

WAUKESHA-OZAUKEE-WASHINGTON WORKFORCE DEVELOPMENT BOARD

STRATEGIC PLAN | MARCH 2016



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CASE FOR ACTION

A substantial labor shortage is expected to affect Waukesha, Ozaukee, and Washington (WOW) Counties in the near future. The growing number of jobs is expected to significantly outpace the number of people entering or remaining in the workforce. This is due to numerous factors including a sharp increase in the number of retirements as a result of the recent market recovery and fewer college graduates remaining in the WOW area after graduation. In addition, technological advances have created an increased need for workers with advanced or specialized skill sets which does not always align with the skill sets of the available talent pool. To meet the needs of employers and job seekers and to ensure that the WOW area maintains its strong economic health, a comprehensive workforce development strategy is critical.

The Workforce Innovation and Opportunity Act (WIOA) was signed into law in 2014 and replaces the Workforce Investment Act (WIA) of 1998. This long overdue legislation brings with it many of the best practices from WIA and a few considerable changes. The recent passage of the WIOA provides a great opportunity for the board to review its current workforce development strategy, reaffirm what is working well, and develop new ideas and approaches to successfully implement the legislation's changes.

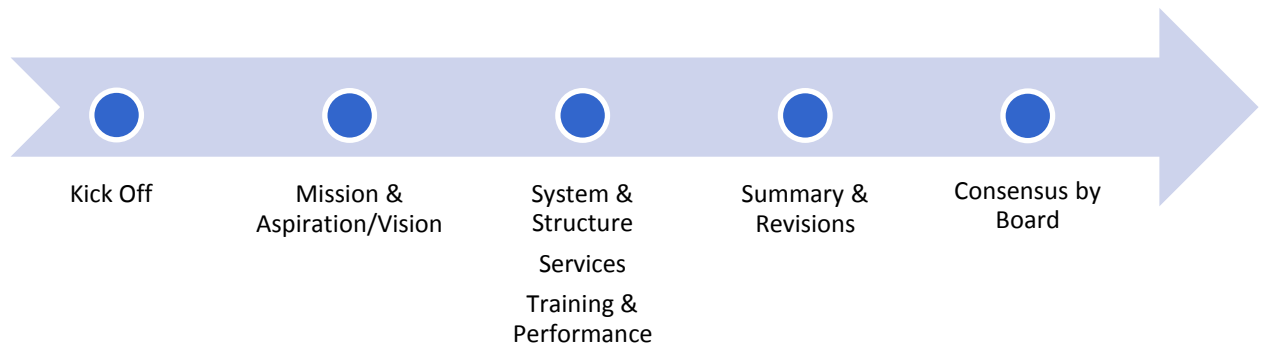
The WOW Workforce Development Board excels at adapting to change and finding creative solutions. The board has continually been a leader in workforce development, focusing on innovative strategies such as creating a demand-driven system and shifting its focus to view the employer as the customer. This gives the board an edge heading into the implementation phase. However, maintaining the board's status as a leader in workforce development requires a strong focus and clear direction. Without such, performance will decline and it will become more difficult for the board to compete for scarce funding resources, negatively impacting the economic strength of the community, its employers, and its job seekers.

PLANNING OBJECTIVES

The WOW Workforce Development Board engaged in strategic planning to define its direction and set priorities in order to fulfill the mission and aspiration/vision. The objectives of the planning process included:

- Examining the external labor market conditions and projections;
- Considering the internal assets and opportunities for improvement; and
- Anticipating the transition from the Workforce Investment Act to the new Workforce Innovation and Opportunity Act.

STRATEGIC PLANNING PROCESS



MISSION

The WOW Workforce Development Board is dedicated to providing the highest quality, most effective, **demand-driven** workforce development services possible to the residents and businesses of Waukesha, Ozaukee, and Washington Counties, Wisconsin.

ASPIRATION/VISION

The Workforce Development Board will be recognized as the catalyst for innovative workforce **strategies** and solutions, providing leadership and vision to advance the economic well-being of the region for employers, employees and job seekers.



The WOW Workforce Development Board works in collaboration with the Waukesha, Ozaukee and Washington County local elected **and appointed** officials, economic development corporations, businesses and the community to address macroeconomic workforce issues.

GUIDING PRINCIPLES

The WOW Workforce Development Board (WDB) will be an efficient, accountable, customer-focused organization. The board will strive to fulfill its mission, accomplish its vision/aspiration, and implement its strategic plan, exercising leadership to positively impact the communities it serves and abiding by the following guiding principles:

- **Customer Focus:** The WDB is committed to satisfying its customers: employers, employees and job seekers - as well as the partner agencies it serves in the Workforce Development Centers.
- **Commitment to Results:** Every program or initiative conducted by the WDB or its agents will be linked to clearly defined and measurable outcomes and will be evaluated based on its success in achieving those outcomes.
- **Competitive Performance:** The WDB will assure the best programs and services at the best cost and will explore alternative service providers or public-private partnerships to achieve that standard.
- **Shared Accountability:** WDB members will operate in a collaborative manner and assume shared accountability for the fulfillment of the Board's Vision/Purpose and the accomplishment of its Strategic Plan. Members of the Board, while representing their respective constituencies, will nonetheless be committed to the Board's common interests and objectives.
- **Commitment to Partnership:** To support resource optimization and the coordination and integration of services, the WDB will be an active partner in the Workforce Development Center Management Team.
- **Flexibility to Adjust to New Conditions:** The WDB is committed to an ongoing and dynamic planning and review process to respond proactively to the changing conditions affecting our customers and communities.
- **Leverage Resources:** The WDB will make the best use of its budgeted resources and seek creative options to expand the resources available to accomplish its plans through alliances with other public and private organizations and institutions.
- **Staff and Board Development:** The WDB is committed to ongoing staff and Board member education and communication to achieve its objectives.
- **Excellence:** The WDB recognizes that it cannot solve every problem or satisfy every need. What the Board does, it does it well.

BOARD AND COMMITTEE STRUCTURE

In response to new requirements set forth in the Workforce Innovation and Opportunity Act (WIOA), the size and structure of the workforce development board and its standing committees must change in order to be in compliance with the new law. Following is the proposed structure based on feedback from the committee strategic planning focus groups, information provided by the Department of Workforce Development, and legislative requirements.

MEMBERSHIP REQUIREMENTS

- Minimum of 51% representation of private-sector business
- Minimum of 20% representation of the workforce/labor
- Representative of provider of adult education and literacy activities under Title II
- Representative of institutions of higher education providing workforce investment activities
- Representative of economic and community development
- Representative of the State employment service office under the Wagner-Peyser Act
- Representative of the programs carried out under Title I of the Rehabilitation Act of 1973

BOARD SIZE

To meet membership requirements and ensure appropriate representation of local needs, the board must have a minimum of 23 members.

STANDING COMMITTEES

JOINT EXECUTIVE COMMITTEE: Executive Committee members, Chairpersons of the county boards of Waukesha, Ozaukee, and Washington Counties, and one additional county board supervisor from each of the three counties.

- Review and react to workforce development issues.
- Remain informed on board committee activities and opportunities.
- Ensure the successful partnership of local government and WDB in accomplishing mutual workforce goals.

TALENT AND BUSINESS SERVICES COMMITTEE: Board and non-board members.

- Working with Board staff to develop and enhance Business Services and job seeker services
- Providing oversight of One-Stop Service Delivery Design
- Reviewing changes to policy and making recommendations to the WDB
- Reviewing proposals and making recommendation to the WDB

STRATEGIC INITIATIVES COMMITTEE: Board and non-board members.

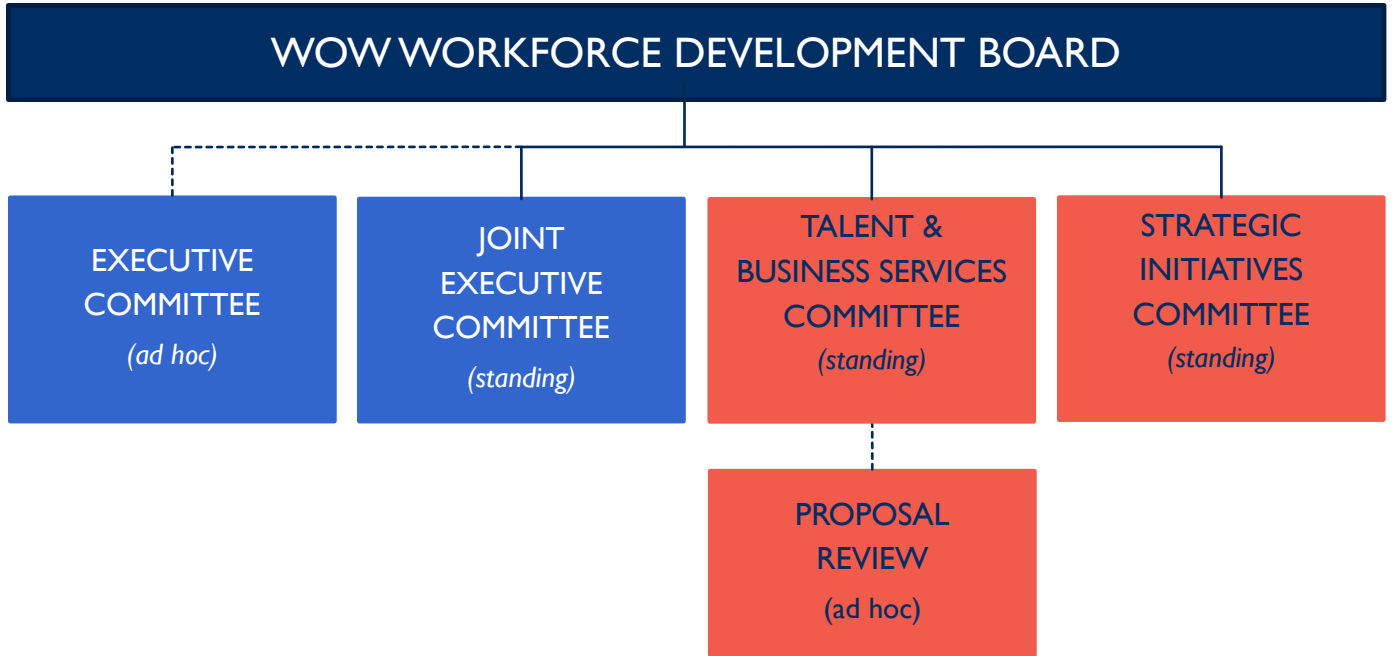
- Researching and making recommendations to the WDB on local & regional initiatives
- Developing and strengthening strategic partnerships
- Development of communication strategies
- Researching new avenues of fund development

AD HOC COMMITTEES

EXECUTIVE COMMITTEE: Chairpersons of the WOW WDB and its committees.

- Review and coordination of recommendations and assignments of Board subcommittees.
- Handle ongoing operating procedures for the Board.
- Establish overall policy direction and recommendations for the Board.
- Handle miscellaneous issues as appropriate.
- Act on behalf of the Board, if so delegated.

STRUCTURE





ONE-STOP OPERATOR

The board has always been the one-stop operator for the WOW area. The board recognizes the importance the one-stop operator plays in ensuring a successful one-stop system. Through the use of management teams to assist with operations, the board has been able to maintain a successful one-stop system. The current arrangement is provided at no cost to the one-stop system or its partners. This has served the one-stop system well and has received buy-in from all involved parties.

The WIOA now requires that all one-stop operators must be selected through a competitive process. One-stop operators may be single entities or a consortium of entities. The selection and one-stop certification does not have to be in place until July 1, 2017. Based on feedback received during strategic planning, the board will pursue competitive selection.

SUMMARY OF MAJOR GOALS

- I. Ensure the continued economic health of the WOW counties by strengthening the talent pipeline with Milwaukee and surrounding area.
- II. Ensure the board has sufficient resources to sustain the board's ability to deliver critical services to the community while fulfilling its Mission and accomplishing its Aspiration/Vision.
- III. Identify the priorities of employers and align programs and services to meet the needs within WOW counties and the surrounding area.
- IV. Identify the needs of job seekers and community members in order to develop new methods or programming for successful engagement in the workforce.
- V. Facilitate creative approaches to macro workforce issues in collaboration with other organizations.

GOALS AND KEY INITIATIVES

- I. Ensure the continued economic health of the WOW counties by strengthening the talent pipeline with Milwaukee and the surrounding area.
 - a. Explore partnerships and relationships that facilitate a talent pipeline.
 - b. Ensure training programs in the WOW counties and surrounding areas align with employer needs.
 - c. Assist employers in understanding the need for and value of meeting the labor market where it is by increasing on-the-job training and revising hiring requirements.

- II. Ensure the board has sufficient resources to sustain the board's ability to deliver critical services to the community while fulfilling its Mission and accomplishing its Aspiration/Vision.
 - a. Be intentional about shaping the funding strategy and policy at the state and federal level.
 - b. Consistently scan for emerging opportunities and develop innovative approaches to remain on the cutting edge.
 - c. Monitor the direction of the board to ensure the board stays on the forefront of workforce development practices and remains a leader.
 - d. Maintain strong performance in order to remain competitive when applying for scarce resources.
 - e. Establish leading indicators to better serve the community and increase performance outcomes.

- III. Identify the priorities of employers and align programs and services to meet the needs within WOW counties and the surrounding area.
 - a. Continually assess and monitor the needs of employers.
 - b. Work with technical colleges as a primary training partner and increase flexibility in training options.
 - c. Further develop demand-driven training through industry sector partnerships.
 - d. Increase the visibility of the board and the centers with employers.

- IV. Identify the needs of job seekers and community members in order to develop new methods or programming for successful engagement in the workforce.
 - a. Explore methods for flexible delivery of services.
 - b. Further develop the board's strategy to recruit, serve and place young adults.
 - c. Seek additional opportunities and resources to provide flexible access to workforce services.
 - d. Remain accessible and inclusive for the wide-range of job seekers and community members.

- V. Facilitate creative approaches to macro workforce issues in collaboration with other organizations.
 - a. Conduct a landscape analysis for critical elements that contribute to successful employment and foster partnerships to ensure a more seamless system.
 - b. Engage partners through common goals and shared outcomes.

OPERATIONAL INITIATIVES

▪ REGIONAL PLANNING

The board recognizes the value in partnering with other workforce development boards and economic development agencies throughout the region. With the projected labor shortage on the horizon, emphasis needs to be placed on developing strategies to connect the talent pool outside of the WOW area with jobs in Waukesha, Ozaukee, and Washington Counties.

The Department of Workforce Development is interested in creating a regional planning area to assist in aligning workforce development efforts across Southeast Wisconsin. The proposed regional planning area includes Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties.

Primary Planning Partners:

- Milwaukee 7
- Milwaukee Area Workforce Investment Board
- Southeast Wisconsin Workforce Development Board
- WOW Workforce Development Board

Partner Requirements:

- Creation of a regional plan;
- Establishment of regional services strategies;
- Development and implementation of sector initiatives for in-demand industry sectors or occupations for the region;
- Collection and analysis of regional labor market information;
- Establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region;
- Coordination of transportation and other supportive services, as appropriate, for the region;
- Coordination of services with regional economic development services and providers; and
- Establishment of an 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 for local areas or the planning region.

▪ INCUMBENT WORKER TRAINING

Employers throughout the region have expressed a need for incumbent worker training. With the WIOA, workforce development boards will have an opportunity to spend up to 20% of adult and dislocated worker funds on incumbent worker training.

The board recognizes the value in serving more than just individuals who are unemployed and seeking jobs. For incumbent worker training to be successful there needs to be strong partnerships. Employers need to be willing to provide some level of match and technical colleges need to be open to negotiating the cost of training so funds can be spent economically.

The board favors incumbent worker training that results in a wage increase or promotion for training participants. However, the board will consider that for some sectors where increases in wages are not always appropriate or feasible, individuals who receive training are better positioned for future growth.

▪ **OUTREACH**

The projected labor market shortage coupled with the requirement in the WIOA that 75% of youth funding be spent on out-of-school youth make outreach to youth a strategic priority for the WOW WDB. Under WIA, out-of-school youth spending was at 30%. The board will explore options and develop an approach for identifying and connecting with youth within this target demographic.

As the approach is deployed, data will be used to further refine the outreach methodology. Out-of-school youth are traditionally a hard-to-serve population with outreach presenting one of the greatest challenges. An out-of-school youth is an individual who is:

- Not attending any school (as defined by State law);
- Not younger than age 16 or older than age 24; and
- One of more of the following:
 - A school dropout;
 - A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter;
 - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is basic skills deficient or an English language learner;
 - An individual who is subject to the juvenile or adult justice system;
 - A homeless individual, a runaway, in foster care or aged out of the foster care system, or eligible for assistance under the Social Security Act;
 - An individual who is pregnant or parenting;
 - A youth who is an individual with a disability;
 - A low-income individual who requires additional assistance to enter or complete an educational program or secure or hold employment.

▪ **RETENTION**

While out-of-school youth are typically the most challenging group to recruit because they are hard to find and are typically not connected to organizations or referral sources, retaining them is also a challenge. The board will explore strategies to increase youth retention, paying special attention to tactics that address the lack of reliable transportation, stable housing, and motivation, including:

- Attendance bonuses;
- Vouchers for supportive services (e.g., transportation, housing);
- Partnerships with taxi services, Lyft or Uber;
- Driver's license recovery;
- Partnerships with companies to assist with providing required materials and child care services;

- Programs to direct youth to education or training programs in lieu of receiving a citation; and
 - Stronger connections with the judicial system.
- **CREDENTIAL REQUIREMENT**
The WIOA places an emphasis on individuals receiving credentials and has incorporated that into performance measures. While the term ‘credential’ has not yet been defined, WIOA does provide an explanation of the term ‘Recognized Postsecondary Credential’ which means a credential consisting of:
 - An industry-recognized certificate or certification,
 - A certificate of completion of an apprenticeship,
 - A license recognized by the State involved or Federal Government,
 - Or an associate or baccalaureate degree

The board will need to shift from an “employment first” focus to a credential focus. The board recognizes that short-term training can be key in ensuring a low “job-out” rate, which is the term used to refer to individuals who drop-out of training to enter the workforce. Short-term training can be a great option for dislocated workers and adults who often need to reenter the workforce as quickly as possible to receive self-sustaining wages.

- **CAREER PATHWAYS**
The WIOA focuses on employment and training along career pathways. Career pathways are important because they align education, training and other services to the skill needs of industries throughout the region and the State. These pathways provide a full range of options for individuals to continue their education and training to excel in their career.

The board will pursue working the local technical colleges to obtain career pathway mapping to assist in meeting this new requirement. Additionally, this information will be provided to participants to assist them in making informed decisions.

In addition to traditional education programs, the board recognizes that other opportunities exist for skills training and will also pursue nontraditional options.

- **OZAUKEE COUNTY WORKFORCE DEVELOPMENT CENTER**
The Ozaukee County Workforce Development Center in Mequon is limited in size which, as a result, only has room for a limited number of partners, making it an “affiliate” center. Through discussions during the strategic planning process, participants agreed that the board should explore the potential of building a comprehensive center to better serve the job seekers and employers in Ozaukee County.

Exploratory Process:

- Meet with the primary stakeholders including MATC and Ozaukee County
- Conduct a market analysis to inventory current nonprofit and government agencies, local need, and geographic locations of clients
- Conduct a feasibility study to assess costs and potential risks
- Meet with potential tenants to get a sense of initial interest and buy-in
- Provide all findings to the board for determination of next steps