



# **Workforce Innovation and Opportunity Act (WIOA) Regional Plan**

## ***Regional Workforce Alliance* Wisconsin WDAs 1, 2 and 3 Program Years 2020-2023**

**Draft Date: November 1, 2020**

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**Planning Region:** Regional Workforce Alliance (RWA)

**Local Areas Included in this Planning Region:** Workforce Development Areas (WDAs) 1, 2, and 3.

**Plan Period:** Program Years 2020-2023

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

**The analysis may include:**

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

**Data will be compiled from the Quarterly Census of Employment and Wages, Occupational Employment Survey, and long-term Industry and Occupational Projections and from DWD labor exchange services such as Job Center of Wisconsin. DWD Regional Economists will provide information that may be supplemented by WDB Business Services Staff.**

The 7-County Southeastern Wisconsin region includes WDA 1, 2, and 3. This area of Wisconsin holds the greatest number in jobs in the State, accounting for 35% of all jobs in the State. The jobs numbers in the region have seen approximately 4.5% growth since 2014, however this is 3.4% below the national growth rate of 7.9%<sup>1</sup>. The largest employing industry in the region is Healthcare and Social Assistance, providing 15% of all jobs in region. Manufacturing remains a strong industry in area due to the quantity of jobs and a rapidly aging workforce (28% are 55 and older), despite an expected 5% decrease over the next 10 years (Table 1). Manufacturing plays a significant role in the region with over 60% of all highly concentrated subsectors (Subsectors with LQ greater than 1.25) falling within the manufacturing sector (Table 2). The regional WDB's will focus workforce strategies and initiatives on in-demand industries that have a high quantity of jobs and/or are a key industry in the region, including, healthcare, manufacturing, hospitality (accommodations, food service and retail trade), construction, finance, information technology and transportation. As of 2019, there were 60,148 payrolled business locations in the region<sup>1</sup>. The 7-County region is home to 13 companies on the 2020 Fortune 1000 list. Of those companies, six are from sectors that represent a key industry including Briggs & Stratton, AO Smith, Rexnord, Generac, Rockwell Automation, and Quad Graphics.

<b>Table 1. Top Employing Industries in 7-County Region (WDA 1, 2, 3)</b>				
<b>NAICS Code</b>	<b>Industry Description</b>	<b>2020 Jobs</b>	<b>2030 Jobs</b>	<b>Expected 10-year growth rate</b>
62	Health Care and Social Assistance	172,711	194,430	13%
31	Manufacturing	157,275	148,766	(5%)
90	Government	113,734	111,684	(2%)
44	Retail Trade	102,469	101,037	(1%)
72	Accommodation and Food Services	88,563	95,160	7%
56	Administrative and Support and Waste Management and Remediation Services	68,051	68,030	(0%)
81	Other Services (except Public Administration)	55,661	56,609	2%
54	Professional, Scientific, and Technical Services	52,601	55,822	6%

23	Construction	48,578	53,102	9%
42	Wholesale Trade	45,673	44,716	(2%)
52	Finance and Insurance	45,576	43,209	(5%)
48	Transportation and Warehousing	40,986	42,901	5%
61	Educational Services	39,709	43,943	11%
55	Management of Companies and Enterprises	30,638	32,540	6%
71	Arts, Entertainment, and Recreation	21,378	23,908	12%
51	Information	14,668	13,557	(8%)
53	Real Estate and Rental and Leasing	14,112	14,015	(1%)
11	Agriculture, Forestry, Fishing and Hunting	4,157	4,275	3%
22	Utilities	2,743	2,219	(19%)

Source: EMSI, 2020.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed

<b>Table 2. Key Industries (LQ Greater than 1.25) in 7-County Region (WDA 1,2 &amp; 3)</b>		
<b>NAICS</b>	<b>Industry Description</b>	<b>Location Quotient</b>
335	Electrical Equipment, Appliance, and Component Manufacturing	5.79
323	Printing and Related Support Activities	4.02
316	Leather and Allied Product Manufacturing	3.42
333	Machinery Manufacturing	3.23
332	Fabricated Metal Product Manufacturing	2.83
326	Plastics and Rubber Products Manufacturing	2.14
331	Primary Metal Manufacturing	2.08
518	Data Processing, Hosting, and Related Services	1.89
551	Management of Companies and Enterprises	1.88
322	Paper Manufacturing	1.75
325	Chemical Manufacturing	1.58
624	Social Assistance	1.54
485	Transit and Ground Passenger Transportation	1.52
334	Computer and Electronic Product Manufacturing	1.45
311	Food Manufacturing	1.39
611	Educational Services	1.37
622	Hospitals	1.34
339	Miscellaneous Manufacturing	1.31
423	Merchant Wholesalers, Durable Goods	1.27

Source: EMSI, 2020.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Annually, there are an average of 138,000 openings across all occupational groups. The top 5 posted occupational groups are transportation and material moving (53-000), sales and related (41-000) healthcare practitioner (29-000), management (11-000), and office and administrative support (43-000)<sup>1</sup>. Occupational groups with the greatest number of openings and an expected growth are food preparation (35-000), transportation and material Moving (53-000), healthcare support (31-000), business and financial (13-000) and educational instruction (25-000)<sup>1</sup>. The greatest need for workers tends to be in occupations with lower hourly rate (median rate \$15.76) and less educational attainment required (Table 3). Out of the 40 occupations anticipated to have a growth rate and greater than 500 annual openings, 63% require some college credits or less.

**Table 3. Occupations with greatest number of openings and growth rate.  
7-County Region (WDA 1, 2, & 3)**

<b>SOC</b>	<b>Occupation</b>	<b>2019 Jobs</b>	<b>2030 Jobs</b>	<b>Growth Rate</b>	<b>Annual Openings</b>	<b>Median Wage</b>	<b>Typical Entry Education</b>
31-1128	Home Health and Personal Care Aides	37,106	48,735	26%	7,859	\$24,152.83	High school diploma or equivalent
35-3023	Fast Food and Counter Workers	27,165	31,003	12%	6,113	\$20,115.07	No formal educational credential
29-1141	Registered Nurses	24,089	26,477	8%	1,575	\$72,738.06	Bachelor's degree
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	21,979	22,454	1%	3,189	\$33,052.13	No formal educational credential
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,001	19,070	5%	2,550	\$26,513.91	No formal educational credential
53-3032	Heavy and Tractor-Trailer Truck Drivers	14,265	15,074	4%	1,771	\$48,772.19	Postsecondary nondegree award
35-3031	Waiters and Waitresses	13,816	14,683	5%	2,825	\$19,883.24	No formal educational credential
11-1021	General and Operations Managers	12,394	13,385	6%	1,215	\$123,112.61	Bachelor's degree
49-9071	Maintenance and Repair Workers, General	12,496	13,000	3%	1,287	\$41,634.42	High school diploma or equivalent
31-1131	Nursing Assistants	11,440	11,671	2%	1,322	\$30,935.50	Postsecondary nondegree award
25-2021	Elementary School Teachers, Except Special Education	10,429	10,635	2%	805	\$59,814.75	Bachelor's degree
25-1099	Postsecondary Teachers	9,454	10,361	8%	946	\$89,529.11	Doctoral or professional degree
43-4171	Receptionists and Information Clerks	9,867	10,217	3%	1,388	\$31,874.90	High school diploma or equivalent

35-2014	Cooks, Restaurant	8,323	9,828	15%	1,425	\$27,329.26	No formal educational credential
25-9045	Teaching Assistants, Except Postsecondary	9,592	9,825	2%	1,045	\$32,589.68	Some college, no degree
13-2011	Accountants and Auditors	9,525	9,811	2%	931	\$66,120.12	Bachelor's degree
37-2012	Maids and Housekeeping Cleaners	9,216	9,318	1%	1,277	\$24,817.25	No formal educational credential
37-3011	Landscaping and Groundskeeping Workers	8,007	8,799	8%	1,164	\$33,007.61	No formal educational credential
35-3011	Bartenders	8,215	8,749	5%	1,548	\$21,872.55	No formal educational credential
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	7,713	8,527	9%	707	\$92,778.95	Bachelor's degree
13-1198	Project Management Specialists and Business Operations Specialists, All Other	7,781	8,139	4%	799	\$55,019.84	Bachelor's degree
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	8,092	8,136	0%	1,052	\$54,321.80	High school diploma or equivalent
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	7,108	7,746	7%	1,202	\$31,483.53	High school diploma or equivalent
53-3058	Passenger Vehicle Drivers, Except Bus	6,346	7,368	13%	965	\$28,885.88	High school diploma or equivalent

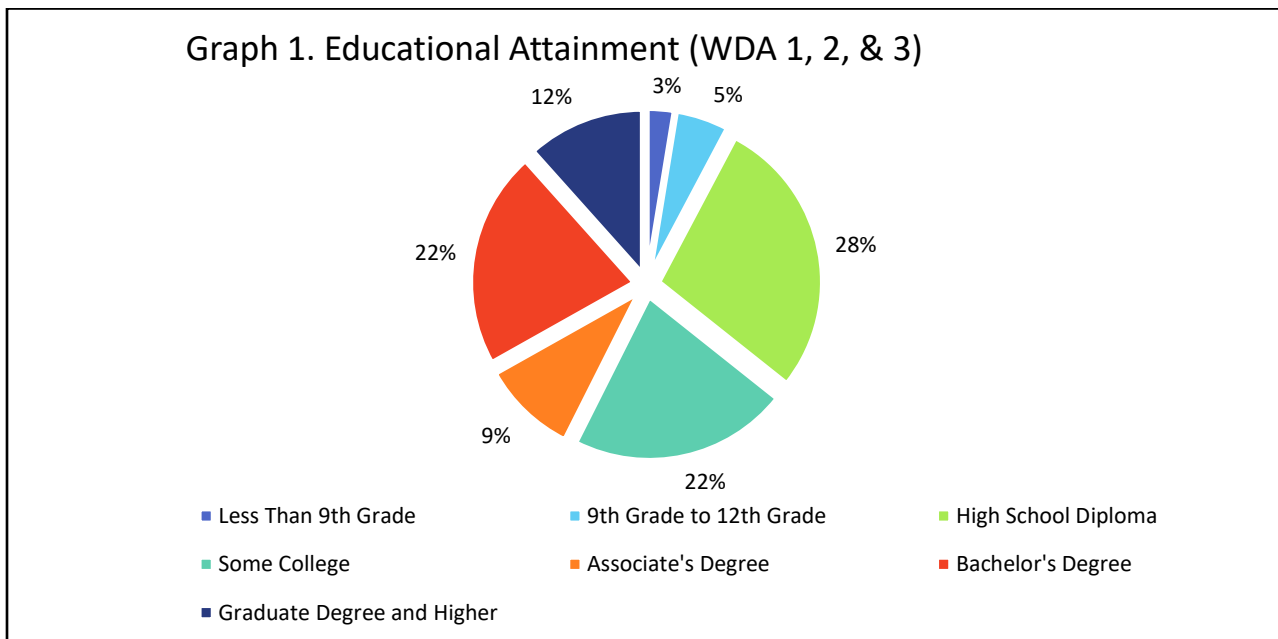
	Drivers, Transit and Intercity						
47-2061	Construction Laborers	6,465	7,250	10%	835	\$41,807.72	No formal educational credential
53-3033	Light Truck Drivers	6,538	7,161	7%	847	\$29,629.04	High school diploma or equivalent
47-2031	Carpenters	6,366	6,699	4%	714	\$50,608.38	High school diploma or equivalent
41-1011	First-Line Supervisors of Retail Sales Workers	6,460	6,529	1%	739	\$39,840.89	High school diploma or equivalent
13-1111	Management Analysts	5,915	6,337	6%	616	\$85,266.64	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	5,498	6,297	12%	677	\$59,863.25	Bachelor's degree
39-5012	Hairdressers, Hairstylists, and Cosmetologists	5,853	6,121	4%	786	\$26,647.48	Postsecondary nondegree award
25-2011	Preschool Teachers, Except Special Education	5,295	5,445	2%	561	\$26,086.41	Associate's degree
31-9092	Medical Assistants	3,922	4,877	21%	574	\$37,724.37	Postsecondary nondegree award
35-2021	Food Preparation Workers	4,315	4,768	9%	832	\$20,877.07	No formal educational credential
47-2111	Electricians	3,985	4,645	13%	571	\$70,732.33	High school diploma or equivalent
39-9032	Recreation Workers	3,960	4,148	4%	694	\$25,884.53	High school diploma or equivalent
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	3,569	3,834	6%	875	\$19,548.68	No formal educational credential
35-2012	Cooks, Institution and Cafeteria	3,289	3,622	8%	520	\$29,539.37	No formal educational credential

35-9021	Dishwashers	3,218	3,364	4%	538	\$20,147.97	No formal educational credential
39-9031	Exercise Trainers and Group Fitness Instructors	2,673	3,145	14%	531	\$33,417.11	High school diploma or equivalent

Source: EMSI, 2020.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed

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

An analysis of occupations that are expected to have growth by 2030 shows that 48% require a high school diploma or less, 15% require some formal training (post-secondary diploma or associate degree) and 37% require a bachelor’s degree or more<sup>1</sup>. Reviewing the educational attainment of citizens, a close match can be found. Approximately 36% have a high school diploma or less, 31% have some college or an associate degree and 33% have a bachelor’s degree or greater (Graph 1). The region needs to focus on helping citizens complete their educational programs. There is a significant portion of the population that has some college (22%) but has not necessarily earned a certificate or degree. Although this region has slightly better educational attainment outcomes than national levels, workforce initiatives should be focused on helping citizen’s achieve credentialing. Additionally, workforce initiatives and programming need to include some basic professional skills. Employers continue to express the need for employees to have common professional skills, such as, ability to work with others, active listening, aptitude for technology, coordination, critical thinking, customer service, effective communication skills, problem solving and decision making skills, and time management.



Source: US Census Bureau, American Community Survey, 2018 5-year, Table S1501

An analysis of jobs identified by DWD as ‘Hot Jobs’, those having above average median salary, above average % growth, and most projected job openings, shows similar ‘Hot Jobs’ between the WDAs. The common hot jobs are registered nurse, general and operations managers, accountants, maintenance workers, software developers, and market research analysts. Approximately, 39% of all hot jobs require a high school diploma or less, 5% require some postsecondary education and 56% require a bachelor’s degree. The types of certifications and experience required to enter some of the outlined hot jobs include project management professional, certified public accountant, HVAC, forklift operator, customer relationship management, ITIL, Cisco Certified Network Associate, and Scrum Master.

<b>Number</b>	<b>WDA 1</b>	<b>WDA 2</b>	<b>WDA 3</b>
1	Customer Service Rep	Registered Nurse	Sales Representatives
2	Sales Representatives wholesale, manufacturing	General & Operations Managers	Heavy and Track trail truck drivers
3	Inspectors, Testers, Sorters	Accountants and Auditors	General and Operations Managers
4	First-line supervisors of production and operating workers	Maintenance and Repair Workers	Maintenance and Repair General Workers
5	Maintenance and Repair Workers	Market Research Analysts and Marketing Specialist	Registered Nurses
6	General and Operations Managers	Management Analyst	Accountants and Auditors
7	Accountants and Auditors	Human Resource Specialists	Market Research Analyst
8	CNC, Tool Operators	Health Specialties Teachers	Software Developers
9	Welders, Cutters, Solderers	Computer Systems Analysts	Construction laborers
10	Industrial Engineers	Software Developers, Applications	Securities, Commodities and Financial Services

**3. Provide an analysis of the workforce in the region 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.**

According to the US Census Bureau, the estimated population of the 7-County region is 2,042,648. The region comprises of approximately 35% of the State’s total population. Approximately, 975,750 individuals are employed and 73,807 are unemployed (Table 5). The labor force participation rate and employment to population ratio for the region is greater than that of both the State and national average. (Table 6). An analysis of the age distribution reveals that 38% of the population is of prime working age (25-54), 30% is 55 and older, and 32% is 24 and under<sup>2</sup>. The retirement risk for this region is close the national average. Approximately, 44% of the workforce across all occupations is aged 45 and up. Occupations with the greatest retirement risks, more than 50% of workforce above age 45, are



management occupations, legal occupations, installation occupations, architecture and engineering and production occupations<sup>1</sup>. Unemployment rates had been decreasing steadily before the COVID-19 led to a spike in unemployment and joblessness. However, the long-term pressures that have been leading to tighter and tighter labor markets will continue to be pressing as the economy recovers. Employers in the region will need to continue to work harder to find the right candidates with the right skillset. A lack of access to technology can act as a barrier to employment and education/training. The workforce system needs to ensure that individuals re-entering the workforce have basic digital literacy and employability skills to meet entry level job requirements. As the workforce continues to age, employers will need to begin looking at other untapped talent pools the region. Workforce initiatives and strategies must include populations that have potential barriers to employment, including veterans (Table 7), persons with disabilities, individuals reentering society and those classified as the ALICE population. There are approximately 47,823 veterans of working age and 121,982 persons with disabilities of working age<sup>3</sup>. According to the Wisconsin Department of Corrections, in 2019, there were 4,122 individuals returning to the region. On average, 21% of households in the 7-County region are characterized as ALICE (Asset-Limited, Income-Constrained, Employed). ALICE households are those that earn more than the federal poverty level, but less than the basic cost of living for the region (ALICE threshold)<sup>4</sup>. There will also be a need to watch for new barriers that arise from the economic recovery after the COVID-19 pandemic.

<b>Table 5: Labor Force and Unemployment Data, 7-County Region</b>				
<b>WDA County</b>	<b>Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate</b>
<b>Kenosha</b>	88,499	82,200	6,299	7.1%
<b>Milwaukee</b>	463,420	425,483	37,937	8.2%
<b>Ozaukee</b>	47,963	45,366	2,597	5.4%
<b>Racine</b>	97,155	90,104	7,051	7.3%
<b>Walworth</b>	56,322	52,906	3,416	6.1%
<b>Washington</b>	75,700	71,445	4,255	5.6%
<b>Waukesha</b>	220,498	208,246	12,252	5.6%
<b>M7</b>	1,049,557	975,750	73,807	7.0%

Source: Wisconsin Department of Workforce Development, State Economist, 2020

<b>Table 6. Labor Force Participation Rate and Employment to Population Ratios</b>		
<b>Location</b>	<b>Labor Force Participation Rate</b>	<b>Employment to Population Ratios</b>
<b>Kenosha</b>	67.2	61.2
<b>Milwaukee</b>	65.8	60.4
<b>Racine</b>	64.9	60.0
<b>Ozaukee</b>	67.6	65.2
<b>Walworth</b>	67.3	67.3
<b>Washington</b>	70.9	68.1
<b>Waukesha</b>	68.9	66.3
<b>M7 Average</b>	67.5	64.1
<b>Wisconsin</b>	66.9	63.2
<b>United States</b>	63.5	58.4

Source: US Census Bureau, 2018 American Community Survey, 5- year estimates, Table S2301

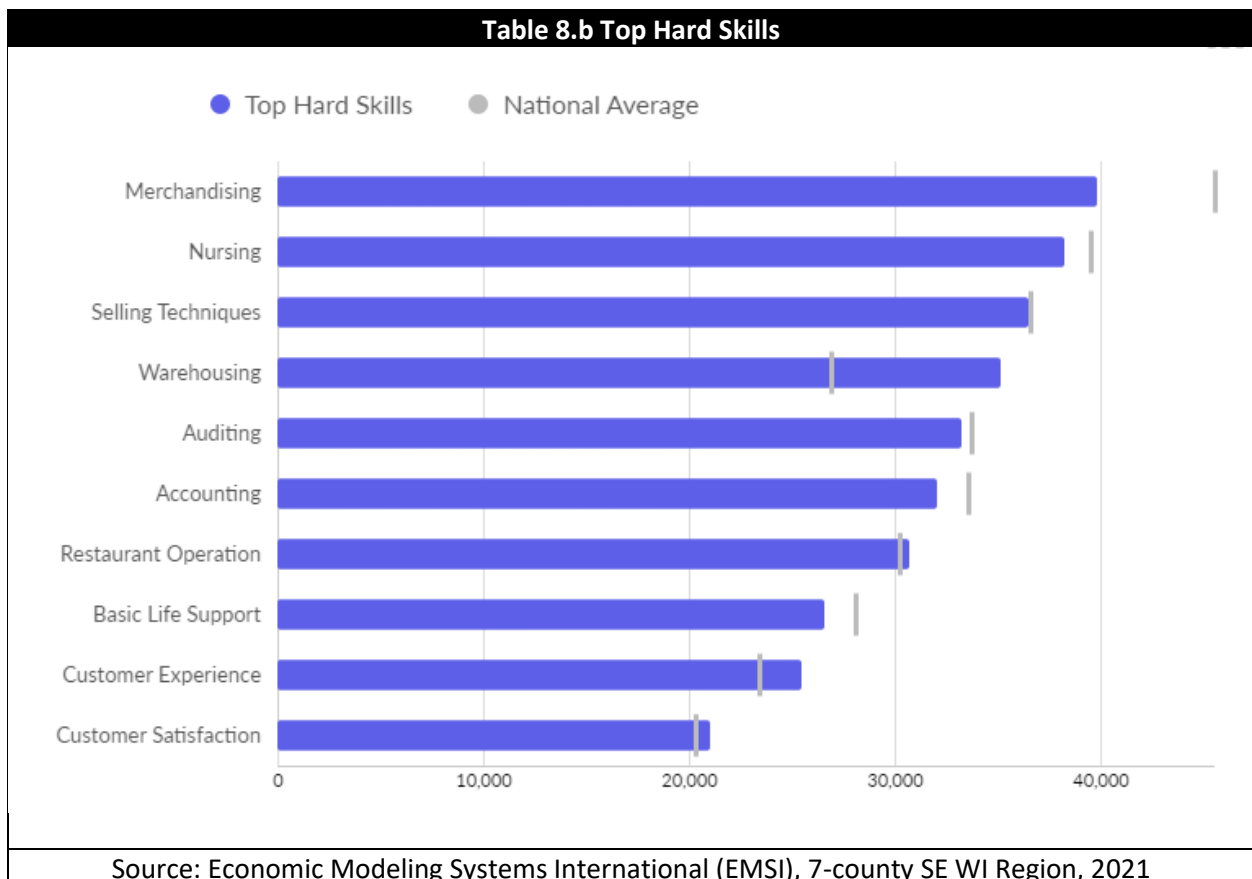
<b>Table 7. Veteran Labor Force (18-64)</b>			
<b>Location</b>	<b>Aged 18-34</b>	<b>Aged 35-54</b>	<b>Aged 55-64</b>
<b>M7</b>	7,929	21,226	18,668

Source: US Census Bureau, 2018 American Community Survey, 5- year estimates, Table S2101

The 7-County region 92.2% of individuals have a high school diploma or greater and 33.2% have a bachelor’s degree or higher. This is greater than both the national average of 87.7% and 31.5%, and Wisconsin averages of 91.9% and 29.5%, respectively (Table 8.a.). Top hard skills include merchandising, nursing, sales, warehousing and auditing. The region has a competitive advantage in warehousing, restaurant operation, customer experience, and customer satisfaction compared to national averages (Table 8.b.) As mentioned in Question 2, this closely matches the needs of growing occupations in the region, however initiatives must focus on helping citizens complete credentialing programs.

<b>Table 8.a.: Educational Attainment Comparisons age 25 and over, WDA 1, 2 &amp; 3.</b>						
<b>Location</b>	<b>Less than HSD</b>	<b>HSD</b>	<b>Some College</b>	<b>Associates Degree</b>	<b>High School Diploma or Higher</b>	<b>Bachelor’s Degree or Higher</b>
<b>M7</b>	7.7%	27.9%	21.7%	9.42%	92.2%	33.2%
<b>Wisconsin</b>	8.1%	30.9%	20.7%	10.7%	91.9%	29.5%
<b>United States</b>	11.7%	26.9%	20.3%	8.6%	87.7%	31.5%

Source: US Census Bureau, American Community Survey, 2018-5 year estimates, Table S1501



- Describe efforts that have taken place, or are anticipated during the planning period, to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements. In addition:

- a. **Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers;**
- b. **Describe how the planning region will strategically coordinate workforce development activities with all required partners (Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education, Community Services Block Grant, Department of Housing and Urban Development employment and training programs FSET, and TANF);**
- c. **Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs; and**
- d. **Provide a description of how the planning region will coordinate workforce development activities carried out in the region with statewide rapid response activities, as described in Section 134(a)(2)(A).**

The Regional Workforce Alliance (RWA) is an alliance between the three Workforce Development Boards (WDBs) serving the 7-county Southeastern Wisconsin region. The RWA believes that workforce development is economic development. The RWA seeks to align its investments with regional economic growth strategies in a way that establishes pathways for job seeker customers to advance and achieve success, which serves both the supply and demand sides of the labor market. The RWA works collaboratively with its regional economic development and planning counterparts - the Milwaukee 7, the South Eastern Wisconsin Regional Planning Commission (SEWRPC) - to provide input into and help implement regional economic development plans. The RWA also coordinates at the local level within each respective WDA with economic development agencies and alliances, industry associations, Business Improvement Districts, Chambers of Commerce, business and industrial park organizations, and business service organizations such as Kiwanis and Rotary to identify key strategies. The RWA Directors share local economic development strategies during planning meetings to identify shared opportunities that can be scaled regionally.

Representing the 7-county Southeastern Wisconsin region, and operating within the same labor shed and within close geographic proximity, the RWA has long acknowledged the importance and benefits of regional service strategies. The three workforce areas, seven counties, and ten locations are diverse and unique with complex and disparate approaches at the direct service level. Business customers cross government jurisdictions. Increased value is placed on authentic collaboration, benchmarking, learning, idea sharing, and shared focus on the customer. RWA directors and executive staff conducted strategic planning sessions and there was a group consensus that a 7-county Regional One Stop Operator (OSO) would be the optimal regional service delivery approach.

To this end, the RWA conducted a competitive procurement process in early 2020 and contracted with a Regional One Stop OSO to ensure the coordination of local and regional service delivery in the American Job Center (AJC) system. The Regional OSO's work includes convening partners, training, and coordinating activities associated with Memorandums of Understanding (MOUs), WIOA Local Plans, American Job Center certification, and the directives of the RWA. The planning region will strategically coordinate workforce development activities with all required partners through the following four point strategy.

**Q1: LISTEN, LEARN, SHARE.** Interviews, surveys, partner-led information gatherings, MOU and WIOA plan reviews, and investigations into OSO best practices will be conducted to identify areas of strengths across the WDAs as well as to identify areas of opportunity.

**Q2: ENGAGE, INTEGRATE, INNOVATE.** Information and resources collected will be analyzed and disseminated to the partners. Efforts will be focused on developing relationships among partners across the three WDAs. The goal will be to strengthen relationships and to develop a shared vision for the future of the regional workforce system. The optimization of virtual and remote service offerings, decentralized points of access, and physical space location-based services will be investigated.

**Q3: ANALYZE, AGREE, BUILD.** Regional metrics, scorecards, and standardized methods of data collection will be developed. Baseline measures will be calculated along with templates for standardized data collection. An approach will be developed to present regional workforce system information in a meaningful format.

**Q4: ACTUALIZE, ENVISION, ENACT.** The regional vision, goals, and metrics will be incorporated into aligned action within WDAs, MOUs, and the American Job Centers system.

Customer count information, agency referrals, customer satisfaction surveys, and Limited English Proficiency (LEP) connections will be used to measure progress towards goals of:

1. Improved customer experience,
2. Enhanced partner engagement, and
3. Advancement of macroeconomic system outcomes.

The primary goal of the Regional OSO will be to develop relationships built on trust with all required partners which include Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education, Community Services Block Grant, Department of Housing and Urban Development employment and training programs FSET, and TANF. The Regional OSO will develop distribution lists and approaches to communication that are varied and tailored to the preferences of partners. Approaches will include emails, texts, voice calls, visits, briefings, and curating helpful information to assist leaders and practitioners. "Rounding" is a quality principle associated with organizational excellence and will be an ongoing method of checking in with key partners.

The RWA's Regional OSO does not provide direct services of any type within the American Job Center system. Its sole role is to act as a neutral facilitator. This ensures that no service, program, agency, or funding stream will dominate the design of services. Alignment and integration of services will be accomplished through the following approach:

- Analysis of the current partner approaches, constraints, needs
- Crosswalk to legislative requirements and local workforce plan goals
- Training and information sharing on methods and best practices
- Use of LEAN tools and quality principles to help partners jointly developing efficiencies in systemic and measurable ways.
- Appreciative inquiry and consensus decision-making.
- Ongoing "rounding" to check in with partners in a consistent targeted way.

Intentional functional interagency connections at different levels within the American Job Center system will be promoted. Partners' capacity to participate in collaborative activities beyond their key program deliverables will be encouraged. To make partnerships effective, the RWA and its Regional OSO will use the following strategies:

- Functional collaboration will occur in four areas: top level advisory, operational supervisory, business services, and front-line points of access.
- Convenings and agendas will be topic driven with repetition in areas of compliance, labor market information, and customer information. Featured topics will respond to partner interests.
- "All system all partner activities" will be open to everyone with agendas of universal interest.
- Post surveys will be used to evaluate helpfulness and satisfaction of all partnership activities.

Daily management of the American Job Center system will support local delivery systems in place and assist local partners in enhancing services based on local needs and capacity. Approaches to improve integration will be developed in partnership with center managers and system partners. These will be focused on alternative points of access to American Job Center system services such as through libraries, community locations, and through remote technology and web-enabled methods. Projects that will improve and expand the system in these areas include:

- The creation of digital approaches to intake, enrollment, and client meetings within centers, to allow for distancing and safety, and through secure remote connections based on post-pandemic service delivery. These solutions were already in development pre-pandemic and will change the design of services post pandemic.
- Expand web-based live chat hours and offer hybrid types of help.
- Expand the use of the public library system as service sites.

One-stop centers in Wisconsin pre-date federal legislation and three successive pieces of legislation have informed the design, terminology, and regulatory expectations of centers. As a result, there are many approaches to the provision of basic services, business services, and services for individuals. The MOUs and WIOA Local Plans approved by the Workforce Development Boards (WDBs) describe the approach to the services for each center. The Regional OSO will support partners in carrying out agreed upon plans and creating improvements that focus on customers. The Regional OSO will act as a facilitator and provide support through the curation of information, resources, tools, best practices, guidance from other areas, technical support entities, and trainers. Information will be shared with WDBs and the RWA to inform policy and directives. In particular:

- A focus on functional service delivery of career and individual services will combine services across partners based upon partner consensus, involvement of all agencies, relationship building, continuous review of customer input, interagency projects, technical assistance, and shared learning
- Business Service Teams will develop a regional menu of business services, hold business resource fairs, including a regional virtual job fair.
- Methods of ongoing electronic communication will be developed to facilitate sharing job leads and employer information.
- A universal referral form will be created for the region. Approaches used by 211 and other navigation - style customer serving industries, along with best practices in the country, will be researched.

Continuous improvement methods will be developed and implemented by the Regional OSO throughout the regional American Job Center system. Specifically:

- A locally created workforce system staff certification program will be offered virtually through Zoom technology to interagency staff across the region. This program will focus on system knowledge, tools and resources to help customers, laws and regulations impacting programs, and customer service innovation. It will include pre- and post-tests, certificates of completion, and a customer experience improvement capstone project that is presented to system leaders.
- Project management training will be offered to create a common language and tools for vetting and working on system integration projects. This will ensure projects include measurable and attainable goals, timelines, clear roles, and effective communication.
- Customer satisfaction measurement will be collected through surveys offered through multiple approaches at all locations and online. Results will be reviewed and shared with supervisory level staff monthly.
- Partner input and satisfaction will be systematically gathered through online survey software as a standard follow-up to all convening, presentations, training, and partnership activities.
- At least one learning opportunity will be available in all areas monthly. Preference will be given to promoting partner-led opportunities.
- Learning opportunities will be aligned to system-level agendas, such as workforce development month, career awareness month, national disability awareness month, and apprenticeship week.
- Training topics will encompass labor market, job demand, industry sectors; unconscious bias, accessibility, and accommodations; quality principles of excellence including us/we, 5/10 rule, hand over; technology skills & approaches to customer services; best practices in universal intake and concurrent and sequential enrollment.
- Projects to improve the customer experience will utilize LEAN six sigma methods and Human-Centered Design based on consensus of partners on focus along with willingness and commitment to participate.

Many first time visitors to American Job Centers are often individuals who are receiving or are attempting to receive unemployment insurance. In some cases, the unemployment insurance program requires individuals to visit an American Job Center and attend a Re-Employment Services and Eligibility Assessment workshop. In other cases, individuals need assistance with understanding their eligibility for unemployment insurance or with their application. In all scenarios, DWD Job Service staff assist individuals in the workshop, the resource room, and/or through one-on-one meetings. In addition to DWD Job Service staff, other American Job Center partner staff attend unemployment insurance training to be able to effectively help clients navigate the unemployment insurance program. The RWA will strengthen linkages between the one-stop delivery system and unemployment insurance programs through its Regional OSO, who will ensure that American Job Center staff receive appropriate unemployment insurance training, will communicate mass layoff or closure events across the region to ensure a comprehensive and cohesive service delivery to dislocated workers, and will provide technical assistance to any required partner so that appropriate referrals to services are carried out.

When a business experiences a mass layoff or a closure, the Rapid Response team provides onsite information and/or workshops to affected individuals. Information sessions are often held to discuss unemployment insurance benefits, alternative pension and insurance programs, occupational skills training course availability, reemployment services, and Veteran's benefits. Staff assist affected individuals with understanding their eligibility for the unemployment insurance program as well as how to apply for benefits. Additionally, there are other situations where a client or employer needs assistance with navigating the unemployment insurance program or understanding their responsibilities. In these cases, American Job Center staff assist to the extent feasible and then refer the individuals to the unemployment insurance program.

The Rapid Response Coordinators for all three WDA's will coordinate delivery of services to businesses and affected workers particularly since many employees may live in a different county or WDA than the business location. These Coordinators will work together to determine which team, or combination of teams will provide onsite information and/or workshops to affected individuals. Information Sessions include basic presentations on Unemployment Insurance benefits, alternative pension and insurance programs, occupational skills training course availability (Dislocated Worker Program), reemployment services, Veteran's benefits and registration on Job Center of Wisconsin.

**5. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region and explain how sector partnerships will be utilized to facilitate the engagement of employers in workforce development programs.**

**Regions should consider:**

- a. Current in-demand industry sectors and occupations within the region;**
- b. The status of regional collaboration in support of sector initiatives;**
- c. Regional sector priorities based on data driven analysis; and**
- d. Business involvement and public-private partnerships in current initiatives.**

For current in-demand industry sectors and occupations within the region, see Table #1 (Employing Industries in 7-County Region), Table #3 (Occupations with greatest number of openings and growth rate in 7-County Region) and Table #4 (Hot Jobs, by WDA). This data will provide the sector priorities for the region.

The workforce system extends across county lines and WDA boundaries to connect the 7-County region workforce with employers and education/training partners. Business Services teams from the three WDA's have strong partnerships with businesses through Industry Advisory Boards, Chambers of Commerce, local business clubs and local economic development organizations, and regular employer engagement.

Sector partnerships have evolved to a more regional approach and collaboration over the last four years due to the regional labor market and the number of employers who have locations in all three WDA's.

Regional collaborations in support of sector initiatives include:

- Partnerships on Industry Advisory Boards (IAB's): Information Technology, Transportation & Logistics, and Finance (WDA's 2 and 3), and the healthcare sector through the Center for Healthcare Careers for Southeast Wisconsin.
- DOL H-1B grants: TechHire, American's Promise, and the American Apprenticeship Initiative grants (U.S. Dept. of Labor) are an example of current regional collaboration, particularly with WDA's 2 and 3. This collaboration include industry partnerships with the Higher Education Regional Alliance (HERA), MKE Tech Hub, and employers throughout the 7-county region.

The DOL H-1B grants can serve as a model for the region on how sector partnerships can be utilized for employer engagement and coordinating around in-demand occupations.

In order to meet the challenges of the 21<sup>st</sup> century global economy, WDA's 1, 2 and 3 have a long-standing regional association through the RWA (see #4). The WDA's and the RWA's sector priorities will focus on the region's top industries and occupations as described in the first paragraph of #5.

Business involvement and public-private partnerships in current initiatives include:

- Employ Milwaukee's Industry Advisory Boards. Leadership and staff from WDA 3 are included in

these convenings.

- Through the American Apprenticeship Initiative mentioned above, WDA's 1 and 2 have been able to expand non-traditional apprenticeships with Advocate Aurora, Children's Hospital and Froedtert. Each hospital system has increased the use of the apprenticeship model to meet their workforce needs. Advocate Aurora has also started a culinary arts apprenticeship; Children's Hospital has employed Data Analyst apprentices; and Froedtert started two cohorts of Pharmacy Technician apprentices. In addition to strengthened employer relationships, all three WDA's work closely with local post-secondary institutions on new and upcoming initiatives, including re-entry programming, early childhood education apprentices, and continuation of the TechHire IT bootcamps through WIOA funding.

**6. If determined appropriate by the planning region, describe how administrative cost arrangements have been/will be coordinated, including the pooling of funds for administrative costs, or discuss why these are not appropriate for the planning region at this time. Regions may consider current or proposed resource leveraging agreements or establishment of a process to evaluate cost sharing agreements.**

20 CFR 679.510(a)(1)(v) states that Local WDBs and Chief Elected Officials (CEOs) within an identified planning region must [coordinate the] administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. The CEOs in each WDA and the workforce development boards do not consider it appropriate to coordinate or pool administrative resources currently. The RWA is sharing costs for the provision of a Regional OSO, engages in joint sector initiatives, and partners on discretionary U.S. Department of Labor grants to enhance service delivery throughout the region. Overall, there is a high level of regional coordination that exists between the workforce boards through their long-term partnership and coordinated initiatives. At the same time, separation allows each area to respond to the unique requirements of the job seekers and employers in the respective WDAs.

**7. If determined appropriate by the planning region, describe the coordination of transportation and other supportive services, or discuss why these are not appropriate for the planning region at this time. Regions may consider:**

- a. Establishing a process to assess coordination of transportation and other supportive services delivery; and**
- b. Whether, and if so, how, to enhance the delivery of transportation and other supportive services delivery.**

The RWA understands that for the region to thrive, its entire workforce must have access to affordable, convenient, and geographically comprehensive transportation. The RWA coordinates and collaborates with regional transportation planning groups, such as the Regional Transit Leadership Council and SEWRPC, to assess transportation systems and availability, identify opportunities and challenges, and enhance job seeker access to transportation through a variety of methods, including but not limited to, identifying and providing multimodal transportation options, supporting drivers license recovery initiatives, advocating for bus lines to suburban employment centers, and communicating low cost car loan programs and other assistance programs.

The Regional OSO will establish a process for assessing and coordinating transportation and other supportive services delivery. This many include convening RWA leadership, WDB staff, American Job Center required partners, job seekers, and employers to discuss gaps in services, conducting surveys to identify key needs, and reporting the results system-wide to ensure solutions are identified and implemented, as needed.



**8. Describe other strategies and services that will be used in the planning region to support a local workforce development system that meets the needs of businesses in the planning region.**

All three WDA's conduct analysis of sector focus group meetings, business surveys and industry partnership meetings, etc. Continued sharing of that information will strengthen the regional workforce development system to meet the needs of businesses. In addition, continued outreach to businesses about grants such as Wisconsin Fast Forward and work-based learning programs, such as OJT's, IWT's, Apprenticeships and specialized training will be used.

**9. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.**

The RWA will leverage the career pathways that have been expanded by local technical colleges and the Wisconsin Technical College System (WTCS). The RWA will continue to work with DWD, WTCS and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and align to career pathways. The RWA will continue to participate in and leverage state-endorsed career pathways developed through DWD's JPMorgan Chase New Skills for Youth (NSFY) grant. Information developed through Wisconsin Career Pathways, used as a staff resource, is available at <https://pathwayplanit.com> and will be widely distributed.

The RWA and its Regional OSO will identify career pathway opportunities within the region by integrating efforts with sector-based strategies. Under WIOA, the RWA's approach to training services places a greater emphasis on work-based learning, stackable credentials, and career pathways. Registered Apprenticeship, On-the-Job Training, incumbent worker training, and other work-based learning opportunities will be offered to job seekers and employers to help support career pathway progression and upskilling.

The RWA via its Regional OSO will provide guidance, align practices between stakeholders, including business and industry partners, and engage in information sharing. The Regional OSO will promote opportunities to convene partners to focus on sequential and concurrent enrollment to support career pathways. The RWA will build on the existing career pathways foundation by continuing to coordinate learning and professional development for system, partner agencies and training of staff through its Regional OSO.

**10. Describe the agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c) for local areas or the planning region. Describe if the planning region is negotiating performance as a region or as individual local areas.**

The RWA's Regional OSO will gather information on existing approaches to defining the system including reporting, tracking, and performance management. The Regional OSO will work with WDBs and the RWA to develop system impact targets in areas of customer experience, partner engagement, and macroeconomic system outcomes. Baseline measures will be gathered, and formats for reports and scorecards will be developed relative to both required and desired Regional OSO activities and deliverables.

For the planning period, PY 2020-2023, WIOA performance levels will be negotiated as individual local WDAs. There are unique aspects to the three WDAs that would be difficult to account for in a single regional plan.

**11. Briefly describe the activities and steps taken to develop this regional plan.**

In 2018-19, the WDBs in the RWA participated in two technical assistance sessions hosted by DWD and facilitated by the consulting agency Maher & Maher. The sessions provided an opportunity to learn about regional planning, meet WIOA partners across WDAs, and begin discussions around shared opportunities and challenges.

Using the technical assistance as a foundation, the regional plan was developed through a multi-step process that focused on identifying stakeholders, strengths, and areas of alignment, while preserving the uniqueness of customer-focused service delivery within each WDA that depend on understanding and responding to WDA-specific local conditions.

The three WDB directors, in consultation with their respective staff, developed an engagement plan that would accommodate social distancing and public health requirements in place during the COVID-19 global pandemic. Engagement activities were conducted in virtual formats and included three online surveys, as well as a series of video conference convenings hosted by the Regional OSO:

- Regional service delivery meetings attended by supervisors and directors from American Job Center partner programs in all 7 counties and each WDA.
- A convening on the economy, labor market, and economic connections with invitations to all American Job Center partner program leaders and staff.
- A convening on workforce systems connections with the technical college system. Invitations were sent to American Job Center partner program leaders and staff, Wisconsin Technical College System Leaders, and directors, and staff from Gateway Technical College, Milwaukee Area Technical College, Moraine Park Technical College, and Waukesha County Technical College.

The RWA directors met biweekly throughout the process to conduct strategic planning, review the results of engagement activities, and provide comments on draft plan documents. The final draft plan was reviewed by the directors, Regional OSO, and other relevant staff. The final draft was presented for approval to each respective WDB and their Local Elected Officials and Consortiums.

**12. Describe the process used by the local boards in this planning region to provide an opportunity for public comment, including comment by representatives of businesses and representatives of labor organizations, and other public input into the development of the plan prior to its submission.**

Consistent with section 108(c), the RWA posted plan for public comment for thirty (30) days via the following methods:

- A public notice in the Milwaukee Journal Sentinel which covers the 7-County region.
- A notice and the plan on Employ Milwaukee's website, [www.employmilwaukee.org](http://www.employmilwaukee.org).
- Normally, hard copies of the plan would be made available in each American Job Center in the RWA's respective areas; however, to ensure the health and safety of American Job Center

clients and staff, hard copies were not provided during the COVID-19 pandemic, but were available virtually on the website and upon request.

Input into the development of the regional plan occurred through various channels including:

- RWA strategic planning and discussions at the director, executive staff, and board levels.
- Individual meetings and/or communication with workforce system partners and employers/Industry Advisory Boards.
- An online survey was distributed to WIOA, community, and business/labor partners in all three WDAs for input prior to the draft plan being posted for public comment. The RWA collected and analyzed the results. Feedback was incorporated into the plan.
- The RWA shared digital copies of the draft plan with board members so they could share widely.
- Comments could be made via email or in writing with specific instructions included in the public notice.