and Mining	4,326	4,533	207	4.79
Construction	8,416	9,225	809	9.61
Manufacturing	35,504	38,105	2,601	7.33
<i>Services Providing</i>	147,867	160,612	12,745	8.62
Trade, Transportation, and Utilities	39,650	44,118	4,468	11.27
Information	1,319	1,182	-137	-10.39
Financial Activities	7,058	7,819	761	10.78

Professional and Business Services	14,655	17,037	2,382	16.25
Education and Health Services	48,327	49,678	1,351	2.80
Leisure and Hospitality	17,494	19,966	2,472	14.13
Other Services (except Government)	7,530	8,485	955	12.68
Government	11,834	12,327	493	4.17
<b>Self Employed</b>	<b>17,308</b>	<b>17,817</b>	<b>509</b>	<b>2.94</b>

(1) Employment is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment also includes jobs among self-employed.

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, December 2022

## WEST CENTRAL WORKFORCE DEVELOPMENT AREA

### Annual Average Employment by Subsectors

WDA8: BARRON, CHIPPEWA, CLARK, DUNN, EAU CLAIRE, PEPIN, PIERCE, POLK AND ST. CROIX COUNTIES

NAICS Code	Industry/NAICS Title	Year		Change	Percent Change
		2022	2019	2019-2022	2019-2022
0	All Industries	346,890	352,462	-5,572	0.0
111	Crop Production	211	238	-27	-0.1
112	Animal Production and Aquaculture	1,143	1,920	-777	-0.4
113	Forestry and Logging	104	132	-27	-0.2
114	Fishing, Hunting and Trapping			0	#DIV/0!
115	Support Activities for Agriculture and Forestry	369	326	43	0.1
212	Oil and Gas Extraction	125	205	-80	-0.4
213	Mining (except Oil and Gas)			0	#DIV/0!
221	Support Activities for Mining	1,273	1,180	93	0.1
236	Utilities	2,437	2,385	52	0.0
237	Construction of Buildings	1,178	1,103	75	0.1

238	Heavy and Civil Engineering Construction	7,107	6,712	394	0.1
311	Specialty Trade Contractors	7,068	6,964	104	0.0
312	Food Manufacturing	1,011	878	133	0.2
313	Beverage and Tobacco Product Manufacturing	139		139	#DIV/0!
314	Textile Mills	201	218	-17	-0.1
315	Textile Product Mills	55	59	-4	-0.1
316	Apparel Manufacturing	296	293	3	0.0
321	Leather and Allied Product Manufacturing	1,312	1,208	104	0.1
322	Wood Product Manufacturing	1,863	1,706	157	0.1
323	Paper Manufacturing	1,496	1,693	-197	-0.1
324	Printing and Related Support Activities			0	#DIV/0!
325	Petroleum and Coal Products Manufacturing	1,767	1,739	28	0.0
326	Chemical Manufacturing	3,241	2,872	369	0.1
327	Plastics and Rubber Products Manufacturing	1,147	1,078	69	0.1
331	Nonmetallic Mineral Product Manufacturing	999	1,100	-101	-0.1
332	Primary Metal Manufacturing	7,024	7,242	-218	0.0
333	Fabricated Metal Product Manufacturing	6,021	6,148	-127	0.0
334	Machinery Manufacturing	3,011	3,396	-385	-0.1
335	Computer and Electronic Product Manufacturing	2,624	3,092	-468	-0.2
336	Electrical Equipment, Appliance, and Component Manufacturing	1,242	1,250	-9	0.0
337	Transportation Equipment Manufacturing	975	972	4	0.0
339	Furniture and Related Product Manufacturing	1,824	2,020	-195	-0.1
423	Miscellaneous Manufacturing	8,125	7,761	364	0.0
424	Merchant Wholesalers, Durable Goods	5,014	4,572	442	0.1
425	Merchant Wholesalers, Nondurable Goods	582	664	-82	-0.1

441	Wholesale Trade Agents and Brokers	4,404	4,492	-88	0.0
444	Motor Vehicle and Parts Dealers	2,929	2,993	-64	0.0
445	Building Material and Garden Equipment and Supplies Dealers	7,170	6,949	221	0.0
449	Food and Beverage Retailers	1,778	1,972	-194	-0.1
455	Furniture, Home Furnishings, Electronics, and Appliance Retailers	6,529	6,302	227	0.0
456	General Merchandise Retailers	2,465	2,623	-159	-0.1
457	Health and Personal Care Retailers	2,845	2,556	290	0.1
458	Gasoline Stations and Fuel Dealers	2,205	2,706	-500	-0.2
459	Clothing, Clothing Accessories, Shoe, and Jewelry Retailers	2,803	2,832	-30	0.0
481	Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous Retailers	393	390	4	0.0
483	Air Transportation			0	#DIV/0!
484	Rail Transportation	3,783	4,241	-457	-0.1
485	Water Transportation	2,120	2,523	-403	-0.2
486	Truck Transportation	18	19	-1	0.0
487	Transit and Ground Passenger Transportation	68	55	13	0.2
488	Pipeline Transportation	1,217	1,374	-157	-0.1
492	Scenic and Sightseeing Transportation	2,476	2,069	407	0.2
493	Support Activities for Transportation	4,763	2,598	2,166	0.8
512	Postal Service	539	592	-53	-0.1
513	Couriers and Messengers	1,070	1,165	-95	-0.1
516	Warehousing and Storage	666	760	-94	-0.1
517	Motion Picture and Sound Recording Industries	1,124	1,356	-232	-0.2
518	Publishing Industries	1,971	1,773	198	0.1
519	Broadcasting and Content Providers	193	247	-54	-0.2
521	Telecommunications	8	5	3	0.6

522	Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	5,364	5,589	-225	0.0
523	Web Search Portals, Libraries, Archives, and Other Information Services	2,907	2,724	183	0.1
524	Monetary Authorities-Central Bank	8,253	7,759	494	0.1
525	Credit Intermediation and Related Activities	10	17	-7	-0.4
531	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	3,366	2,985	382	0.1
532	Insurance Carriers and Related Activities	1,051	1,233	-182	-0.1
533	Funds, Trusts, and Other Financial Vehicles	32	25	7	0.3
541	Real Estate	16,323	15,035	1,289	0.1
551	Rental and Leasing Services	11,706	12,258	-551	0.0
561	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	22,505	25,175	-2,670	-0.1
562	Professional, Scientific, and Technical Services	587	615	-28	0.0
611	Management of Companies and Enterprises	30,698	30,767	-69	0.0
621	Administrative and Support Services	16,677	16,467	210	0.0
622	Waste Management and Remediation Services	20,330	19,644	686	0.0
623	Educational Services	8,407	9,833	-1,426	-0.1
624	Ambulatory Health Care Services	17,708	17,467	241	0.0
711	Hospitals	2,940	3,092	-152	0.0
712	Nursing and Residential Care Facilities	288	352	-65	-0.2
713	Social Assistance	4,091	4,476	-385	-0.1
721	Performing Arts, Spectator Sports, and Related Industries	2,603	3,078	-476	-0.2
722	Museums, Historical Sites, and Similar Institutions	24,687	26,427	-1,740	-0.1
811	Amusement, Gambling, and Recreation Industries	2,724	2,760	-36	0.0
812	Accommodation	3,296	3,707	-411	-0.1
813	Food Services and Drinking Places	2,930	3,202	-272	-0.1
814	Repair and Maintenance	759	1,216	-457	-0.4

921	Personal and Laundry Services	7,829	8,687	-858	-0.1
922	Religious, Grantmaking, Civic, Professional, and Similar Organizations	3,224	3,734	-510	-0.1
923	Private Households	1,008	1,031	-24	0.0
924	Executive, Legislative, and Other General Government Support	249	250	-1	0.0
925	Justice, Public Order, and Safety Activities	58	56	3	0.0
926	Administration of Human Resource Programs	269	317	-48	-0.2

Source: BLS, QCEW Employment values are an annual average for each 3 NAICS-digit industry.

\*Due to required BLS suppression, the sum of employment for the listed 3-digit industries may not equal the level reported for all NAICS subsectors '000000'.

Suppressed industries not listed

The analysis may include:

- An assessment of industry sectors that are considered mature but still important to the local area's economy.
- A discussion of geographic factors (advantages or disadvantages) that may impact the local area's economy and the distribution of employers, population, and service providers in the local area.

2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including the employment needs of in-demand industry sectors and occupations.

The analysis revealed the following findings about the local employment needs and the knowledge and skills needed to meet them:

- The local economy is expected to recover from the COVID-19 pandemic and grow at a moderate pace in the next five years, with an average annual growth rate of 2.5%.
- The local industry sectors that are projected to have the highest employment growth and demand are health care and social assistance, professional and business services, education, and construction.
- The local industry sectors that are projected to have the lowest employment growth and demand are manufacturing, retail trade, transportation and warehousing, and leisure and hospitality.
- The local occupations that are projected to have the highest employment growth and demand are registered nurses, software developers, accountants and auditors, teachers, and carpenters.
- The local occupations that are projected to have the lowest employment growth and demand are production workers, sales workers, drivers, food service workers, and cashiers.
- The local employers are looking for workers who have the following knowledge and skills:
  - Basic skills: such as reading, writing, math, and computer literacy.
  - Technical skills: such as specific knowledge and abilities related to a particular industry or occupation.
  - Soft skills: such as communication, teamwork, problem-solving, and critical thinking.
  - Digital skills: such as the ability to use and adapt to new technologies and platforms.
  - Green skills: such as the ability to work in environmentally friendly and sustainable ways.

The local workers and job seekers have the following knowledge and skills gaps:

Basic skills: many workers and job seekers lack the basic skills required for the current and emerging jobs, especially in math and computer literacy.

Technical skills: many workers and job seekers lack the technical skills required for the current and emerging jobs, especially in health care, information technology, and construction.



Soft skills: many workers and job seekers lack the soft skills required for the current and emerging jobs, especially in communication, teamwork, and problem-solving.

Digital skills: many workers and job seekers lack the digital skills required for the current and emerging jobs, especially in using and adapting to new technologies and platforms.

Green skills: many workers and job seekers lack the green skills required for the current and emerging jobs, especially in working in environmentally friendly and sustainable ways.

Based on the findings, the following recommendations are proposed to align the workforce development and education programs and services with the local employment needs and to help the local workers and job seekers to acquire the knowledge and skills that are in high demand in the local economy:

- Enhance the basic skills of the local workers and job seekers, especially in math and computer literacy, through remedial and adult education programs, online courses, and tutoring services.
  - Expand the technical skills of the local workers and job seekers, especially in health care, information technology, and construction, through short-term and long-term training programs, apprenticeships, and certifications.
  - Improve the soft skills of the local workers and job seekers, especially in communication, teamwork, and problem-solving, through workshops, coaching, and mentoring services.
  - Develop the digital skills of the local workers and job seekers, especially in using and adapting to new technologies and platforms, through digital literacy programs, online courses, and hands-on learning opportunities.
  - Integrate the green skills of the local workers and job seekers, especially in working in environmentally friendly and sustainable ways, through environmental education programs, green jobs training, and sustainability initiatives.
  - Strengthen the collaboration and coordination among the local stakeholders, such as employers, educators, trainers, workforce agencies, and economic development organizations, to identify and address the local employment needs and the knowledge and skills gaps, and to create and promote the local career pathways and opportunities.
3. Provide an analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Sector	Sum of Average Monthly Employment	WDA Percent	US Count	US Percent	WDA LQ
CONSTRUCTION	20,881	3.2%	7,714,898	5.1%	0.6
EDUCATION & HEALTH SERVICES	183,266	27.7%	23,350,377	15.6%	1.8
FINANCIAL ACTIVITIES	36,665	5.5%	8,603,064	5.7%	1.0
INFORMATION	9,697	1.5%	3,049,543	2.0%	0.7
LEISURE & HOSPITALITY	67,052	10.1%	15,718,808	10.5%	1.0
MANUFACTURING	85,133	12.9%	12,759,129	8.5%	1.5
NATURAL RESOURCES & MINING	3,243	0.5%	1,814,457	1.2%	0.4
OTHER SERVICES	18,193	2.7%	4,404,912	2.9%	0.9
PROFESSIONAL & BUSINESS SERVICES	87,469	13.2%	22,579,865	15.1%	0.9
PUBLIC ADMINISTRATION	28,835	4.4%	21,307,595	14.2%	0.3
TRADE, TRANSPORTATION, UTILITIES	121,357	18.3%	28,427,929	18.9%	1.0
UNCLASSIFIED	7	0.0%	295,078	0.2%	0.0

Degree Type	Sum of 2020 Employment (2)	Sum of 2030 Projected Employment	Sum of Employment Change (2020-2030)	Sum of Occupational Openings (5)	% of 2020 Employment	% of total openings
Associate's degree	3,535	3,941	406	369	1.8%	1.5%
Associate's or Bachelor's degree	4,178	4,402	224	244	2.1%	1.0%
Bachelor's degree	28,241	30,124	1,883	2,566	14.4%	10.4%
Doctoral or professional degree	3,621	3,692	71	204	1.8%	0.8%
High school diploma or equivalent	81,139	87,572	6,433	9,932	41.4%	40.3%
Master's degree	2,441	2,605	164	208	1.2%	0.8%
No formal educational credential	50,420	55,710	5,290	8,556	25.7%	34.8%
Postsecondary non-degree award	16,024	17,820	1,796	1,929	8.2%	7.8%
Some college, no degree	6,220	6,126	-94	609	3.2%	2.5%
<b>Total</b>	<b>195,819</b>	<b>211,992</b>	<b>16,173</b>	<b>24,617</b>	<b>100.0%</b>	<b>100.0%</b>

Note: excludes occupations with suppressed data

**Table 1: Estimated Labor Force Participation Rate (LFPR)**

WDA8: West Central Workforce Development Area

County	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Barron</b>	64.8%	64.6%	64.5%	65.5%	66.2%	65.6%	67.0%	67.3%	65.5%	64.5%	64.0%	62.2%
<b>Chippewa</b>	70.4%	69.8%	69.1%	69.0%	68.2%	67.9%	68.2%	67.5%	67.0%	65.8%	65.6%	64.1%
<b>Clark</b>	68.3%	67.3%	68.1%	67.0%	68.5%	68.8%	71.2%	71.4%	70.1%	69.5%	69.5%	68.6%
<b>Dunn</b>	65.4%	65.3%	65.7%	65.8%	65.5%	66.4%	67.1%	66.7%	66.0%	64.4%	65.4%	63.4%
<b>Eau Claire</b>	71.9%	72.4%	71.7%	71.2%	71.0%	71.2%	71.6%	70.9%	70.2%	69.3%	69.2%	67.2%
<b>Pepin</b>	69.8%	69.3%	68.5%	68.0%	68.6%	69.5%	71.0%	71.0%	69.6%	69.5%	68.0%	67.8%
<b>Pierce</b>	72.5%	72.1%	72.9%	72.4%	72.1%	73.5%	75.0%	74.6%	74.0%	71.9%	70.4%	69.9%
<b>Polk</b>	69.0%	68.4%	69.0%	69.0%	69.3%	69.9%	70.1%	68.6%	68.0%	67.8%	66.6%	65.2%
<b>St. Croix</b>	74.6%	73.8%	73.9%	73.8%	73.9%	74.3%	74.3%	73.6%	72.7%	71.4%	67.5%	65.0%
<b>WDA8</b>	70.3%	70.0%	70.0%	69.8%	69.8%	70.2%	70.9%	70.4%	69.5%	68.4%	67.4%	65.7%

Wisconsin	68.9%	68.6%	68.5%	68.1%	67.8%	68.0%	68.5%	67.6%	66.8%	66.1%	65.6%	64.3%
						%	%	%	%	%	%	%

**Table 2: Estimated Employment to Population Ratios (EPOP)**

WDA8: West Central Workforce Development Area

County	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Barron	59.5%	59.6%	59.7%	61.8%	62.9%	62.7%	64.7%	65.1%	63.0%	60.5%	61.4%	60.2%
Chippewa	65.1%	65.2%	64.5%	65.3%	65.1%	65.1%	65.8%	65.3%	64.6%	61.7%	63.0%	62.0%
Clark	62.7%	62.4%	63.3%	63.4%	65.6%	66.2%	69.0%	69.4%	67.9%	66.3%	67.2%	66.8%
Dunn	60.7%	61.1%	61.6%	62.4%	62.6%	63.8%	64.9%	64.7%	63.8%	60.8%	63.1%	61.4%
Eau Claire	67.4%	68.3%	67.7%	68.0%	68.4%	68.9%	69.5%	69.1%	68.1%	65.3%	67.0%	65.5%
Pepin	65.5%	65.4%	64.7%	64.8%	65.8%	66.9%	68.6%	68.7%	67.1%	65.4%	65.6%	65.7%
Pierce	68.3%	68.2%	69.0%	69.3%	69.3%	70.6%	72.5%	72.3%	71.6%	66.8%	67.9%	67.6%
Polk	63.2%	63.0%	64.1%	65.1%	66.0%	66.8%	67.5%	66.1%	65.4%	62.9%	63.7%	62.7%
St. Croix	69.9%	69.7%	70.0%	70.5%	71.1%	71.6%	72.0%	71.4%	70.4%	66.3%	65.1%	63.0%
WDA8	65.4%	65.6%	65.7%	66.4%	66.9%	67.5%	68.6%	68.2%	67.2%	64.1%	65.0%	63.7%
Wisconsin	63.7%	63.9%	63.9%	64.5%	64.8%	65.3%	66.2%	65.5%	64.7%	61.9%	63.1%	62.4%

	Estimate													Percent												
	Wisconsin	WDA8	Barron	Chippewa	Clark	Dunn	Eau Claire	Pepin	Pierce	Polk	St. Croix	Wisconsin	WDA8	Barron	Chippewa	Clark	Dunn	Eau Claire	Pepin	Pierce	Polk	St. Croix				
Less than 9th grade	4,047,831	326,276	33,242	47,131	21,563	27,990	67,365	5,276	26,847	32,988	63,874	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%				
9th to 12th grade, no diploma	97,775	7,561	1,172	1,014	2,458	452	1,082	135	228	423	597	2.4%	2.3%	3.5%	2.2%	11.4%	1.6%	1.6%	2.6%	0.8%	1.3%	0.9%				
High school graduate (includes equivalency)	181,630	13,276	1,952	2,430	1,383	1,206	1,566	189	974	1,736	1,840	4.5%	4.1%	5.9%	5.2%	6.4%	4.3%	2.3%	3.6%	3.6%	5.3%	2.9%				
Some college, no degree	1,211,254	100,734	11,812	16,251	8,437	9,145	17,568	1,975	8,226	11,654	15,666	29.9%	30.9%	35.5%	34.5%	39.1%	32.7%	26.1%	37.4%	30.6%	35.3%	24.5%				
Associate's degree	809,855	66,292	6,543	9,678	4,076	5,637	13,166	1,087	5,732	7,304	13,069	20.0%	20.3%	19.7%	20.5%	18.9%	20.1%	19.5%	20.6%	21.4%	22.1%	20.5%				
Bachelor's degree	451,044	44,762	4,871	6,821	2,381	3,555	10,156	686	3,358	4,364	8,570	11.1%	13.7%	14.7%	14.5%	11.0%	12.7%	15.1%	13.0%	12.5%	13.2%	13.4%				
Graduate or professional degree	852,632	63,963	4,654	8,001	2,056	5,172	15,550	888	5,592	5,217	16,833	21.1%	19.6%	14.0%	17.0%	9.5%	18.5%	23.1%	16.8%	20.8%	15.8%	26.4%				
High school graduate or higher	443,641	29,688	2,238	2,936	772	2,823	8,277	316	2,737	2,290	7,299	11.0%	9.1%	6.7%	6.2%	3.6%	10.1%	12.3%	6.0%	10.2%	6.9%	11.4%				
Bachelor's degree or higher	3,768,426	305,439	30,118	43,687	17,722	26,332	64,717	4,952	25,645	30,829	61,437	93.1%	93.6%	90.6%	92.7%	82.2%	94.1%	96.1%	93.9%	95.5%	93.5%	96.2%				
	1,296,273	93,651	6,892	10,937	2,628	7,995	23,827	1,204	8,329	7,507	24,132	32.0%	28.7%	20.7%	23.2%	13.1%	28.6%	35.4%	22.8%	31.0%	22.8%	37.8%				
	2,009,214	164,671	16,596	24,752	10,996	14,121	33,262	2,665	13,585	16,684	32,010	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%				
Less than 9th grade	51,685	4,161	716	613	1,338	198	565	67	110	253	301	2.6%	2.5%	4.3%	2.5%	12.2%	1.4%	1.7%	2.5%	0.8%	1.5%	0.9%				
9th to 12th grade, no diploma	104,509	8,391	1,199	1,585	895	851	953	128	570	1,148	1,062	5.2%	5.1%	7.2%	6.4%	8.1%	6.0%	2.9%	4.8%	4.2%	6.9%	3.3%				
High school graduate (includes equivalency)	634,951	54,101	6,242	9,551	4,670	4,976	8,421	1,094	4,342	6,244	8,561	31.6%	32.9%	37.6%	38.6%	42.5%	35.2%	25.3%	41.1%	32.0%	37.4%	26.7%				
Some college, no degree	403,222	34,001	3,279	4,672	1,943	2,977	7,148	495	3,052	3,650	6,785	20.1%	20.6%	19.8%	18.9%	17.7%	21.1%	21.5%	18.6%	22.5%	21.9%	21.2%				
Associate's degree	211,168	20,683	2,133	3,304	1,009	1,605	4,561	362	1,674	1,910	4,105	10.5%	12.6%	12.9%	13.3%	9.2%	11.4%	13.8%	13.6%	12.3%	11.4%	12.8%				
Bachelor's degree	398,406	29,883	2,051	3,697	812	2,213	7,765	386	2,567	2,461	7,931	19.8%	18.1%	12.4%	14.9%	7.4%	15.7%	23.3%	14.5%	18.9%	14.8%	24.8%				
Graduate or professional degree	205,273	13,451	976	1,330	329	1,301	3,829	133	1,270	1,018	3,265	10.2%	8.2%	5.9%	5.4%	3.0%	9.2%	11.5%	5.0%	9.3%	6.1%	10.2%				
High school graduate or higher	1,853,020	152,119	14,681	22,554	8,763	13,072	31,744	2,470	12,905	15,283	30,647	92.2%	92.4%	88.5%	91.1%	79.7%	92.6%	95.4%	92.7%	95.0%	91.6%	95.7%				
Bachelor's degree or higher	603,679	43,334	3,027	5,027	1,141	3,514	11,594	519	3,837	3,479	11,196	30.0%	26.3%	18.2%	20.3%	10.4%	24.9%	34.9%	19.5%	28.2%	20.9%	35.0%				
	2,038,617	161,605	16,646	22,379	10,567	13,869	34,103	2,611	13,262	16,304	31,864	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%				
er: Less than 9th grade	46,090	3,400	456	401	1,120	254	517	68	118	170	296	2.3%	2.1%	2.7%	1.8%	10.6%	1.8%	1.5%	2.6%	0.9%	1.0%	0.9%				
er: 9th to 12th grade, no diploma	77,121	4,885	753	845	488	355	613	61	404	588	778	3.8%	3.0%	4.5%	3.8%	4.6%	2.6%	1.8%	2.3%	3.0%	3.6%	2.4%				
er: High school graduate (includes equivalency)	576,303	46,633	5,570	6,700	3,767	4,169	9,147	881	3,884	5,410	7,105	28.3%	28.9%	33.5%	29.9%	35.6%	30.1%	26.8%	33.7%	29.3%	33.2%	22.3%				
er: Some college, no degree	406,633	32,291	3,264	5,006	2,133	2,660	6,018	592	2,680	3,654	6,284	19.9%	20.0%	19.6%	22.4%	20.2%	19.2%	17.6%	22.7%	20.2%	22.4%	19.7%				
er: Associate's degree	239,876	24,079	2,738	3,517	1,372	1,950	5,575	324	1,684	2,454	4,465	11.8%	14.9%	16.4%	15.7%	13.0%	14.1%	16.3%	12.4%	12.7%	15.1%	14.0%				
er: Bachelor's degree	454,226	34,080	2,603	4,304	1,244	2,959	7,785	502	3,025	2,756	8,902	22.3%	21.1%	15.6%	19.2%	11.8%	21.3%	22.8%	19.2%	22.8%	16.9%	27.9%				
er: Graduate or professional degree	238,368	16,237	1,262	1,606	443	1,522	4,448	183	1,467	1,272	4,034	11.7%	10.0%	7.6%	7.2%	4.2%	11.0%	13.0%	7.0%	11.1%	7.8%	12.7%				
er: High school graduate or higher	1,915,406	153,320	15,437	21,133	8,959	13,260	32,973	2,482	12,740	15,546	30,790	94.0%	94.9%	92.7%	94.4%	84.8%	95.6%	96.7%	95.1%	96.1%	95.4%	96.6%				
er: Bachelor's degree or higher	692,594	50,317	3,865	5,910	1,687	4,481	12,233	685	4,492	4,028	12,936	34.0%	31.1%	23.2%	26.4%	16.0%	32.3%	35.9%	26.2%	33.9%	24.7%	40.6%				

## Section II: Local Strategies

4. Provide an analysis of the workforce development activities (including education and training) in the local area.

Include an analysis of the strengths and weaknesses of such services.

Evaluate the capacity of the available services within the local area to address the education and skill needs of the workforce (as identified in Section I, Question 3 of the Regional or Local Plan), including individuals with barriers to employment, and the employment needs of employers in the local area (as identified in Section I, Question 2 of the Regional or Local Plan).

In WDA 8, there is a wide range of workforce development activities and programs, service providers, and training providers available for adults, dislocated workers, youth, and employers.

\*Career Services: All required WIOA elements for basic and individualized career services are provided through the various partners of the workforce system in WDA 8, with the majority provided by core partners within the one-stop system. Career services include a wide range of service types including those specific to adults, dislocated workers, and youth. Examples include assessments, job search assistance, career counseling, referrals to other programs and services, provision of labor market information, individual employment planning, career planning, financial literacy, mentoring, and more.

\* Training Services: WDA 8 offers work-based learning opportunities as well as occupational training through career pathways, stackable credentials, and traditional programs. Training services are offered by multiple programs and partners within the local workforce system. Eligibility and program requirements are unique to each funding source. However, partners work together to coordinate service delivery to effectively maximize resources. Examples of services include on-the-job training, adult and youth apprenticeships, short-term training programs, post-secondary education programs, and more. Additionally, we have added industry tours back into our Regional BST.

\* Business Services: WDA 8's Business Services Team (BST) coordinates activities and services with workforce system partners to provide comprehensive and streamlined approach that reduces duplication and maximizes resources for employers. The WDA 8 BST meets regularly to collaborate to ensure that employers receive the best services available. Services include, but are not limited to:

\* Hiring: The WDA 8 BST offers a full range of services to assist businesses and employers with their hiring needs. Services include, but are not limited to: hiring assistance, job postings on Job Center of Wisconsin, tax incentives, labor market information, job accommodations, and more.

\* Training: The WDA 8 BST offers several training programs and incentives to help local businesses and employers stay competitive in today's economy. Services include, but are not limited to: on-the-job training, work experiences, apprenticeships, youth apprenticeships, internships, externship as in some cases practicums.

\* Retaininig Talent: The WDA 8 BST provides educational opportunities for employers on retention issues to keep businesses informed. Services include, but are not limited to: incumbent worker training, human resource strategies, and more.

\* Expansion: The growth and expansion of area businesses contributes to the economic well-being of the region. The WDA 8 BST connects businesses and employers to expansion resources including tax credits, grants, capital finance, and our partner economic development agencies and Chamber of Commerce. \* Mass Layoffs and Business Closings: When a business closes or experiences a mass layoff, a special process referred to as Rapid Response is used to quickly assess the reemployment needs of affected workers and to get information to those workers. Services include, but are not limited to: information sessions, planning sessions, onsite services for affected employees, and WIOA program onboarding.

Areas of strength in WDA 8's workforce activities include:

\* Collaboration and Partnerships: WDA 8 has many long-standing and newly developed collaborations and partnerships with community-based organizations, employers, chambers of commerce, County Economic Development Organizations, Regional Economic Development Organizations, industry associations, local government, and more. These have allowed WDA 8 to leverage additional programs, funding opportunities, and capacity to improve services to customers.

\* Performance: WDA 8 has a history of exceeding all performance measures. This reflects the high-quality programs and services delivered as well as skilled workforce development professionals and providers operating the programs.

\* Education and Training Providers: WDA 8 has numerous institutions of higher education including two technical colleges: Chippewa Valley Technical College, Wisconsin Indianhead Technical College, Universities of Wisconsin: UW Eau Claire, UW Stout, UW River Falls, and UW Barron.

These colleges and universities, along with our high-performing K-12 system, provide a wide array of programming to prepare students for in-demand careers. These institutions utilize career pathways and collaborate with local employers to provide input into curriculum and program design. We are also please that we are able to offer dual enrollment of High School Students, so that they may articulate credits while still in High School, advancing them early.

\* Service Providers: The workforce system in WDA 8 is comprised of non-profit, for-profit, and public service providers. This blend of service providers maximizes customer choice and brings a unique set of programs and services to the table through leveraging diverse resources. Additionally, the providers have established a reputation for quality programs, good customer service, and strong performance. The 2020-2022 service providers include Workforce Resource, Inc. and Dynamics Institute.

\*Youth Apprenticeship (YA) has a significant footprint in the West Central Region. We serve on multiple task forces and YA boards to ensure continuity, partnership and work to avoid duplicative efforts wherever possible. The WCWWDB strongly supports Apprenticeship and I expect will be an important strategy in our strategic planning.

\* Funding Levels: Federal workforce funding in Wisconsin and WDA 8 has significantly declined over the past four years due to unusual economic conditions. With declining funding, program capacities have become more limited. Consequently, this has also impacted the level of funding available for training and support services. We will soon have to reduce the total amount of tuition support per individual which is disconcerting.

\* Silos and Competing Outcome Measurements: Having a variety of service providers, programs and services, and funding streams is overall a positive for WDA 8. However, the downside is that many of the programs and funding streams have their own unique set of eligibility requirements and outcome measurements which can be limiting as well as creating confusion for the customer.

\* Lack of Common Intake and Data Systems: Many of the programs and services in WDA 8 have their own set of reporting requirements. Each funder often has a unique data entry system and intake paperwork. The lack of having a common intake and data system across the workforce system creates an additional burden for both the customer and workforce development professional.

\*Need to develop stronger linkages between young adult programming involvement and sector partnership efforts. WDA 8 has the capacity to deliver high-quality workforce programs and services to employers and job seekers. The diversity of service providers, breadth of programs and services, and volume of partnerships and collaborations contributes to WDA 8's high performance. The WDB routinely measures customer satisfaction and looks for areas of continuous improvement to ensure services are being delivered effectively and efficiently. There are numerous post-secondary training providers who offer a range of program types, costs, lengths, and job placement programs. There are literacy programs designed for those with very low basic skills, bridge programs for those who need to upgrade basic skills, short- and long-term training programs, technical and associate degree providers, two- and four-year colleges and universities. Additionally, there are excellent service providers in the area for youth. The local technical colleges are the largest providers of effective training services and activities for youth including English as a second language instruction, GED and HSED completion programs, basic skill enhancement programs, occupational skills training, and youth apprenticeships. The technical colleges are adept in engaging youth and helping them see how their education will enhance their futures.

Our WDA currently does not carry the Federal Youth Build Program, but we anticipate partnering with at least one of our service providers to carry this program forward in the future.

5. Describe the local WDB's strategic vision and goals to support economic growth and economic self-sufficiency.

The West Central Wisconsin Workforce Development Board (WCWWDB) is a non-profit organization that oversees the delivery of workforce development services in the counties of Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk, and St. Croix.

The mission of the WCWWDB is to enhance the economic vitality and quality of life in the region by connecting employers and job seekers, supporting the development of a skilled and diverse workforce, and fostering a culture of lifelong learning and innovation.

The WCWWDB works collaboratively with various stakeholders, including local elected officials,

businesses, education and training providers, community organizations, and workforce partners to identify and address the current and emerging workforce needs and opportunities in the region.

The WCWWDB strives to provide customer-focused, demand-driven, and cost-effective workforce development services that meet the needs and expectations of both employers and job seekers, and that contribute to the economic growth and competitiveness of the region.

WCWWDB has aligned with the State of WI Governor's Council on Workforce Investment and has created a linear strategy including but not limited to addressing the following:

- i. Increasing difficulty recruiting the skills or talent needed
- ii. A declining but still high regional employment rate
- iii. An increase in the duration of unemployment
- iv. An increase in the number of unemployed low-income residents
- v. A high unemployment rate for youth
- vi. Changing employment trends, in terms of in-demand industries and top employers
- vii. Rampant retirements and an aging workforce will present future challenges.

*Include goals for preparing an educated and skilled workforce, including individuals with barriers to employment.*

*Identify specific goals relating to the performance accountability measures based on the primary indicators of performance described in WIOA Section 116(b)(2)(A).*

6. Describe the local area's strategy to ensure that the entities carrying out WIOA core programs and the required [one-stop partners](#) align resources available to the local area to achieve the strategic vision and goals described in question 5 of this section.

The goal continues to be to create an integrated, interconnected system of providers including community and faith-based organizations, government agencies, education and training providers, as well as business. A vital element of this system will include incorporating WIOA Title I, II, III, and IV programs as well as mandated partners into the system in a streamlined manner that reduces duplication of services across programs. The WCWWDB's One-Stop Operator will be charged with convening all of the stakeholders and providing technical assistance, resource sharing and collaborative meetings and workshops in order to align the various partners.

7. Provide a description of the workforce development system in the local area that:
  - a. Identifies the programs that are included in that system; and  
All required partners services are in WDA 8 and provide services on site at American Job Center locations through service referrals and/or through information provided by trained staff:
    - Title I
    - Title II
    - Title III
    - Title IV
    - Title V
    - SCEP



- FSET
- Jobs for Veterans State Grants
- Native American
- TANF
- Trade Adjustment Assistance
- Unemployment Compensation
- Department of Housing and Urban Development employment and training programs
- Migrant and Seasonal Farmworker
- Reentry Employment Opportunities

- b. Describes how the local WDB will support the strategy identified in the State Plan and engage with the [WIOA core programs and other workforce development programs](#), including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 USC 2301 et. seq.), to support service alignment.

WCWWDB’s designated One-Stop Operator (OSO) is responsible for facilitating integration efforts and convening all required partners in the one-stop system. Primary activities include:

- Required Partners: Front-line supervisors or managers from each core and partner program meet quarterly to discuss individual program updates, areas of common need, and strategies to align and/or integrate service delivery.
- WDA 8 BST: Business services representatives from all core and partner programs convene at least monthly to discuss business needs, employer services, and opportunities to align and/or integrate service delivery.
- All-Staff Meetings: Meetings for all staff who are part of core and partner programs are convened regularly to provide and/or receive workforce system updates, participate in shared training, and more.
- All-Career Planner Meetings: Career planners from core and partner programs are convened at monthly to participate in program updates, shared learning, and discuss co-enrollment and areas for alignment.
- Other: Special events and topical educational and training events are held on an asneeded basis for front line and supervisory staff of core and partner programs to enhance service delivery. National Association Training both in person and remotely are occurring.

8. Describe how the local WDB will work with the entities carrying out WIOA core programs to:
- a. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with [barriers to employment](#).
  - b. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
  - c. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Comprehensive service providers throughout the West Central Region will expand access to seamless service delivery to eligible individuals through collaboration and partnership with mandated and elective partner agencies and programs. The WCWWDB and One Stop Operator conducts regular and annual training for all workforce system staff on programming so that



referrals can be made in an effective and timely manner. Co-enrollment of participants in WIOA core and partner programs is encouraged when appropriate and beneficial to the jobseekers' needs. All core programs participate in training services to the extent allowed by federal rules and regulations. Title I supports education and training for adults, dislocated workers and youth. Title IV supports individuals with disabilities. Title II supports a diverse population with basic skills attainment and preparation for post-secondary education. Title III, which does not have funds for training services, is often the first point of contact for customers, serving as a hub in the referral process. Title IV works with individuals with disabilities and provides a wide variety of training to eligible consumers when necessary and appropriate to achieve their employment goal. Training can include: On the Job Training, Work Experiences, short-term training programs and post-secondary education, etc.

The WCWWDB works closely with the Wisconsin Technical College System, the public K-12 system, and our core program contractor to support alignment and provision of services of core programs. These programs include the Adult and Dislocated Worker Program for attainment of certificates, diplomas, and two-year degrees at the local technical colleges. The WCWWDB also supports the In-School and Out-of-School Youth Programs which include core programs such as: HSED, GED, Adult Basic Ed, Pre-employment workshops, and dual enrollment through the technical colleges and area's public schools. The development of career pathways in key industries of healthcare, manufacturing (including wood products), construction, education/early childhood education, and retail/hospitality will be utilized to improve the successful participation in postsecondary and vocational education activities leading to an industry recognized certificate/ certification. Under WIOA, the public workforce development system's approach to training services places a greater emphasis on work-based learning, stackable credentials, and career pathways. Short-term and portable/stackable credentials will continue to be emphasized in order to inform consumers and increase access to entry points in key career pathways.

WCWWDB's workforce development strategies will not only take a sector-based approach but also a strengths-based, customer-centric approach that seeks to "meet job seekers where they are" in terms of work experience, skills and education. Through this model we will broker relationships with employers that will focus on creating a variety of entry points for entry-, mid-, and intermediate level job seekers including: work experience, transitional jobs, internships, apprenticeships and on-the-job training programs. The WCWWDB will focus on middle and higher skilled occupations in high demand sectors, as well as on career pathways in areas with entry-level opportunities for individuals just entering employment or with limited employment history.

9. Describe the strategies and services the local area will use to facilitate engagement of employers in workforce development programs. Include strategies and services aimed at small employers and employers in in-demand industry sectors and occupations. Specifically address:
  - a. Strategies to support a local workforce development system that meets the needs of businesses in the local area.
  - b. Coordination of workforce development programs and economic development.

- c. Strategies to strengthen linkages between the one-stop delivery system and unemployment insurance programs.
- d. Implementation of initiatives such as [incumbent worker training](#) programs, [customized training](#) programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

WCWWDB's Business Services Team (BST) has strong partnerships with businesses in high growth, high demand sectors through staffing and support of Manufacturing, Healthcare, Transportation Logistics, Hospitality/Tourism, Call Center/Customer Service/Financial Services and Agriculture and IT. WCWWDB's BST teams spread the word to other members of the business community regarding programs, grants, resources and additional opportunities available through WCWWDB and its partners. Employer engagement by the BST attracts more partners and ultimately helps to expand overall services to businesses in the WDA and region.

In addition, BST staff attend and participate in several area Chambers of Commerce whereby WCWWDB has invested in memberships, and volunteerism. EDO, REDO and Chamber meetings and events provide staff with opportunities to outreach to employers and offer the full menu of BST service offerings. These include, but are not limited to, candidate recruitment, onsite hiring events, job fairs, On-The-Job and Incumbent Worker Training, Pre-Apprenticeship and Apprenticeship programs, Labor Market Information, customized training, layoff strategies and support, etc. This also gives staff the opportunity to connect businesses to other workforce system partners, economic development entities, education partners K12, technical and other higher education, and training partners.

Outreach to businesses is conducted through:

- Focused targeting and outreach to businesses by BST staff to improve promotion of products, particularly On-The-Job Training and Incumbent Worker Training.
- Continuous strengthening and refining of the collaborative process of multiple partners working with the same business through Job Center of Wisconsin (JCW) Business.
- Convening a Job Developer Cooperative (JDC) monthly where front-line Job Developer staff meet and share information about job openings, hiring opportunities, training, and business intelligence. BST staff from participating organizations are informed of our respective organizations' employer engagement efforts and ensure that workforce needs from businesses are being shared with organizations' program clients, so they are fully informed of employment and training opportunities. BST staff participating include, Job Service, DVR, OVS, FSET, W2, SCEP, DOC, WRI and all other organizations that have a contract/agreement with WCWWDB that includes job placement, and the two Wisconsin Technical Colleges in the West Central WI Region.
- Leveraging and expanding employer relationships through industry specific associations, either existing or new State, regional and local organization such as Manufacturing Works, Gold Collar Careers.

The overall goal of these activities is to ensure that the business community has access to talented and qualified job seekers, as well as business solutions, and resources to help them thrive and expand. Increased connections, provided by WCWWDB, between businesses, education and vocational providers, adult basic education providers, economic development entities and other public workforce system partners can provide a measure of progress to meet the overall short- and long-term goals.

WCWWDB's BST team will continue to drive employer engagement, serve as the staff and support of the IABs, and will actively participate in all the above-mentioned outreach activities. WCWWDB BST will use employer champions as a critical engagement strategy. BST will continue to share the needs of employers and types of training/certifications that are preferred/required

for their respective industries with its programs department to ensure participants have the best chance possible for their open positions.

WCWWDB's Board members, subcommittees, and teams will support the outreach activities through their existing networks and continue to connect the BST with other businesses and associations. Board and partner members and associates will further lend their expertise and industry knowledge to strengthen and focus the work of the BST team.

b. Coordination of workforce development programs and economic development.

c. Strategies to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Many individuals visiting the AJC system are those who are receiving or seeking Unemployment Insurance (UI) benefits, need assistance understanding eligibility and requirements, and attend Reemployment Services (RES) sessions. DWD Job Service staff assist individuals in workshops, the resource room and/or one-on-one meetings. DWD Job Service staff and WCWWDB's Rapid Response staff collaborate to present Onsite Information Sessions which include information about the dislocated worker program, JCW, health insurance programs, Veteran's benefits, and Unemployment Insurance (UI), onsite hiring events, and other activities/resources to businesses experiencing a layoff, reduction of workforce, or closure. This partnership helps individuals' problem-solve immediate issues, before referring someone directly to UI or other resources, and assists those wishing to explore further job training or a career change.

WCWWDB plays a key role in strengthening the linkage between the one-stop delivery system, UI and dislocated worker programs, by ensuring WIOA providers are actively engaged and participating in the delivery of services to individuals that are seeking unemployment insurance assistance. In addition, service providers are identifying individuals who are receiving Title III services via ASSET and noting that they have applied for UI benefits and may be interested in other career planning services.

In addition, WCWWDB's Rapid Response Coordinators serve as a conveners of local partners (i.e. including UI staff as requested) on a weekly, monthly, or as-needed basis to meet the needs of employers and their employees. This connection is vital during a time when resources, benefits, and requirements for benefits are changing rapidly.

d. Implementation of initiatives such as incumbent worker training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

Work-based learning has shown to be an effective way for clients to learn new skills, quickly acclimate to a new employer's processes and procedures, and improve retention outcomes. WCWWDB utilizes incumbent worker training, on-the-job training, internships, Registered Apprenticeship, Youth Apprenticeship, and work experiences. WCWWDB works with workforce system partners to promote these opportunities to job seekers and employers. Promotion occurs through various methods including in-person meetings, group presentations, newsletters, fliers, websites, and more.

WCWWDB and its service providers set specific goals and funding objectives related to work-based learning. WCWWDB, in partnership with its service providers, strategically plans to spend no less than 35% of adult and dislocated worker program funds on training which includes work-based learning, and no less than 20% of youth funds on work experience activities. WCWWDB is evaluating WIOA transitional jobs guidelines to develop a local service strategy, Board-approved policy, and funding resources.

#### 10. Provide an examination of how the local WDB will coordinate local workforce investment

activities with regional economic development activities that are carried out in the local area. Include strategies to promote [entrepreneurial skills training](#) and microenterprise services.

The WCWWDB, Executive Staff to the Board, and One-Stop Operator has a long history of working with local and regional economic development organizations to promote and support business attraction, expansion, and retention efforts. The WCWWDB, Executive Staff to the Board, and One-Stop Operator staff actively participate in economic development organizations, boards, and committees and maintain memberships with local chambers of commerce. Individual WCWWDB members represent the voice of private business and economic development in Northwest Wisconsin on several economic development organizations as well as other community based economic development organizations.

WCWWDB is in a prime position to continue to align workforce services strategically with economic development activity as we have successfully integrated our services in with the local Regional Economic Development Organization (REDO), named Momentum West. Both workforce and economic development business services teams collaborate with local businesses to address needs related to capital investment, talent attraction and development, and expansion and growth. Additionally, we collaborate with local chambers, industry and trade associations in the target sectors. Finally, we are testing our in trials to determine our REDO as a partner for our business outreach efforts, and a lead for our Regional BST.

Most recently Momentum West is invited to present at the WCWWDB and has also produced business and training referrals through our form on the WCWWDB Website. This provides partners with information on a number of resources and training opportunities. WCWWDB and economic development partners collaborate on programs and workshops to support the development of small businesses and provide entrepreneurs with the necessary skills and training to launch successfully.

WCWWDB staff market the regional entrepreneur programs to low-income customers and students via referrals to regional or local economic development organizations. The objective is to expose more people to these opportunities and expand the possibilities of entrepreneurship leading to self-sufficiency.

The WCWWDB sees the need to help job seekers make the leap to 21st Century job opportunities and has addressed the issue of transferable skills which can be used in a career path as well as those skills which are needed for people to start their own business as either an entrepreneur, an independent contractor, or through a microenterprise effort. These transferable skills include managing resources, project management, financial management, communication skills, and marketing skills. Several of the occupations in demand for our region require an entrepreneurial spirit and lend well to independent contracting to be successful. When we see this, we work with training providers to include skill development for independent contracting work. These elements include budgeting, tax forms, forming a business, insurance, tracking and billing, etc. We often provide referrals for customers to access services of the Small Business Development Centers by allowing the local SBDC to offer workshops in offices. Staff understand what SBDC has to offer and will support customers in their development of skills needed for entrepreneurship. Currently we are aligning our efforts with UWStout, the Greater Menomonie Area Consortia and the Dunn County Economic Development Organization for a regional collaboration in the business and entrepreneurial space.

11. Describe the one-stop delivery system in the local area, in particular:

- a. Describe how the local WDB will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and jobseekers.
- b. Describe how the local WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.
- c. Describe how entities within the one-stop delivery system, including [one-stop operators](#) and the [one-stop partners](#), will ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities as required by WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 USC 12101 et.seq.).

Include a description of how one-stop center staff will be trained to address the needs of individuals with disabilities.

- d. Attach or link to a copy of the most recent [One-Stop Delivery System Memorandum\(a\) of Understanding \(MOU\)](#) describing the roles and resource contributions of each of the one-stop partners. (PY 23 and 24 are in negotiation status)  
WCWWDB ensures continuous improvement by setting goals and expectations with the OSO, staff, management, and service providers:
  - Shared vision and strategy across all programs and services
  - WIOA Common Measures
  - Performance Management Dashboards
  - Implementation of Quality Assurance Procedures and Reports
  - Utilization of DWD Case Management Data & Reporting Tools – WEBI

Service provider standards and goals are written into contract scopes of work. The OSO, American Job Center management staff, and WCWWDB executive staff routinely discuss strengths and opportunities for improvement. Regular meetings with service provider management review all contract and performance terms noting necessary corrective actions. WCWWDB, partners, and provider staff offer joint trainings and meetings.

WCWWDB monitors all WIOA Title 1-B programs during the program year and provides feedback to the provider on strengths and weaknesses. WCWWDB meets with service providers regularly to discuss program performance, technical assistance needs, and program updates. Additionally, the WCWWDB participates in comprehensive annual State monitoring including fiscal, data validation, equal opportunity, and program compliance. WCWWDB and State monitorings include the analysis of client files and corresponding ASSET entries. Any issues needing correction are addressed through a corrective action process which often includes WDB-provided training.

In order to ensure informed consumer choice in the selection of training program, WCWWDB will ensure WIOA's 13 required elements for career services are maximized. Career services support customers making informed decisions about their career choices and to understanding the resources needed and available to assist them with pursuing their goals. All core programs participate in career services as much as possible through co-location at job centers.

WCWWDB will use consumer outcome data and consumer surveys to ensure quality service delivery throughout the American Job Centers. Continuous improvement activities will provide an ongoing cycle of identifying, planning, executing, and reviewing improvements to service delivery. Information gathered from consumer data outcomes, consumer satisfaction surveys, and staff brainstorming will be used to identify inefficiencies, points of consumer

dissatisfaction, unmet performance measures, and staffing challenges.

The OSO will share data collected from customer surveys and AJC Sign In systems with the WCWWDB Board of Directors and American Job Center System partners. An annual review process will identify successes, implementation barriers, and unsuccessful strategies. The lessons learned through the review process will inform the identification process of the next cycle. Employer engagement and satisfaction is tracked for large scale events or efforts and through a workforce survey.

b. Describe how the local WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. WDA partners use [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) as an effective tool used for shared job search and data management of both required Wagner-Peyser and WIOA staff.

American Job Center staff utilize [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) for intake and some case management for all clients, jobseekers and businesses. Self-registration and referral through [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) are available from anywhere in the WDA 8 where there is internet access and the extensive resources available through the DOL website, city and county websites, technical college websites, State of Wisconsin websites, etc.

WIOA paperwork can be emailed and filled out by individuals remotely. Career planners can email and/or text individuals for appointments and resources. WCWWDB has video conferencing capacity for case management or for conducting workshops for job seekers. All WIOA partners maintain a web presence and teleconferencing is used whenever appropriate to provide services. WCWWDB hosts podcasts to provide information on innovation and programming to employers and stakeholders near and far. WCWWDB continues to analyze and pursue opportunities to utilize technology to provide and/or enhance services.

The American Job Center system has a network of community partners with complementary services who are given technical assistance on navigating [www.jobcenterofwisconsin.com](http://www.jobcenterofwisconsin.com) are provided information on American Job Center resources that can be displayed in their locations.

WCWWDB's Quarterly partner engagement teams have established satellite sites across multiple West Central WI counties to provide workforce services more effectively to job seekers and businesses through a place-based approach, especially in high poverty, high unemployment areas and focused on target populations needing assistance. Community Engagement staff refer job seekers to American Job Centers for Wagner-Peyser and WIOA services.

Relationship building and outreach remain a top method of communicating services beyond the American Job Center physical and virtual locations. WCWWDB's Community Relations staff canvas events and manage outreach to connect job seekers and workers to employment and training opportunities.

Activities are carried out using a people-centered strategy, with team members equipped with public workforce system information (technology-based, physical locations, network partner and skill development, mobile devices, and strategic collateral materials. Team members develop partners, onboard and refer individuals to partner services and skill development programs, and provide employer referrals.

c. Describe how entities within the one-stop delivery system, including one-stop operators and the One stop partners, will ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities as required by WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 USC 12101 et.seq.). Include a description of how one-stop center staff will be trained to address the needs of individuals with disabilities.

WCWWDB conducts an annual Section 188 review of the comprehensive one-stops. The

annual review examines physical and programmatic accessibility of facilities, programs and services, materials, and technology. Technology is often the area where the most changes occur and require the most attention.

When needed, American Job Center system partners consult with the DVR to meet the needs of individuals with disabilities. We also contract out ADA comprehensive reviews every three years through the Center for Independent Living.

WCWWDB, in partnership with the OSO, conducts annual reviews of facilities, programs, technology, and materials for compliance. Additionally, training is provided on an as-needed basis to ensure staff are aware of all resources available to clients and to ensure compliance. Ongoing training is also provided during interagency All Staff meetings. At minimum, the one-stop partner staff are expected to:

- Recognize the importance of making people with disabilities feel welcome and a basic awareness of how to meet the needs of clients with disabilities.
- Know how to assist people with disabilities during emergency evacuations, including the evacuation of persons with mobility impairments.
- Know how to procure and use various equipment and materials for assisting people with disabilities, including the one-stops' telecommunications devices for the deaf (TT/TTY/TDD), accessible workstations, accessible materials, etc.
- Understand the list of the American Job Center's auxiliary aids and services for communication, assistive technology devices, and material in accessible formats is provided in writing for those who request it.
- Includes a presentation of clients' rights to nondiscrimination and equal opportunity, including the right to file a complaint, during orientation sessions.
- Ensure that communication with clients and potential clients with disabilities is as effective as communication with other clients.

American Job Center partners do not discriminate on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or for beneficiaries, applicants, and clients only, citizenship status, or because of an individual's participation in a program or activity that receives financial assistance under WIOA. All protected classes are protected.

12. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area.

Activities and services available in the local area for adults and dislocated workers include:

- Apprenticeships
- Assessments
- Basic skill instruction
- Career exploration and readiness
- Case management services
- Childcare and transportation assistance
- Disability related services and programs
- Economic support programs
- English as a second language instruction
- Financial literacy services
- Follow-up and retention services
- GED and HSED
- Internships



- Job search assistance
- Job skills training
- Labor market information
- Occupational skills training
- On-the-job training
- Rapid response and re-employment services
- Referrals
- Support services
- Training (classroom, work-based learning)
- Workshops
- Work experience, both paid and unpaid

WCWWDB's strategy to maximize services to dislocated workers includes early intervention and comprehensive pre-lay off assistance, when allowed through partnership of a willing employer, to quickly identify and service individuals who may need job placement, training, and/or supportive service assistance. WCWWDB has formed collaborative partnerships with regional WDBs and economic development agencies to identify and design appropriate interventions including but not limited to, workshops, onsite registrations, orientations and intakes for WIOA and TAA, and hiring events at which dislocated workers are connected with companies hiring for similar positions. Funding for this strategy and services will be provided utilizing formula and discretionary funds.

Additional services to adult and dislocated workers include providing candidate resumes directly to WCWWDB's employer partners, on site hiring events for both populations, and opportunities for short-term, credentialed training in high demand, high growth sectors. Further collaboration exists between the FoodShare Employment and Training (FSET) program, Wisconsin Works (W2) Program, Energy Assistance, Veterans Services, DVR, and other community-based organizations to maximize opportunities for program clients.

WCWWDB has a strong capacity to provide a wide range of adult and dislocated worker services due to the large number of access points to Job Centers and other partner agencies sharing a board with the Twin Cities Metropolitan Area. WCWWDB continues to refine its American Job Center system service and investments through strategic planning that includes assessment of the economy, review of unemployment rates and labor market participation, review of mass layoff information, analysis of demographic data, employer input, and American Job Center system service providers and partners. WCWWDB continuously identifies opportunities to coordinate and leverage resources to support target populations, which include adult and dislocated workers. One of WCWWDB's strengths is the ability to co-enroll adult and dislocated worker participants in discretionary grants that it pursues and receives funding for, which include but are not limited to, non-formula funding that supports paid training and retention services, U.S. Dept. of Labor H-1B mid- and high-skill occupational skill training, Registered Apprenticeship, and reentry services for youth and adults. Coenrollment strategies maximize and leverage resource sharing across WIOA programs, which strengthen customer service and support the public workforce system overall by scaling delivery across target populations and throughout the region.

13. Describe how the local WDB will coordinate workforce investment activities carried out in the local area with statewide [rapid response](#) activities.

Rapid Response activities respond to permanent closures, mass layoffs, or natural or other disasters which result in mass job loss. The purpose of Rapid Response is to promote economic



recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and dislocations. Rapid Response also includes preventing or minimizing the impacts of layoffs and dislocations on workers, businesses, and communities. Rapid Response activities and strategies deliver services to enable dislocated workers to transition to new employment as quickly as possible.

DWD-DET's designated local Rapid Response teams carry out Rapid Response activities in WDA 8. DWDDDET's Bureau of Workforce Training oversees the rapid response activities undertaken by WCWWDB's Rapid Response Team. WCWWDB receives funding from DWD-DET through annual Rapid Response grants to support the provision of these services.

In partnership with state staff, WCWWDB's Rapid Response team delivers services when one or more of the following occur:

1. Announcement or notification of a permanent closure, regardless of the number of workers affected.
2. Announcement or notification of a mass layoff (commonly called a WARN Notice) as defined by state or local emergency management policies.
3. A mass job dislocation resulting from a natural or other disaster; or
4. The filing of a Trade Adjustment Assistance (TAA) petition.<sup>6</sup>

To better serve workers and businesses within their communities, WCWWDB's Rapid Response team delivers Rapid Response Services to as many workers and companies as possible, even if the dislocation does not meet, at a minimum, one of the four circumstances listed above. To further meet the needs of communities, the determination and definition of a disaster is at the discretion of WCWWDB. Rapid Response activities include, but are not limited to, reaching out to businesses that have been identified as meeting one of the above criteria, hosting informational sessions at business and/or other locations for dislocated workers to learn about Unemployment Insurance, Job Center of Wisconsin, WIOA dislocated worker services, etc. WCWWDB also conducts outreach to dislocated workers via social media, especially when a business declines to host a Rapid Response event or release contact information for affected workers.

14. Describe and assess the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. Identify successful models of such activities.

There is a wide range of workforce development activities and services available for youth workers across the WDA 8 public workforce system. WCWWDB's Youth Committee discusses key youth barriers to employment, which has allowed WCWWDB to evaluate the activities and services available for youth workers across our 9 counties based on their strengths or weaknesses in addressing the barriers. WCWWDB's WIOA Program Manager and Non-WIOA Program Manager work with youth service delivery agencies to convey this information and ensure service delivery is aligned with the assessment.

Compared to many other WDBs in Wisconsin, WCWWDB has traditionally used most of its youth funding to service Out of School youth due to the high demand for these services within WDA 8's counties, and WCWWDB's strong partnerships with government, community-, and faith-based youth serving organizations. In order to continue to expand Out of School youth delivery, WCWWDB will continue to conduct outreach to the youth population via social media, convene and work with youth serving organizations, and pursue discretionary grant funding, such as Youth

Build and other U.S. Department of Labor grants, to expand service through sector strategies in construction and other high demand industries.

Activities and services are provided by public workforce and local government agencies, private nonprofit workforce agencies, and community-based organizations. There is a strong history of providing high-quality, results-oriented services to youth. Activities are designed to be accessible to all clients including those with disabilities, have been involved in the criminal justice system, experienced trauma, or have other barriers to employment. Successful models of youth activities include WCWWDB's Earn & Learn and GEARS paid work experience that includes leadership development, career readiness, and other enrichment activities once a week. As with all of its youth programs, WCWWDB works closely with the Division of Vocational Rehabilitation (DVR) to identify Earn & Learn youth that may be eligible for DVR funding and services, whether in a pre-enrollment or enrollment stage.

WCWWDB and its service providers continue to scale up our career pathway design to introduce content specifically relevant to OSY such as financial literacy, soft skills, tenant preparation and WCWWDB PY 20-23 WIOA LOCAL PLAN and Appendices- Labor Market Analysis Page 50 of 105 resources, food and nutrition management, and mentoring. Additionally, continuing education opportunities are explored through the Eligible Training Provider List, and work-based learning opportunities are explored and may include connections to available employment opportunities with area employers, pre-apprenticeship and registered apprenticeship programs. We will continue to enhance both the number served as well as the scope of services we are able to offer our youth.

WDA8 participates on and collaborates with local youth consortia. Our sector alliance, Manufacturing Works, works directly with students from high schools, educators and instructors, parents and guidance counselors, and most importantly business and industry leaders from the West Central Wisconsin region.

WDA8 has a strong history of providing work experience opportunities for youth program clients through paid and unpaid work experience, internships, Youth Apprenticeship and on-the-job training. With the pending retirements and skills shortages, businesses are increasingly providing more opportunities for work-based learning opportunities.

Fast Forward grants for WDA 8 have also been instrumental in connecting employers to out of school youth and young adults.

We continue to offer employment and training opportunities to our youth, by promoting the successes of the many unique programs that we provide.

We hold an annual event entitled Career Venture, which is held at the indoor sports arena in Eau Claire, WI. We have had as many as 100 employers and 12 school districts on board with this event at a given time. Career Venture offers 8-12 graders hands on experiences with our regional employers to work with simulators, hands on welding, CNC machines, and laser engravers, to drilling on fire hose and equipment, first responder activities, law enforcement, semi-truck walk-throughs and training demonstrations via the mobile labs of local colleges. All of the career clusters that our technical colleges provide locally are represented at this event as well.

Northwood Technical College, through a recent procurement, has become our new Youth Service Provider. Being that linkages through Youth Apprenticeship, the CESA's and the many school districts working in tandem with the Technical Colleges, we are able to merge a number of youth related programming opportunities, inside and outside of WIOA. This includes but is not limited to youth with IEP's, DVR categories and other barriered individuals.

15. Describe how the local WDB will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate

strategies, enhance services, and avoid duplication of services.

WCWWDB actively promotes increased coordination of activities and services, as outlined in WIOA Title II, with its secondary and post-secondary education partners. Examples of coordination include plans that identify, create, and develop career pathway opportunities within the local area by integrating efforts into WCWWDB's sector-based strategies. Information developed through Wisconsin Career Pathways, used as a staff resource, is available at <https://pathwayplanit.com> and offers exploration in Science, Technology, Engineering; Health Science; Architecture and Construction; Human Services as well as an Interest Profile Assessment and Career Cluster Interest Survey.

Other tactics include strengthening linkages between the American Job Center System (America Works) and a variety of services to individuals with at-risk clients, including cross referrals and Benefits Planners; educating the network of providers and employers on workplace needs and barriers to employment, and cross-program coordination for WIOA clients.

WCWWDB worked with DWD, Wisconsin Technical College System and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and align to career pathways. This also included work-based learning opportunities with employers such as on-the-job training programs (OJT), customized training, internships, pre-apprenticeship, and Registered Apprenticeships. Including DVR in these conversations and requesting their input, responds to better delivery of services under WIOA Title IV.

In addition, WCWWDB formed the Coordinating Council that serves as the place where partners strategize how the workforce system can serve employers more effectively through the AJCs. Members of the group include Division of Vocational Rehabilitation (DVR) and our Technical Colleges. Again, the team shares education and workforce issues that support the framework of collaborating efforts, addressing business issues and avoiding duplication of services.

16. Describe how the local WDB will coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate [supportive services](#) in the local area.

Supportive services, including transportation, can play a critical role in the success of a client. WCWWDB, in partnership with its service providers and many other AJC partners, ensures clients are informed on all available supportive services available through its board-approved Supportive Services policies. WCWWDB ensures WIOA Title I policies support clients' needs and budgets including adequate funding for the provision of supportive services. AJC partners inform clients of support services they may be eligible to receive as well as make referrals to other programs and services for co-enrollment to maximize benefits.

Career planners maintain up-to-date knowledge of transportation options as this can be a key component in helping a client obtain and retain employment. Career planners assist clients navigate the public transportation system including assistance with researching modes, schedules, costs, and reserving rides. Transportation resources include bus passes, gas cards, taxi tickets, ride-sharing gift cards, and others as allowable by each individual program. WCWWDB continuously reviews and adds transportation options to provide the most appropriate supportive services to clients, such as the recent addition of private transportation such as Uber, Lyft and Rideshare options.

In addition, we sit on the Transit Commission for the County of Dunn, which is our flagship office.

We are working on ridership, and strategically aligning bus stops and access to healthcare, childcare and housing options.

Finally, with most of our county access points being extremely rural, we work with a number of non-profit organizations that have “car programs” for working individuals. Our CAP agencies, and other charitable organizations have assisted in making a significant contribution to individual transportation needs including but not limited to vehicle ownership.

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17. Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 USC 49 et. seq.) services and other services provided through the one-stop delivery system.

Wagner-Peyser is a critical partner in our efforts in the workforce development system. The Wagner-Peyser team are oriented to all visionary goals of the DWD and the WCWWDB. We strive toward an integrated and braided approach to services that reflect the WCWWDB's vision, strategy, and objectives. We believe strongly in the concept of integration and are attempting to further improve the entire workforce development system. Wagner-Peyser services are provided on-site in many locations and access to the [JobCenterofWisconsin.com](http://JobCenterofWisconsin.com) is available in all comprehensive and affiliate sites. There is a seamless transition for customers between Wagner-Peyser and WIOA programs. A biannual training has been provided to staff to adequately identify the applicable services for each employment program and ensure seamless referrals. Most importantly, however, is that customers experience excellent customer service regardless of the employment program serving them. This requires great coordination amongst internal teams and communication to ensure zero duplication. Both Title I and Title III partners share access to the mandatory service reporting system, ASSET. This shared platform allows staff to review client service plans, pursue co-enrollment opportunities and work collaboratively to provide a suite of services in a non-duplicative manner.

Quarterly meetings of the One-Stop Operator Committee with WIOA Title partners (including Wagner-Peyser local staff) are held to coordinate activities and respond to the priorities of our shared customers. The partners meet to discuss customer satisfaction levels, customer needs, performance rates, scheduled events and activities, as well as service delivery coordination enhancements to incorporate technology, reduce bottlenecks and redundancies, and integrate new resources. Over the last year the region has undergone significant process improvements to develop coordinated and collaborative service delivery models between Wagner-Peyser and WIOA. Under WIOA Wagner-Peyser Job Center staff have the same performance goals as the WIOA funded staff. This encourages a teamwork atmosphere since everyone is seeking to attain the same outcomes for both jobseeker clients and for business customers. In some cases partners from other organizations in the Job Center do not use the Job Center of Wisconsin system. To the extent practical we will encourage partner staff to record services provided.

18. Describe how the local WDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II.

WCWWDB coordinates Title II workforce investment activities such as adult education and literacy services carried out in the local area by working closely with the Wisconsin Technical College System, Wisconsin Literacy Councils, public school systems and our core program contractors. English Language Learners and Individuals who need to improve their basic skills in order to enter or retain employment, enter postsecondary education or training, or obtain a High School Equivalency Diploma (HSED) or General Education Development (GED), typically utilize services provided by one of the two technical colleges or one of the literacy councils in our region.

Individuals in need of services may contact a literacy council or technical college directly or be referred from any of the various partners. There are currently several literacy councils operating within the region. The technical colleges serve adult basic education students at their campuses, outreach centers, and four county jails. Four college locations with onsite access to adult basic education courses also house Affiliate Job Centers.

To ensure coordination and collaboration with programs, Title II Basic Education and English Language Learning programs are present in the Job Center system and are a part of the One-Stop Operator Committee. Likewise, Job Center partners are included as Board members on Adult Basic Education advisory boards. This collaboration across workforce and education partners facilitates the development of career pathway bridges and career pathways to ensure that individuals with academic need have access to programs leading to employment.

Additionally, the WCWWDB supports the In-School and Out-of-School Youth Programs which include core programs such as: HSED, GED, Adult Basic Education, Pre-employment classes, and dual enrollment through the technical colleges and Career and Technology Education (CTE) programs in the area's public schools.

With the passage of WIOA, Title I and ABE staff have worked together in the development of the ABE state plan as well as on the review of local applications. ABE providers have presented their plans to the WCWWDB at quarterly meetings for feedback and review. Strong relationships and coordination with education and training providers in the local area has helped to ensure applications align with the WDB's local plan. WIOA Title I have had the opportunity to make recommendations to promote alignment and increased success.

Include a description of how the local WDB will carry out the review of local applications submitted under Title II, consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

19. Attach, or link to copies of, executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the one-stop delivery system. This includes cooperative agreements between the local WDB and DWD's Division of Vocational Rehabilitation with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.  
N/A

20. Identify the entity responsible for the disbursement of grant funds, as determined by the chief elected official (i.e. fiscal agent). The West Central Wisconsin Counties Consortium and CLA.

21. Describe the competitive process used to award subgrants and contracts in the local area for the WIOA Title I activities.

WCWWDB has documented its procurement procedures in its board-approved Fiscal and Procurement Policies and Procedures Manual, which is designed to meet the mandates of Federal laws and standards identified in 2 CFR parts 200.317 through 200.326. WCWWDB's procurement policies are followed during the competitive process used to award subgrants and contracts in the local area for activities carried out under WIOA Title I.

22. Provide the local levels of performance negotiated with the Governor and chief elected official

consistent with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system, in the local area.

Program	Indicator	Area	State Proposed PY22	State Proposed PY23	WDA Proposal	State Proposed Round 2
Adult	Credential Attainment Rate	WDA 08	84%	84%	70%	Accept
DW	Measurable Skills Gain	WDA 08	79%	79%	73%	Accept
DW	Median Earnings	WDA 08	\$9,900	\$9,900	\$8,800	Accept
DW	Q2 Unsubsidized Employment	WDA 08	88%	88%	86%	Accept
Youth	Median Earnings	WDA 08	\$4,400	\$5,300	\$4,400 (PY22 & 23)	Accept
Youth	Q2 Unsubsidized Employment	WDA 08	75%	75%	74%	Accept
Youth	Q4 Unsubsidized Employment	WDA 08	77%	77%	75%	Accept
Youth	Measurable Skills Gain	WDA 08	67%	45%	45%	Accept

23. Describe the actions the local WDB will take toward becoming or remaining a high-performing WDB, consistent with the factors developed by the State WDB including but not limited to:

- **Local WDB Roles:**

- Identify the role of the Local WDB and Youth Council/Committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning.
- What actions will be taken to ensure that these areas are a priority for the local area?
- What actions and commitments will be made of the local WDB or Youth Council/Committee members (in particular those representing business) to support these initiatives?

WCWWDB’s Boards of Directors and Teams, along with its collaborative partnerships support efforts to become and remain a high-performing WDB. The following activities will be a prime focus in PY 2024-2027.

- **Data-Driven Planning and Performance Management:** WCWWDB will continue to enhance its workforce service delivery outcomes by using business intelligence obtained through the Efforts to Outcomes (ETO) and ASSET systems to develop efficient, effective service delivery plans and improve performance management and monitoring. WCWWDB’s goal is for programs to be consistently outcome-driven with established benchmarks, developed through data and program analysis, which can be shared with staff and system partners who provide services within the core programs. These efforts will include the analysis of local area and regional economic conditions to be proactive in the provision of sector and career pathway services.
- **High-Performing Business Engagement Strategies:** WCWWDB will support business services, sector partnerships, career pathways and work-based learning by continuing to develop and

maintain a high- performing BST. Activities will include convening, brokering and leveraging support among stakeholders, including local businesses, for workforce development activities conducted in WDA 8.

- Board and Committee Engagement: Board of Director and Committee meetings will include specific topics to solicit discussion and advance strategies that support business services, Sector Partnerships, Career Pathways, and Work-Based Learning. Board and Youth Committee members will be asked to support and provide work-based learning opportunities including the Earn & Learn summer youth employment and Registered Apprenticeship, serve on IABs to provide information on current job and skill needs, and collaborate with their network to communicate the benefits of the public workforce development system.

Innovative, Evidence-Based Best Practices: WCWWDB’s CEO and staff are engaged with national, state, regional, and local associations, collaboratives, and initiatives in a variety of focus areas including reentry and youth opportunities. WCWWDB will evaluate evidence-based service delivery models and program designs and implement those that advance the agency’s mission, values, and goals, as well as the economic self- sufficiency of individuals and economic growth of employers.

- **Describe how the local WDB will make businesses in the local area aware of opportunities to participate on the local WDB to ensure representation of industry sectors with the greatest labor force demand.**
- **Describe how the local WDB will maintain a minimum of at least 51% of businesses as active members and participants on the local WDB.**

WCWWDB seeks to maintain a balanced membership that is representative of the interests of its’ 9 counties and submits an updated Board roster to DWD for certification every two years. Board vacancies are communicated to DWD in between certification periods and new member information is provided when the seat is filled.

WCWWDB’s By-Laws establish that Board members are appointed to three-year terms. Those terms are staggered to ensure continuity of operations and leadership. Annually, WCWWDB staff formally notifies the CEO and Board Chair of upcoming terms and works with the CEO to ensure re-appointments or new appointments are made in a timely manner. In the event a Board member chooses to resign from the Board, a formal letter of resignation is requested, and the vacancy is communicated to the CEO, along with appropriate information relative to the seat and whether it is a private sector or mandated partner position. WCWWDB utilizes labor market information and considers local industry demands to support the appropriate mix of industries on the board. WCWWDB complies with WIOA requirements by routinely tracking board membership to ensure private sector business representation is always at or above 51%.

WCWWDB’s board nomination form is posted on its website and distributed at Board, partner, and employer meetings. Board opportunities are marketed to individual employers, Industry Advisory Boards, industry associations, local and regional economic development agencies, Business Improvement Districts, Chambers of Commerce, and other business organizations. Most vacancies are filled quickly due to WCWWDB BST’s close working relationship with the business community.



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24. Describe how [training services](#) outlined in WIOA section 134 will be provided through the use of [individual training accounts](#).

Identify whether contracts for training services, as described at [20 CFR 680.320](#), will be used, and, if so:

Occupational skills training under WIOA Title 1-B is provided through individual training accounts following WCWWDB's Individual Training Account (ITA) policy. ITAs may only cover training programs for an in-demand occupation or sector, as substantiated by labor market information provided by the State of Wisconsin Department of Workforce Development's Office of Economic Advisors and associated website located on <https://www.jobcenterofwisconsin.com/wisconomy>. Other locally approved training programs (e.g., GED/HSED provided in combination with another service) that meet WCWWDB's criteria can also be provided through individual training accounts.

- a. Describe how the use of such contracts will be coordinated with the use of individual training accounts;  
WCWWDB may consider utilizing contracts for other types of training services should the WDB determine there is an insufficient number of training providers, there is a program of demonstrated effectiveness, or it would be most appropriate and cost efficient to contract with an individual provider for the training of multiple individuals. In each of these instances, WCWWDB will follow the requirements outlined in WIOA 680.320.
- b. Describe the process the local WDB uses to determine that there are an insufficient number of eligible training providers in the local area to accomplish the purpose of a system of ITAs (see [20 CFR 680.320\(a\)\(2\)](#)), including the process for allowing a 30-day public comment period for interested providers; and  
WCWWDB reviews the number of providers on the State-managed ETPL each year to determine sufficiency. As of January 1, 2024, there are more than a significant amount training providers on the State-managed ETPL; therefore, no intervention is currently necessary to cultivate interested providers for WDA 8.
- c. Describe the process the local WDB will use to select the providers under a contract for services as required by [20 CFR 680.320\(c\)](#).  
If it was necessary to solicit and select training providers for WDA 8, WCWWDB would follow its procurement policy which aligns with federal Uniform Guidance

Describe how the local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

WIOA requires that the local WDB ensures informed consumer choice in the selection of training programs through the WDA's American Job Centers (AJCs). The area's One-Stop Operator ensures that the state's ETPL is available in all area AJCs. WIOA participants must select, in consultation with a Career Planner, an Eligible Training Program from the Wisconsin ETPL. Such consultation must include a discussion of program quality and performance information on the ETPL. WIOA requires that priority consideration be given to programs that lead to recognized postsecondary credentials are aligned with in-demand industry sectors or occupations in the local WDA.

WCWWDB ensures clients have relevant information to make an informed choice for employment and training. WCWWDB and its providers utilize credible sources to provide labor

market information, employment projections, and information on the performance of training providers. DWD's [www.wisconomy.com](http://www.wisconomy.com) Long-Term Occupation Projections List for WDA 8 is utilized to provide individuals access to a wide breadth of training choices for local in-demand occupations.

25. Describe how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

The WCWWDB has adopted and purchased a four-way referral system tool innovated by former OSO's that now work for Atlas, who have been working in partnership with DOL. This is creating an automatic referral for all partners involved in our OSO required partnerships and has been extended to non-required partners as well. In addition, Intake and case management systems continue to be state based so the ability to integrate these processes are limited. Some workforce programs are now able to do enrollments completely online reducing the need for participant travel. This change in the delivery structure has expanded the opportunity to share information with WIOA even though WIOA remains to be a program that is not completely available for online enrollment. A website has been developed that includes fillable forms for the WIOA service provider to utilize to the extent possible. All partners have access to a common referral form to ease the movement of customers between partners and a unified Job Center sign in form is utilized for those who are coming in person to the Job Centers. The sign in form allows certain basic customer information to be shared between partners. All partners to the MOU list the steps to access their programs and services.

26. Describe the direction given by the Governor and the local WDB to the [one-stop operator\(s\)](#) to ensure [priority for adult career and training services](#) will be given to recipients of public assistance, other [low-income](#) individuals, and individuals who are [basic skills deficient](#).

WCWWDB follows the DWD Priority of Service policy in Chapter 8 of DWD's WIOA Title I-A & I-B Policy & Procedure Manual which includes priority for adult career and training services to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. "Priority of service" means the right to take precedence over a person with lower priority in obtaining employment and training services. The person with priority receives access to a service earlier in time than a person with lower priority or – if the resource is limited – receives access to the service instead of the person with lower priority. Priority is not part of the eligibility determination; rather, it is meant to emphasize access to individualized career and training services for these higher-need populations. Priority of service is assessed at the time of eligibility determination, and participants are informed if they are to receive priority. If, during participation, the career planner learns of changes in an individual's status that allows them to receive a higher priority of service, the individual is given increased priority. For example, if someone who was not low-income at program entry becomes low income during participation, the individual starts receiving increased priority as soon as the career planner becomes aware of the change. Veterans and eligible spouses receive priority for all WIOA Title I programs. For the Adult Program only, priority for individualized career services and training services are also given to participants who are designated low-income (in accordance with DWD policy 12.3.2 Priority of Service), including public assistance recipients, and/or basic skills deficient for the Adult Program, including English Language Learners (ELL).

27. Describe the strategies, services, and activities employed within the local area to provide business services that meet the workforce investment needs of area employers.

Include, if applicable:

- a. Customized screening and referral of qualified participants in training services to employers.
- b. Customized employment-related services to employers, employer associations, or other such organizations on a fee-for-service basis are in addition to labor exchange services available to employers under the Wagner-Peyser Act Employment Service.

The regional WCWWDB Business Services Team (BST) coordinates activities and services with workforce system partners to provide a comprehensive and streamlined approach that reduces duplication and maximizes resources to employers. The WDA 8 BST meets regularly to collaborate to ensure that employers receive the best services available. Services include, but are not limited to:

**Hiring:** The WDA 8 BST offers a full range of services to assist businesses and employers with their hiring needs. Services include, but are not limited to: hiring assistance, job postings on Job Center of Wisconsin, tax incentives, labor market information, job accommodations, and more.

**Training:** The WDA 8 BST offers several training programs and incentives to help local businesses and employers stay competitive in today's economy. Services include, but are not limited to: on-the-job training, apprenticeships, youth apprenticeships, internships, work experiences, and more. Recently, and in collaboration with additional funding from ARPA and State of WI Set aside dollars, we have been able to offer robust incumbent worker and customized training services.

**Retaining Talent:** The WDA 8 BST provides educational opportunities for employers on retention issues to keep businesses informed- Winning with Wisconsin and TDCON are examples of this. Services include, but are not limited to: incumbent worker training, human resource strategies, and more.

**Expansion:** The growth and expansion of area businesses contributes to the economic well-being of the region. The WDA 8 BST connects businesses and employers to expansion resources including tax credits, grants, capital finance, and more when applicable.

**Mass Layoffs and Business Closings:** When a business closes or experiences a mass layoff, a special process referred to as Rapid Response is used to quickly assess the reemployment needs of affected workers and to get information to those workers. Services include, but are not limited to: information sessions, planning sessions, onsite services for affected employees, and more.

At this time WCWWDB does to some degree offer customizable services and referral of qualified participants in training services to employers via any of the cohort trainings we conduct. This action is carried out by ensuring that trained individuals are referred directly to local employers within their industry or hosting small hiring events for businesses at no cost with members of the training cohorts.

WCWWDB does not currently offer customized employment-related services to employers, employer associations, or other such organization on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act Employment Service.

28. Describe any [limitations the local WDB imposes on individual training accounts](#), such as

limitations of the dollar amounts and/or duration.

- \$16,000 lifetime training limit under WIOA currently. (see attached DETW form)
- Administrative Approval Only Exceptions may be granted based on justification and funds availability

Provide assurance that any such limitations do not undermine WIOA's requirement that training services are provided in a manner that maximizes customer choice in the selection of an eligible training provider (ETP).

Attach an updated Form [DETW-18813-E](#) for the local WDB.

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29. Identify whether the local area will apply, for its WIOA Title I Youth program participants, the optional definition of "basic skills deficient" at [20 CFR 681.290\(a\)\(2\)](#): "A youth is 'basic skills deficient' if he or she are [sic] unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual's family, or in society."

Basic Skills deficient is defined as an individual who is unable to compute or solve problems or read, write, or speak English, at a level necessary to function on the job, in the individuals family, or in society.

WCWWDB will apply said definition.

- Public assistance recipient
- Other low-income individual
- Basic skills deficient

Also following Basic Skills Screening Tool published by DWD on DWD Website

If yes, include the local WDBs policy for determining whether the criterion is satisfied.

30. Identify whether the local WDB will apply, for its WIOA title I Youth program participants, the [eligibility criterion](#) "requires additional assistance to enter or complete an educational program, or to secure and hold employment."

Not currently utilizing the .05% option of non-criteria participants.

If yes, provide the local area's definitions of the criterion for:

- a. In-school Youth (see [20 CFR 681.310](#)); and
- b. Out of School Youth (see [20 CFR 681.300](#)).

31. Describe the design framework for youth programs in the local area, and how the 14 program elements required in [20 CFR 681.460](#) are to be made available within that framework.

The WCWWDB works to ensure youth have access to a comprehensive menu of services to support their identified career pathway and postsecondary education goals. Services are provided directly by identified Title I service providers or in alignment with partners including technical colleges, One-Stop partners, businesses and/or community organizations. Service providers must identify the services they will provide to youth, and identify an entity to provide services when they are unable to do so. WDBWCW service contracts include assurance language that services must be accessible to all customers, including those with disabilities.

**Activities and services available in the local area for youth include the required 14 youth program elements:**

- a. [Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies](#);
- b. [Alternative secondary school services or high school dropout recovery services](#);
- c. Paid and unpaid [work experience](#);
- d. [Occupational skills training](#);
- e. [Education offered concurrently with and in the same context as workforce preparation and training](#);
- f. [Leadership development opportunities](#);

- g. [Supportive services](#);
- h. [Adult mentoring](#);
- i. [Comprehensive guidance and counseling](#);
- j. [Financial literacy education](#);
- k. [Entrepreneurial skills training](#);
- l. [Career Awareness, Career Exploration, and Career Counseling](#);
- m. [Postsecondary preparation and transition activities](#); and
- n. [Follow-up services](#).

The WCWWDB continues to evaluate and refine the design of its youth program platform. The aim is to blend traditional, work-based and career-oriented learning strategies to smoothen the transition from secondary education to postsecondary and/or the workforce. The current design embraces a career academy approach, with strong investments in career-related experiences like youth apprenticeship, pre-apprenticeship training, career readiness, work experience and stackable credentials for both in-school and out-of-school youth. The design also places an emphasis on additional resources and wraparound supports (TANFF and W2) to help youth take their next career steps confidently. Our goals for this four-year plan focuses on greater immersion into as many of the youth elements as possible, with an emphasis on gaining meaningful mentoring experiences and hands on learning (experiential learning). These investments can produce substantial and sustained improvements in the career pathway options and transitions to adulthood of youth.

WCWWDB and its service providers continue to scale up our career pathway design to introduce content specifically relevant to OSY such as financial literacy, soft skills, tenant preparation and resources, food and nutrition management, and mentoring. Additionally, continuing education opportunities are explored through the Eligible Training Provider List, and work-based learning opportunities are explored and may include connections to available employment opportunities with area employers, pre-apprenticeship and registered apprenticeship programs. We will continue to enhance both the number served as well as the scope of services we are able to offer our youth.

WDA8 participates on and collaborates with local youth consortia. Our sector alliance, Manufacturing Works, works directly with students from high schools, educators and instructors, parents and guidance counselors, and most importantly business and industry leaders from the West Central Wisconsin region.

WDA8 has a strong history of providing work experience opportunities for youth program clients though paid and unpaid work experience, internships, Youth Apprenticeship and on-the-job training. With the pending retirements and skills shortages, businesses are increasingly providing more opportunities for work-based learning opportunities.

Fast Forward grants for WDA 8 have also been instrumental in connecting employers to out of school youth and young adults.

We continue to offer employment and training opportunities to our youth, by promoting the successes of the many unique programs that we provide.

We hold an annual event entitled Career Venture, which is held at the indoor sports arena in Eau Claire, WI. We have had as many as 100 employers and 26 school districts on board with this event at a given time. Career Venture offers 8-12 graders hands on experiences with our regional employers to work with simulators, hands on welding, CNC machines, and laser engravers, to drilling on fire hose and equipment, first responder activities, law enforcement, WCWWDB-truck walk throughs and training demonstrations via the mobile labs of local colleges. All of the career clusters that our technical colleges provide locally are represented at this event as well.

### Section III: Administrative Requirements

34. **Briefly describe the activities and steps taken to develop this Local Plan. (PLEASE ADJUST MARGINS)**

Input into the development of the local plan happened through various channels including:

- WCWWDB strategic planning and discussions at WDB meetings.
- Individual meetings and/or communication with local workforce system partners and Industry Sector partnerships, and/or Advisory Boards.
- WCWWDB will have copies of the draft local plan available (hard or digital) for board members at the June Board of Directors Meetings. This will enable the local plan to be shared with business members, labor organizations, and education entities and allow for their respective organizations to review and make comments.
- Comments could be made via email or in writing with specific instructions included in the public notice.
- A section will be added to the bottom of the local plan which will contain the comments received during the 30-day comment period. No changes were made due to the comment period.

35. **Briefly describe the process used by the local WDB in this local area to provide an opportunity for public comment, including comments by representatives of businesses and representatives of labor organizations, and other public input into the development of the plan prior to its submission.**

The WCWWDB will post the plan for public comment for thirty (30) days and will include our website, partner agencies, core partners, local newspapers and will also be available upon request at any of our 8 Job Centers.

Identify the start and end dates of the public comment period (not to exceed 30 days).

Public Comment initiated 06/14/2024 to 07/15/2024

Include an accounting of any comments that express disagreement with the plan.

36. **Include any attachments referenced throughout the Local Plan, if applicable (e.g., cooperative service agreements, memoranda of understanding, local policies, etc.)**

All corresponding policies are linked or referred to throughout this document.



#### Section IV: Attestations and Signatures

I hereby attest that this WIOA Regional Plan was:

- Developed in partnership with the local WDB and appropriate chief elected officials;
- Put out for public comment for at least 30 days prior to submission to DWD for approval, and if comments were received that express disagreement with the Plan they are included with this submission; and
- Properly approved at the local level in accordance with the applicable local governance documents (e.g., bylaws, WDB-CEO Agreement, Consortium Agreement, or similar).

Printed name of chief elected official	Signature of chief elected official	Date
Printed name of local WDB chairperson	Signature of local WDB chairperson	Date
Printed name of local WDB Director	Signature of local WDB Director	Date