

**Jim Doyle**  
Governor

**Tim Sullivan**  
Chair



Ron Danowski, Director  
201 E. Washington Avenue, Rm. G100  
P.O. Box 7972  
Madison, Wisconsin 53707-7972  
Telephone: (608) 266-3485  
Fax: (608) 261-8506  
Web site: <http://www.wi-cwi.org>

# Council on Workforce Investment

---

**Friday, June 11, 2010**

**Sheraton Madison Hotel  
706 John Nolen Drive  
Madison, WI 53713**

## **MEETING SCHEDULE**

---

*Coffee will be available for the full Council Meeting.*

10:00 a.m. to 12:00 p.m.      Full Council Meeting

All full Council meeting materials are available on the CWI web-page at  
<http://www.wi-cwi.org>

## **Enclosed Meeting Packet Contents**

---

Page 1	June 11, 2010 - Meeting Schedule and Packet Contents
Page 2	Map to June 11th Meeting
Page 3	June 11 <sup>th</sup> Full Council Meeting Agenda
Page 4	March 19th Full Council Meeting Draft Minutes
Page 7	Meeting Materials

*This is a public meeting; the meeting location is handicapped accessible. If you have other special needs, such as an interpreter or written materials in an alternative format, please contact Kristy Budde at (608) 266-9199 or email [kristy.budde@dwd.wisconsin.gov](mailto:kristy.budde@dwd.wisconsin.gov).*

## ***Driving Directions and Map to Sheraton Madison Hotel***

### **From East**

Exit from I-94 West onto I-90 East. Follow I-90 East to Highway 12/18 West. Continue west on Highway 12/18 for 4.5 miles to Exit 263 (John Nolen Drive). The hotel is immediately on the right as you exit.

### **From North**

Take Interstate 90 East or Interstate 94 East and exit onto Highway 12/18 West. Continue West on Highway 12/18 for 4.5 miles to Exit 263 (John Nolen Drive). The hotel is immediately on the right as you exit.

### **From West**

Take Highway 12/18 and take Exit 263 (John Nolen Drive). The hotel is immediately on the right as you exit.

### **From South**

Exit from I-90 onto Highway 12/18 West. Continue west on Highway 12/18 for 4.5 miles to Exit 263 (John Nolen Drive). The hotel is immediately on the right as you exit.



**Jim Doyle**  
Governor

**Tim Sullivan**  
Chair



Ron Danowski, Director  
201 E. Washington Avenue, Rm. G100  
P.O. Box 7972  
Madison, Wisconsin 53707-7972  
Telephone: (608) 266-3485  
Fax: (608) 261-8506  
Web site: <http://www.wi-cwi.org>

# Council on Workforce Investment

---

## COUNCIL ON WORKFORCE INVESTMENT

**Friday, June 11, 2010**  
**10:00 a.m. to 12:00 p.m.**

**Sheraton Madison Hotel**  
**706 John Nolen Drive**  
**Madison, WI 53713**

### **FULL COUNCIL MEETING AGENDA**

- I. Call to Order and Minutes of March 19, 2010 Meeting **(Action)**
- II. Update on Status of Workforce Investment Act Program Year 2010-11 Discretionary Funds
- III. Executive Committee Report: Subcommittee Reports:
  - a. Dislocated Worker
  - b. Medicaid Infrastructure Grant - **(Action)**
  - c. Energy Sector
  - d. Health Care Sector
  - e. Advanced Manufacturing Sector
- IV. WIA Reauthorization
- V. Resolution on Marinette Marine Application Project Funding **(Action)**
- VI. Veterans Employment and Training Program
- VII. Labor Market Information
- VIII. Executive Director's Report
- IX. Adjourn

## COUNCIL ON WORKFORCE INVESTMENT

### MEETING MINUTES

*(Draft for CWI Approval)*

March 19, 2010

Milwaukee

- Members Present:** Tim Sullivan (Chair), Joel Rogers (Vice Chair), Ron Danowski (Executive Director), Lyle Balistreri, Colleen Bates, Reggie Bicha, Robert Borremans, Thomas Burse, Sharon Canter, William Chaudoir, Dan Clancy, Jewel Currie, Kathleen Drengler, Kathryn Dunn, Barbara Fleisner, Roberta Gassman, Susan Hatch, John Heyer, James Hill, Kim Kindschi, Tina Koehn, Gayle Kugler, Richard Leinenkugel, Don Madelung, Phil Neuenfeldt, Kent Olson, Mark Reihl, Don Rouse, Christopher Ruud, Andrew Schuster for Kenneth Black, Jeffrey Steren, Julia Taylor, Karin Wells for Rolf Wegenke, Dean Welch, Joan Wilk.
- Members Absent:** Daniel Andrist, Thomas Brien, Spencer Coggs, Tony Evers, Jim Haney, Joe Leibham, Lee Rasch, Richard Raemisch, Henry Sanders, Jr., Karen Timberlake, David Vierthaler, Josh Zepnick.
- CWI Staff Present:** Gary Denis, Pamela O'Brien, Amy Phillips.
- Others Present:** Sally Cutler, NorthCentral WI Workforce Development Board; Angela Cummings, WI Association of Job Training Executives and Waukesha-Ozaukee-Washington Workforce Development Board (WOW); Staci Eggert-Dziedzic, Francisco Sanchez, WOW Workforce Development Board; Francis Falsetti, Horizon Construction/Sustainable Solutions; Mark Kessenich, Milwaukee Area Workforce Investment Board; Anthony Rainey, President, UAW 469- Master Lock Company and Advanced Manufacturing Subcommittee Co-Chair; Judith F. Warmuth, Wisconsin Hospital Association and Health Care Sector Subcommittee Co-Chair; Linda Preysz, Dianne Reynolds, JoAnna Richard, Anne Rodgers-Rhyme, Randy Sommerfeldt, Lea Collins-Worachek, Department of Workforce Development

### Key Issues/Discussion

Council meeting materials are available on the CWI web page at <http://www.wi-cwi.org>

#### Item I. Call to Order and Minutes of December 18, 2009

Chair Tim Sullivan called the meeting to order. The minutes of the December 18, 2009 meeting were revised by Secretary Leinenkugel and approved as corrected.

#### Item II. Executive Committee Report: Subcommittee Reports

The Chair announced that the newly formed subcommittees all met within the past few weeks in order to report out at the full Council meeting.

- a. Dislocated Worker Subcommittee: Ms. JoAnna Richard presented a power point on the dislocation, trade and national emergency grant activities. Details on

enrollments, expenditures, training and employed at exit metrics are in the power point link below:

[http://www.wi-cwi.org/pdf/council\\_meetings/2010/dislocated\\_worker\\_report\\_03-23-10.ppt](http://www.wi-cwi.org/pdf/council_meetings/2010/dislocated_worker_report_03-23-10.ppt)

Mr. Borremans highlighted the impact on people in the local areas and the activity levels at the Job Centers. He also wanted the minutes to reflect the Workforce Development Board Director's sincere "thank you" to the entire dislocated worker unit at the central office for their extremely helpful efforts working with local staff and participants even while being overburdened with the large volume of lay-offs.

- b. Medicaid Infrastructure Grant Subcommittee: Mr. Steren explained that the subcommittee had their first on-line video meeting with LIVE MEETING. He stressed the importance of the use of ongoing technological advances at future CWI and subcommittee meetings for people to actively participate who cannot be physically present at the meeting site. Chair Steren announced a \$13 million grant award to the Department of Health Services for the Medicaid Infrastructure activities. He also noted the Subcommittee's recommendations on the Workforce Investment Act's House Reauthorization bill, and discussions on Family Care Services system employment issues related to workplace personal assistance, "vocational futures" planning and "supported employment."
- c. Energy Sector Subcommittee: Co-Chair Ruud explained that this new 27 member Subcommittee will migrate from the previous State Energy Sector Partnership group. His co-chair is Forrest Ceel, President of the Electrical Workers IBEW Local 2150. Mr. Ruud announced the Department of Workforce Development's receipt of a \$6 million Department of Labor grant that the Subcommittee will provide decision-making and oversight responsibilities for "Wisconsin's Sector Alliance for the Green Economy" [SAGE]. He also stated that prior to the next meeting on June 3, 2010, additional employers will be appointed. At Mr. Currie's request, the Chair appointed him to this Subcommittee.
- d. Health Care Sector Subcommittee: Co-Chair Warmuth explained that this new 36 member Subcommittee is a transition from the Secretary's Select Committee on Health Care Workforce Development that has been convening since 2003 with active workgroups. Ms. Warmuth noted the accomplishments of the previous group, and thanked Secretary Gassman for her leadership. The Subcommittee's Co-Chair is Stephanie Bloomingdale from the Wisconsin Federation of Nurses and Health Professionals. She also stated that prior to the next meeting on June 10, 2010; employers will be added to the Subcommittee.
- e. Advanced Manufacturing Sector Subcommittee: Co-Chair Rainey explained that many of the new 17 member Subcommittee already have an affiliation with sector strategies/industry partnerships and/or training and credentialing in their local areas. He summarized their first meeting that included labor market trends, and presentations on the related programs such as the Manufacturing Skills Standard Certification Initiative. The Subcommittee's Co-Chair is Joe Kinsella, President of Point Precision, Inc. Mr. Rainey stated that prior to the next meeting on June 8, 2010, additional employers will be appointed to the Subcommittee.

The Chair started a general discussion on issues related to the newly established sector subcommittees. He emphasized the need for these Subcommittees to be committee-driven with specific outcomes and goals along with career pathways strategies. Chair Sullivan explained that he has discussed the sector-driven efforts and career pathways with the gubernatorial candidates. He wants these issues on the next Executive Committee meeting agenda as well as how the Committee will oversee the measureable outcomes of the sector subcommittees. Vice-President Rogers reinforced the Chair, and stressed the importance for the committee members to have clear discussions to make real decisions that will steer state and regional sector partnership activities. Secretary Leinenkugel expressed the need to have greater linkages with the regional economic development entities, and noted some of the very successful well-defined regional sector areas such as New North. He also commended DWD's "jewel", Eric Grosso, who provided an excellent presentation on manufacturing labor trends. It was suggested that he present labor market data on Wisconsin's workforce at the next Council meeting. Mr. Olson emphasized the need for the Subcommittees to move fast on decisions and program timelines with nimble guidelines so local areas can have the flexibility they need. Ms. Taylor discussed the various joint sector grants in Southeast Wisconsin, and how these efforts needed to be folded into the statewide Subcommittee's work. The Chair noted that if employers are allowed to be engaged in guiding these Subcommittees, then activities will move at a faster pace than previous government programs just because of the nature of the business model. In response to Ms. Bate's question about equitability in regional areas with only one major city hub with the remainder being rural, Chair Sullivan stressed the importance of planning strategies and awarding funding in a balanced manner. He also relayed how states like Pennsylvania had statewide industry-partnership initiatives that included businesses actually bringing funds to the table and the State Legislature committing additional resources.

#### Item III. National Medicaid Infrastructure Media Campaign

Mr. Steren introduced the national media campaign, "Think Beyond the Label," that challenges our thinking of what is "normal." He explained that Ms. Melissa Turner, National Consortium for Health Systems Development, reviewed preliminary material with the CWI MIG Subcommittee in November given that Wisconsin has been the leader in funding support and shaping this campaign. Ms. Turner proceeded with details in the power point since the national kick-off of television, magazine, and newspaper advertisements directed toward employers to encourage hiring persons with disabilities.

[http://www.wi-cwi.org/pdf/council\\_meetings/2010/natl%20medicaid\\_infrastructure\\_media\\_campaign.ppt](http://www.wi-cwi.org/pdf/council_meetings/2010/natl%20medicaid_infrastructure_media_campaign.ppt)

The Chair entertained a general discussion that included positive remarks regarding the intent and content of the campaign. Ms. Fleisner stated that we need to build on the successes of private companies that do hire and retain people with disabilities. Secretary Leinenkugel offered a suggestion for an internet search connecting to the campaign's digital hub using "hire disabled workers." In response to the Chair's question as to the primary reasons employers cite for not hiring people with disabilities, Ms. Turner noted the rising cost of insurance, uncertainties of accommodation and hiring/firing legalities and actually finding people with disabilities ready for inclusion in the workforce. Kim Kindschi urged a stronger higher education connection. Secretary Gassman highlighted a vocational rehabilitation on-the-job training pilot program with American Recovery and Reinvestment Act funding.

#### Item IV. Green Industries and Jobs in the Energy Sector

Secretary Gassman expressed her appreciation to the Co-Chairs and members of the newly formed sector strategy subcommittees noting the stature of the membership. In particular, she praised Mr. Ruud's role with the Governor's office on energy efficiencies and growing green jobs

in the State. She pointed out that the Governor's legislation would create 16,000 jobs and the SAGE grant would train more than 3,000 workers plus support new apprenticeship programs in energy efficiency, renewable energy and smart grid occupations. The Secretary presented the Governor's DVD on "Green Industries and Jobs in the Energy Sector."

There was general consensus on the vital need for the State to have a renewable portfolio and energy conservation measurable targets. Mr. Rouse and Ms. Fleisner shared what was happening at the Workforce Board level and in rural farming practices.

#### Item V. Executive Director's Report

- (a) Mr. Danowski announced that the State will be submitting the Workforce Investment Act (WIA) State Plan Modification once new instructions come from the U.S. Department of Labor due to the anticipated adoption of a WIA Reauthorization. He noted that two comments were received during the public review and comment period which did not impact the draft.
- (b) The Executive Director updated the Council on the WIA Reauthorization legislative activities as well as the national workforce organization's efforts. He also summarized the status of the WIA waivers effective for program year 2009-2010.

Given that members expressed the desire to be engaged in the reauthorization process, the Chair requested that a position paper be developed for discussion at the Executive Committee meeting that would be brought to the full Council for action.

Finally, there was a conversation regarding the Governor's Clean Energy Jobs Act bill. Mr. Neuenfeldt stressed how vital this legislation was for jobs expansion and environmental clean up. He urged the CWI's private sector to provide legislators with cost-inducing examples and their best practices because business groups have been lobbying strenuously against the bill. Secretary Leinenkugel explained the initiative developed by the Department of Commerce to target 50 small and medium-sized businesses for pilots on profitable sustainability. The Chair indicated that he provided the Governor with his company's energy savings efforts along with the financial savings after initial costs and urged others to do the same. Chair Sullivan also referenced the environmental benefits and a survey that revealed only 13% of the survey pool cared passionately about environmental issues. Vice-Chair Rogers reinforced the need for the legislation stating that Wisconsin is losing opportunities for jobs and a clean environment with slow-paced action.

The meeting adjourned at Noon.

Agenda Item III. b.

**Medicaid Infrastructure Grant Subcommittee Report**  
June 11, 2010 Council on Workforce Investment

The Medicaid Infrastructure Grant Subcommittee (CWI-MIG) met on May 6, 2010. As part of the Subcommittee's discussion on Managed Care and Employment Task Force recommendations, the Subcommittee unanimously endorsed the following motion:

**"Recommend that the CWI encourage the Governor to support the changes that the Department of Health Services (DHS) proposed for the Medicaid Assistance Purchase Plan in order to increase higher levels of employment, wages and sustainable assets. This would include any other enhancements recommended by the Managed Care and Employment Task Force."**

**The Subcommittee has requested that the CWI Chair forward a communication to the Governor with the above motion.** This change would help eliminate some significant impediments for persons with disabilities to have full employment, reach self-sufficiency, and be able to retire with assets as other workers. The Medicaid Assistance Purchase Plan (MAPP) offers people with disabilities who are working or interested in working the opportunity to buy health care coverage through the Wisconsin Medicaid Program. Depending on an individual's income, a premium payment may be required for this health care coverage. The proposed administrative changes are allowable by law, and would: open up more options for persons to be optimally engaged in work; allow more affordable coverage; and, provide comprehensive services such as Work Incentives Benefits Counseling (or other similar service that would improve employment retention and career ladder advancement). Essentially, this would correct some major flaws in MAPP that for the past ten years were hindrances to persons being able to be engaged in private sector employment or retire with full benefits. There are approximately 17,000 Wisconsinites currently in MAPP.

The other recommendation unanimously adopted that was forwarded from the Subcommittee Chair, Jeffrey Steren, to the DHS Division of Long-Term Support Deputy Administrator Fredi Ellen Bove:

**"The CWI-MIG Subcommittee recommends that the numbered memo relating to the Policy on Employment be formally adopted by the Department as soon as possible. If it will not be adopted, to report back to the group why it is not being adopted."**

Other highlights of the meeting included:

- ✓ Status of the 80-plus Pathways to Independence initiatives funded by DHS from the federal \$ 13 million grant for 2010. Efforts are targeted to maximize employment for people with disabilities, and increase inclusive workplaces.
- ✓ On-the-Job Training- Division of Vocational Rehabilitation (VR) Program: Funds from the American Recovery and Reinvestment Act were targeted for this initiative anticipated to serve 1,000 individuals. Since the program started last fall, 369 persons are now in a job. Employer benefits of an on-the-job training agreement include: no-cost recruiting;

pre-screened VR referrals; tax credit opportunities; a more diversified workforce; and, an opportunity to train a new employee on the job at a 50% reduced cost to the business.

- ✓ Mental Health and Employment Programs: The full array of services was summarized from prevention and early intervention to specific MIG initiatives in this area-- Supported employment and Peer Specialist assistance for individuals to transition in the workplace and retain employment.

The next meeting is scheduled for August 5, 2010.

Agenda Item IV.

**Council on Workforce Investment  
Position Detail on Workforce Investment Act Reauthorization  
June 11, 2010 CWI Meeting**

Expand training opportunities and increase employer engagement: Provide a broader range of training opportunities related to occupational skill sets in regional demand occupations that encourages the highest caliber of training providers.

- Eliminate the Individual Training Account requirement and make it easier to develop training strategies geared to customized class sized training programs.
- Require a percentage of formula funds be spent for training expenditures in order to ensure a sufficient amount of funding is used to train participants and develop skills needed to succeed in the labor market.
- Expand incumbent worker training opportunities to upgrade the skills of currently employed individuals.
- Encourage the use of career pathways and bridge programs to support the skills advancement of working adults as well as programs for workers and English language learners needing basic skills
- Encourage the use of regional employer-driven industry sector strategies for service delivery and worker training that leads to efficiencies and industry innovation.
- To improve efficiency of the public workforce system and to avoid providing unnecessary services in the enrollment process, eliminate the sequence of services requirement.

Currently, the Workforce Investment Act (WIA) constricts the potential of a full array of training providers and the type of training. Extending more training opportunities beyond the current WIA will provide improved matches for participants and expand the trainer pool. These expanded opportunities will also help address the participants who have extensive barriers to employment and those in the untapped potential labor pool. The focus on demand occupations will aid in regional recovery and growth but not limit engagement of small businesses and entrepreneurial training for participants. The Council on Workforce Investment (CWI) has recommended creating employer financial incentives to provide on-site training and/or targeting funds to workforce intermediaries for cross-program job readiness and employability skills training. They also recommended to request the waiver on the 50% employer contributions for on-the-job training and customized training which the full CWI expanded to other State waivers to increase employer engagement.

The CWI Medicaid Infrastructure Committee (MIG) also recommended incentives for private sector employers to be active partners in training and mentoring: "Employers and their managers need to be encouraged and compensated for the time from their typical work duties to mentor individuals who need real life career exploration activities. For example, individuals need to better understand what a job really entails, what could be accommodated, etcetera, before selecting a training path. These mentoring activities would ideally take place before any formalized work experience placement."

The elimination of the sequence of services requirement will allow individuals to receive the services that best meets their needs for positive training and employment placement outcomes.

It will also aid in the tailoring of services among one-stop partners for blended support Local boards need to be able to respond quickly to meet service needs by shifting funds that would still require State accountability.

Create sustainable financial support for the One-Stop system infrastructure: Design a stable and equitable funding mechanism to maintain the operating costs of the One-Stop system.

- Require a fair share contribution for the infrastructure among the required One-Stop partners, or set aside a specific amount of funding to provide for the cost of the One-stop infrastructure.
- Promote the use of technology that leads to improved services particularly for rural areas and individuals with disabilities.
- Encourage and financially support funding for essential specialized services at the certified One-Stops including Disability Navigators, and Benefits Specialists.

The CWI has a history of supporting the development of a sustainable infrastructure and a coordinated effort for service delivery among partners. In the past, it has been recommended that WIA "Create sustainable financial support for the One-Stop Infrastructure... and design a 'fair share' allocation method among all of the state-administered workforce E&T programs." It has also been recommended to "Provide incentives for the WDBs' regional activities and collaborative efforts including but not limited to joint program planning, equitable cost sharing of infrastructure and mutual services..."

The CWI MIG Subcommittee recommended that dedicated funding be provided for one-stop partners to systemically address the barriers that are identified through the use of Section 188 compliance reviews. They also recommended fully-funded Benefits Specialist and a Work Incentives Specialist to be required for each certified one-stop. These specialists would greatly improve the ability of individuals with disabilities to determine what is available that will aid in successful training and employment outcomes, as well as analyze the "disincentives" of employment related to long-term care and social service supports. Individuals with disabilities need to be served through the broader workforce system reflecting the intent of WIA's "universal access" for services. Based on the past activities, the Disability Navigators successfully contributed to the delivery of improved services for people with disabilities across the one-stop system. For example, the Disability Navigators in Wisconsin helped Job Center staff and partners find and secure the resources and services necessary to achieve the participant's training and employment goals."

Invest in Youth: Prepare them for the world of work.

- Provide sufficient funding for a permanent Summer Youth Employment and Training Program.
- Emphasize services to high-risk youth and basic skill deficient youth to prepare them for additional training and employment opportunities.
- Eliminate the youth "in-school/out-of-school" requirements.

On behalf of the Council's December 2009 action, the Chair wrote to Congress supporting designated funding for the Summer Youth Program given its proven success for youth to gain work skills and an income. Rather than WIA requiring the focus on school status, one-stop activities need to focus on "working together to implement career pathways to prepare students

for the industry sectors of the 21<sup>st</sup> century...and "increase the awareness and interest in demand occupation employment opportunities available in the region."

"Reauthorization should further reinforce early intervention and demand-side employment models. For youth in particular, dovetailing the transition services and implementing employment goals from elements in individual's education plans would reduce duplication, create easier access for assistance, and advance self-sufficiency in the community."

The emphasis on youth services should be on "at-risk" populations rather than distinguishing whether or not the person is in school.

Improve Governance and Administration: Ensure thorough oversight and quality strategic direction.

- Require smaller employer-led local and state workforce boards with a majority of members from the business community.
- Reduce the required representation of public agencies with a stake in the funding administered by the board.
- Maintain the private sector Chairperson requirement.
- Clearly state, and define that, the role of both State and Local boards is strategic and spans programs beyond WIA.
- Clearly define the role of the boards at it relates to performance oversight and its role in taking corrective action where necessary.

The CWI Chair and the Workforce Development Board Directors have previously advocated for small oversight entities in order to have more effective partnership engagement. Working ad hoc groups have been a proven successful alternative to large boards.

Establish an accountability system that focuses on transparency and outcomes across programs:

- Fully implement the common measures for performance across multiple programs whose goal is to put people to work.
- Outcomes measured should recognize that the goal is to get people to work, to retain employment and to improve their earnings while working.
- In order to recognize participant characteristics and economic conditions that inhibit enrollment of individuals with multi-barriers for training/employment success, adopt a regression model for WIA performance outcome measures.

The CWI approved the State waiver for common performance measures which has been implemented for the program year 2009-2010 as well as a coordinated system at the State level. Also, the CWI recommended to the Governor the consolidation of 10 of the 17 required partner programs with consistent performance measures and reporting criteria.

## Final DRAFT

Dear :

On behalf of the Wisconsin Council on Workforce Investment, I want to share our position on issues that are important for Wisconsin related to the upcoming reauthorization of the Workforce Investment Act (WIA) expected this summer. Given the need for a responsive and an effective workforce system, changes in a renewed Act must include priority on training that matches state and regional industry needs, flexibility to best serve customers, and shared common performance measures among the Act's funding sources that ensures transparency and accountability.

In order to achieve the type of public workforce system that meets employer and job seeker needs, we would like to make the following recommendations on reauthorization:

### Expand training opportunities and increase employer engagement

Currently, there are no requirements to invest in training under the Workforce Investment Act. When training is done under the Individual Training Account system, it is often done without strategic considerations for a state, regional or business impact. While a broad array of training programs exists, the training is not always coordinated to make the best of the funds available. Investing in training is critical to the economic vitality of our state and its economic regions. A new Act must provide for a broad range of training options related to skills identified by business driven industry partnerships in strategic economic sectors. In order to efficiently use the multitude of public training resources available, training strategies must encourage use of coordinated approaches. We recommend that the new WIA include provisions that address the following items.

- Eliminate the Individual Training Account requirement and make it easier to develop training strategies geared to customized class sized training programs.
- Require a percentage of formula funds be spent for training expenditures in order to ensure a sufficient amount of funding is used to train participants and develop skills needed to succeed in the labor market.
- Expand incumbent worker training opportunities to upgrade the skills of currently employed individuals.
- Encourage the use of career pathways and bridge programs to support the skills advancement of working adults as well as programs for workers and English language learners needing basic skills
- Encourage the use of regional employer-driven industry sector strategies for service delivery and worker training that leads to efficiencies and industry innovation.
- To improve efficiency of the public workforce system and to avoid providing unnecessary services in the enrollment process, eliminate the sequence of services requirement.

### Create sustainable financial support for the One-Stop system infrastructure

To be successful the one-stop delivery system must serve as a meeting place for employers and job seekers. A stable and equitable funding mechanism to maintain the operating costs of the One-Stop system is critical to its success. In order to achieve this stability, the new act should embrace the following principals.

- Require a fair share contribution for the infrastructure among the required One-Stop partners, or set aside a specific amount of funding to provide for the cost of the One-stop infrastructure.
- Promote the use of technology that leads to improved services particularly for rural areas and individuals with disabilities.
- Encourage and financially support funding for essential specialized services at the certified One-Stops including Disability Navigators, and Benefits Specialists.

### Invest in Youth

Many of our youth leave high school unprepared for the world of work. Many of our most disadvantaged youth are never exposed to the workplace and will remain mired in unemployment and dead end jobs for their whole lives. A renewed Workforce Investment Act should focus on preparing youth for the world of work, even if they have passed the typical age of graduation from the K-12 system. To that end, we recommend that a new Workforce Investment Act:

- Provide sufficient funding for a permanent Summer Youth Employment and Training Program.
- Emphasize services to high-risk youth and basic skill deficient youth to prepare them for additional training and employment opportunities.
- Eliminate the youth "in-school/out-of-school" requirements.

### Improve Governance and Administration

Today, our state and local workforce boards are made up of many, often competing, interests that are too large and cumbersome to provide the type of strategic leadership needed to have a flexible and responsive public workforce system. A new Workforce Investment Act should address this by establishing boards that ensure thorough oversight and quality strategic direction.

- Require smaller employer-led local and state workforce boards with a majority of members from the business community.
- Reduce the required representation of public agencies with a stake in the funding administered by the board.
- Maintain the private sector Chairperson requirement.
- Clearly state, and define that, the role of both State and Local boards is strategic and spans programs beyond WIA.
- Clearly define the role of the boards at it relates to performance oversight and its role in taking corrective action where necessary.

## Establish an accountability system that focuses on transparency and outcomes across programs

In business and government, outcomes are driven by what is measured. Under the current WIA performance measurement system, states and local boards are driven by a complex set of program measures that do not encourage providing services to the most needy people seeking services. Some measures focus on interim achievements without regard to the overall need to move people into employment. The multitude of existing programs have different outcomes that inhibit the use of funding in a complementary way among different programs that serve the same target groups. A new Workforce Investment Act must align accountability across related workforce programs with common measures that focus on the obtainment and retention of employment, and increases in income upon completion of the program. To accomplish this goal, we recommend:

- Fully implement the common measures for performance across multiple programs whose goal is to put people to work.
- Outcomes measured should recognize that the goal is to get people to work, to retain employment and to improve their earnings while working.
- In order to recognize participant characteristics and economic conditions that inhibit enrollment of individuals with multi-barriers for training/employment success, adopt a regression model for WIA performance outcome measures.

WIA reauthorization provides an opportunity to reshape the public workforce system -- this is a critical time to determine what is in the best interest for job seekers and businesses, both in Wisconsin and nationally. Support from the Congressional Delegation regarding our reauthorization recommendations could result in a program that effectively benefits job seekers and employers, and ultimately leads to a positive impact on local and state economies. We appreciate your consideration of our recommendations as WIA reauthorization moves forward. For any follow-up, please contact Ron Danowski at (608) 266-3485 or [ron.danowski@dwd.wisconsin.gov](mailto:ron.danowski@dwd.wisconsin.gov).

Sincerely,

Tim Sullivan, Chair  
Council on Workforce Investment

## DRAFT

**Resolution  
Governor's Council on Workforce Investment  
State of Wisconsin  
June 11, 2010**

**Whereas**, the Marinette Marine Corporation has been a stalwart shipbuilding firm among Wisconsin's 32 companies in that industry since 1942;

**Whereas**, Marinette Marine is competing for a contract to help build the next generation of ships for the U.S. Navy;

**Whereas**, Wisconsin has a national and international reputation as a leader in manufacturing with a highly-skilled workforce and strong work ethic;

**Whereas**, Wisconsin's many close partners in the workforce development area are strongly supportive of Marinette Marine's bid and ready to help facilitate its workforce needs. Partners include:

- Wisconsin's Workforce Development Boards partner with the state's Technical Colleges to provide education, training, and apprentice options for a skilled pipeline of workers in the shipbuilding industry. Wisconsin's Technical Colleges currently train 2,300 persons annually in manufacturing related to shipbuilding and have the capacity right now to train 5,000;
- The Bay Area Workforce Development Board partners with New North, Inc., an 18-county regional economic development partnership that helps harness and promote the region's resources, talents and creativity to sustain and grow the regional economy.

**Whereas**, the Governor is firmly committed to keeping Wisconsin a leader in manufacturing, including promoting a skilled workforce through the Manufacturing Skills Standards Certification program;

**Now, therefore, be it resolved**, that the Governor's Council on Workforce Investment strongly endorses the Marinette Marine Corporation's bid for the U.S. Department of Navy's Littoral Combat Ship program so that Wisconsin's world-class shipbuilders can provide the Navy with its next generation of ships.

---

Tim Sullivan  
Chair, Council on Workforce Investment