

SOUTHWEST WISCONSIN WORKFORCE DEVELOPMENT PLAN 2024 to 2027



Serving the Southwest Wisconsin
counties of:

Grant
Green
Iowa
Lafayette
Richland
Rock

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INTRODUCTION

The Workforce Innovation and Opportunity Act (WIOA) of 2014 charges all local workforce development areas to publish a plan that defines local workforce strategies, partnerships, and resources that will be leveraged to build a sustainable talent pipeline that is advantageous to both employee and employer. The Southwest Wisconsin Workforce Development Board (SWWDB) collaborates with numerous individuals, businesses, and organizations throughout southwest Wisconsin to develop this plan. SWWDB serves as a strategic convener to promote effective relationships between the workforce development system, economic development, education, and community partners to address the talent needs of local employers. These efforts and outputs are addressed in the **Southwest Wisconsin Workforce Development Plan**.

The publication of the Southwest Wisconsin Workforce Development Plan (Local Plan) is the result of months of industry research, partnership development, and resource review. The Local Plan is a living document and changes as workforce needs are identified and, while relatively technical in nature, it is the primary governing document for the workforce development strategies and activities that are carried out in southwest Wisconsin. Development of the plan is based on guidance from the United States Department of Labor (DOL) and Wisconsin's Department of Workforce Development (DWD). The four-year Local Plan supports the State of Wisconsin's vision and strategic goals and is updated every two years.

To ensure we remain focused on the needs of local industry, SWWDB conducts a biennial Workforce Needs Survey to identify the primary workforce concerns and needs voiced by local business. Survey results and responses are included throughout this document and are combined with labor market data provided from the Wisconsin Department of Workforce Development (DWD), Bureau of Labor Statistics (BLS), and the American Community Survey. This data is compiled through the State's labor market portal, "Wisconomy," agency reports, and Lightcast, a labor analytics company. SWWDB utilizes this data to define the local labor, identify trends, opportunities, and challenges.

The labor market continues to adjust to workforce shortages relating to retiring talent, industry growth, and shrinking populations. The available workforce faces affordable childcare and housing shortages. These working family realities diminish full workforce engagement. In our rural areas, access to transportation remains a workforce barrier.

Advancing automation will allay some of the effects of the workforce shortage, but automation will not impact all occupations and industries. It also creates a skill gap that will need to be addressed by the workforce development system. In the next four years, we expect to see significant challenges in the healthcare sector, as demand for care increases while the number of those who deliver and support the delivery of healthcare services contracts. Artificial intelligence (AI) is both an opportunity and threat, requiring us to embrace something that many of us fear. The understanding, acceptance, and management of AI principles, activities and strategies will impact every industry and its talent.

Unchanged from 4 years ago, talent demand is creating a very competitive playing field within like industries AND among all industries. As we like to say at SWWDB, everyone needs a "Sam", the ideal individual who is valued by employers, the community, and family. Sam can problem solve, shows the right amount of dedication to all responsibilities, loves to learn and troubleshoot, and is available whenever needs arise. The problem remains, however, there simply are not enough "Sams" to go around.

While the search for the elusive "Sam" continues, businesses in southwest Wisconsin remain confident in their efforts to expand (66% of employers surveyed plan to expand their workforce), growing their footprint, incorporating technology and equipment (74% of employers surveyed plan to purchase new equipment in the next year) and flexing their workforce. They are embracing the opportunity and productivity that comes with remote and hybrid work arrangements. After bouncing back from the pandemic, southwest Wisconsin business locations grew to 8,081 in 2023, a net gain of 405 from 2020 and created 6,226 new jobs (Lightcast,

Industry Table WDA 11, 2024). Employment is at pre-pandemic levels. Without doubt, the workforce shortage is impacting businesses in southwest Wisconsin, yet innovation, expansion, and optimism are flourishing.

As our communities work to attract talent and address childcare, transportation and housing issues, concentration and effort must be maintained to continue to train and retrain our current and emerging workforce to meet job demands. We advance work-based training and more fully engage our future workforce in full career exploration and development. Career and technical education must be normalized so that every student can begin true career training while in high school – youth apprenticeship, dual credit, and middle college programs must be embraced as best practices. Workplace adaptations that promote the benefits of diversity will improve cohesiveness among all ages, gender, abilities, and races and lead to improved outcomes for all our organizations.

Workforce development is a coordinated effort that encompasses direct and indirect contributions from regional stakeholders. It is not a singular activity, nor does it operate solely within the confines of a Job Center or social program. While our direct customers are employers and jobseekers, community prosperity is our ultimate target.

The Southwest Wisconsin Workforce Development Board (SWWDB) is an Equal Opportunity Employer & Service Provider.

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DATA SOURCES

The origins of data begin within the smallest business entity or census tract that can be tracked. Eventually, after aggregating up through city, county, and state agencies, information is collected and maintained by federal agencies. Federal authorities use this data to identify trends, allocate funding, assess risk, and reveal opportunity. Advances in technology have made current and historical industry, occupational, demographic, and education data readily available to any entity or individual willing to wade through the multiple databases, programs, and portals that have been built to warehouse, convert, and analyze such data. Local workforce development boards are not statisticians, data analysts, demographers, or fortunetellers, but in many ways, we take all of their work to explain the past, current, and future labor market to local stakeholders.

Much of the data used in this local plan was collected from databases and portals maintained by federal agencies, such as the United States Bureau of Labor Statistics, Census Bureau, and Department of Health. SWWDB team members accessed this data via federal websites, state agencies, like Wisconsin's Bureau of Workforce Information and Technical Services (BWITS), and companies like Lightcast.

We are truly impressed by the advances seen in the public and private sectors relating to data tracking and processing. For example, the state of Wisconsin has developed Wisconomy, Wisconsin's Labor Market Information (LMI) portal. Likewise, by scraping resume and job posting data from the internet, Lightcast is able to explain the labor supply and demand quandary as one of skill set...job postings reveal what employers want, resumes reveal what jobseekers possess.

SWWDB has accessed a wide variety of data from multiple sources to develop the Southwest Wisconsin Workforce Development Plan. The list below provides more detail on some of the information used to complete this project.

Data/Report/Program	Source	Description
Quarterly Census of Employment and Wages (QCEW) https://data.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables	U.S. Bureau of Labor Statistics (BLS)	Accessed via BLS website, Wisconomy, and Lightcast. QCEW is a quarterly count of employment and wages reported by employers.
Quarterly Workforce Indicators (QWI) https://ledextract.ces.census.gov/static/data.html	U.S. Census Bureau (USCB)	Accessed via USCB website and QWI Explorer, "QWI are a set of 32 economic indicators including employment, job creation/destruction, wages, hires, and other measures of employment flows." https://www.census.gov/data/developers/data-sets/qwi.html
Longitudinal Employer Household Dynamics (LEHD) https://lehd.ces.census.gov/data/	U.S. Census Bureau	Series of applications that "research and characterize workforce dynamics for certain groups."
DWD LMI Databook	WI Office of Economic Advisors	Excel Spreadsheet. Provided to all local workforce boards.
WI County Profile Dashboards & Downloads https://www.jobcenterofwisconsin.com/wisconomy/pub/countyprofiles.htm and https://www.jobcenterofwisconsin.com/wisconomy/query#projectionData	WI Bureau of Workforce Information & Technical Services	Accessed via Wisconomy, https://www.jobcenterofwisconsin.com/wisconomy/ Most recent reports were developed in 2019 and provide county level information on employment, economies, industries, etc.

WISCONSIN'S STRATEGIC VISION AND GOALS

Vision

Wisconsin's workforce development system will advance the competitiveness of workers, job seekers, and employers in the global economy by improving equity, economic opportunity, and sustainability.

Strategic Goals

1. **Education Focus:** Reinvigorate Wisconsin's culture and value of education and innovation to fuel ideas, businesses, people, and the next generation for future economic well-being and ensure that individuals from all backgrounds have access to the education, training, and support they need to achieve their full potential.
2. **Goal #2 Employers Focus:** Engage all employers to drive, build, and utilize Wisconsin's workforce development system.
3. **Goal #3 Workforce Focus:** Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.
4. **Goal #4 Organization and Resource Alignment:** Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.

LOCAL LABOR MARKET ANALYSIS

Labor Market & Economic Conditions

1. Provide an analysis of the labor market data and economic conditions in the local area, including:

- Existing & Emerging In-Demand Industry Sectors & Occupations
- Employment Needs of Employers

The analysis may include:

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

The Southwest Workforce Development Area (WDA 11) consists of 6 counties (Grant, Green, Iowa, Lafayette, Richland and Rock). The area population in 2022 was 309,984 with seniors (age 65 and older) representing 19% of the population. By 2030, seniors will represent 22% of the population. (Lightcast, Population Demographics Table, 2024). Meeting the needs of this expanded population will create risk and opportunity throughout the region for the labor market and for the economy as a whole.

The population in WDA 11 is less diverse than surround areas although total diversity is expected to increase from 13% (2023) to 15% in 2030, primarily due to our expanding Hispanic populations.

As indicated in the 2020 – 2024 Local Workforce Development Plan, **workforce scarcity** issues are glaring and remain a top economic concern in our communities. While a multitude of efforts are explored to address this challenge, the labor shortage is not expected to improve soon.

The magnitude of the workforce scarcity issue is best explained using basic labor market and demographic data. Long-term population projections show the working age population continues to decline until at least 2030. In general, our working age population is expected to decrease by 2,959 (1.5%) while jobs in the area are expected to increase by 7,626 (5.6%) between 2022 and 2030. While our population is growing, our working age population is shrinking, potentially resulting in 10,285 unfilled jobs by 2030.

	2022	2030	Change	Change
Area Population	309,984	316,225	6,241	2.01%
Area Working age population (15-64)	195,717	192,758	-2,959	-1.51%
Jobs in Area	135,378	143,004	7,626	5.63%

The 2022 labor force, which is counted as the number of individuals living in the area who are working or looking for work, was 165,764. Not all these individuals work in the six-county area, and efforts to recruit this commuting and/or remote workforce should be explored. Lightcast data estimates 8,800 area residents work outside of the six counties.

The labor force participation rate (LFPR) for the area, which compares the number of people in the labor force as a percentage of the civilian noninstitutional population, remains high at 66.3%, 2 points higher than the state's LFPR of 64.3%. During periods like this, it becomes very evident that every job is important, as is every industry. There are, however, certain industries identified as "driver" or "in-demand." The following section explores Southwest Wisconsin Industries

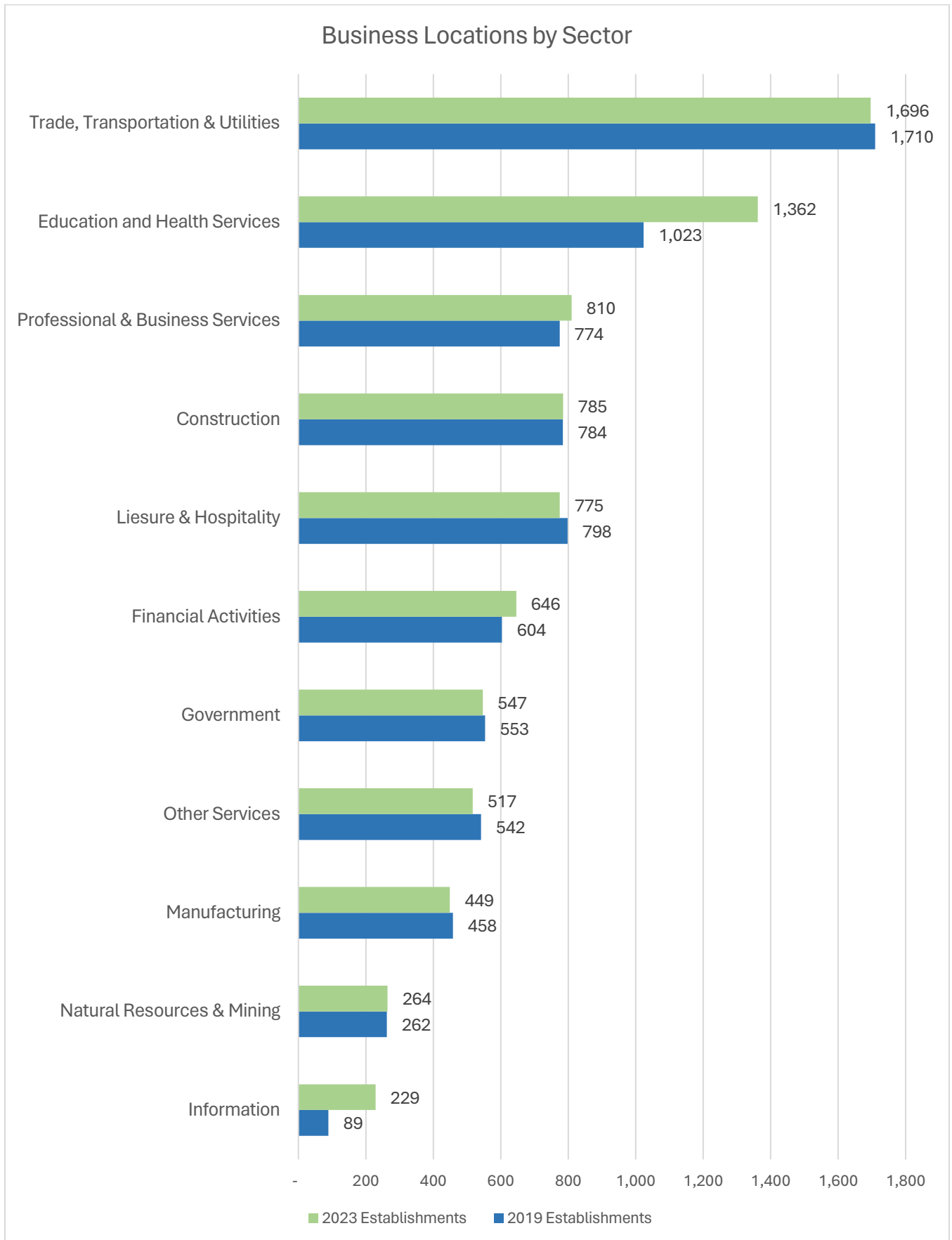
Industries in Southwest Wisconsin (2019-2023)

The indicators of a strong economy are showcased in Southwest Wisconsin. Unemployment is down, new jobs are being added, and more people are working. Business establishments grew by 6.3% as 480 new businesses were added between 2019 and 2023. Jobs decreased by 403 (.31%) over the 5-year period; however, between 2022 and 2023, 1,718 jobs were added, indicating pandemic recovery continues. The Healthcare and Social Assistance experienced a 33.4% increase in new locations, adding 329 new sites.

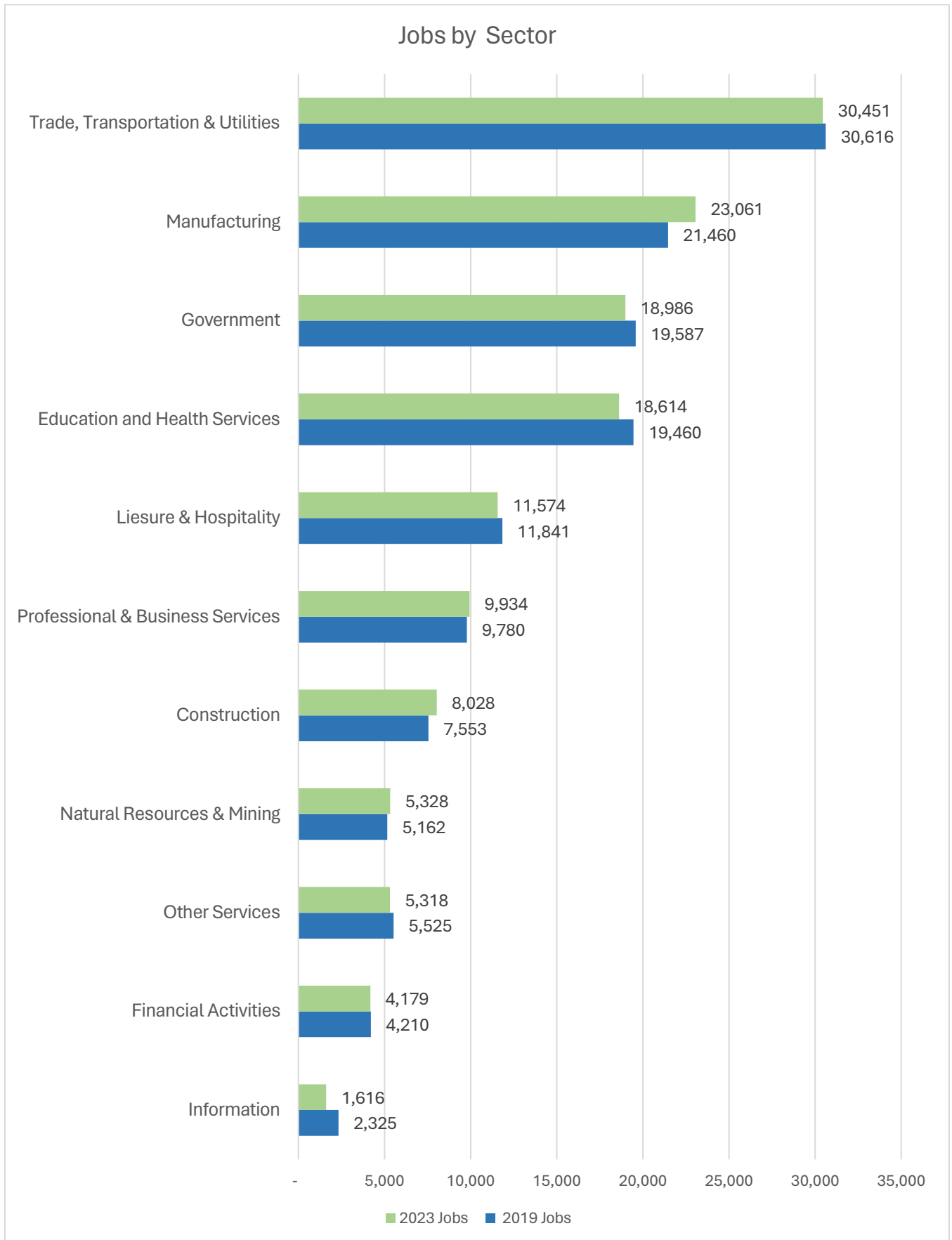
Trade, Transportation, and Utilities is the region's largest industry, employing 30,451 people. Manufacturing added the most jobs, employing 1,601 additional workers (7.5% increase), while the Education & Health Services sector saw the greatest jobs decline, losing 846 jobs. The Information industry declined by 30.5%, impacting 790 jobs, and representing the greatest decline in the region. Manufacturing, Construction, Natural Resources & Mining and Professional & Business Services sectors experienced positive employment growth. (Lightcast, Industry Table WDA 11, 2024)

Industry	Southwest Wisconsin (WDA 11)				Wisconsin
	2019 Jobs	2023 Jobs	Change	% Change	% Change
Manufacturing	21,460	23,061	1,601	7.46%	0%
Construction	7,553	8,028	475	6.29%	6%
Natural Resources & Mining	5,162	5,328	167	3.23%	4%
Professional & Business Services	9,780	9,934	154	1.57%	1%
Financial Activities	4,210	4,179	(31)	-0.73%	3%
Trade, Transportation & Utilities	30,616	30,451	(165)	-0.54%	3%
Other Services	5,525	5,318	(207)	-3.75%	-6%
Leisure & Hospitality	11,841	11,574	(267)	-2.25%	-2%
Government	19,587	18,986	(601)	-3.07%	-2%
Information	2,325	1,616	(709)	-30.47%	1%
Education and Health Services	19,460	18,614	(846)	-4.35%	1%
Grand Total	137,518	137,089	-429	-0.31%	1%

Lightcast, Industry Tables, 2024 1



Lightcast, Industry Tables, 2024 2



Lightcast, Industry Tables, 2024 3

Industry by % Change	2019 Jobs	2023 Jobs	Change	% Change	WI % Change
All Industries	137,096	137,517	(422)	(0%)	1%
481 - Air Transportation	11	86	75	650%	(15%)
562 - Waste Management and Remediation Services	283	569	285	101%	2%
493 - Warehousing and Storage	843	1,683	841	100%	53%
327 - Nonmetallic Mineral Product Manufacturing	204	307	103	51%	(1%)
523 - Securities, Commodity Contracts, and Other Financial Investments and Related Activities	168	244	76	45%	13%
517 - Telecommunications	293	414	121	41%	(6%)
325 - Chemical Manufacturing	609	823	213	35%	12%
336 - Transportation Equipment Manufacturing	2,232	2,863	631	28%	2%
237 - Heavy and Civil Engineering Construction	724	925	201	28%	16%
326 - Plastics and Rubber Products Manufacturing	1,865	2,336	472	25%	3%
488 - Support Activities for Transportation	156	193	37	24%	2%
531 - Real Estate	852	1,004	152	18%	10%
311 - Food Manufacturing	6,106	7,053	947	16%	7%
457 - Gasoline Stations and Fuel Dealers	2,025	2,276	251	12%	11%
492 - Couriers and Messengers	384	430	46	12%	41%
111 - Crop Production	1,236	1,384	148	12%	9%
323 - Printing and Related Support Activities	694	771	77	11%	(13%)
322 - Paper Manufacturing	321	355	34	11%	(8%)
811 - Repair and Maintenance	1,636	1,798	162	10%	2%
713 - Amusement, Gambling, and Recreation Industries	1,011	1,088	77	8%	2%
551 - Management of Companies and Enterprises	2,018	2,163	145	7%	(3%)
339 - Miscellaneous Manufacturing	376	402	25	7%	4%
238 - Specialty Trade Contractors	4,667	4,940	273	6%	5%
711 - Performing Arts, Spectator Sports, and Related Industries	440	462	23	5%	7%
484 - Truck Transportation	2,674	2,791	117	4%	0%
455 - General Merchandise Retailers	2,973	3,102	128	4%	4%
115 - Support Activities for Agriculture and Forestry	569	594	25	4%	6%
541 - Professional, Scientific, and Technical Services	3,170	3,273	103	3%	9%
445 - Food and Beverage Stores	3,190	3,275	85	3%	0%
621 - Ambulatory Health Care Services	4,034	4,124	90	2%	5%
444 - Building Material and Garden Equipment and Supplies Dealers	1,608	1,619	11	1%	4%
112 - Animal Production and Aquaculture	3,096	3,107	11	0%	3%
236 - Construction of Buildings	2,162	2,163	1	0%	6%
312 - Beverage and Tobacco Product Manufacturing	333	333	(0)	(0%)	30%
332 - Fabricated Metal Product Manufacturing	2,627	2,624	(3)	(0%)	(2%)
624 - Social Assistance	3,338	3,334	(4)	(0%)	1%

Industry by % Change	2019 Jobs	2023 Jobs	Change	% Change	WI % Change
903 - Local Government	15,715	15,663	(52)	(0%)	(2%)
221 - Utilities	452	450	(2)	(0%)	(6%)
458 - Clothing, Clothing Accessories, Shoe, and Jewelry Retailers	2,336	2,320	(16)	(1%)	(7%)
524 - Insurance Carriers and Related Activities	952	935	(18)	(2%)	4%
812 - Personal and Laundry Services	1,462	1,433	(29)	(2%)	(2%)
814 - Private Households	314	307	(8)	(2%)	(15%)
424 - Merchant Wholesalers, Nondurable Goods	2,475	2,397	(79)	(3%)	5%
722 - Food Services and Drinking Places	9,364	9,066	(298)	(3%)	(3%)
212 - Mining (except Oil and Gas)	195	187	(8)	(4%)	(10%)
532 - Rental and Leasing Services	138	132	(6)	(4%)	(12%)
321 - Wood Product Manufacturing	697	666	(30)	(4%)	(1%)
721 - Accommodation	910	870	(41)	(4%)	(6%)
622 - Hospitals	6,984	6,667	(317)	(5%)	(0%)
901 - Federal Government	1,481	1,406	(75)	(5%)	(1%)
459 - Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous Retailers	1,319	1,223	(96)	(7%)	(1%)
441 - Motor Vehicle and Parts Dealers	2,221	2,046	(175)	(8%)	(5%)
561 - Administrative and Support Services	4,309	3,930	(379)	(9%)	(4%)
333 - Machinery Manufacturing	2,776	2,512	(264)	(10%)	3%
623 - Nursing and Residential Care Facilities	3,446	3,110	(336)	(10%)	(12%)
331 - Primary Metal Manufacturing	437	394	(43)	(10%)	(12%)
522 - Credit Intermediation and Related Activities	2,092	1,853	(238)	(11%)	(4%)
423 - Merchant Wholesalers, Durable Goods	4,813	4,264	(549)	(11%)	5%
334 - Computer and Electronic Product Manufacturing	588	511	(76)	(13%)	(8%)
113 - Forestry and Logging	65	55	(10)	(15%)	(13%)
813 - Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,113	1,780	(333)	(16%)	(10%)
611 - Educational Services	1,658	1,379	(279)	(17%)	(4%)
482 - Rail Transportation	185	152	(32)	(18%)	(15%)
314 - Textile Product Mills	80	66	(14)	(18%)	(16%)
449 - Furniture, Home Furnishings, Electronics, and Appliance Retailers	789	637	(151)	(19%)	(12%)
902 - State Government	2,391	1,917	(474)	(20%)	(5%)
712 - Museums, Historical Sites, and Similar Institutions	117	89	(28)	(24%)	(2%)
485 - Transit and Ground Passenger Transportation	787	598	(190)	(24%)	(18%)
335 - Electrical Equipment, Appliance, and Component Manufacturing	529	378	(152)	(29%)	1%
337 - Furniture and Related Product Manufacturing	864	610	(254)	(29%)	(7%)
456 - Health and Personal Care Retailers	1,118	775	(342)	(31%)	(8%)
425 - Wholesale Electronic Markets and Agents and Brokers	172	119	(53)	(31%)	(19%)

Industry by % Change	2019 Jobs	2023 Jobs	Change	% Change	WI % Change
518 - Data Processing, Hosting, and Related Services	1,047	682	(365)	(35%)	1%
512 - Motion Picture and Sound Recording Industries	285	163	(122)	(43%)	(17%)
313 - Textile Mills	67	38	(29)	(43%)	2%
513 - Publishing Industries	453	239	(215)	(47%)	10%
516 - Broadcasting and Content Providers	211	111	(100)	(47%)	(10%)
486 - Pipeline Transportation	35	13	(21)	(61%)	4%
315 - Apparel Manufacturing	51	13	(38)	(74%)	(27%)

Lightcast Industry Table WDA 11 1

Southwest Wisconsin Cluster Industries

Cluster industries share factors that link them together economically, i.e., workforce, supply chain, region.

Southwest Wisconsin Cluster Industries	Jobs
Trailers, Motor Homes, and Appliances	1,064
Food Processing and Manufacturing	6,397
Plastics	2,329
Electric Power Generation and Transmission	151
Upstream Metal Manufacturing	1,064
Environmental Services	206
Automotive	1,470
Local Health Services	14,674
Printing Services	770
Downstream Chemical Products	252
Construction Products and Services	798
Upstream Chemical Products	231
Medical Devices	441

Lightcast Industry Clusters 1

Southwest Wisconsin Driver Industries

Lightcast defines Driver Industries as “those that play a key role in the economic vitality of a region by supplying quality, often high-paying jobs while also supporting job growth in other industries. These industries function as the primary engines for economic growth and stability because they export products and services and import vital dollars. Those dollars then circulate in the economy and support other local industries and jobs.” (Lightcast, 2022). The industries below are elevated based on employment, earnings, and regional job concentration/specialization.

NAICS	Industry	2023 Jobs	2032 Jobs	Change	% Change	Avg. Earnings	Emp. Concentration
311513	Cheese Manufacturing	3,188	3,791	603	18.9%	\$69,369	65.3
336212	Truck Trailer Manufacturing	1,064	1,389	324	30.5%	\$91,006	30.1
332117	Powder Metallurgy Part Manufacturing	527	592	64	12.2%	\$68,552	75.0
311422	Specialty Canning	534	612	78	14.6%	\$91,830	52.2
325613	Surface Active Agent Manufacturing	138	162	24	17.4%	\$125,466	35.7
622110	General Medical and Surgical Hospitals	6,666	7,314	648	9.7%	\$98,399	1.7
551112	Offices of Other Holding Companies	56	111	55	98.1%	\$217,824	0.8
221112	Fossil Fuel Electric Power Generation	151	115	-36	-23.9%	\$197,843	2.5

237990	Other Heavy and Civil Engineering Construction	123	152	29	24.0%	\$196,882	1.1
493110	General Warehousing and Storage	1,622	2,408	786	48.4%	\$53,268	1.2
326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing	511	756	245	48.0%	\$84,622	26.0
336991	Motorcycle, Bicycle, and Parts Manufacturing	363	355	-8	-2.2%	\$74,554	40.2
523150	Investment Banking and Securities Intermediation	123	150	28	22.7%	\$176,558	0.3
551114	Corporate, Subsidiary, and Regional Managing Offices	2,080	2,519	440	21.1%	\$163,388	1.1
311421	Fruit and Vegetable Canning	713	864	151	21.1%	\$93,210	15.3
221122	Electric Power Distribution	271	284	13	4.8%	\$158,829	1.5
336211	Motor Vehicle Body Manufacturing	747	931	184	24.7%	\$76,105	16.0
325193	Ethyl Alcohol Manufacturing	39	23	-16	-40.5%	\$140,414	4.8
562219	Other Nonhazardous Waste Treatment and Disposal	206	307	101	49.1%	\$96,911	12.5
212321	Construction Sand and Gravel Mining	72	81	9	12.7%	\$136,562	2.8
237310	Highway, Street, and Bridge Construction	264	255	-9	-3.5%	\$140,801	0.9
332111	Iron and Steel Forging	202	192	-10	-5.1%	\$107,970	12.4
325199	All Other Basic Organic Chemical Manufacturing	191	224	32	16.8%	\$117,189	5.6
333618	Other Engine Equipment Manufacturing	446	327	-119	-26.6%	\$120,186	11.3
326199	All Other Plastics Product Manufacturing	1,484	1,771	287	19.4%	\$62,672	5.9

Declining and Emerging Industries

Declining industries, in general, are industries that do not keep up with a region's growth rate, shedding jobs at a significantly greater rate than the state.

Conversely, for the purposes of this report, emerging industries are relatively small industries that have experienced significant, short(er) term job growth that is above the state's rate. The following information was produced via Lightcast's Industry Table application and looks at labor market data for a 5-year period from 2019 to 2023.

The Education and Health Services sector saw a 4.4% decrease in employment (846 Jobs) between 2019 and 2023.

While the area has not seen significant industry decline in the Education and Health Sector, the University of Wisconsin has closed or is planning to close several local community colleges throughout the state. In the WDA 11 region, the Richland Center campus is closing in June 2024. The campus located in Janesville will remain open based on available information.

The Services for the Elderly and Persons with Disabilities industry has grown substantially over the past 5 years, adding 239 new jobs and 320 new locations (76.2% increase). Other Education and Health sector industries showing growth that exceeds the state's rate include This emerging industry provides employment in the following occupations:

However, Wired Telecommunications Carriers, an **emerging industry**, increased employment by 47% (115 new jobs) and added 138 new locations, a 552% increase. Given the competitiveness within this industry and state

and federal incentives to expand cell and internet coverage throughout all rural areas, these increases are not unexpected.

These industries, and their workforce growth, directly relate to the societal realities of an aging population, increased substance use, and increased demand for mental health services across all demographics. Except for Services for the Elderly and Persons with Disabilities, which employs a significant number of individuals earning less than Wisconsin's median wage, none of these industries employ a large number of people. However, they are the fastest growing industries in this sector. The low wage for Home Health/Personal Care Workers will make it difficult to fulfill the needs of the aging population. These industries are supported by the following occupations (note, this table does not reflect all occupations found in each industry):

The Financial Activities sector has relatively unchanged, losing 30 jobs between 2019 and 2023. This sector will continue to experience the risks and opportunities associated with automation and artificial intelligence.

Emerging Industries	Southwest Wisconsin (WDA 11)				Wisconsin
	2019 Jobs	2023 Jobs	Change	% Change	% Change
Natural Resources & Mining					
Farm Management Services	14	39	25	179%	-5%
Manufacturing					
Pharmaceutical Preparation Manufacturing	0	222	222	>100%	30%
Other Basic Inorganic Chemical Manufacturing	0	56	56	>100%	29%
Custom Architectural Woodwork and Millwork Manufacturing	<10	262	252+	>100%	3%
Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	23	208	185	787%	5%
Other Concrete Product Manufacturing	31	110	79	254%	2%
Other Paperboard Container Manufacturing	63	165	102	163%	-3%
Metal Tank (Heavy Gauge) Manufacturing	98	193	95	97%	-18%
Trade, Transportation and Utilities					
Other Chemical and Allied Products Merchant Wholesalers	10	98	88	880%	2%
Industrial Supplies Merchant Wholesalers	95	359	264	278%	8%
Financial Activities					
Investment Banking and Securities Intermediation	58	123	65	112%	-1%
Professional & Business Services					
Offices of Other Holding Companies	2	56	44	367%	-15%
Security Systems Services (except Locksmiths)	17	76	59	347%	22%
Other Nonhazardous Waste Treatment and Disposal	54	206	152	281%	-5%
Marketing Consulting Services	61	159	98	161%	26%
Hazardous Waste Treatment and Disposal	0	47	47	>100%	132%

Lightcast Industry Table WDA 11 2

Declining Industries	Southwest Wisconsin (WDA 11)				Wisconsin
	2019 Jobs	2023 Jobs	Change	% Change	% Change

Construction					
Other Building Equipment Contractors	286	85	-201	-70%	-10%
Manufacturing					
Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	207	24	-183	-88%	-23%
Plate Work Manufacturing	97	18	-79	-81%	-11%
Wood Kitchen Cabinet and Countertop Manufacturing	302	70	-232	-77%	-27%
All Other Miscellaneous General Purpose Machinery Manufacturing	520	214	-306	-59%	8%
Trade, Transportation & Utilities					
Pharmacies and Drug Retailers	907	603	-304	-34%	-6%
Industrial Supplies Merchant Wholesalers	922	359	-563	-61%	8%
Information					
Newspaper Publishers	372	169	-203	-55%	-40%
Radio Broadcasting Stations	202	101	-101	-50%	-14%
Motion Picture Theaters (except Drive-Ins)	272	150	-122	-45%	-14%
Data Processing, Hosting, and Related Services	1,047	682	-365	-35%	1%
Financial Activities					
Pharmacy Benefit Management and Other Third Party Administration of Insurance and Pension Funds	207	49	-158	-76%	16%
Professional and Business Services					
Temporary Help Services	1,753	1,301	-452	-26%	-7%
Education & Health Services Sector					
Vocational Rehabilitation Services	525	387	-138	-26%	-12%
Colleges, Universities, and Professional Schools	964	713	-252	-26%	-3%
Nursing Care Facilities (Skilled Nursing Facilities)	1,582	1,212	-370	-23%	-21%

Lightcast Industry Table WDA 11 3

The Natural Resources and Mining sector experienced slight employment growth between 2019 and 2023, primarily due to employment increases in the Crop Production industry (148 new jobs). The Construction Sand and Gravel Mining and the Farm Management Services industries show the highest rate of growth in this sector, 143% and 179%, respectively. While the Construction Sand and Gravel Mining industry will always be limited by the availability of natural resources, increased construction projects due to federal infrastructure investments will continue to spur this growth.

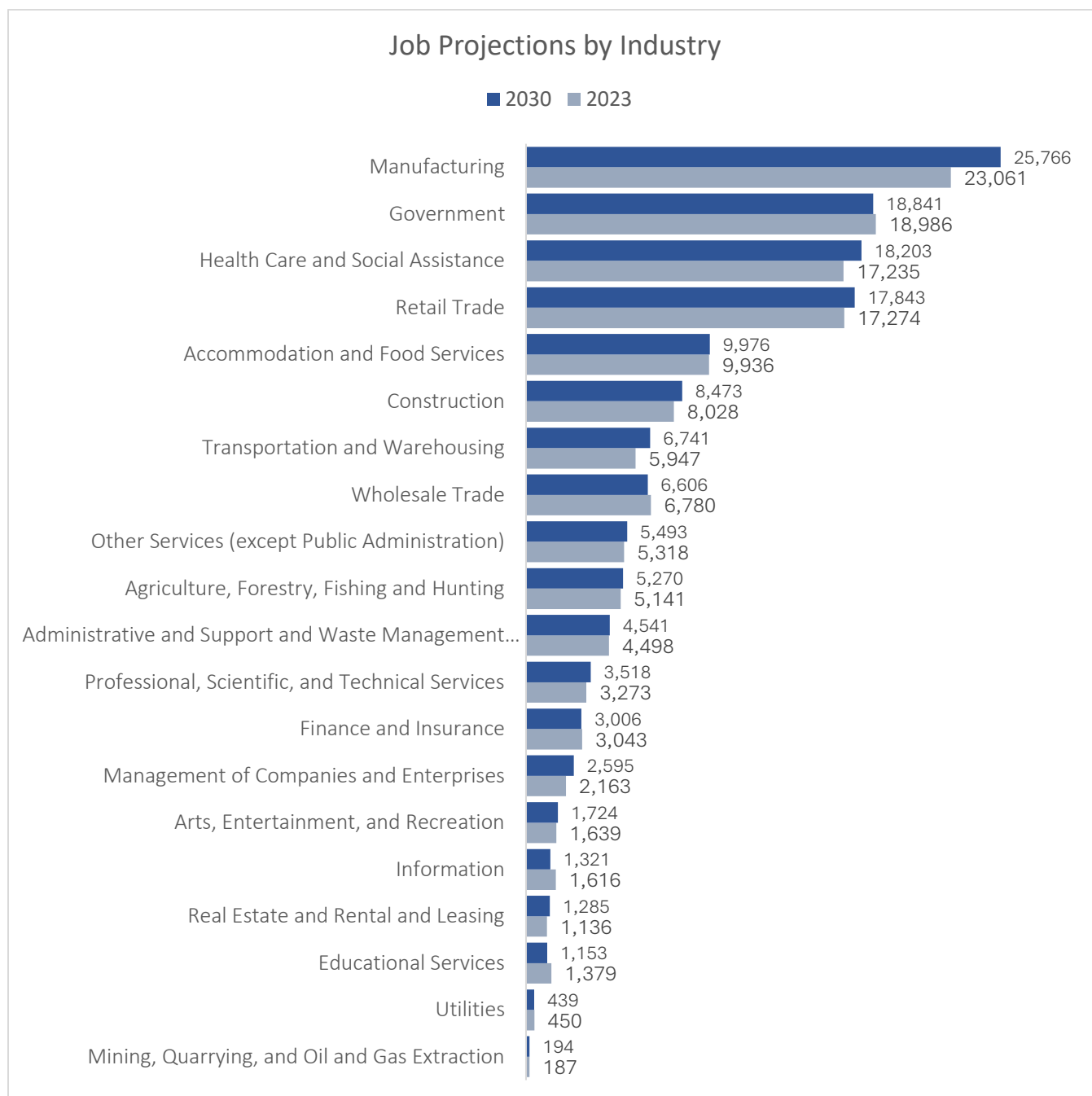
The Farm Services Management industry will continue growing given the large industries its support: the Crop and Animal Production industries employ 4,491 workers and have a combined gross regional product of over \$629 million. These two industries are particularly vulnerable to an aging workforce and are also likely to be impacted by automation. (Lightcast, Industry Table WDA 11, 2024)

Labor market projections indicate the industry will add 5,900 new jobs by 2030. Manufacturing will add the most new jobs during this period (2,705 new jobs), followed by Healthcare and Social Assistance (968 new jobs) and Transportation and Warehousing (794 new jobs). The Information industry is expected to shed 295 jobs as it responds to decreasing demand for Data Processing services, although the Telecommunications industry will continue to grow.

Industries Adding the Most Jobs

Industry	2023 Jobs	2030 Jobs	Change	2023 Average Earnings Per Job
Food Manufacturing	7,053	8,125	1,072	\$72,896
Warehousing and Storage	1,683	2,369	686	\$53,435
Clothing, Clothing Accessories, Shoe, and Jewelry Retailers	2,320	3,006	686	\$55,475
Transportation Equipment Manufacturing	2,863	3,433	570	\$82,132
Hospitals	6,667	7,203	536	\$98,397
Plastics and Rubber Products Manufacturing	2,336	2,790	454	\$70,748
Management of Companies and Enterprises	2,163	2,595	432	\$163,730
Fabricated Metal Product Manufacturing	2,624	2,885	261	\$79,417
Specialty Trade Contractors	4,940	5,195	255	\$63,978
Professional, Scientific, and Technical Services	3,273	3,518	245	\$77,855

Industry Projections – Jobs 2023-2030



Southwest Wisconsin “Hot Jobs”

The Department of Workforce Development has identified the following occupations as “Hot Jobs,” or jobs with high demand and median wages.

Occupation	Employment 2020	Projected 2030	Change (2020-30)	Exits & Transfers	Annual Total Openings	Median Wages
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,660	1,829	169	1,700	187	\$67,216
Maintenance and Repair Workers, General	1,419	1,556	137	1,390	153	\$43,973

Construction Laborers	1,334	1,438	104	1,350	145	\$43,875
Welders, Cutters, Solderers, and Brazers	917	1,127	210	1,080	129	\$45,512
Elementary School Teachers, Except Special Education	1,472	1,600	128	1,090	122	\$65,313
First-Line Supervisors of Production and Operating Workers	1,030	1,134	104	1,050	115	\$65,641
General and Operations Managers	1,110	1,212	102	950	105	\$116,682
Secondary School Teachers, Except Special and Career/Technical Education	934	1,027	93	660	75	\$66,457
Software Developers and Software Quality Assurance Analysts and Testers	758	888	130	590	72	\$92,043
Electricians	596	663	67	640	71	\$84,643
Industrial Machinery Mechanics	547	701	154	530	68	\$58,332
Market Research Analysts and Marketing Specialists	503	585	82	530	61	\$57,650
First-Line Supervisors of Transportation & Material Moving Workers, Exc Aircraft Cargo Handling Supervisor	521	555	34	570	60	\$53,602
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	456	495	39	540	58	\$54,438
Middle School Teachers, Except Special and Career/Technical Education	688	752	64	510	57	\$63,649
Police and Sheriff's Patrol Officers	597	654	57	480	54	\$69,132
Operating Engineers and Other Construction Equipment Operators	443	493	50	490	54	\$60,203
First-Line Supervisors of Construction Trades and Extraction Workers	466	506	40	460	50	\$72,858
Food Service Managers	344	375	31	400	43	\$41,504
First-Line Supervisors of Mechanics, Installers, and Repairers	445	476	31	400	43	\$68,081
Health Specialties Teachers, Postsecondary	324	410	86	330	42	\$84,414
Farm Equipment Mechanics and Service Technicians	309	365	56	330	39	\$51,306
Logisticians	273	348	75	260	34	\$63,906
Loan Officers	391	424	33	310	34	\$68,933
Coaches and Scouts	198	241	43	300	34	\$41,204
Information is derived using May 2020 OEWS Survey, annual data 2020 QCEW and CES data. Unpublished data from the US Bureau of Labor Statistics, CPS and US Census Bureau was also used. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2020 to 2030. It is important to note that unanticipated events may affect the accuracy of these projections.						
*Hot Jobs are high projected growth occupations that must meet the following criteria: (1) Median salary must be above the WDA median; (2) Percentage change must be greater than the WDA average; and (3) Have the most projected openings.						
Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, January 2023						

Occupation	Annual Transfers	Median Wages
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	118	\$67,216
Maintenance and Repair Workers, General	87	\$43,973
Construction Laborers	94	\$43,875
Welders, Cutters, Solderers, and Brazers	81	\$45,512

Elementary School Teachers, Except Special Education	62	\$65,313
First-Line Supervisors of Production and Operating Workers	73	\$65,641
General and Operations Managers	72	\$116,682
Secondary School Teachers, Except Special and Career/Technical Education	40	\$66,457
Software Developers and Software Quality Assurance Analysts and Testers	40	\$92,043
Electricians	46	\$84,643

Wisconsin Hot Jobs WDA 11 1

Required Knowledge & Skills

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

Between 2019 and 2023, employers in Southwest Wisconsin posted over 148,000 unique job postings. Healthcare and manufacturing produced the greatest number of job openings, while Registered Nurses and Truck Drivers remained in the greatest demand. Employers continue to experience recruiting challenges and find many candidates lacking technical or occupational skills.

Survey Findings: Hiring Barriers

Factors Affecting Successful Recruiting	% Employers Reporting “Often” or “Always”		
	2023	2021	2019
Low number of applicants	71%	68%	53%
Lack technical or occupational skills	61%	24%	44%
Lack of relevant work experience	58%	36%	63%
Unwilling to accept offered wages	32%	40%	35%
Lack of education credentials	29%	12%	17%
Criminal record relates directly to your business	13%	12%	15%
Difficulty passing drug test	0.30%	12%	19%

Survey Findings: Lacking Skills

The chart below shows the percentage of employers who indicated applicants “often” or “always” lacked the indicated skills. The greatest concerns relate to written communication, dependability, and problem-solving ability. From a workforce development perspective, work ethic and dependability are traits or skills that are developed well before an individual reaches the workforce. They are captured through the assignment of responsibility beginning at a young age. Building these skills in adulthood is extremely difficult, costly and time-consuming. It involves convincing a person to change their thought patterns and showing them the benefits of timely action and dedication. Any type of career advancement is almost impossible without these skills.

SWWDB addresses deficiencies in these areas by building trust with our customers through increasing their self-confidence as they achieve employment plan goals. Personal credibility is built by following through on even the simplest of tasks. As confidence and credibility grow, so does an individual’s ability to find true value in work and its rewards.

Applicant Skills	% Employers Reporting “Often” or “Always” Lacking		
	2023	2021	2019
Written Communication	58%	32%	37%
Dependability & Punctuality	58%	60%	57%

Problem Solving/Critical Thinking	58%	56%	54%
Managerial Potential	52%	44%	48%
Motivation	52%	52%	47%
Work Ethic	48%	64%	61%
Oral Communication Skills	42%	40%	34%
Interpersonal Skills	39%	44%	36%
Attention to Detail	39%	44%	48%
Adaptability/Flexibility	39%	44%	46%
Basic Computer Skills	35%	8%	27%
Applied Mathematics	29%	24%	34%
Customer Focus	29%	28%	31%
Locating Information	26%	20%	19%
Teamwork	26%	28%	38%

In past surveys, written communication skills were not a primary concern of employers. However, employers are reporting a decline in these skills, evidenced by poorly written applications, resumes and cover letters. The National Association of Scholars believe academia changes (testing, grade inflation, decline in standards, and class size) and societal changes (technology, media/television/video games, the internet, and social media have attributed to declining written communication proficiency. (Carter & Harper, 2023)

Problem-solving ability is often described as a “soft” skill, but it is so much more. The ability to acknowledge, assess, and address difficult situations and people is touted as one of the most important skills needed for jobs of the future. Problem-solving skills, coupled with data literacy, are foundational skills that will drive high-paying jobs in the future. For example, computer and mathematical occupations are expected to grow by 7.4% in the next 10 years, adding 150 jobs in the area. We can also expect another 124 workers to retire every year. The net effect is that southwest Wisconsin will need to fill 1,300 workers to fill this computer and occupational jobs. (Lightcast, Occupation Table, 2024) Given that the 2022 median wage for these jobs was \$35.18, individuals with problem-solving skills and an ability to interpret data and spot trends can realize significant career opportunity.

Of course, problem-solving ability is not just relevant to technology occupations. As our employers reported, the ability to draw comparisons, notice problems and similarities, dissect details, and assess risks and benefits are important to all occupations. 58% of employers surveyed indicate applicants lack this skill.

In-Demand Skills by Driver Industry

Competition for talent remains high in Southwest Wisconsin, and while some employers are making expectation adjustments, employers remain steadfast in finding employees who are detailed oriented and can problem solve. Likewise, Microsoft Office skills/experience skills are in-demand across all industries.

According to 5 -year (2019-2023) Job Posting Data from Lightcast, the top skills and qualifications in-demand by area employers include (reported by industry):

Construction			
Specialized Skills	Common Skills	Software Skills	Qualifications
Construction	Communication	Microsoft Office	Valid Driver's License
Project Management	Customer Service	Microsoft Excel	Commercial Driver's License (CDL)

Roofing	Management	Microsoft Outlook	CDL Class A License
Hand Tools	Operations	Microsoft Word	Registered Nurse (RN)
Accounting	Leadership	SyteLine (ERP Software)	Forklift Certification
Auditing	Sales	Microsoft PowerPoint	10-Hour OSHA General Industry Card
Power Tool Operation	Detail Oriented	AutoCAD	Pallet Jack Certification
Telecommunications	Problem Solving	Spreadsheets	Tanker Endorsement
Warehousing	Lifting Ability	Google Workspace	American Society For Clinical Pathology (ASCP) Certification
Underground Utilities	Good Driving Record	Truss	American Medical Technologists (AMT) Certification
Manufacturing			
Specialized Skills	Common Skills	Software Skills	Qualifications
Warehousing	Communication	Microsoft Excel	Valid Driver's License
Forklift Truck	Management	Microsoft Office	CDL Class A License
Housekeeping	Operations	Microsoft PowerPoint	Forklift Certification
General Mathematics	Problem Solving	Microsoft Outlook	Commercial Driver's License (CDL)
Machinery	Customer Service	SAP Applications	Six Sigma Green Belt
Auditing	Leadership	Microsoft Word	Master Of Business Administration (MBA)
Continuous Improvement Process	Detail Oriented	Spreadsheets	Certified First Responder (CFR)
Hand Tools	Sales	SolidWorks (CAD)	Certified Public Accountant
Good Manufacturing Practices	Troubleshooting (Problem Solving)	AutoCAD	CDL Class B License
Marketing	Lifting Ability	Inventory Management System	American Production And Inventory Control Society (APICS) Certification
Wholesale Trade			
Specialized Skills	Common Skills	Software Skills	Qualifications
Warehousing	Communication	Microsoft Excel	Valid Driver's License
Forklift Truck	Customer Service	SAP Applications	CDL Class A License
Supply Chain	Sales	Microsoft Office	Registered Nurse (RN)
Finance	Management	Microsoft Outlook	Commercial Driver's License (CDL)
Merchandising	Operations	Microsoft PowerPoint	Forklift Certification
Good Manufacturing Practices	Detail Oriented	Microsoft Word	Master Of Business Administration (MBA)
Food Safety And Sanitation	Problem Solving	Salesforce	Certified Nursing Assistant (CNA)

Marketing	Leadership	Spreadsheets	Licensed Practical Nurse (LPN)
Pallet Jacks	Lifting Ability	Warehouse Management Systems	American Production And Inventory Control Society (APICS) Certification
SAP Applications	Packaging And Labeling	Operating Systems	Automotive Service Excellence (ASE) Certification
Transportation & Warehousing			
<u>Specialized Skills</u>	<u>Common Skills</u>	<u>Software Skills</u>	<u>Qualifications</u>
Truck Driving	Customer Service	Microsoft Excel	Commercial Driver's License (CDL)
Warehousing	Communication	Microsoft Office	CDL Class A License
Flatbed Truck Operation	Operations	Microsoft Outlook	Valid Driver's License
Forklift Truck	Management	Microsoft Word	Passenger Endorsement
Merchandising	Loading And Unloading	SQL (Programming Language)	Tanker Endorsement
Over-The-Road Driving	Good Driving Record	Microsoft PowerPoint	CDL Class B License
Dry Van Truck Operation	Detail Oriented	Operating Systems	School Bus Endorsement
Selling Techniques	Lifting Ability	Inventory Control Systems	Hazmat Endorsement
Marketing	Sales	Inventory Management System	Air Brake Certification
Pallet Jacks	Self-Motivation	Epic EMR	American Welding Society Certification
Financial Services			
<u>Specialized Skills</u>	<u>Common Skills</u>	<u>Software Skills</u>	<u>Qualifications</u>
Loans	Customer Service	Microsoft Excel	Valid Driver's License
Finance	Communication	Microsoft Outlook	Security Clearance
Accounting	Management	Microsoft Office	Enrolled Agent (EA)
Financial Services	Writing	Apache OpenOffice	Certified Public Accountant
Agriculture	Detail Oriented	Student Information Systems	Nationwide Mortgage Licensing System (NMLS)
Income Tax	Sales	Accounting Software	FINRA Series 7 (General Securities Representative)
Loan Processing	Problem Solving	Microsoft PowerPoint	FINRA Series 63 (Uniform Securities Agent State Law)
Marketing	Operations	Salesforce	FINRA Series 65 (Uniform Investment Adviser Law)
Cash Register	Interpersonal Communications	QuickBooks (Accounting Software)	Insurance License
Customer Relationship Management	Leadership	SQL (Programming Language)	FINRA Series 66 (Uniform Combined State Law)
Healthcare			

Specialized Skills	Common Skills	Software Skills	Qualifications
Nursing	Communication	Epic EMR	Registered Nurse (RN)
Data Entry	Verbal Communication Skills	Microsoft Office	Basic Life Support (BLS) Certification
Machinery	Planning	Microsoft Excel	Valid Driver's License
Ability To Distinguish Colors	Leadership	Microsoft Word	Cardiopulmonary Resuscitation (CPR) Certification
Medical Records	Management	Microsoft Outlook	Certified Nursing Assistant (CNA)
Performance Improvement	Customer Service	Spreadsheets	Licensed Practical Nurse (LPN)
Caregiving	Scheduling	Microsoft PowerPoint	Advanced Cardiovascular Life Support (ACLS) Certification
Cardiopulmonary Resuscitation (CPR)	Coordinating	Microsoft Access	Pediatric Advanced Life Support (PALS)
Nursing Care	Operations	Database Software	Neonatal Resuscitation Program Certification (NRP)
Treatment Planning	Ethical Standards and Conduct	Accounting Software	Pediatric Emergency Assessment Recognition and Stabilization (PEARS)

Lightcast Job Postings Report 1

Survey Findings: Business Concerns

Beyond workforce scarcity and applicant skill deficiency, workforce transiency remains another concern of employers. For example, how much do people move from job to job, company to company?

Within an organization, this movement is normally due to promotions or lateral moves. Internal advancement provides opportunities for employers to “grow their own.” It builds loyalty, earnings, and retention. Lateral moves, however, can be concerning. Are people moving from one job to another to follow the workload? Are they moving because of the workload? Is internal job-hopping due to undeveloped managers or supervisors? Are they stuck to entry-level work because they are missing a certain credential? For organizations that experience a high number of lateral moves or “job-hopping,” looking into these questions is valuable.

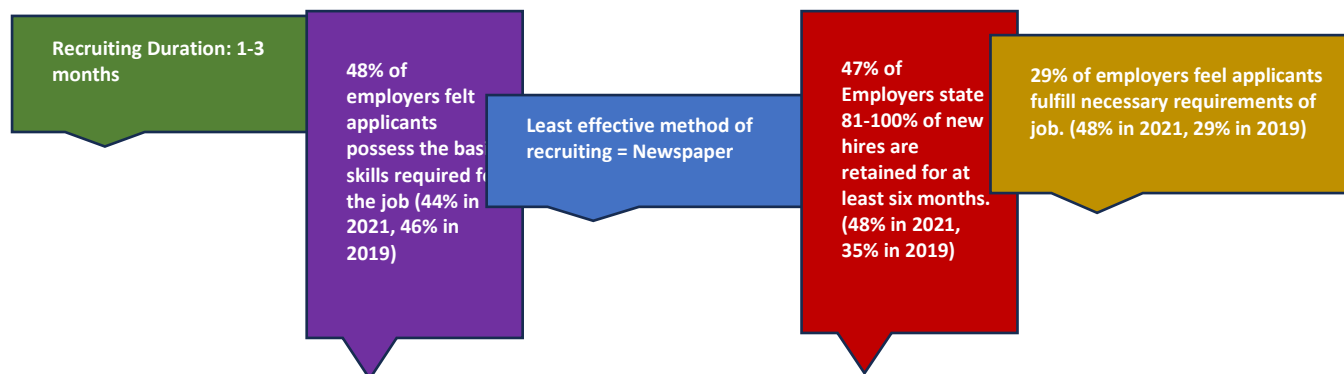
Even more challenging is the question of turnover, or why do people leave their companies? From exit interviews to “stay” interviews, employers are taking a full inventory of what current, former, and future employees are searching for regarding careers. The following is a list of business concerns identified in SWWDB’s 2023 Workforce Needs Survey:

Workforce Issues	Very Concerned		
	2023	2021	2019
Lack of qualified applicants in the area	52%	58%	53%
Childcare issues	45%	25%	17%
Increased cost of labor	42%	54%	43%
Employee retention	42%	42%	46%
Aging workforce	35%	33%	36%

Housing and living costs for employees	29%	21%	22%
Transportation issues	13%	13%	12%

One surveyed employer thinks that Wisconsin's Unemployment program works against them in that it negatively impacts industries that hire seasonally, such as agriculture and construction; they struggle to hire employees back season after season as the state no-longer recognizes longer-term recall periods.

When it comes to recruiting, surveyed employers share jobs are filled within three months and employee referrals and company website postings are their top recruiting methods. Employers also revealed:



Survey Findings: Business Solutions

Tactics/Strategies	"Yes"		
	2023	2021	2019
Hiring less qualified applicant and training on the job	77%	72%	76%
Increasing wages/compensation to attract more applicants.	74%	84%	68%
Offering overtime hours for current employees.	65%	40%	41%
Offering flex time or flexible schedules.	61%	48%	35%
Offering paid skills training.	58%	60%	39%
Outsourcing work or purchased services to another firm.	42%	20%	20%
Increasing automation.	35%	8%	28%
Targeted internal training programs.	35%	40%	36%
Offering part-time work schedules	35%	44%	33%
Increasing Recruiting efforts outside region.	32%	24%	22%
Increasing benefits	26%	44%	27%
Added incentives to retain skilled workers.	0%	0%	0.01%
Did not fill the job opening.	0%	0%	0%
Increased recruiting efforts within region.	0%	0%	0%
Moved some operations out of region.	0%	0%	0%

To meet their demands, employers continue to hire less qualified applicants. More employers are utilizing overtime, offering flex time/flexible schedules and outsourcing work/services.

County Snapshots

Lightcast produced the following information on each county in the southwest Wisconsin Workforce Development Area (WDA 11).

Grant County

51,291 Population (2023) Population decreased by 210 over the last 5 years and is projected to decrease by 11 over the next 5 years.	20,963 Total Regional Employment Jobs decreased by 476 over the last 5 years but are projected to grow by 381 over the next 5 years.	\$58.3K Median Household Income (2021) Median household income is \$10.7K below the national median household income of \$69.0K.
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Lightcast Economy Overview 1

As of 2023 the region's population declined by 0.4% since 2018, falling by 210. Little population change is expected through 2028. From 2018 to 2023, jobs declined by 2.2% in Grant County, from 21,439 to 20,963. This change is greater than the state's growth rate of 1.1% but fell short of the national growth rate of 3.6%. As the number of jobs declined, the labor force participation rate decreased from 67.7% to 64.7% between 2018 and 2023.

Concerning educational attainment, 15.5% of Grant County, WI residents possess a Bachelor's degree (5.6% below the national average), and 16.1% hold an Associate's Degree (7.1% above the national average).

The top three industries by employment in 2023 are Education and Hospitals (Local Government), Education and Hospitals (State Government), and Local Government, Excluding Education and Hospitals. The average median wage for the county is \$18.56, less than the state average (\$21.68) and national average (\$21.98).

Employment Concentration

Employment concentration (EC) is a measure showing how concentrated occupations are in an area compared to the national average. Any EC greater than 1.2 is often considered "concentrated".

Occupational Group	2018 Jobs	2023 Jobs	Change	% Change	2023 Employment Concentration	Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	625	543	(82)	(13%)	3.72	\$13.27
Production Occupations	1,922	1,846	(76)	(4%)	1.62	\$19.10
Educational Instruction and Library Occupations	2,201	1,891	(310)	(14%)	1.61	\$25.18

Lightcast Occupation Table 1

Automation Index

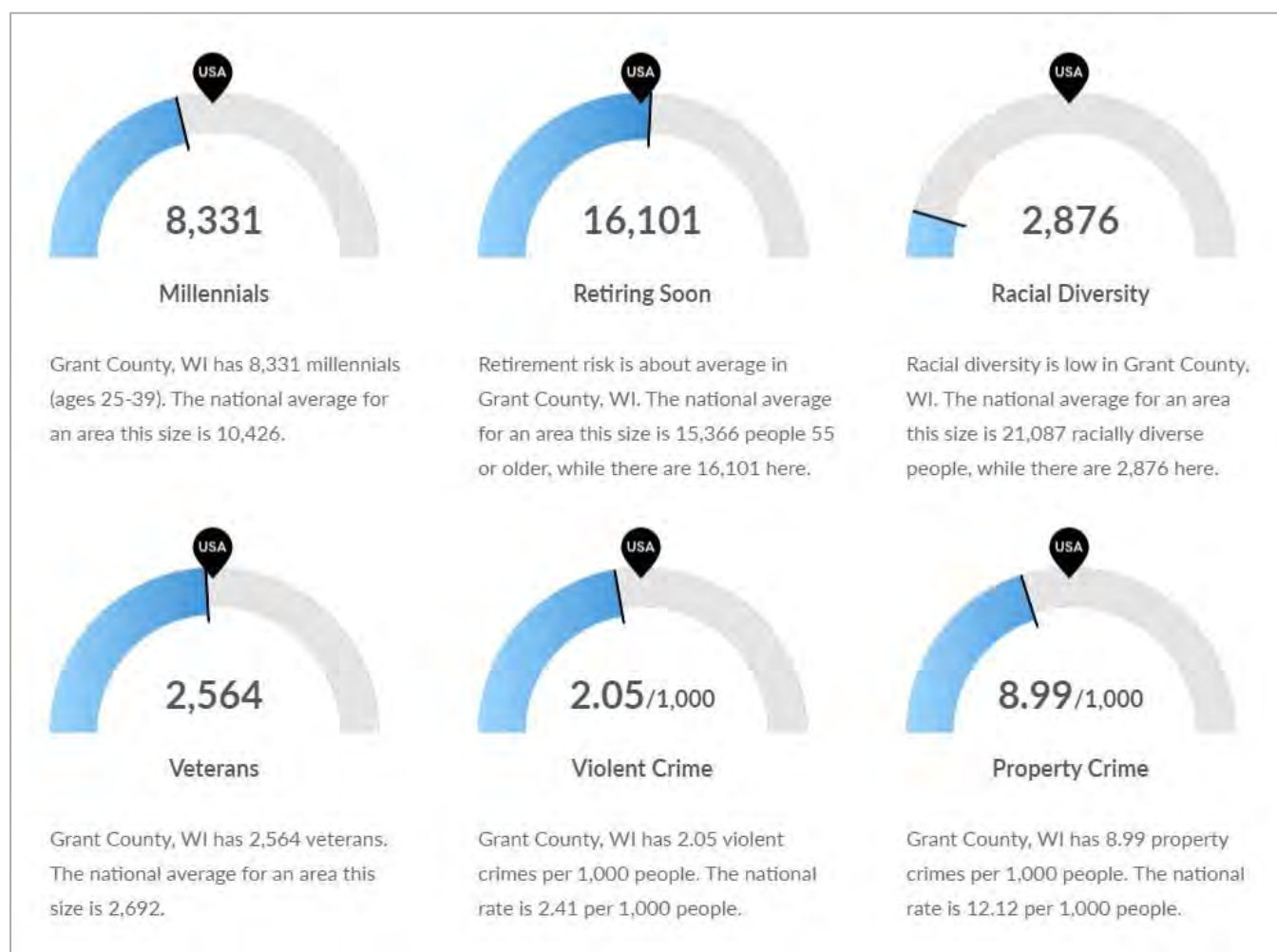
The automation index captures an occupation's risk of being affected by automation using four measures: % of time spent on high-risk work, % of time spent on low-risk work, number of high-risk jobs in compatible occupations, and overall industry automation risk. The index has a base of 100. An index greater than 100 indicates a higher-than-average risk of automation.

Occupational Group	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Automation Index	Median Hourly Earnings
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Food Preparation and Serving Related Occupations	1,514	1,633	118	8%	125.4	\$11.81
Construction and Extraction Occupations	984	964	(21)	(2%)	122.9	\$22.95
Building and Grounds Cleaning and Maintenance Occupations	534	566	32	6%	122.5	\$13.92
Production Occupations	1,922	1,846	(76)	(4%)	113.6	\$19.10
Transportation and Material Moving Occupations	1,526	1,689	163	11%	111.1	\$16.50
Farming, Fishing, and Forestry Occupations	625	543	(82)	(13%)	109.9	\$13.27
Installation, Maintenance, and Repair Occupations	933	935	3	0%	108.7	\$21.92

Lightcast Occupation Table 2

Population Characteristics



Lightcast Economy Overview 2

With fewer than average millennials, the county may face some difficulty in addressing the retirement risk and the impact on employment.

In-Demand Skills

Between March 2022 and March 2024, job postings indicated employers regularly searched for these skills: merchandising, restaurant operation, warehousing, foo services, food safety and sanitation, agriculture, long term care, nursing, activities of daily living and auditing.

Green County

36,968 Population (2023) Population grew by 101 over the last 5 years and is projected to grow by 393 over the next 5 years.	17,038 Total Regional Employment Jobs decreased by 708 over the last 5 years but are projected to grow by 182 over the next 5 years.	\$70.3K Median Household Income (2021) Median household income is \$1.2K above the national median household income of \$69.0K.
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Lightcast Economy Overview 3

As of 2023 the region's population increased by 0.3% since 2018, growing by 101. Population is expected to increase by 1.1% between 2023 and 2028.

From 2018 to 2023, jobs declined by 4.0% in Green County, WI from 17,745 to 17,038. This change fell short of the national growth rate of 3.6% and the state's 1.1% growth rate. As the number of jobs declined, the labor force participation rate decreased from 71.4% to 70.1% between 2018 and 2023.

Concerning educational attainment, 17.3% of Green County, WI residents possess a Bachelor's degree (3.8% below the national average), and 13.8% hold an Associate's Degree (4.9% above the national average).

The top three industries by employment in 2023 are Dairy Product Manufacturing, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals. The average median wage for the county is \$19.60, less than the state average (\$21.68) and national average (\$21.98).

Employment Concentration

Employment concentration (EC) is a measure showing how concentrated occupations are in an area compared to the national average. Any EC greater than 1.2 is often considered "concentrated".

Occupational Group	2018 Jobs	2023 Jobs	Change	% Change	2023 Employment Concentration	Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	349	334	(15)	(4%)	2.82	\$13.89
Production Occupations	2,286	2,502	216	9%	2.69	\$19.12
Transportation and Material Moving Occupations	1,805	1,831	26	1%	1.24	\$17.61

Lightcast Economy Overview 3

Automation Index

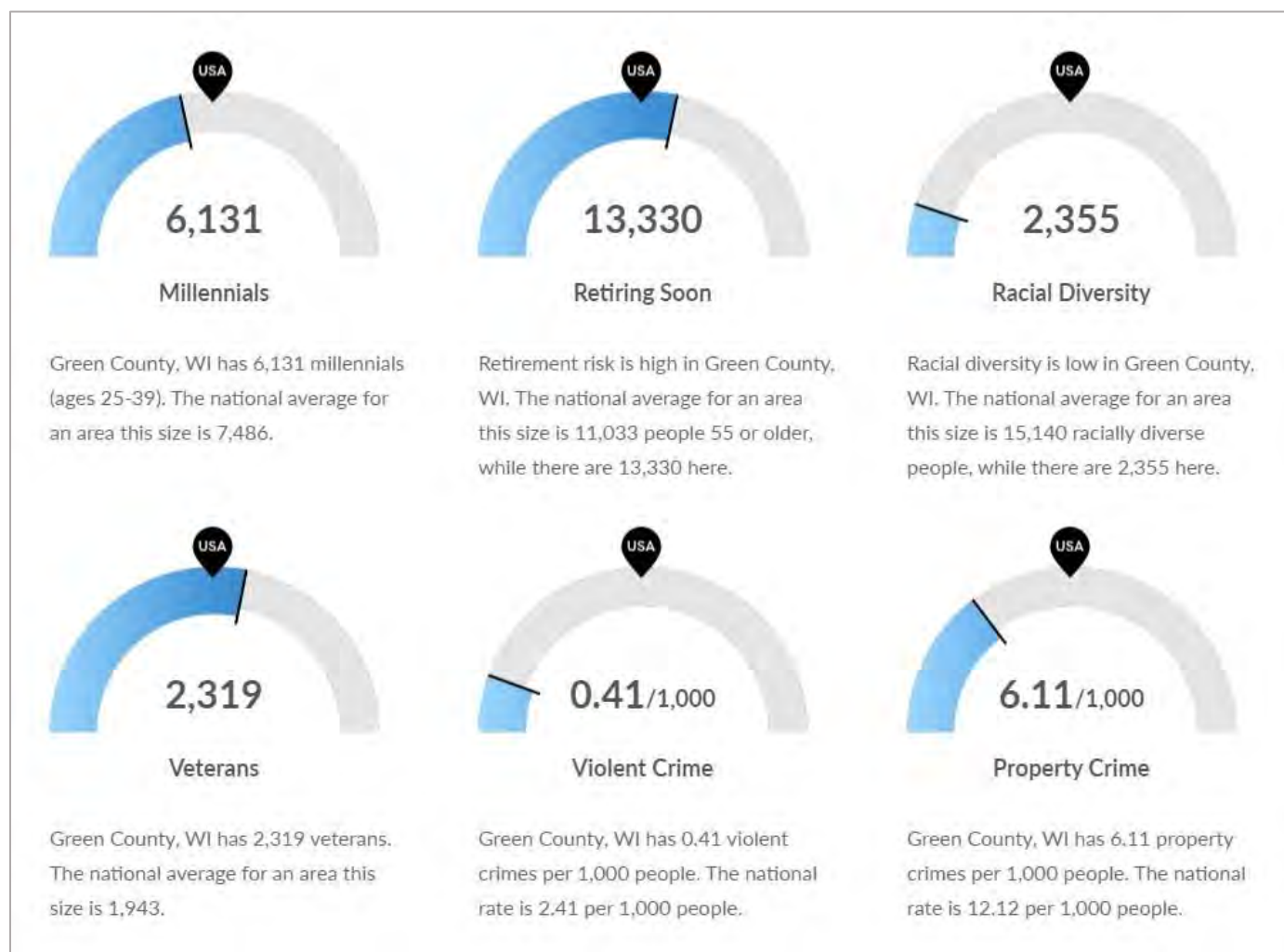
The automation index captures an occupation's risk of being affected by automation using four measures: % of time spent on high-risk work, % of time spent on low-risk work, number of high-risk jobs in compatible occupations, and overall industry automation risk. The index has a base of 100. An index greater than 100 indicates a higher-than-average risk of automation.

Occupational Group	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Automation Index	Median Hourly Earnings
Food Preparation and Serving Related Occupations	1,236	1,240	4	0%	125.4	\$12.64
Construction and Extraction Occupations	669	625	(44)	(7%)	122.9	\$24.00
Building and Grounds Cleaning and Maintenance Occupations	449	445	(4)	(1%)	122.5	\$14.10

Production Occupations	2,286	2,502	216	9%	113.6	\$19.12
Transportation and Material Moving Occupations	1,805	1,831	26	1%	111.1	\$17.61
Farming, Fishing, and Forestry Occupations	349	334	(15)	(4%)	109.9	\$13.89
Installation, Maintenance, and Repair Occupations	721	779	58	8%	108.7	\$23.33

Lightcast Occupation Table 4

Population Characteristics



Lightcast Economy Overview 4

With fewer than average millennials, the county may face some difficulty in addressing the retirement risk and the impact on employment.

In-Demand Skills

Between March 2022 and March 2024, job postings indicated employers regularly searched for these skills: machinery, data entry, ability to distinguish colors, nursing, food safety and sanitation, merchandising, warehousing, nursing care, safety standards, and general mathematics.

Iowa County

23,971 Population (2023) Population grew by 262 over the last 5 years and is projected to grow by 309 over the next 5 years.	11,988 Total Regional Employment Jobs grew by 312 over the last 5 years and are projected to grow by 1,080 over the next 5 years.	\$73.7K Median Household Income (2021) Median household income is \$4.7K above the national median household income of \$69.0K.
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Lightcast Economy Overview 5

As of 2023 the region's population increased by 1.1% since 2018, growing by 262. Population is expected to increase by 1.3% between 2023 and 2028.

From 2018 to 2023, jobs increased by 2.7% in Iowa County, WI from 11,676 to 11,988. This change fell short of the national growth rate of 3.6% but is greater than the state's growth rate of 1.1%. As the number of jobs increased, the labor force participation rate decreased from 73.4% to 70.1% between 2018 and 2023.

Concerning educational attainment, 18.0% of Iowa County, WI residents possess a Bachelor's degree (3.1% below the national average), and 11.7% hold an Associate's Degree (2.8% above the national average).

The top three industries by employment in 2023 are Clothing and Clothing Accessories Retailers, Motor Vehicle Body and Trailer Manufacturing, and Education and Hospitals (Local Government). The average median wage for the county is \$20.62, less than the state average (\$21.68) and national average (\$21.98).

Employment Concentration

Employment concentration (EC) is a measure showing how concentrated occupations are in an area compared to the national average. Any EC greater than 1.2 is often considered "concentrated".

Occupational Group	2018 Jobs	2023 Jobs	Change	% Change	2023 Employment Concentration	Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	300	283	(16)	(5%)	3.40	\$15.03
Sales and Related Occupations	2,492	2,323	(169)	(7%)	2.22	\$17.04
Production Occupations	845	1,361	516	61%	2.08	\$22.02

Lightcast Economy Overview 5

Automation Index

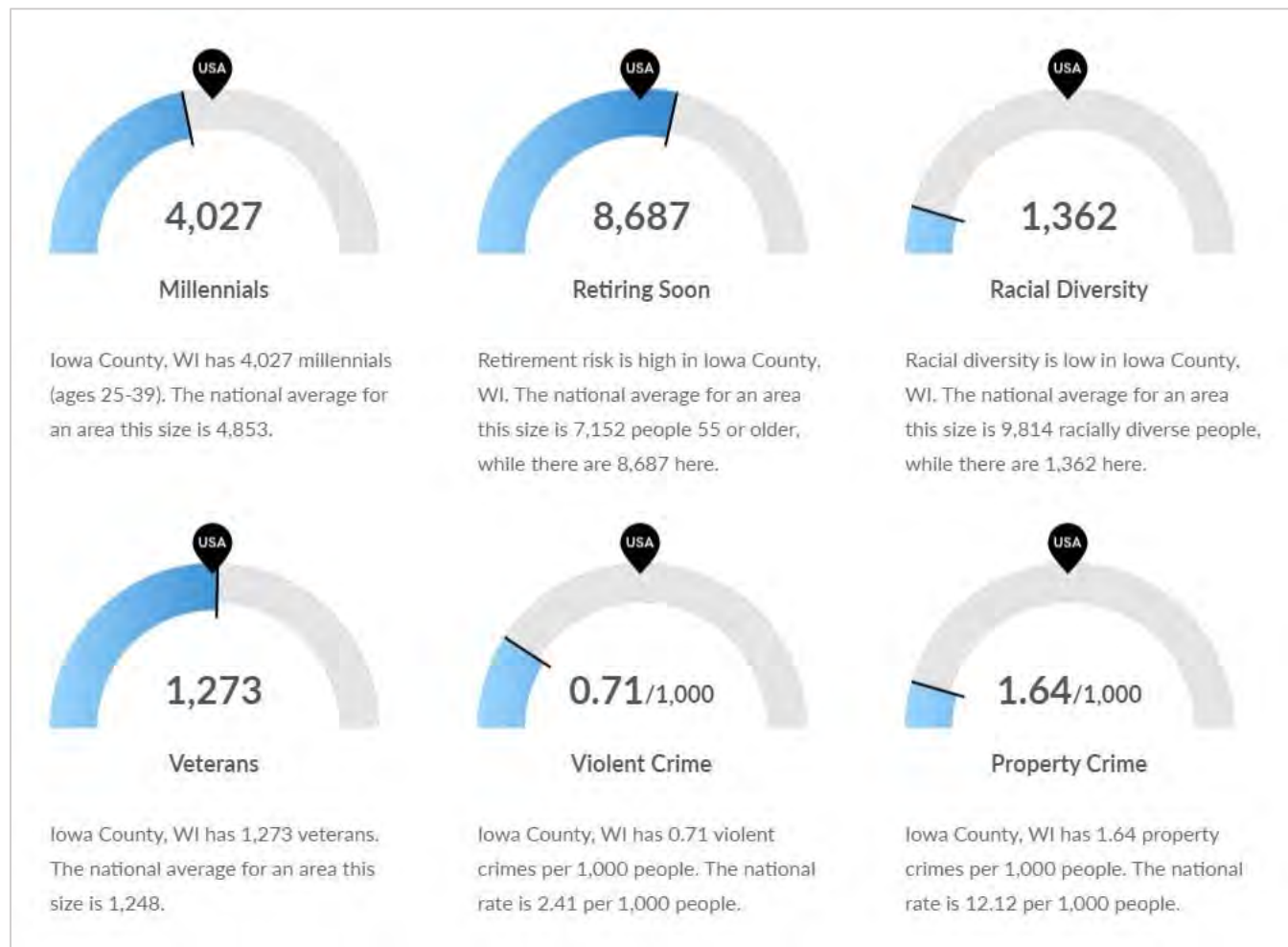
The automation index captures an occupation's risk of being affected by automation using four measures: % of time spent on high-risk work, % of time spent on low-risk work, number of high-risk jobs in compatible occupations, and overall industry automation risk. The index has a base of 100. An index greater than 100 indicates a higher-than-average risk of automation.

Occupational Group	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Automation Index	Median Hourly Earnings
Food Preparation and Serving Related Occupations	617	632	14	2%	125.4	\$12.48
Construction and Extraction Occupations	676	658	(18)	(3%)	122.9	\$24.03
Building and Grounds Cleaning and Maintenance Occupations	285	288	3	1%	122.5	\$14.44
Production Occupations	845	1,361	516	61%	113.6	\$22.02

Transportation and Material Moving Occupations	938	1,051	113	12%	111.1	\$19.41
Farming, Fishing, and Forestry Occupations	300	283	(16)	(5%)	109.9	\$15.03
Installation, Maintenance, and Repair Occupations	395	433	39	10%	108.7	\$24.21

Lightcast Occupation Table 6

Population Characteristics



Lightcast Economy Overview 6

With fewer than average millennials, the county may face some difficulty in addressing the retirement risk and the impact on employment.

In-Demand Skills

Between March 2022 and March 2024, job postings indicated employers regularly searched for these skills: merchandising, food service, warehousing, restaurant operations, marketing, project management, nursing, auditing, new product development, and accounting.

Lafayette County

<p>17,061</p> <p>Population (2023)</p> <p>Population grew by 402 over the last 5 years and is projected to grow by 705 over the next 5 years.</p>	<p>5,984</p> <p>Total Regional Employment</p> <p>Jobs grew by 583 over the last 5 years and are projected to grow by 447 over the next 5 years.</p>	<p>\$65.0K</p> <p>Median Household Income (2021)</p> <p>Median household income is \$4.0K below the national median household income of \$69.0K.</p>
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Lightcast Economy Overview 7

As of 2023 the region's population increased by 2.4% since 2018, growing by 402. Population is expected to increase by 4.1% between 2023 and 2028.

From 2018 to 2023, jobs increased by 10.8% in Lafayette County, WI from 5,401 to 5,984. This change outpaced the national growth rate of 3.6% and the state's growth rate of 1.1%. As the number of jobs increased, the labor force participation rate stayed relatively the same at 78.9% but is inching closer to 79%.

Concerning educational attainment, 13.9% of Lafayette County, WI residents possess a Bachelor's degree (7.2% below the national average), and 13.0% hold an Associate's Degree (4.1% above the national average).

The top three industries by employment in 2023 are Dairy Product Manufacturing, Education and Hospitals (Local Government), and Animal Production. The average median wage for the county is \$19.26, less than the state average (\$21.68) and national average (\$21.98).

Employment Concentration

Employment concentration (EC) is a measure showing how concentrated occupations are in an area compared to the national average. Any EC greater than 1.2 is often considered "concentrated".

Occupational Group	2018 Jobs	2023 Jobs	Change	% Change	2023 Employment Concentration	Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	320	323	3	1%	7.74	\$14.18
Production Occupations	595	748	153	26%	2.29	\$19.24
Construction and Extraction Occupations	357	442	85	24%	1.64	\$23.66
Management Occupations	552	624	72	13%	1.45	\$23.70
Installation, Maintenance, and Repair Occupations	286	323	37	13%	1.37	\$22.22
Transportation and Material Moving Occupations	581	683	102	18%	1.32	\$18.17

Lightcast Economy Overview 7

Automation Index

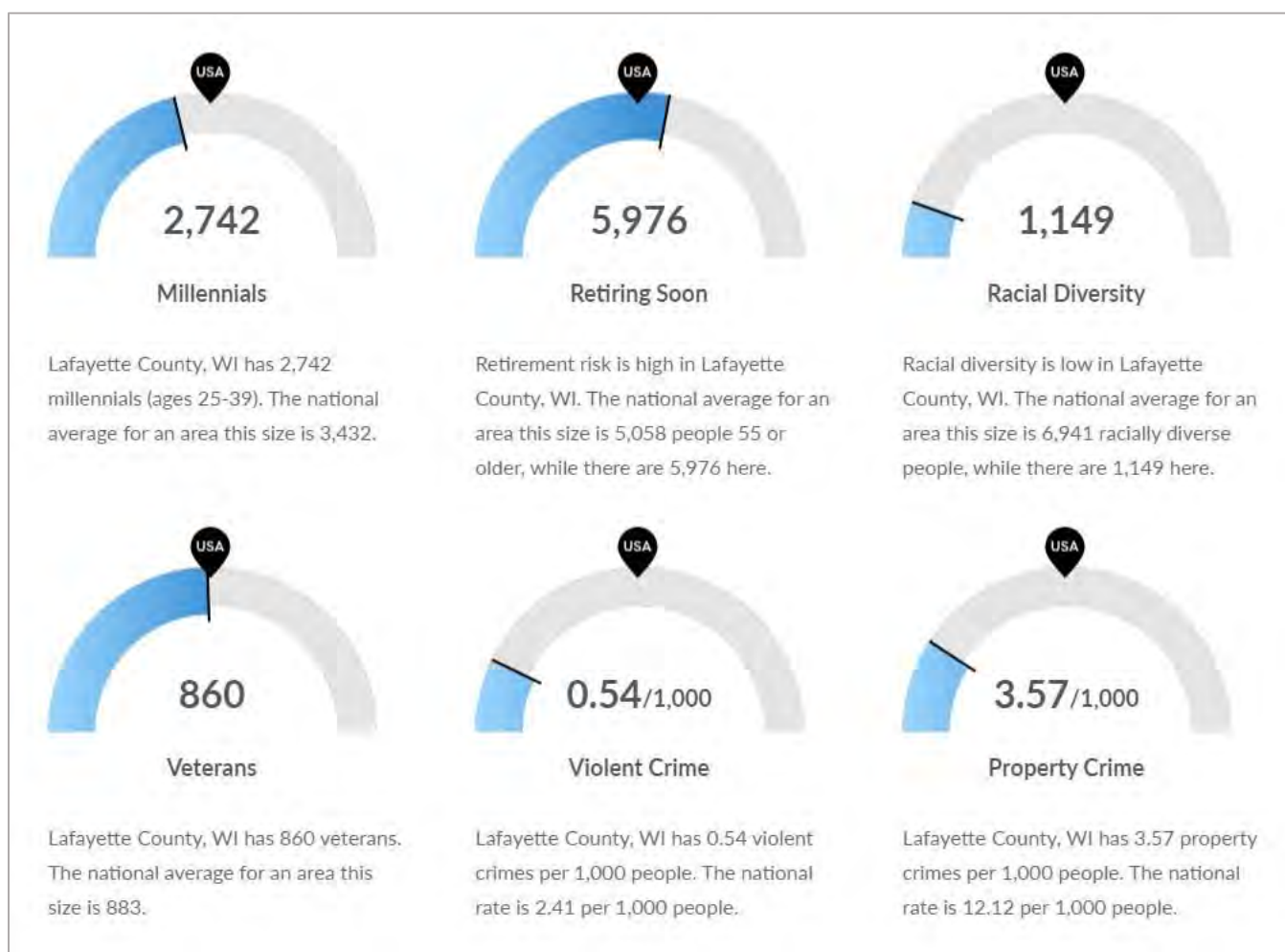
The automation index captures an occupation's risk of being affected by automation using four measures: % of time spent on high-risk work, % of time spent on low-risk work, number of high-risk jobs in compatible occupations, and overall industry automation risk. The index has a base of 100. An index greater than 100 indicates a higher-than-average risk of automation.

Occupational Group	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Automation Index	Median Hourly Earnings
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Food Preparation and Serving Related Occupations	284	275	(9)	(3%)	125.4	\$11.82
Construction and Extraction Occupations	357	442	85	24%	122.9	\$23.66
Building and Grounds Cleaning and Maintenance Occupations	137	192	54	40%	122.5	\$14.83
Production Occupations	595	748	153	26%	113.6	\$19.24
Transportation and Material Moving Occupations	581	683	102	18%	111.1	\$18.17
Farming, Fishing, and Forestry Occupations	320	323	3	1%	109.9	\$14.18
Installation, Maintenance, and Repair Occupations	286	323	37	13%	108.7	\$22.22

Lightcast Occupation Table 8

Populations Characteristics



Lightcast Economy Overview 8

With fewer than average millennials, the county may face some difficulty in addressing the retirement risk and the impact on employment.

In-Demand Skills

Between March 2022 and March 2024, job postings indicated employers regularly searched for these skills: nursing, food safety and sanitation, warehousing, auditing, housekeeping, general mathematics, merchandising, office equipment, accounting, and caregiving.

Richland County

17,094 Population (2023) Population decreased by 322 over the last 5 years and is projected to decrease by 192 over the next 5 years.	6,623 Total Regional Employment Jobs decreased by 103 over the last 5 years but are projected to grow by 188 over the next 5 years.	\$56.1K Median Household Income (2021) Median household income is \$12.9K below the national median household income of \$69.0K.
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Lightcast Economy Overview 9

As of 2023 the region's population declined by 1.8% since 2018, falling by 322. Population is expected to decrease by 1.1% between 2023 and 2028.

From 2018 to 2023, jobs declined by 1.5% in Richland County, WI from 6,726 to 6,623. This change fell short of the national growth rate of 3.6% and the state's growth rate of 1.1%. As the number of jobs declined, the labor force participation rate decreased from 66.6% to 61.8% between 2018 and 2023.

Concerning educational attainment, 14.3% of Richland County, WI residents possess a Bachelor's degree (6.8% below the national average), and 11.8% hold an Associate's Degree (2.9% above the national average).

The top three industries by employment in 2023 are Dairy Product Manufacturing, Local Government, Excluding Education and Hospitals, and General Medical and Surgical Hospitals. The average median wage for the county is \$18.51, less than the state average (\$21.68) and national average (\$21.98).

Employment Concentration

Employment concentration (EC) is a measure showing how concentrated occupations are in an area compared to the national average. Any EC greater than 1.2 is often considered "concentrated".

Occupational Group	2018 Jobs	2023 Jobs	Change	% Change	2023 Employment Concentration	Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	159	175	16	10%	3.80	\$13.29
Production Occupations	987	853	(133)	(13%)	2.36	\$19.49
Healthcare Support Occupations	429	439	10	2%	1.46	\$16.06
Installation, Maintenance, and Repair Occupations	341	360	19	5%	1.38	\$22.16

Lightcast Economy Overview 9

Automation Index

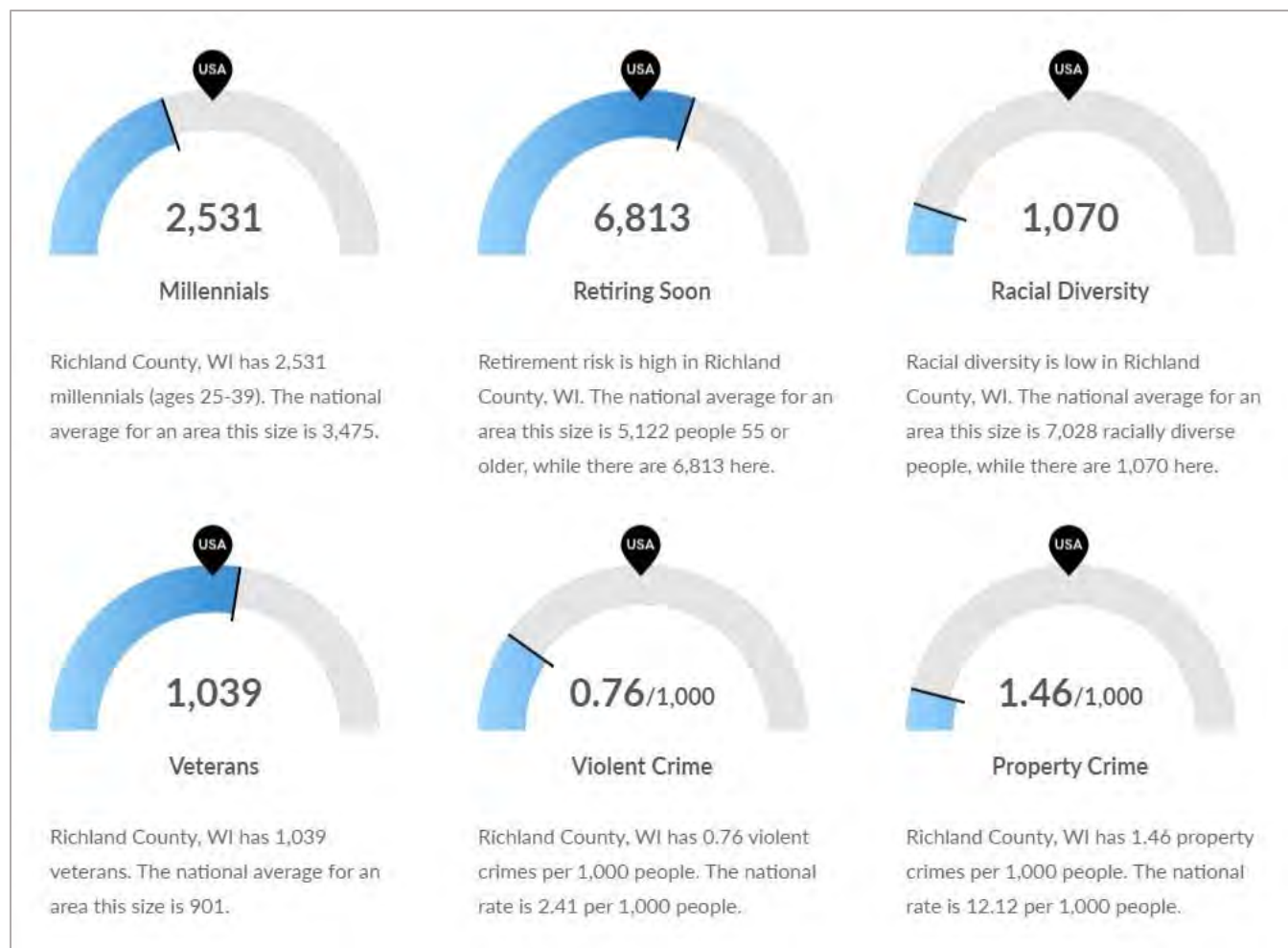
The automation index captures an occupation's risk of being affected by automation using four measures: % of time spent on high-risk work, % of time spent on low-risk work, number of high-risk jobs in compatible occupations, and overall industry automation risk. The index has a base of 100. An index greater than 100 indicates a higher-than-average risk of automation.

Occupational Group	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Automation Index	Median Hourly Earnings
Food Preparation and Serving Related Occupations	396	427	31	8%	125.4	\$11.82
Construction and Extraction Occupations	306	318	11	4%	122.9	\$22.31

Building and Grounds Cleaning and Maintenance Occupations	158	155	(3)	(2%)	122.5	\$13.86
Production Occupations	987	853	(133)	(13%)	113.6	\$19.49
Transportation and Material Moving Occupations	593	651	59	10%	111.1	\$16.75
Farming, Fishing, and Forestry Occupations	159	175	16	10%	109.9	\$13.29
Installation, Maintenance, and Repair Occupations	341	360	19	5%	108.7	\$22.16

Lightcast Occupation Table 10

Population Characteristics



Lightcast Economy Overview 10

With fewer than average millennials, the county may face some difficulty in addressing the retirement risk and the impact on employment.

In-Demand Skills

Between March 2022 and March 2024, job postings indicated employers regularly searched for these skills: food safety and sanitation, merchandising, general mathematics, manufacturing processes, machinery, continuous process, good manufacturing processes, manufacturing engineering, auditing, and nursing,

Rock County

<p>164,814</p> <p>Population (2023)</p> <p>Population grew by 1,997 over the last 5 years and is projected to grow by 2,651 over the next 5 years.</p>	<p>74,501</p> <p>Total Regional Employment</p> <p>Jobs grew by 609 over the last 5 years and are projected to grow by 2,464 over the next 5 years.</p>	<p>\$65.5K</p> <p>Median Household Income (2021)</p> <p>Median household income is \$3.5K below the national median household income of \$69.0K.</p>
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Lightcast Economy Overview 11

As of 2023 the region's population increased by 1.2% since 2018, growing by 1,997. Population is expected to increase by 1.6% between 2023 and 2028, adding 2,651.

From 2018 to 2023, jobs increased by 0.8% in Rock County, WI from 73,892 to 74,501. This change fell short of the national growth rate of 3.6% and the state's growth rate of 1.1%. As the number of jobs increased, the labor force participation rate increased from 65.4% to 66.3% between 2018 and 2023.

Concerning educational attainment, 17.5% of Rock County, WI residents possess a Bachelor's degree (3.6% below the national average), and 12.4% hold an Associate's Degree (3.5% above the national average).

The top three industries by employment in 2023 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals. The average median wage for the county is \$20,52, less than the state average (\$21.68) and national average (\$21.98).

Employment Concentration

Employment concentration (EC) is a measure showing how concentrated occupations are in an area compared to the national average. Any EC greater than 1.2 is often considered "concentrated".

Occupational Group	2018 Jobs	2023 Jobs	Change	% Change	2023 Employment Concentration	Median Hourly Earnings
Production Occupations	7,566	7,986	420	6%	1.97	\$19.18
Transportation and Material Moving Occupations	7,512	8,682	1,170	16%	1.35	\$19.04

Lightcast Industry Table 11

Automation Index

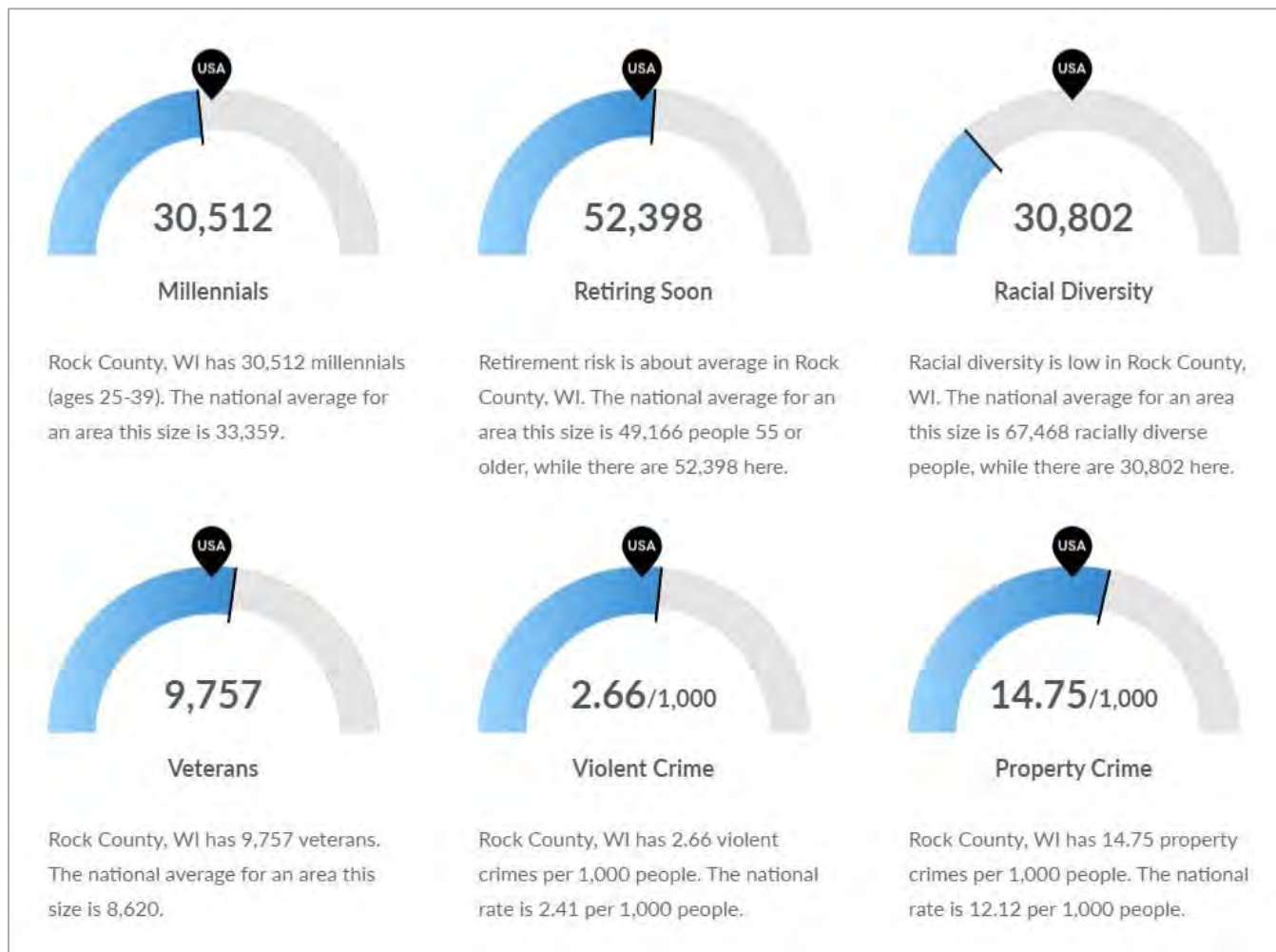
The automation index captures an occupation's risk of being affected by automation using four measures: % of time spent on high-risk work, % of time spent on low-risk work, number of high-risk jobs in compatible occupations, and overall industry automation risk. The index has a base of 100. An index greater than 100 indicates a higher-than-average risk of automation.

Occupational Group	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Automation Index	Median Hourly Earnings
Food Preparation and Serving Related Occupations	6,283	6,280	(4)	(0%)	125.4	\$13.05
Construction and Extraction Occupations	3,281	3,399	118	4%	122.9	\$26.64
Building and Grounds Cleaning and Maintenance Occupations	2,162	2,124	(38)	(2%)	122.5	\$14.91
Production Occupations	7,566	7,986	420	6%	113.6	\$19.18

Transportation and Material Moving Occupations	7,512	8,682	1,170	16%	111.1	\$19.04
Farming, Fishing, and Forestry Occupations	501	513	12	2%	109.9	\$15.37
Installation, Maintenance, and Repair Occupations	3,130	3,364	235	8%	108.7	\$24.01

Lightcast Occupation Table 12

Population Characteristics



Lightcast Occupation Table 12

In-Demand Skills

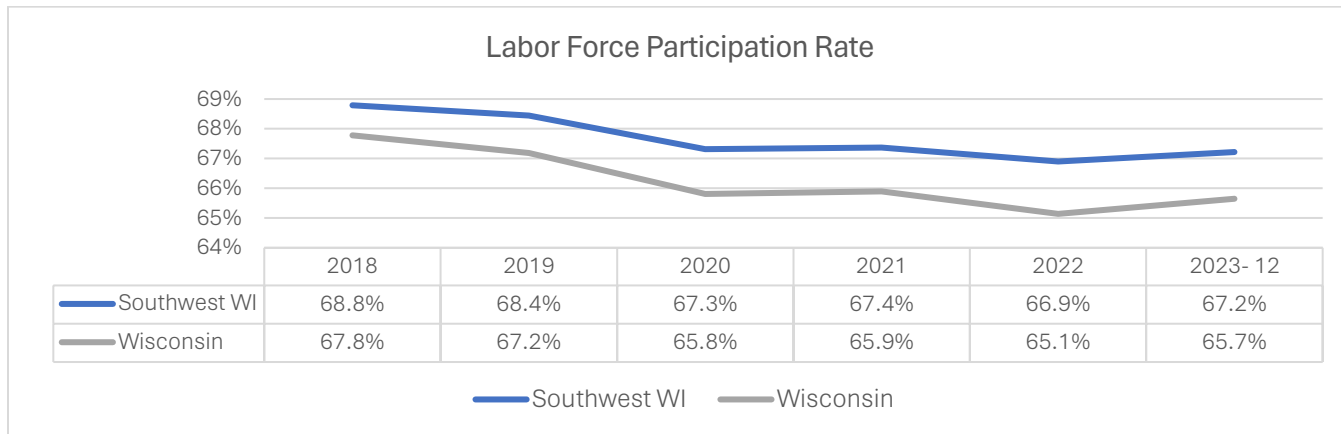
Between March 2022 and March 2024, job postings indicated employers regularly searched for these skills: nursing, merchandising, warehousing, auditing, machining, restaurant operation, data entry, forklift truck, accounting, and marketing.

Workforce Analysis

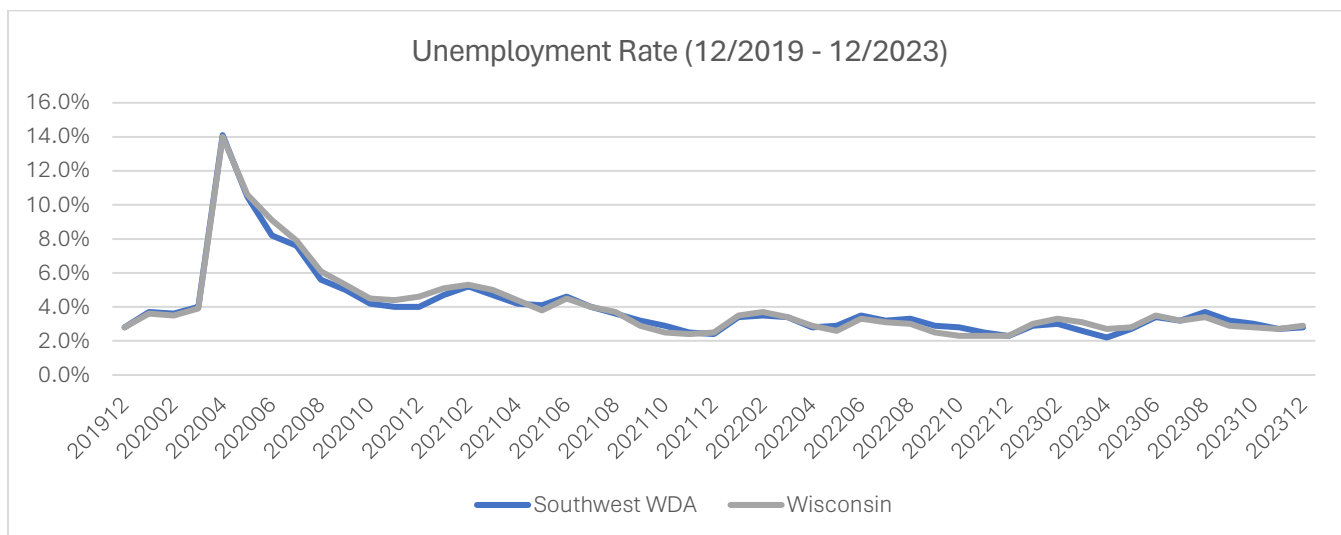
- Provide an analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

The area’s population has increased by 0.7% (2,230) since 2018. growing by 2,230. Population is expected to increase by 1.2% between 2023 and 2028, adding 3,855 people. The median wage has increased from \$17.10 to \$19.93. a 16% increase over 2020. The labor force participation rate (LFPR) decreased from 68.9% to 67.2% between 2018 and December 2023, (Economy Overview, 2024) and this decline is expected to continue. According to the Wisconsin Department of Workforce Development (DWD) Bureau of Workforce Information and Technical Support (BWITS) states:

Following the economic disruption of COVID-19, unemployment spiked to historically high rates. Rates quickly declined and returned to tight labor market conditions that existed prior to the pandemic. Demographics are the root cause of these conditions. Demographics are also driving down labor force participation as baby boomers continue to age out of the workforce. (Wisconsin County Profiles - Labor Force, 2024)

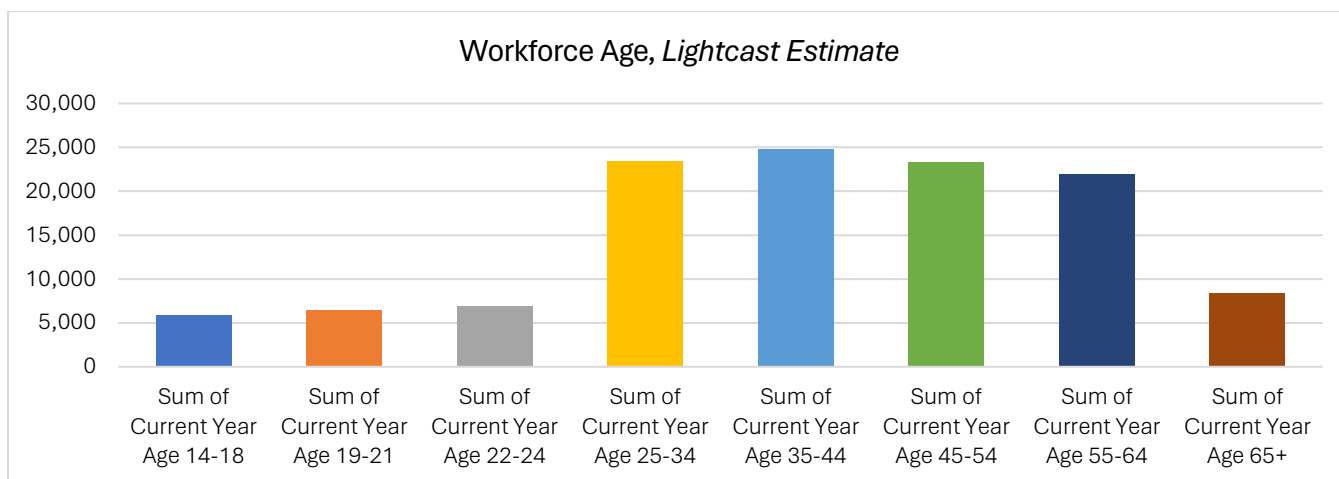


The COVID-19 pandemic dealt economic blows to the region throughout 2020, but the labor market quickly recovered. In December 2019, the unemployment rate was 2.8%. It hit a high of 14.1% in April of 2020 and quickly declined after that. (Wisconsin LMI Data Access, 2024)



Retirements

Approximately 30,400 workers will hit retirement age in the next 10 years, and there are only 19,200 in the pipeline to offset this exodus. (Lightcast, Occupation Table, 2024)



Workforce Need by Occupational Group

The information below provides a 2033 estimate of the area's occupations. If workers who are currently 55 or older exit the workforce by 2033, the area will need almost 37,000 workers to meet growth projections. If only those who are 65 and older exit the workforce, 15,000 workers will be needed. The areas demand industries include Healthcare, Manufacturing, Construction, Wholesale Trade and Transportation/Warehousing. Aligned occupations supporting these industries are highlighted.

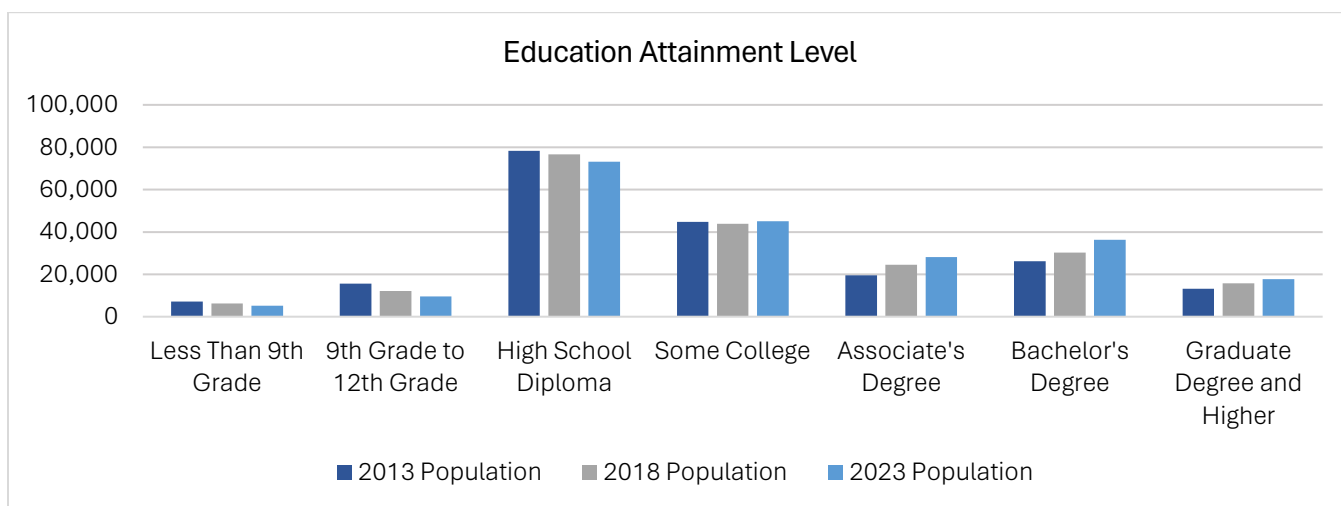
Occupational Group	2023 Jobs	2032 Jobs	Growth	Retirement Estimate	Need 55+	Need 65+
Architecture & Engineering	1,702	1,918	215	443	659	305
Arts, Design, Entertainment, Sports, & Media	1,089	1,067	(23)	282	259	72
Building & Grounds Cleaning & Maintenance	2,878	3,025	146	887	1,034	426
Business & Financial Operations	5,280	5,638	357	1,411	1,768	705
Community & Social Service	1,408	1,502	94	338	432	187
Computer & Mathematical	2,050	2,179	129	384	513	195
Construction & Extraction	4,811	5,283	473	910	1,382	662
Educational Instruction & Library	7,647	7,592	(55)	1,441	1,386	239
Farming, Fishing, & Forestry	1,523	1,649	126	378	504	291
Food Preparation & Serving Related	10,150	10,140	(10)	1,339	1,329	449
Healthcare Practitioners & Technical	7,095	7,539	445	1,811	2,256	851
Healthcare Support	5,019	5,644	625	1,233	1,858	994
Installation, Maintenance & Repair	5,495	6,059	564	1,508	2,071	904
Legal	377	375	(2)	125	124	42
Life, Physical, & Social Science	777	884	108	185	293	155
Management	5,604	6,230	626	1,758	2,384	1,118
Office & Administrative Support	13,640	13,094	(546)	4,149	3,603	626
Personal Care & Service	1,803	1,822	19	389	408	196

Production	14,732	16,047	1,315	3,662	4,977	2,044
Protective Service	1,876	1,904	28	332	360	122
Sales & Related	12,537	13,291	754	3,651	4,406	2,029
Transportation & Material Moving	13,597	14,799	1,202	3,776	4,978	2,394
	121,091	127,682	6,591	30,391	36,982	15,003

Lightcast Occupation Table 3

Education & Training

The following graphs represent the highest education attainment level for individuals who are at least **25 years old**.

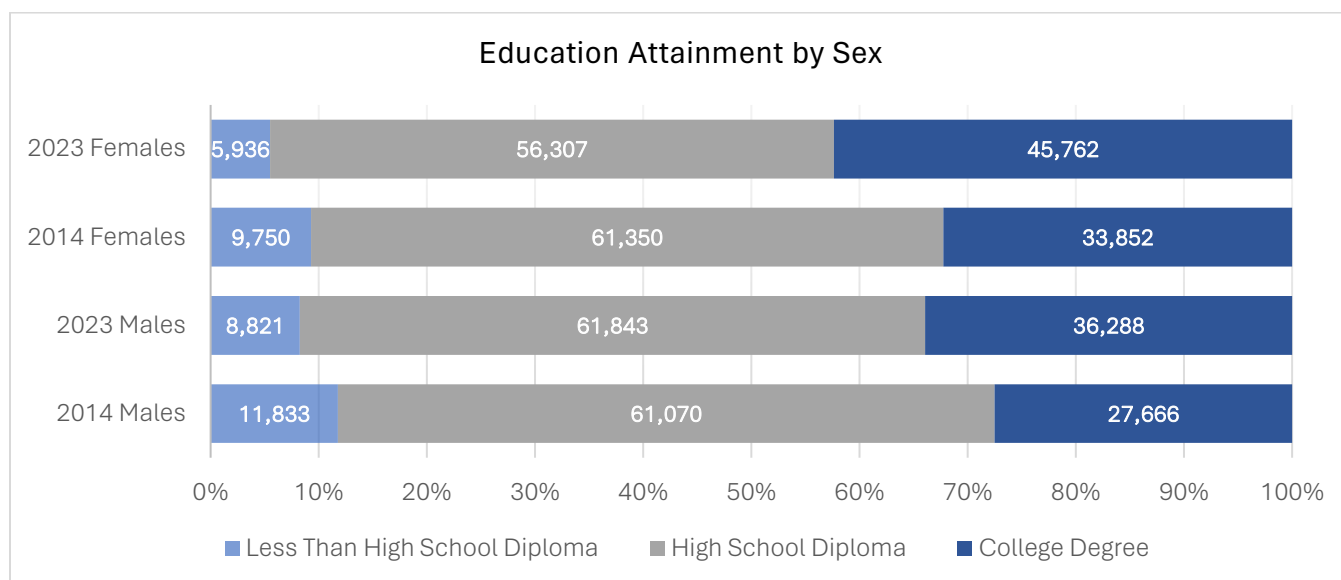


Lightcast, Education Attainment Snapshot 1

A greater percentage of individuals have pursued post-secondary education than in the past: 56.1% of the 2023 population have at least “Some Education” versus 50.6% in 2013. However, this rate is 64% for 2023 at both the state & federal level. The area’s associate degree attainment level (13%) is higher than the state & federal levels, 12% and 9%, respectively.

Education Level	2013 Population	2018 Population	2023 Population	2023 % Population	2023 % State Population	2023 % US Population
Less Than 9th Grade	7,187	6,179	5,125	2%	2%	5%
9th Grade to 12th Grade	15,604	12,130	9,632	4%	4%	6%
High School Diploma	78,365	76,594	73,102	34%	29%	26%
Some College	44,703	43,908	45,047	21%	20%	20%
Associate’s Degree	19,498	24,541	28,146	13%	12%	9%
Bachelor’s Degree	26,224	30,268	36,248	17%	21%	21%
Graduate Degree & Higher	13,263	15,825	17,656	8%	11%	14%
Population 25 Years+	204,844	209,445	214,956			

Lightcast, Education Attainment Snapshot 2



Lightcast, Education Attainment Snapshot 3

Completion of higher education has increased for both sexes, and women continue to outpace men in the pursuit and completion of post-secondary education programs. Drop-outs have also decreased for both sexes in the 10-year period.

Race/Ethnicity	2023 Population	2023 Less than High School	2023 High School Diploma	2023 College Degree
White, non-Hispanic	194,645	5.5%	55.6%	39.0%
Black, non-Hispanic	5,489	13.1%	62.5%	24.3%
American Indian or Alaskan Native, non- Hispanic	640	13.1%	47.3%	39.5%
Asian, non-Hispanic	2,122	14.7%	29.0%	56.4%
Native Hawaiian or Pacific Islander, non- Hispanic	92	6.5%	55.4%	38.0%
Two or More Races, Non-Hispanic	1,909	17.1%	46.4%	36.6%
White, Hispanic	8,774	26.4%	46.7%	26.9%
Black Hispanic	387	27.6%	45.2%	27.1%
American Indian or Alaskan Native, Hispanic	443	26.6%	47.4%	26.0%
Asian, Hispanic	87	25.3%	47.1%	27.6%
Native Hawaiian or Pacific Islander, Hispanic	44	25.0%	50.0%	25.0%
2 or More Races Hispanic	324	25.6%	47.5%	26.9%
	214,957	14,757	118,150	82,050

Lightcast, Education Attainment Snapshot 4

Between 2014 and 2023, dropout rates decreased for all race/ethnicity populations except non-Hispanics Asians, non-Hispanic (+15.5%), Non-Hispanic Native Hawaiian or Pacific Islander (+14.2%), and for individuals who identify as being two or more non-Hispanic races (+16.8). Hispanic population college degree attainment rates surpassed non-Hispanic rates.

Race/Ethnicity	Change in Attainment Levels, 2014 to 2023		
	Less than High School	High School Diploma	College Degree
White, non-Hispanic	-38.4%	-7.9%	26.6%
Black, non-Hispanic	-54.5%	16.2%	40.3%

American Indian or Alaskan Native, non-Hispanic	-38.8%	-8.1%	46.2%
Asian, non-Hispanic	15.5%	-35.2%	32.6%
Native Hawaiian or Pacific Islander, non-Hispanic	14.2%	-21.1%	58.3%
Two or More Races, Non-Hispanic	16.8%	-23.0%	45.6%
White, Hispanic	-30.7%	0.0%	76.7%
Black, Hispanic	-28.0%	-5.0%	94.1%
American Indian or Alaskan Native, Hispanic	-31.7%	1.9%	79.3%
Asian, Hispanic	-27.4%	0.2%	51.8%
Native Hawaiian or Pacific Islander, Hispanic	-36.1%	9.2%	65.7%
Two or More Races, Hispanic	-30.7%	-1.2%	79.9%

Lightcast, Education Attainment Snapshot 5

Barriered Populations

In Federal Reserve System, through its FedCommunities platform, launched the Worker Voice's Project in 2022. This initiative spotlighted individuals without a 4-year degree and what they faced during the pandemic. Unsurprisingly, many of the employment barriers experienced during the pandemic remain 3 years later, even COVID-19 health related issues for those dealing with Long COVID.

An employment barrier is any tangible or intangible circumstance that may make employment difficult, such as affordable childcare, available childcare, citizenship status, covid-19, criminal convictions, disability, homelessness, lack of skills/credential, language barriers, mental health challenges, substance abuse, transportation, long-term unemployment, and age (55+). The workforce development system, through career, supportive and training services, works with individuals to eliminate or reduce the impact of employment barriers, such as those listed below:

- Affordable Childcare
- Available Childcare
- Homelessness
- Citizenship Status
- Covid-19
- Disability
- Criminal Convictions
- Lack of Skills/Credential
- Language Barriers
- Mental Health Challenges
- Substance Use Abuse
- Transportation
- Long-Term Unemployment
- Age (55+)

Childcare Barriers

Families struggle to find affordable, quality childcare in the area. Monthly childcare costs for just a single child can consume up to 40% of an individual's median income (the table below is based on the area's individual median income level). If a person is earning less than the area's median income, that percentage increases. The Center for Women's Welfare at the University of Washington provides the following information related to the area's cost of childcare based on a single infant or child. (Welfare, 2023).

	Infant	% Mthly Income	Pre-Schooler	% Mthly Income	School Age	Sum of % Mthly Income
Grant County	\$1,011	31%	\$946	29%	\$572	18%
Green County	\$1,011	30%	\$946	28%	\$572	17%
Iowa County	\$863	24%	\$835	23%	\$554	15%
Lafayette County	\$863	26%	\$835	25%	\$554	17%
Richland County	\$1,011	32%	\$946	29%	\$572	18%
Rock County	\$1,442	40%	\$1,292	36%	\$774	22%
Wisconsin	\$1,036	28%	\$970	26%	\$605	16%

Language Barriers

	Language Spoken at Home				
	All households	Spanish	Other Indo-European languages	Asian and Pacific Island languages	Other languages
Grant County	19,863	1.4%	2.6%	0.6%	0.0%
Green County	15,594	2.9%	1.1%	0.2%	0.2%
Iowa County	9,795	1.1%	1.3%	0.6%	0.1%
Lafayette County	6,652	2.6%	2.9%	0.3%	0.0%
Richland County	7,196	3.0%	2.8%	0.6%	0.0%
Rock County	67,422	5.9%	1.2%	1.1%	0.0%
Wisconsin	2,491,121	4.4%	2.3%	1.8%	0.5%

Individuals with Disabilities

An often-overlooked cohort of talent is individuals with disabilities. According to the 2022 American Community Survey 5 Year Estimate, approximately 11% of the area's population (Non-Institutionalized Civilians, ages 18-64) has a disability while 9.7% of the area's labor force has a disability. The region performs better than the state, wherein 10.3% of the population has disability and 6.6% of the state's labor force has a disability. (American Community Survey, 2022 5 Year Estimates, 2024)

	Grant County	Green County	Iowa County	Lafayette County	Richland County	Rock County	WISC
Civilian Population	31,197	21,764	13,916	9,394	9,417	98,339	3,513,627
In the labor force:	24,950	18,467	11,911	7,658	7,190	79,401	2,871,237
Employed:	24,246	17,827	11,607	7,503	6,989	77,828	2,792,195
With a disability	1,529	1,158	679	371	446	6,866	178,337
No disability	22,717	16,669	10,928	7,132	6,543	1,677	2,613,858
Unemployed:	704	640	304	155	201	724	79,042
With a disability	51	64	32	21	30	3,294	11,785
No disability	653	576	272	134	171	1,773	67,257
Not in labor force:	6,247	3,297	2,005	1,736	2,227	587	642,390
With a disability	1,224	1,069	698	373	627	1,658	174,825
No disability	5,023	2,228	1,307	1,363	1,600	70,962	467,565

American Community Survey 1 (S1811)

As the workforce development system in the area continues to promote the advantages of engaging differently abled individuals in the labor force, additional attention on the earnings of this population may be needed. Some of the disparity can be attributed to part-time work schedules as most individuals with disabilities work less part-time.

Fulltime Status & Earnings	Grant County	Green County	Iowa County	Lafayette County	Richland County	Rock County	WISC
w/Disability Employed Fulltime	1,766	1,356	770	418	516	7,795	205,222
% Employed Fulltime	42.4%	41.8%	66.9%	64.1%	49.6%	46.7%	52.9%
Employed Fulltime	25,294	17,702	11,505	7,471	7,209	73,334	2,778,230
% Employed Fulltime	66.8%	74.8%	77.2%	78.3%	74.5%	74.8%	71.4%
w/Disability Median Earnings	\$34,625	\$45,316	\$45,025	\$41,665	\$40,053	\$43,673	\$42,925
Median Earnings	\$17,007	\$20,270	\$35,238	\$26,094	\$21,827	\$30,190	\$28,220
% Disability Earnings of Median Earnings	49%	45%	78%	63%	54%	69%	66%

American Community Survey 2 (C18120 & S1811)

The Division of Vocational Rehabilitation (DVR) provides employment services to individuals with disabilities and assistance to employers regarding disability issues. As a partner in the workforce system, their local presence throughout all counties drives the progress southwest Wisconsin has seen in improving employment outcomes for individuals with disabilities.

Almost all workforce programs are charged with working with populations who struggle with employment issues. From a lack of secondary credentials to poor work history to homelessness, we realize that our work does not involve easy solutions, but it can and does produce exceptional results. Performance measured by the number of individuals who overcome barriers and gain self-sufficient employment.

Income and Poverty

	% Below Poverty				
	Individuals	Families	Less Than High School Graduate	High School Graduate	Employed
Grant County	13.8%	6.9%	22.2%	11.1%	8.5%
Green County	6.6%	3.6%	11.6%	8.4%	2.7%
Iowa County	8.0%	3.7%	18.9%	9.8%	3.6%
Lafayette County	10.5%	7.6%	25.8%	10.1%	4.2%
Richland County	14.5%	9.2%	23.5%	12.5%	5.2%
Rock County	9.8%	7.9%	20.2%	11.3%	4.9%
Wisconsin	10.7%	6.8%	22.9%	12.4%	5.5%

American Community Survey 3 (S1701)

Rock county and Grant County each have a poverty rate greater than the state's rate. Only Iowa and Green counties have a family poverty rate lower than the state's. Educational attainment continues to predict future earnings capacity.

LOCAL STRATEGIES

Local Workforce Development Activities

4. Provide an analysis of the workforce development activities (including education & training) in the local area.
 - Include an analysis of the strengths & weaknesses of such services.
 - Evaluate the capacity of the available services within the local area to address the education & skill needs of the workforce (as identified in Section I, Question 3 of the Regional or Local Plan), including individuals with barriers to employment, & the employment needs of employers in the local area (as identified in Section I, Question 2 of the Regional or Local Plan).

Occupational skills training is an important service provided through SWWDB's programs and the Job Center System. The primary threat to on-going delivery of services funded through WIOA relates to the significant decrease in funding for Title 1 programs, which is discussed later in this section.

SWWDB is successful in the delivery of workforce services, which is fully demonstrated in our positive performance numbers. Many customers have multiple barriers to employment that require greater investment of time and resources. The Southwest Wisconsin area is fortunate in that SWWDB aggressively pursues additional funding to this disparity between need and available WIOA resources.

SWWDB fully supports occupational skills training as an avenue that elevates individuals and families to self-sufficiency. As indicated in our Training and Supportive Services Policy, individuals enrolled in WIOA Adult and/or Dislocated Worker Programs can access up to \$12,500 for training and supportive services. Coupled with Pell Grants, scholarships, and other program funding, we have observed that amount meets the needs of jobseekers with few exceptions.

SWWDB has also utilized short-term, career pathway training initiatives that are accelerated and credit based. These types of trainings provide foundational skills directly related to industry demand.

On-the-job training (OJT) contracts have potential to be a great workforce training service, but they are seldom executed in the southwest area. The contract process is burdensome to all parties and minor errors often result in unpredictable risk.

Transitional jobs and incumbent worker training are also services that are available but under-utilized. Like OJT's, execution of such arrangements entails numerous details and present areas of risk for the local areas. SWWDB supports earn and learn models of training. Coupling transitional job services with pre-apprenticeship training and incumbent worker services with registered apprenticeships has transformative potential for our local economy and communities.

SWWDB believes apprenticeships will grow in importance as employers implement new strategies to hire, retain, and retrain their workforce to meet workforce demands as long-term employees retire over the course of the next decade.

Work-based training programs, whether sponsored by employers or subsidized through workforce development programs, will gain prominence as employers seek some demonstration of knowledge and ability before placement or promotion. SWWDB predicts an increasing number of short-term training programs (six months or less), specific to employer/industry demands, will be needed to prepare job seekers for employment and advancement. With a very active Business Services and Career Services teams, SWWDB and Job Center partners connected to employers and serve as a conduit between them jobseekers. These inter-agency teams remain integral to our balanced and productive approach to workforce development in Southwest Wisconsin.

Apprenticeships

“An apprenticeship is an “earn while you learn” program providing on-the-job training and related instruction. The employer teaches the skills of the occupation. An area technical college or private training center teaches the theoretical knowledge pertaining to the specific occupation.” (Wisconsin Apprenticeship, 2024) Wisconsin currently provides apprenticeship opportunities in the following areas:

Registered Apprenticeship Areas	Youth Apprenticeship Clusters
Agriculture	Agriculture, Food & Natural Resources
Construction	Architecture & Construction
Finance	Arts, Audio Visual Technology & Communications
Healthcare	Business Administration
Industrial & Manufacturing	Education
Information Technology	Finance
Service	Health Sciences
Transportation	Hospitality & Tourism
Utilities	Information Technology
Agriculture	Manufacturing
	Marketing
	Science, Technology, Engineering, & Mathematics
	Transportation, Distribution, & Logistics

Local technical college provide related instruction for the following apprenticeships:

Blackhawk Technical College	Southwest Wisconsin Technical College
Industrial Electrician Apprenticeship	Construction Electrician
Machinist Apprentice	Industrial Electrician
Maintenance Technician Apprentice	Mechatronics Technician
Mechatronics Apprentice	Plumbing Apprenticeship
HVAC	Technical Studies
https://blackhawk.edu/Professional-Training/Apprenticeships	https://www.swtc.edu/academics/apprenticeships/

Local Technical Colleges

As key partners in the workforce development system, Blackhawk Technical College (BTC) and Southwest Wisconsin Technical College (SWTC) provide over 130 training programs via 10 locations throughout the 6-county area. Programs are aligned to local industry demand and incorporate career pathway models, which define the education, skills and credentials needed for jobs within a certain career path. The maps explain the opportunities available to workers as they progress in their training and experience.

SWWDB operates several programs that can help individuals access and complete their education at BTC and SWTC. Training grants and wrap-around support services assist students in achieving educational and employment goals. It is also important that the Wisconsin University system continues to recognize all technical college training, allowing students to progress on their chosen career pathway. A robust and relevant workforce requires life-long learning that adapts to the needs of local industry.

BTC and SWTC provide training programs that support the area's driver industries. The area will also need workers who possess a bachelor's degree to meet the occupational demand the area will experience due to growth and retirements. Roadblocks to successful completion of post-secondary education will continue as students "job-out" and return to the workforce before completion. Access and completion numbers will also be impacted by the worker shortage. The following Lightcast data provides 10-year job opening by occupation and required degree upon occupation entry.

Job Openings by Credential

Credential	2023-2032 Openings
Associate's degree	231
Bachelor's degree	1,807
Doctoral or professional degree	141
High school diploma or equivalent	6,351
Master's degree	127
No formal educational credential	5,119
Postsecondary nondegree award	947
Some college, no degree	381
Grand Total	15,105

Occupation Demand by Credential (2023-2032)

Occupation	Post-Secondary Award				
	Openings	10 th %ile	25 th %ile	Median	75 th %ile
Heavy and Tractor-Trailer Truck Drivers	2,798	\$16.94	\$20.50	\$23.14	\$29.07
Nursing Assistants	1,607	\$14.47	\$15.08	\$16.65	\$17.92
Automotive Service Technicians and Mechanics	544	\$14.16	\$16.98	\$21.50	\$27.79
Medical Assistants	516	\$16.06	\$17.47	\$18.36	\$21.28
Dental Assistants	347	\$17.10	\$17.78	\$19.17	\$21.78
Hairdressers, Hairstylists, and Cosmetologists	302	\$9.44	\$11.78	\$15.22	\$19.88
Firefighters	281	\$11.28	\$14.35	\$21.32	\$30.17
Licensed Practical and Licensed Vocational Nurses	207	\$19.61	\$21.60	\$23.86	\$26.55
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	195	\$18.48	\$20.92	\$23.88	\$30.53
Telecommunications Equipment Installers and Repairers, Except Line Installers	180	\$18.62	\$21.78	\$31.14	\$34.42
Emergency Medical Technicians	160	\$9.97	\$11.45	\$14.99	\$18.22
Phlebotomists	146	\$15.21	\$16.77	\$18.07	\$20.89
Tool and Die Makers	128	\$22.88	\$23.78	\$28.56	\$30.49
Health Technologists and Technicians, All Other	122	\$17.59	\$17.76	\$21.37	\$28.98
Library Technicians	120	\$9.07	\$10.90	\$13.12	\$15.28
Medical Records Specialists	112	\$20.35	\$22.42	\$23.36	\$27.38
Computer Numerically Controlled Tool Programmers	78	\$23.24	\$25.71	\$27.69	\$31.18
Surgical Technologists	70	\$23.53	\$25.86	\$28.98	\$31.44
Manicurists and Pedicurists	66	\$7.76	\$10.08	\$13.91	\$16.46
Massage Therapists	63	\$8.93	\$13.57	\$24.77	\$28.54
Medical Transcriptionists	61	\$14.02	\$17.16	\$27.66	\$28.86
Prepress Technicians and Workers	56	\$14.02	\$16.43	\$19.66	\$24.25
Psychiatric Technicians	53	\$11.96	\$14.26	\$16.82	\$23.53
Paramedics	49	\$15.34	\$17.10	\$21.39	\$24.64
Aircraft Mechanics and Service Technicians	46	\$16.91	\$22.04	\$26.45	\$28.69
Skincare Specialists	43	\$8.67	\$9.81	\$11.60	\$19.78

Electrical and Electronics Repairers, Commercial and Industrial Equipment	29	\$16.63	\$22.04	\$28.40	\$33.07
Healthcare Practitioners and Technical Workers, All Other	27	\$16.41	\$21.85	\$31.83	\$44.24
First-Line Supervisors of Firefighting and Prevention Workers	22	\$14.89	\$19.62	\$30.77	\$41.82
Health Information Technologists and Medical Registrars	18	\$17.82	\$22.03	\$26.15	\$34.51
Ophthalmic Medical Technicians	17	\$15.78	\$19.02	\$21.34	\$24.41
Audio and Video Technicians	12	\$12.30	\$15.45	\$23.56	\$30.34
Surgical Assistants	<10	\$23.37	\$34.15	\$39.99	\$43.77
Grand Total	8,477				

Some College, No Degree					
Occupation	Openings	10 th ile	25 th ile	Median	75 th ile
Bookkeeping, Accounting, and Auditing Clerks	1,583	\$14.29	\$17.26	\$20.44	\$23.14
Teaching Assistants, Except Postsecondary	1,517	\$11.45	\$13.62	\$14.91	\$16.60
Computer User Support Specialists	228	\$16.47	\$20.31	\$24.13	\$29.85
Order Clerks	61	\$12.86	\$14.05	\$15.62	\$20.02
Computer, Automated Teller, and Office Machine Repairers	23	\$13.77	\$16.02	\$18.34	\$23.15
Actors	20	\$20.38	\$22.14	\$28.43	\$39.77
Grand Total	3,433				

Apprenticeship					
Occupation	Openings	10 th ile	25 th ile	Median	75 th ile
Electricians	656	\$17.71	\$22.20	\$34.07	\$39.40
Carpenters	477	\$17.10	\$20.80	\$23.72	\$31.89
Plumbers, Pipefitters, and Steamfitters	193	\$17.75	\$22.98	\$29.89	\$40.61
Sheet Metal Workers	86	\$15.62	\$17.18	\$23.67	\$32.22
Brickmasons and Blockmasons	39	\$21.75	\$24.48	\$30.01	\$39.85
Glaziers	37	\$19.23	\$21.55	\$28.70	\$37.85
Structural Iron and Steel Workers	37	\$23.00	\$26.23	\$32.25	\$36.39
Insulation Workers, Mechanical	22	\$18.38	\$23.53	\$31.08	\$35.45
Stonemasons	21	\$20.77	\$24.55	\$29.19	\$34.31
Millwrights	17	\$21.64	\$24.72	\$30.14	\$34.72
Grand Total	1,585	\$0.00	\$0.00	\$0.00	\$0.00

Associate's Degree					
Occupation	Openings	10 th ile	25 th ile	Median	75 th ile
Preschool Teachers, Except Special Education	384	\$10.72	\$11.54	\$13.65	\$16.32
Food Science Technicians	139	\$16.17	\$18.84	\$21.09	\$24.34
Dental Hygienists	125	\$31.26	\$33.90	\$35.75	\$37.47
Radiologic Technologists and Technicians	120	\$23.17	\$28.57	\$30.32	\$36.56
Paralegals and Legal Assistants	116	\$16.77	\$19.22	\$22.27	\$25.59
Physical Therapist Assistants	114	\$19.21	\$23.72	\$28.49	\$29.69
Veterinary Technologists and Technicians	102	\$15.98	\$17.62	\$18.88	\$22.57
Industrial Engineering Technologists and Technicians	99	\$20.74	\$23.19	\$27.02	\$30.69
Mechanical Drafters	73	\$19.42	\$23.35	\$29.13	\$38.06
Architectural and Civil Drafters	69	\$21.67	\$23.53	\$27.80	\$32.30
Morticians, Undertakers, and Funeral Arrangers	64	\$19.23	\$21.27	\$27.15	\$37.16

Respiratory Therapists	62	\$29.73	\$30.95	\$34.64	\$38.13
Electrical and Electronic Engineering Technologists and Technicians	58	\$21.01	\$28.02	\$33.02	\$45.25
Computer Network Support Specialists	56	\$22.47	\$27.36	\$31.62	\$38.73
Mechanical Engineering Technologists and Technicians	49	\$18.98	\$23.29	\$28.70	\$30.34
Human Resources Assistants, Except Payroll and Timekeeping	45	\$15.91	\$17.42	\$19.83	\$22.34
Occupational Therapy Assistants	43	\$19.77	\$23.14	\$28.08	\$30.89
Life, Physical, and Social Science Technicians, All Other	39	\$15.07	\$17.74	\$20.14	\$22.72
Agricultural Technicians	38	\$13.56	\$14.28	\$17.03	\$21.92
Chemical Technicians	37	\$15.53	\$17.60	\$20.06	\$25.63
Diagnostic Medical Sonographers	35	\$40.21	\$42.71	\$48.53	\$54.03
Dietetic Technicians	31	\$13.52	\$14.99	\$16.07	\$17.53
Cardiovascular Technologists and Technicians	23	\$20.46	\$24.62	\$38.80	\$47.46
Medical Equipment Repairers	17	\$16.84	\$22.11	\$28.14	\$33.97
Civil Engineering Technologists and Technicians	15	\$18.59	\$22.82	\$27.49	\$30.48
Engineering Technologists and Technicians, Except Drafters, All Other	14	\$16.32	\$18.72	\$23.04	\$28.19
Magnetic Resonance Imaging Technologists	14	\$34.49	\$38.92	\$42.94	\$46.95
Environmental Science and Protection Technicians, Including Health	13	\$13.14	\$15.87	\$21.11	\$26.50
Funeral Home Managers	10	\$24.55	\$29.32	\$40.14	\$50.49
Grand Total	2,013				

Bachelor's Degree					
Occupation	Openings	10 th ile	25 th ile	Median	75 th ile
Registered Nurses	1,497	\$30.45	\$32.97	\$37.53	\$44.52
General and Operations Managers	1,245	\$25.00	\$34.36	\$48.77	\$76.40
Elementary School Teachers, Except Special Education	915	\$21.77	\$23.15	\$27.41	\$34.94
Accountants and Auditors	698	\$22.77	\$27.66	\$33.16	\$40.29
Human Resources Specialists	525	\$18.38	\$22.24	\$29.01	\$32.56
Substitute Teachers, Short-Term	483	\$13.27	\$14.18	\$14.18	\$20.60
Middle School Teachers, Except Special and Career/Technical Education	468	\$22.18	\$22.69	\$27.49	\$32.23
Secondary School Teachers, Except Special and Career/Technical Education	446	\$21.49	\$23.66	\$28.01	\$33.55
Market Research Analysts and Marketing Specialists	395	\$17.05	\$21.18	\$26.72	\$33.51
Business Operations Specialists, All Other	373	\$18.37	\$22.91	\$28.30	\$36.34
Project Management Specialists	341	\$23.88	\$31.10	\$39.79	\$49.84
Buyers and Purchasing Agents	317	\$19.21	\$22.37	\$28.11	\$35.28
Industrial Engineers	314	\$29.01	\$31.50	\$37.54	\$45.57
Managers, All Other	299	\$21.65	\$32.79	\$52.74	\$59.82
Financial Managers	279	\$36.84	\$45.29	\$56.92	\$74.45
Software Developers	264	\$24.98	\$31.96	\$40.83	\$51.12
Management Analysts	239	\$27.79	\$30.68	\$37.39	\$51.09
Industrial Production Managers	236	\$36.03	\$41.61	\$49.23	\$61.40
Coaches and Scouts	213	\$9.76	\$14.77	\$16.34	\$23.36
Mechanical Engineers	205	\$29.02	\$34.40	\$39.21	\$47.37
Sales Managers	202	\$25.80	\$36.29	\$55.38	\$75.28
Medical and Health Services Managers	195	\$36.92	\$44.73	\$52.12	\$67.03
Construction Managers	193	\$32.82	\$38.28	\$46.08	\$57.66

Logisticians	193	\$16.58	\$19.54	\$26.34	\$37.36
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	191	\$15.63	\$18.36	\$22.99	\$30.65
Training and Development Specialists	176	\$17.52	\$21.35	\$27.59	\$33.58
Clinical Laboratory Technologists and Technicians	165	\$18.00	\$22.60	\$28.26	\$35.43
Cost Estimators	165	\$21.42	\$25.20	\$29.93	\$37.26
Teachers and Instructors, All Other	165	\$17.70	\$21.92	\$22.67	\$29.96
Computer Systems Analysts	161	\$25.19	\$31.22	\$38.32	\$47.56
Child, Family, and School Social Workers	139	\$14.72	\$18.29	\$20.46	\$24.43
Compliance Officers	134	\$19.08	\$22.46	\$31.41	\$33.55
Loan Officers	134	\$19.27	\$23.05	\$33.05	\$44.92
Computer and Information Systems Managers	122	\$40.69	\$48.76	\$59.95	\$73.66
Network and Computer Systems Administrators	122	\$20.91	\$26.87	\$35.56	\$43.21
Graphic Designers	119	\$15.62	\$18.85	\$23.56	\$28.94
Social and Community Service Managers	115	\$25.69	\$30.84	\$38.50	\$39.78
Special Education Teachers, Kindergarten and Elementary School	114	\$22.14	\$23.33	\$25.65	\$33.51
Administrative Services Managers	112	\$29.82	\$37.92	\$45.76	\$59.45
Securities, Commodities, and Financial Services Sales Agents	112	\$16.89	\$19.58	\$27.82	\$41.15
Public Relations Specialists	106	\$20.58	\$23.18	\$28.71	\$36.31
Architectural and Engineering Managers	98	\$46.73	\$51.06	\$61.72	\$69.26
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	97	\$22.03	\$27.42	\$31.47	\$42.01
Civil Engineers	89	\$28.60	\$29.54	\$35.57	\$46.41
Personal Financial Advisors	85	\$16.84	\$20.84	\$34.77	\$56.71
Special Education Teachers, Middle School	84	\$20.48	\$22.52	\$23.63	\$29.92
Chief Executives	78	\$35.01	\$49.52	\$71.84	\$112.93
Tutors	74	\$9.22	\$11.90	\$14.60	\$17.84
Computer Occupations, All Other	72	\$21.36	\$27.41	\$37.32	\$46.00
Financial and Investment Analysts	72	\$22.40	\$29.97	\$37.46	\$47.43
Legislators	71	\$8.52	\$11.88	\$21.71	\$42.82
Marketing Managers	70	\$40.39	\$47.87	\$59.02	\$72.43
Web Developers	69	\$17.04	\$20.27	\$28.03	\$37.13
Human Resources Managers	68	\$39.90	\$47.10	\$57.58	\$69.07
Kindergarten Teachers, Except Special Education	67	\$20.50	\$21.28	\$24.53	\$31.62
Meeting, Convention, and Event Planners	62	\$15.61	\$15.67	\$20.50	\$26.71
Electrical Engineers	59	\$32.07	\$36.24	\$41.42	\$52.74
Special Education Teachers, Secondary School	57	\$21.54	\$24.28	\$28.64	\$31.62
Occupational Health and Safety Specialists	55	\$22.83	\$28.30	\$33.68	\$39.92
Biological Technicians	49	\$14.25	\$16.81	\$20.44	\$24.81
Data Scientists	49	\$15.47	\$28.66	\$41.81	\$47.14
Educational Instruction and Library Workers, All Other	48	\$12.83	\$13.40	\$17.34	\$23.53
Operations Research Analysts	46	\$27.48	\$34.34	\$37.97	\$45.03
Editors	45	\$15.27	\$16.72	\$19.93	\$24.10
Chemists	44	\$23.04	\$27.63	\$33.21	\$42.40
Facilities Managers	44	\$34.05	\$36.84	\$45.09	\$52.11
Food Scientists and Technologists	44	\$29.15	\$30.83	\$38.37	\$48.84
Probation Officers and Correctional Treatment Specialists	43	\$19.14	\$22.03	\$25.05	\$28.07
Fundraisers	42	\$17.31	\$21.68	\$27.06	\$33.44
Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	41	\$18.89	\$22.30	\$26.75	\$31.79

Interpreters and Translators	41	\$21.40	\$24.06	\$28.11	\$31.91
Computer Network Architects	39	\$32.43	\$39.21	\$46.54	\$52.73
Software Quality Assurance Analysts and Testers	39	\$25.21	\$28.96	\$32.00	\$39.85
Electronics Engineers, Except Computer	38	\$40.93	\$49.71	\$63.74	\$76.22
Health Education Specialists	38	\$21.05	\$25.31	\$27.70	\$34.86
Property Appraisers and Assessors	38	\$17.35	\$18.26	\$21.39	\$31.54
Credit Analysts	37	\$15.84	\$22.27	\$27.15	\$35.38
Information Security Analysts	37	\$30.57	\$44.23	\$57.47	\$78.33
Purchasing Managers	37	\$39.90	\$47.24	\$56.00	\$67.08
Insurance Underwriters	35	\$26.38	\$31.77	\$40.12	\$50.57
Career/Technical Education Teachers, Secondary School	34	\$21.89	\$24.49	\$28.63	\$32.35
Designers, All Other	34	\$22.10	\$25.73	\$32.32	\$40.22
Dietitians and Nutritionists	32	\$19.88	\$23.60	\$26.33	\$30.78
Financial Specialists, All Other	32	\$15.61	\$18.84	\$21.89	\$26.13
Natural Sciences Managers	32	\$46.32	\$55.53	\$76.08	\$100.20
Actuaries	31	\$29.62	\$33.85	\$44.92	\$61.85
Labor Relations Specialists	30	\$8.45	\$8.53	\$24.05	\$32.04
Museum Technicians and Conservators	30	\$14.99	\$15.43	\$19.26	\$23.88
Biological Scientists, All Other	29	\$30.72	\$39.83	\$48.38	\$57.77
Compensation, Benefits, and Job Analysis Specialists	29	\$22.23	\$25.05	\$29.93	\$38.52
Credit Counselors	29	\$16.61	\$16.99	\$18.32	\$21.32
Engineers, All Other	29	\$28.30	\$34.65	\$44.50	\$57.48
Conservation Scientists	27	\$16.12	\$17.16	\$21.90	\$32.17
Education and Childcare Administrators, Preschool and Daycare	27	\$11.70	\$14.85	\$18.67	\$25.21
Sales Engineers	27	\$25.01	\$35.12	\$41.58	\$50.32
Interior Designers	26	\$17.77	\$20.93	\$26.83	\$34.24
Cartographers and Photogrammetrists	25	\$21.92	\$27.52	\$31.58	\$37.25
Web and Digital Interface Designers	25	\$24.77	\$30.66	\$41.50	\$49.68
Therapists, All Other	24	\$25.63	\$30.23	\$35.04	\$43.05
Architects, Except Landscape and Naval	23	\$17.80	\$26.13	\$34.23	\$39.93
Computer Programmers	23	\$26.99	\$33.98	\$41.94	\$51.60
Writers and Authors	23	\$23.37	\$33.77	\$41.37	\$55.28
Clergy	22	\$12.00	\$17.47	\$25.54	\$30.84
Community and Social Service Specialists, All Other	22	\$14.37	\$18.59	\$23.02	\$26.99
Producers and Directors	22	\$16.79	\$21.91	\$27.38	\$35.03
Broadcast Announcers and Radio Disc Jockeys	21	\$12.46	\$14.07	\$16.50	\$20.04
Database Administrators	21	\$25.12	\$25.35	\$33.88	\$42.77
Social Workers, All Other	21	\$16.69	\$21.26	\$23.04	\$28.45
Financial Examiners	20	\$26.44	\$28.43	\$34.18	\$44.30
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	19	\$32.34	\$40.74	\$53.69	\$64.08
News Analysts, Reporters, and Journalists	19	\$11.41	\$14.19	\$16.31	\$17.09
Hydrologists	17	\$28.55	\$32.61	\$35.38	\$39.21
Environmental Scientists and Specialists, Including Health	15	\$18.12	\$24.54	\$29.80	\$35.73
Special Education Teachers, All Other	14	\$17.11	\$21.95	\$33.48	\$46.85
Special Education Teachers, Preschool	14	\$18.83	\$21.12	\$25.39	\$29.36
Commercial and Industrial Designers	13	\$22.94	\$26.79	\$32.89	\$40.18
Agricultural Engineers	12	\$24.51	\$27.19	\$36.25	\$41.85
Agricultural Inspectors	12	NA	NA	NA	NA
Art Directors	12	\$25.39	\$32.05	\$43.48	\$58.90
Fashion Designers	12	\$0.00	\$0.00	\$0.00	\$0.00

Soil and Plant Scientists	12	\$24.71	\$26.81	\$28.87	\$36.33
Surveyors	12	\$21.83	\$26.79	\$32.63	\$39.64
Budget Analysts	11	\$28.89	\$31.42	\$36.90	\$45.03
Teaching Assistants, Postsecondary	10	NA	NA	NA	NA
Database Architects	<10	\$38.67	\$47.03	\$57.37	\$66.38
Education Administrators, All Other	<10	\$21.08	\$22.72	\$33.50	\$44.55
Environmental Engineers	<10	\$26.90	\$28.63	\$35.80	\$47.16
Financial Risk Specialists	<10	\$24.27	\$31.74	\$42.87	\$49.63
Fundraising Managers	<10	\$42.16	\$49.68	\$62.04	\$78.49
Public Relations Managers	<10	\$35.52	\$41.13	\$47.73	\$58.61
Grand Total	16,061				

Master's Degree					
Occupation	Openings	10 th ile	25 th ile	Median	75 th ile
Educational, Guidance, and Career Counselors and Advisors	135	\$17.49	\$20.48	\$26.37	\$31.88
Education Administrators, Kindergarten through Secondary	128	\$35.11	\$41.83	\$48.08	\$55.37
Librarians and Media Collections Specialists	127	\$16.41	\$20.71	\$25.30	\$31.74
Healthcare Social Workers	115	\$19.64	\$23.43	\$28.67	\$31.36
Nurse Practitioners	107	\$48.52	\$50.52	\$56.09	\$60.52
Speech-Language Pathologists	68	\$27.52	\$29.83	\$35.44	\$44.38
Instructional Coordinators	62	\$20.29	\$26.62	\$36.14	\$49.21
Occupational Therapists	59	\$26.70	\$32.71	\$37.51	\$44.37
Rehabilitation Counselors	59	\$12.83	\$14.15	\$16.14	\$21.73
Mental Health and Substance Abuse Social Workers	57	\$21.36	\$22.99	\$24.08	\$36.64
Physician Assistants	50	\$46.50	\$49.44	\$55.78	\$61.22
Farm and Home Management Educators	35	\$14.24	\$16.52	\$21.50	\$30.67
Education Administrators, Postsecondary	33	\$28.11	\$37.59	\$48.21	\$57.72
Counselors, All Other	25	\$15.37	\$17.83	\$20.81	\$25.55
Statisticians	23	\$23.82	\$30.76	\$37.20	\$48.86
Nurse Anesthetists	14	\$96.84	\$102.69	\$118.13	\$125.73
Urban and Regional Planners	12	\$23.43	\$28.00	\$33.92	\$38.11
Grand Total	1,111				

Doctoral or Professional Degree					
Occupation	Openings	10 th ile	25 th ile	Median	75 th ile
Postsecondary Teachers	631	\$21.38	\$26.12	\$34.05	\$42.22
Pharmacists	93	\$42.70	\$58.89	\$63.74	\$73.28
Physical Therapists	75	\$30.41	\$37.93	\$44.50	\$48.58
Lawyers	71	\$26.00	\$32.71	\$44.55	\$64.97
Physicians, All Other	68	\$99.31	\$118.80	\$158.18	\$228.95
Clinical and Counseling Psychologists	53	\$24.35	\$29.53	\$37.06	\$42.23
Veterinarians	35	\$35.09	\$41.23	\$54.04	\$60.36
Dentists, General	33	\$48.52	\$64.52	\$78.49	\$96.89
Medical Scientists, Except Epidemiologists	33	\$27.79	\$31.73	\$39.02	\$48.94
Chiropractors	29	\$20.22	\$22.32	\$32.64	\$42.68
Judicial Law Clerks	21	\$31.42	\$32.33	\$34.48	\$37.28
School Psychologists	16	\$21.90	\$26.19	\$28.96	\$35.30
General Internal Medicine Physicians	15	\$50.41	\$86.40	\$123.08	\$171.04
Surgeons, All Other	12	\$79.42	\$104.33	\$152.61	\$194.35

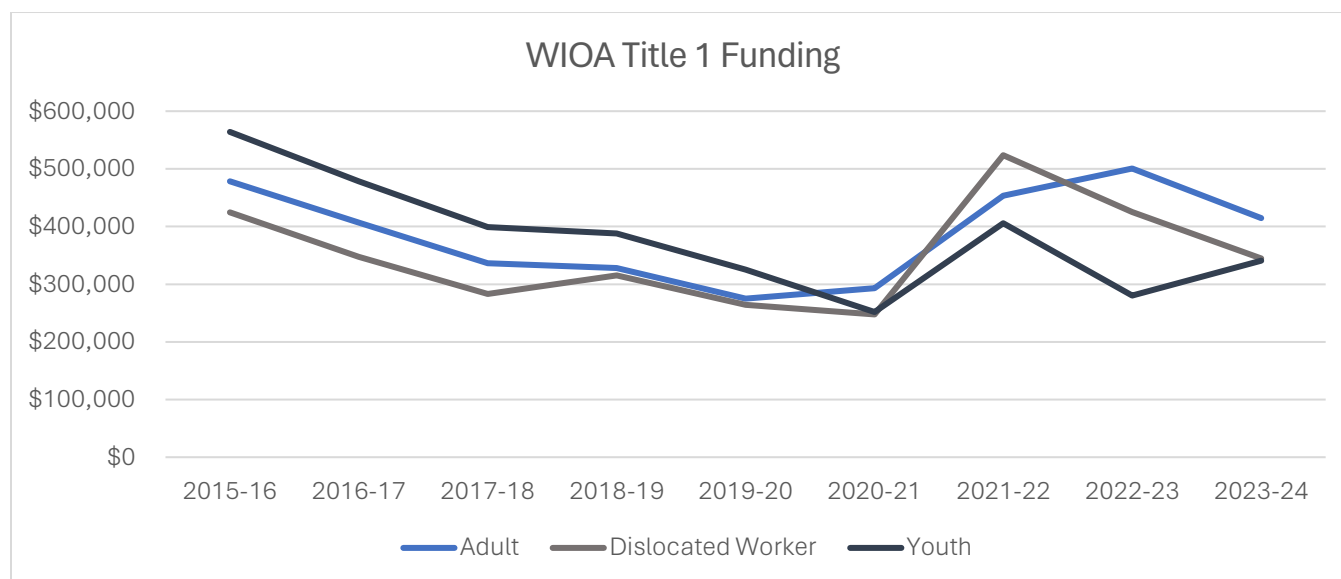
Anesthesiologists	<10	\$29.22	\$58.67	\$110.62	\$154.38
Emergency Medicine Physicians	<10	\$106.63	\$121.71	\$131.46	\$156.29
Family Medicine Physicians	<10	\$36.46	\$75.03	\$103.50	\$127.11
Neurologists	<10	\$33.75	\$77.25	\$108.16	\$130.99
Obstetricians and Gynecologists	<10	\$30.47	\$57.34	\$87.32	\$113.21
Ophthalmologists, Except Pediatric	<10	\$58.84	\$81.41	\$120.35	\$146.63
Optometrists	<10	\$35.97	\$48.15	\$59.67	\$70.67
Pediatricians, General	<10	\$46.66	\$81.99	\$102.35	\$126.61
Psychiatrists	<10	\$33.86	\$56.06	\$83.59	\$112.78
Radiologists	<10	\$36.15	\$74.98	\$105.22	\$144.87
Grand Total	1,184				

WIOA Title I Formula Funding

SWWDB receives WIOA Adult, Dislocated Worker and Youth funding through an allocation process designated by the DWD after the Department of Labor releases its annual state allocation notification. The process used by DWD is complex, and local workforce boards are provided the opportunity to review results. Every area receives a share of the state's allocation based upon labor market conditions.

Services provided by SWWDB are accessible and flexible to meet the needs of both business and job seekers. However, the current economic prosperity the area is experiencing results in reduced funding. Funds received through the Workforce Innovation and Opportunity Act (WIOA) to operate the Adult, Dislocated Worker, and Youth programs have decreased 25% since 2015.

The SWWDB program and administrative teams take aggressive approaches to pursue other funding to complement WIOA resources and mitigate the impact reduced funding has on populations with employment barriers. While any restoration of past WIOA funding levels would advance our reach in serving business and jobseekers, deliberate efforts to leverage our knowledge and expertise in the workforce development arena has helped us weather the unusual consequences of an improved economy.



Serving Populations with Employment Barriers

The funding SWWDB receives is invested in jobseekers and workers to help them overcome barriers and/advance in their career. Eligibility for WIOA programs is somewhat flexible when it comes to serving adults, youth, and incumbent workers, but the eligibility process can be cumbersome. SWWDB has received additional

grants to serve populations with very specific employment barriers. Likewise, workforce partners also provide assistance in addressing employment barriers.

Low-Income Individuals & Families

SWWDB operates the **FoodShare Employment and Training (FSET)** program, which provides career and training services to FoodShare recipients who are at least 16 years old. Supportive services such as transportation assistance and childcare are also provided to ensure participants achieve employment plan goals.

Forward Services operates the **Wisconsin Works (W2)** program in the area. In addition to delivering career and training to assistance to families in need, the W2 program also provides cash assistance to eligible families.

The **Wisconsin Senior Employment Program (WISE)**, a Senior Community Services Employment Program, is an employment training program for low-income, unemployed individuals who are at least 55 years old. The program provides subsidized, part-time work experience for a limited time through community service to obtain the skills necessary for permanent employment.

Justice Involved

SWWDB operates two programs dedicated to serving individuals involved in the justice system and provides staff to cover the Job Center located in the Prairie du Chien Correctional Institute (PDCI).

The **Pathway Home** project provides pre- and post-releases career and training services to individuals releasing from local and state correctional institutes to the six-county area. The **Windows-to-Work (W2W)** program provides Cognitive-Behavioral Interventions for Employment (CBI-EMP) programming at PDCI and the Secure Program Facility in Boscobel. CBI-EMP is designed for justice involved adults and youth who have moderate to high need regarding employment assistance. W2W post-release services are also provided to individuals releasing from the Rock County Jail. WIOA and the FSET program also serve this population.

Foster Care Youth

Younger and older foster care youth can access services under multiple programs based on income, age, and school status. The WIOA youth program ensure foster-care youth have access to all 14 Youth Program Elements:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies;
2. Alternative secondary school services or high school dropout recovery services;
3. Paid and unpaid work experience;
4. Occupational skills training;
5. Education offered concurrently with and in the same context as workforce preparation and training;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring;
9. Comprehensive guidance and counseling;
10. Financial literacy education;
11. Entrepreneurial skills training;
12. Career Awareness, Career Exploration, and Career Counseling;
13. Postsecondary preparation and transition activities; and
14. Follow-up services.

Foster care youth who are receiving FoodShare are also eligible for FSET. Lastly, the **Independent Living (IL)** program, which only serves youth who are aging out of the foster care system, is incredibly robust. Developed to ensure foster youth gain the skills need to become successful adults, the IL program concentrates on the following:

1. Education - high school, college, technical training
2. Thinking about a career and planning for it
3. Getting and keeping a steady job
4. Money management
5. Finding a safe and steady place to live
6. Proper maintenance of your living space
7. Transportation
8. Understanding medical coverage
9. Making healthy choices
10. Understanding and be able to get important documents
11. Birth certificate
12. Social security card
13. Wisconsin State ID
14. Immigration papers
15. Awareness of community resources and support systems
16. Creating and keeping lifelong connections to supportive adults
17. Having healthy relationships
18. Creating goals for the future

No High School Diploma or Equivalent

The pursuit of a high school diploma or its equivalent carries a cost and can be confusing. Almost all workforce development programs can assist individuals in obtaining secondary education credentials. From keeping credit-deficit youth in high school, to providing education to achieve the High School Equivalency Diploma (HSED) or General Education Diploma, SWWDB and partners provide supportive services to individuals in need of a secondary education credential. These supportive services include paying testing fees, class and material fees, and other assistance ensuring the individual obtains their credential.

The **Fresh Start YouthBuild AmeriCorps Program** helps Beloit youth achieve their high school diploma or equivalent in an alternative school setting. Students spend half their day in an intensive individualized educational program to complete their high school education or GED, while the remainder of their time is spent in construction, community service, leadership development, employability, and various life skills classes.

BTC and SWTC **provide instructor-led classes** to help students prepare for GED testing. In the state of Wisconsin, an individual may also earn a high school equivalency diploma by completing a full year of post-secondary education may be issued a high school equivalency diploma ([click here](#) for more information). **GED preparation classes in Spanish** are provided by the Stateline Literacy Council ([click here](#) for more information).

English Language Learners

English language learner (ELL) classes are held throughout the area for non-English speaking individuals and families. [BTC](#), [SWTC](#) and the [Stateline Literacy Council](#) provide ELL classes in Beloit, Janesville, Monroe, Darlington, Lancaster, Platteville, Richland Center, Dodgeville and Fennimore.

Hidden Workforce

SWWDB, along with five other workforce, are the recipients of a Congressionally Directed Spending grant equaling \$5 million. This project, titled Re-engaging, Out-of-Work, Barrired & Underserved Individuals through System Transformation (ROBUST), will assist 400 disadvantaged individuals using human-centered design strategies. For the southwest area, 3,000 more women live in poverty than men, and work under this grant will address this disparity.

Economic Growth & Self-Sufficiency

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

- Include goals for preparing an educated & skilled workforce, including individuals with barriers to employment.
- Identify specific goals relating to the performance accountability measures based on the primary indicators of performance described in WIOA Section 116(b)(2)(A).

Workforce development in southwest Wisconsin is partnership focused. It draws resources and momentum from multiple entities to provide a collaborative talent development system that engages employers and job seekers at the local level. SWWDB invests resources to train the current and emerging workforce in skills that need by local industry.

SWWDB Mission

To provide a collaborative talent development system within the region.

SWWDB Vision

Innovative leadership advancing a quality talent development system.

SWWDB Values

- Efficient: we practice prudence and precision.
- Inclusive: there is no wrong door to the solutions we provide.
- Responsive: we provide timely and relevant solutions.
- Proactive: we aggressively search for new opportunities.
- Adaptive: we are flexible in action and thought.
- Accountable: we are results-oriented and seek success in every interaction.
- Stewards: we respect the authority behind our resources and protect the integrity of our organization, our team members, our customers, and our partners.
- Collaborative: we forge positive relationships with all workforce stakeholders.

SWWDB Strategic Goals

SWWDB strategic goals have been operationalized into a series of initiatives/strategies that also support Wisconsin’s Workforce Development Priorities.

SWWDB Strategic Goals	
Build a talent development delivery system through systematic change, integration of resources, and continuous improvement.	
A.	Align workforce development activities to local economic development plans.
	<i>SWWDB has developed strong relationships with regional and local economic development agencies. Partnering with the Stateline Manufacturing Alliance, Rock County Economic Development, MadREP and Prosperity Southwest has led to successful results including the Rock Internship program, expansion of Career Pathway models, and advancement of youth apprenticeships in southwest Wisconsin.</i>
B.	Conduct annual monitoring of service provider program activities.
	<i>SWWDB monitors all sub-recipients annually using guidance provided by state and federal agencies. Currently, SWWDB has five subrecipients.</i>
C.	Utilize co-enrollment to ensure the best alignment/leveraging of resources.
	<i>SWWDB and providers continue to co-enroll eligible participants in multiple programs, ensuring each customer can draw upon complimentary services. Co-enrollment activities are sometimes complicated as program systems operate independently.</i>

D.	Develop policies and procedures that clearly represent the position of the SWWDB and operational steps required for compliance
	<i>Policies and procedures are reviewed and updated on a regular basis. Policies related to Uniform Guidance for Federal Contractors proved to be the most challenging; however, positive audits and fiscal monitoring results prove the worth of this activity.</i>
E.	Use data to forecast workforce needs and trends and to improve the quality of the workforce delivery system.
	<i>In addition to the biennial Workforce Needs Survey, SWWDB utilizes data mined from LIGHTCAST and Wisconomy to communicate workforce issues, progress and risks. These three sources allow us to respond to inquiries quickly and thoroughly.</i>
F.	Incorporate six “mini” county plans/snapshots into the local plan.
	<i>County Snapshots are included in the local plan and some data is provided at the county level. County Board Chairpersons and local economic development entities reach out regularly for industry and occupational data and projections.</i>
G.	Meet and exceed compliance and performance guidelines.
	<i>Performance goals for WIOA are set every two years. As we are providing more services to populations with multiple barriers to employment, SWWDB expects actual performance to decrease; however, the use of the statistical adjustment model takes the status of these populations into account before submitting final performance numbers. SWWDB and the WIOA subrecipient review performance results quarterly and are able to address errors and make allowable edits that positively affect performance.</i>
Build relationships that promote success: engage business, industry, and community to ensure universal contribution and commitment to workforce initiatives and strategies that support regional economies.	
A.	Increase presence at local (county, city, town) board meetings.
	<i>With the adaptation of more virtual meetings, the SWWDB team has been able to increase their participation in various community and industry convenings. The Talent Development Conference, sponsored by the Wisconsin Workforce Development Association (WWDA) continues to attract business leaders from across the state to workforce solutions and initiatives. SWWDB worked with Blackhawk Technical College and Rock County Economic Development to create the Stateline Manufacturing Alliance.</i>
B.	Explore expansion of Job Centers (services) to remaining four counties.
	<i>Increasing the number of job centers in the area will not happen due to funding restrictions and partner buy-in. However, SWWDB has FSET service sites located in Beloit, Platteville, Richland Center, Dodgeville, Platteville, and Monroe.</i>
C.	Announce/advertise workforce activities and opportunities.
	<i>Workforce announcements and events are published on Facebook pages and addressed in SWWDB's newsletter. SWWDB has used radio and digital advertising to advance the Dislocated Worker and Youth programs.</i>
D.	Increase industry partnerships to address employment constraints in local area.
	<i>SWWDB team members participate in the Program Advisory Council meeting at Blackhawk Technical College as a way of leveraging established employer groups. These meetings provide a perfect platform for gathering industry concerns and sharing workforce solutions. The Stateline Manufacturing Alliance was formed in 2022.</i>
E.	Develop and expand career pathways supporting local area driver industries.

SWWDB is working with MadREP, local technical colleges, BAS, K-12, including CESAs, to develop regional career pathways in southwest Wisconsin. The following pathways are complete:

- Agriculture, Food, and Natural Resources (AFNR)
- Advanced Manufacturing (AdvMfg)
- Architecture and Construction (Const)
- Education and Training (Educ)
- Hospitality, Culinary, and Tourism (Hospitality)
- Information Technology (IT)
- Direct Patient Care (Patient Care)

F. Promote work-based learning (apprenticeship, OJTs, youth apprenticeships, transitional jobs).

Apprenticeships in the state of Wisconsin are experiencing a renaissance. SWWDB participated in the WAGE\$ grant to expand new apprenticeships in the local area in Mechatronics and Maintenance. Forty (40) new apprentices started in these apprenticeships. Additionally, SWWDB coordinated with partners in placing five (5) individuals in the Industrial Electrician apprenticeship program and two (2) individuals in the Diesel Mechanics Apprenticeship. SWWDB has expanded the youth apprenticeship in Rock and Green counties from 67 youth to 218. Local employers have pursued incumbent worker training grants to provide electrical and quality training.

G. Explore county leveraging assistance (what can we do as a board that will benefit more than one county and advance resource sharing to benefit stakeholders).

Local workforce boards share a unique connection to locally elected officials. SWWDB has taken proactive steps to explain workforce development to our county officials, administrators, and staff so that they can make official referrals to our programs. Likewise, we continue to serve our counties in addressing their human resource needs via our Leased Employee Program.

H. Explore JC Partner Outreach Team charged with communicating JC services, tools, activities available at job, JCW, jobcenter.org, etc. Sub-strategy: Train public library employees and CBO staff on JCW.

In partnership with the Department of Instruction and Job Service, local library employees have gained knowledge of the workforce development system and tools. The one-stop operator is providing refresher training to the library teams.

Educate and inform often: disseminate organization, workforce, and career pathway information regularly and opportunistically to foster interest and collaboration.

A. Organize a Job Center In-Service day for all Job Center Staff and Workforce Partners.

*The one-stop operator is providing training to all job center staff. **How Being Trauma-Informed Improves Criminal Justice System Responses** training was provided in March 2024.*

B. Organize an "Employment Road Show" to discuss the results of the 2015.16 Employer Survey and other labor market data related to employment.

The results of the Workforce Needs Surveys have been shared through several channels, but not through and "Employment Road Show".

C. Re-organize websites: www.swwdb.org and www.jobcenter.org to reflect current operations and activities.

SWWDB will soon release its new website which captures organization and job center information in a single site.

D. Invite and encourage small employers to engage in the workforce development system.

Small business is represented on the SWWDB. The BST also connects to small business in the area.

E. Explore the idea of an employer One-stop/business portal.

Under consideration.
F. Explore branding Southwest Wisconsin Workforce Development System.
<i>No progress. Will be revisited for relevance.</i>
G. Communicate world of work realities.
<i>This topic is covered in orientation sessions with jobseekers. Further development of this topic is needed as we explore social media content. The one-stop operator is responsible for Job Center Facebook posts.</i>
H. Create and implement “Work Shop” stops in multiple areas / communities.
<i>With access to the mobile Job Center and with the assistance of local libraries, SWWDB will explore this concept based on local need. Ongoing.</i>
Advance financial viability: reinforce the fiscal foundation of the organization to sustain legacy operations and increase diversification.
A. Aggressively explore new employment and training grant opportunities.
<i>SWWDB has increased leased employee contracts, which assists our counties with their staffing needs and brings in non-discretionary revenue into the organization. We continue to provide Benefit Analysis assistance to DVR customers, which results in additional revenue. In 2016, SWWDB received the Independent Living contract which supports foster care youth who are aging out of the foster care system. In 2020, we plan to serve as the Youth Apprenticeship Regional Coordinator for Rock and Green Counties. 2020 – Support to Communities Grant. 2021 and 2023 – Pathways Home grant. 2024 – ROBUST grant. 2021 Worker Advancement Initiative. 2023 – QUEST Grant.</i>
B. Simplify/organize accounting practices to promote standardization between/among programs.
<i>SWWDB continues to search for dynamic management and accounting software and is working toward streamlining processes and procedures. To date, we have not found a suitable, cost friendly replacement for current applications. SWWDB did develop a Youth Apprenticeship database utilizing a Salesforce platform.</i>
C. Advance fee-for-service activities (HR assistance, leased employee, etc.)
<i>The Payment Authorization System (PAS) was updated in 2024. Two local workforce boards purchase a license from us for this application. Benefit analysis and leased employee activity continue to bring in income.</i>
Focus and advance universal access to workforce services in all counties with a focus on populations with barriers.
A. Function under “no-wrong” door philosophy.
<i>SWWDB promotes this philosophy through staff development and education. The workforce development system can be difficult to understand given the many partners and programs. SWWDB and partners work together to advance staff and public understanding of the system so that customers have multiple “doors” to the assistance that is most relevant to their situation.</i>
B. Regularly monitor physical and programmatic access to workforce activities.
<i>Monitoring is conducted annually.</i>
C. Provide priority of service to veterans and low-income job seekers.
<i>This is standardized in our local policies.</i>
D. Advance services to individuals with multiple barriers, collaborating with relevant workforce partners to ensure the best possible outcomes.

	<i>SWWDB promotes co-enrollment to all customers. Individuals with multiple barriers are difficult to serve and often require a “village” approach. The need for additional mental health assistance/counseling is an area that needs attention and resources.</i>
E.	Develop and expand work-based learning opportunities that encourage the building of needed skills and provide an opportunity to “earn and learn”.
	<i>SWWDB promotes apprenticeship throughout the area. Other work-based training options, such as on-the-job and customized training, work experience and transitional jobs are also available and are allowable activities under SWWDB programs.</i>
F.	Focus and advance workforce services access and programming.
	<i>On-going. Improved websites and social media presence will assist in moving this initiative forward. SWWDB also has expanded its definition of “needs additional assistance” under the youth program so that more youth can participate</i>
G.	Hire / train more bilingual staff.
	<i>SWWDB currently employs three staff who are bilingual. This skill is considered important in our recruiting process.</i>
H.	Collaborate with employers and partners to improve access to childcare and transportation.
	<i>On-going.</i>
Connect youth to the workforce system.	
A.	Nurture relationships with local school districts, juvenile offender entities, and foster care operations to improve the referral process of WIOA eligible youth.
	<i>We are increasing outreach efforts to agencies to juvenile justice authorities and are currently foster care youth under our WIOA, Independent Living and FSET programs.</i>
B.	Provide local labor market data to area middle and high schools, highlighting self-supporting careers.
	<i>Local labor market information is being provided to local school districts upon request.</i>
C.	Promote financial literacy education throughout WDA 11.
	<i>SWWDB and partners utilize the following sources and resources to improve financial literacy:</i>
	<ul style="list-style-type: none"> • . • <i>Webinars provided by banks and credit union.</i> • <i>Reality fairs</i>

WIOA Performance Measures

The ultimate measure of progress of a workforce development system relates to the value found in the workforce and the workplace. The difficulty in the calculation of value is that reported impact is often subjective and anecdotal. To promote objectivity while still addressing specific local workforce issues, SWWDB will utilize WIOA accountability measures of performance, business and industry feedback, actual program outcomes, and completion and employment data provided through workforce development entities and labor market information.

SWWDB is held accountable to negotiated performance measures. These measures, determined through negotiations with the Wisconsin Department of Workforce Development, frame the outcome goals for all three WIOA programs.

The Indicators of Performance challenge local boards to implement services and strategies to ensure WIOA participants:

- If in training, make measurable progress;

- If in training, achieve a credential;
- Are employed in 2nd full quarter after they leave the program;
- Are employed in the 4th full quarter after they leave the program, and;
- Are achieving positive earning potential after they leave the program.

For Program Year 2022-23, the Department of Labor (DOL) reduced performance “meet” goals to 50% versus 90% as the measurement period was 1/1/2021 to 6/30/2023, a period during which the area was still recovering from the pandemic. For Program Year 2023-24 (measurement period is 1/1/2022 to 6/30/2024), SWWDB expects the standard 90% “meet” threshold will be in place.

SWWDB will enter performance negotiations in the Spring of 2024 after the Department of Workforce Development (DWD) has completed negotiations with DOL.

Indicator	Negotiated Level	50%	90%	2022-23 Actual	2023-24 To Date
Employment Rate 2nd Quarter after Exit	63%	32%	57%	79.70%	72.60%
Employment Rate 4th Quarter after Exit	70%	35%	63%	78.40%	72.50%
Median Earnings	\$6,000	\$3,000	\$5,400	\$8,008	\$6,976
Credential Attainment Rate	66%	33%	59%	65.60%	76.90%
Measurable Skill Gains	55%	28%	50%	75.50%	52.30%
Indicator	Negotiated Level	50%	90%	2022-23 Actual	2023-24 To Date
Employment Rate 2nd Quarter after Exit	72%	36%	65%	84.60%	84.80%
Employment Rate 4th Quarter after Exit	76%	38%	68%	89.30%	86.50%
Median Earnings	\$8,100	\$4,050	\$7,290	\$10,087	\$11,127
Credential Attainment Rate	74%	37%	67%	55.20%	37.00%
Measurable Skill Gains	60%	30%	54%	64.90%	60%
Indicator	Negotiated Level	Updated Level	90%	2022-23 Actual	2023-24 To Date
Employment Rate 2nd Quarter after Exit	67%	34%	60%	85.70%	78.6%
Employment Rate 4th Quarter after Exit	72%	36%	65%	67.80%	75.9%
Median Earnings	\$3,400	\$1,700	\$3,060	\$4,406	\$4,551
Credential Attainment Rate	50%	25%	45%	74.00%	76.2%
Measurable Skill Gains	57%	29%	51%	89.80%	51%

Local Resource Alignment

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

The workforce system is often a confusing marriage of private and public agencies, programs, and services. Through coordination and outreach, core partners coordinate system messaging to ensure consistent messaging, access and understanding. There are three one-stop teams that convene regularly to carry out area goals and address the results of the biennial Workforce Needs Survey. Made up of representatives from all core and partner programs, the Business Services Team (BST), the Management Team (MT) and the Career Services Team (CST) The primary driver of coordination of system delivery is the One-stop Operator (OSO), Manpower Government Solutions, which convenes the MT and CST. SWWDB convenes the BST.

The integration of core programs at the local level is limited given that customer-tracking systems are not coordinated or standardized. However, SWWDB, has identified the following key strategies to integrate core programs:

- System leadership is provided through the MT and BST,

- Co-enrollment is promoted by all partners by leveraging the relationship built from the CST,
- Partner program information is shared by partners during orientation and intake sessions, and
- Priority of Service to Veterans and low-income individuals is provided.

Representatives from WIOA core programs serve as members of the SWWDB board. Local board representation allows for formal input on the direction of workforce activities and resource alignment, while the Management Team convenes regularly to address Job Center and partners activities, service integration, and the implementation of area-wide workforce development initiatives.

Job center partners execute a Memorandum of Understanding (MOU) encapsulating the rules, playing field, costs, and goals of the job center system in southwest Wisconsin. While expedited by SWWDB, core programs and partners, via the Management team, provide input into its development to ensure positive understanding and pro-active execution. The MOU recognizes partner programs and funding limitations.

SWWDB makes every effort to provide integration of services and offers collaboration and referrals to partners and programs within and outside of the job center system. As for business customers, the BST and Workforce Operations Manager work in tandem to refer business customers to the resources and partners that will best meet their needs. SWWDB will continue to work with core partners to further integrate services, ensure the best leveraging of resources and prevent unnecessary service duplication.

Regarding leveraging WIOA Title 1 programs in the area, SWWDB and provider staff promote co-enrollment. For example:

- Community Action of Rock and Walworth Counties (CAI) operates the Fresh Start Program, a Youth Build Program in Beloit, WI. WIOA service providers co-enroll Youth Build participants into the WIOA Youth Program;
- SWWDB partners with Forward Services to Wisconsin Works participants (TANF)
- SWWDB has established formal connections to financial aid offices at local technical colleges to promote referrals;
- SWWDB provides internal co-enrollment with Windows-to-Work, FSET and Independent Living.

SWWDB encourages all direct and indirect personnel to participate in community events and programs and join organizations throughout the six-county area to advance workforce and job center messaging, promote understanding of workforce development, and recruit and place our customers. SWWDB staff members participate in many organizations and boards that are relevant to workforce development initiatives and the leveraging of services for our customers. These memberships, placements and volunteer activities represent a significant avenue of outreach for job center programs and workforce development initiatives.

Local Workforce Development System

- 7.** Provide a description of the workforce development system in the local area that:
 - a. Identifies the programs that are included in that system, and
 - b. Describes how the local WDB will support the strategy identified in the State Plan & engage with the WIOA core programs & other workforce development programs, including programs of study authorized under the Carl D. Perkins Career & Technical Education Act of 2006 (20 USC 2301 et. seq.), to support service alignment.

SWWDB and its partners work with businesses and industries to identify workforce strategies to upgrade current employees' skills, as well as develop skilled job candidates for their future growth.

SWWDB, the Business Services and Management teams, One-stop partners, and other community partners are working toward integration and alignment of activities and service provision to provide a systemized approach in addressing workforce needs identified through existing and new industry partnerships. Full integration is

somewhat limited as the state systems that track participant/program/partner activity are not integrated. Numerous employment and training programs do not fall within the operations of the local workforce boards; however, the activities, agencies, programs, and services described below are slowly moving the area into a more comprehensive position to address workforce issues.

WIOA core partners, programs, and providers are indicated in **red** text.

SWWDB Programs/Services/Activities

Business Services – Provides leadership to the regional Business Services team by providing labor market information to employers, industry groups, and economic development agencies; conducting hiring events and job fairs for local employers; arranging cross agency workshops and training opportunities; assisting with grant applications; promoting the state of Wisconsin’s free labor market exchange system; and working together to resolve employer labor requirements. Business services also facilitate Rapid Response sessions. These sessions deliver workforce, social assistance, and unemployment information to dislocated workers.

Food Share Employment and Training (FSET) Program - Provides services to people receiving FoodShare and is intended to help recipients secure employment that will lead them and their families to self-sufficiency. Services provided through FSET include, but are not limited to, job search assistance, coordinated work experience, work-based training, and education assistance.

Independent Living Program (IL) – Provides services to foster care youth who are or have aged out of the foster care system.

Job Center at PDCI – SWWDB staffs the Job Center located in the Prairie Du Chien Correctional Institution and assists individuals preparing for release by connecting them to job postings, workforce programs and community services.

Leased Employee Program – Provides services to prepare individuals to work and to obtain and maintain viable, self-sustaining employment. The Rock Internship program is a subset under this program. Several county operations utilize this program.

Pathways Home Programs – Provides career and training services to individuals returning from incarceration. Services are provided both pre- and post-release.

National Dislocated Worker Grant - QUEST – Focuses on known economic issues arising from the COVID-19 public health emergency. Specifically, this grant seeks to address problems in the childcare economy related to access, quality, affordability, and wages through the provision of employment and training services, supportive services, business engagement, microenterprise and entrepreneurial skills development, and the creation of disaster-recovery employment.

ROBUST – This is a new project that will begin at the end of 2024 or beginning of 2025 and focuses on human-centered design strategies to assist disadvantaged individuals who are disconnected from the workforce.

Support to Communities – This project provides workforce development solutions to individuals impacted by substance use/abuse. It’s second focus is to build a population of credentialed counselors that also serve impacted individuals and families.

Ticket to Work (TTW) Program – A voluntary employment program for persons receiving Social Security Disability Insurance (SSDI) and/or Supplemental Security Income (SSI). Through TTW, job seekers with disabilities receive various services to assist them with finding or retaining employment. SWWDB assists approximately 45 individuals in this program at any given time.

WI Senior Employment (WISE) Program – Places seniors in productive employment. The program provides qualified seniors employment search assistance and work experience. Participants receive part-time paid on-the-job training. In exchange, participants need to make employment contacts, register on www.jobcenterofwisconsin.com job search activities to try to locate unsubsidized employment (Senior Community Service Employment Program.)

Windows-to-Work (W2W) Program – Promotes self-sufficiency for individuals returning to the community after completing time in the criminal justice system, through the development of constructive skills and the modification of thought processes related to criminal behavior. Services include assistance with the cost of Alcohol and Other Drug Abuse (AODA) assessments and counseling, assistance obtaining a valid driver's license, rent assistance, assistance locating employment, transportation for job search and getting to work, purchasing clothing, tools/equipment required for work and/or interviews, and attending school to get a GED/HSED or technical program education.

Workforce Advancement Initiative (WAI) – WAI is funded through the American Rescue Plan Act (ARPA) funds that were awarded to the State. Local projects include building childcare workforce, manufacturing workforce, supporting youth apprentices and training in demand occupations. Some funds were set aside to also provide soft-skill training.

Workforce Innovation and Opportunity Act Title 1 Programs – SWWDB administers WIOA Title 1 programs, which serve adults, youth, and dislocated workers throughout the area. Work search, supportive and training services are provided to eligible individuals to prepare them for in-demand and family supporting employment. SWWDB contracts with Manpower Government Solutions to deliver these services.

Youth Apprenticeship (YA) – SWWDB is the regional coordinator for the Rock/Green Youth Apprenticeship Consortium. The Wisconsin Youth Apprenticeship Program is a statewide effort to bring together employers and high-school youth in a one or two-year apprenticeship program. [Youth Apprenticeship \(wisconsin.gov\)](http://wisconsin.gov)

Job Center Agencies, Programs, and Partners

The information and descriptions below reflect both partner input and SWWDB input.

Aging and Disability Resource Center (ADRC) – An ADRC can be found in every region of the state. These centers provide information on all aspects of life related to aging or living with a disability, including Family Care.

- Grant County, 8820 Hwy 35/61 South, Lancaster, WI 53813
Email: adrc@co.grant.wi.gov, TTY/TDD/Relay: 800-514-0066
- Green County, N3152 State Road 81, Monroe, WI 53566
Email: resourcecenter@gchsd.org, TTY/TDD/Relay: 608-328-9463
- Iowa County, 303 W. Chapel St., Dodgeville, WI 53533
Email: adrc@iowacounty.org, TTY/TDD/Relay: 608-930-9835
- Lafayette County, 15701 County Road K, Darlington, WI 53530
Email: adrc@lchsd.org, TTY/TDD/Relay: 608-776-4903
- Richland County, 221 W. Seminary St., Richland Center, WI 53581
Email: resctr@co.richland.wi.us, 877-794-2372, TTY/TDD/Relay: WI Relay 711
- Rock County, 1900 Center Ave., Janesville, WI 53546
Email: ADRC@co.rock.wi.us, 855-741-3600, TTY/TDD/Relay: WI Relay 711

Blackhawk Technical College (BTC) - BTC provides services under **WIOA Title II, Adult Education and Family Literacy Act, and Carl D. Perkins Career and Technical Education Act**. These programs can complement each other or operate independently to serve BTC's customers. Additionally, BTC works with the workforce

development system through its connections to local employers and direct linkage to the local Business Services Team as a member. (www.blackhawk.edu)

Community Action Programs (CAP) – SWWDB works with two CAP organizations, CAP of Rock and Walworth Counties (<http://www.community-action.org>) and Southwest WI CAP (<http://www.swcap.org>). These organizations work aggressively to reduce poverty and improve economic self-sufficiency by providing a variety of childcare, housing, training (adults and youth), health, and outreach services through the six-county area. Many CAP Programs are funded through Community Services Block Grants (CSBG) from U.S. Department of Health and Human Services. These grants help customers secure and retain meaningful employment and remove obstacles to self-sufficiency. Additionally, CAP of Rock and Walworth Counties, provides services to youth under the **WIOA Title I Youth Build Program**. Additionally, CAP of Rock and Walworth Counties, provides services to youth under the WIOA Title I Youth Build Program which is in partnership with WIOA Title IB Youth programming.

Comprehensive Community Services (CCS) – Substance abuse and mental health services are provided throughout the area through a network of public and private providers. CCS is a program that provides outpatient support to individuals struggling with substance abuse and mental health needs.

- Grant County & Iowa County, <https://unified.co.grant.wi.gov/>, 1-800-362-5717
- Green County, <https://www.greencountywi.org/368/Comprehensive-Community-Services>,
- Lafayette County, <https://www.lafayettecountywi.org/human-services/page/behavioral-health-services>, 608-776-4800
- Richland County, <https://www.co.richland.wi.us/departments/hhs/clinicalservices/ctp.shtml>, 608-647-8821
- Rock County, [Rock County Wisconsin - Comprehensive Community Services \(CCS\)](#), 608-757-5229

County Human Services Partners – Human services staff throughout Grant, Green, Iowa, Lafayette, Richland, and Rock counties play an often-understated role in the workforce development system. Aiding over 30,000 individuals in the six-county area, county economic support staff provide eligibility certification and referrals to programs like W-2 and FSET. County economic support staff are often the first contact in an individual's path toward self-sufficiency, and their continued partnership ensures that workforce development programs are reaching the broadest populations possible (SNAP/FoodShare, TANF/Wisconsin Works, Energy Assistance, Medicaid/Badger Care, Wisconsin Shares, Comprehensive Community Services.) Individuals apply for these services through the Wisconsin ACCESS portal, <https://access.wisconsin.gov/access/>.

Division of Vocational Rehabilitation (DVR) – DVR, a division within DWD, is a state agency that provides counseling and employment services to people with disabilities. They also provide training and technical assistance to employers regarding disability employment issues. DVR offers job seekers the opportunity to learn more about services at a weekly orientation session at the Rock County Job Center. There is at least one Vocational Rehabilitation (VR) Counselor in each county in the region and seven are serving Rock County. (<https://dwd.wisconsin.gov/dvr>)

Forward Service Corporation (FSC) – FSC operates the Wisconsin Works (W-2) and Emergency Assistance programs in southwest Wisconsin. FSC offers a wide range of Case management, employment, training, and support services to help eligible Wisconsin residents secure and maintain employment. FSC works from a Transition to Success (TTS) model that allows clients the opportunity to discuss and map their dreams toward employment success and self-sufficiency. (www.fsc-corp.org)

Job Service/Wagner Peyser Employment Service - Job Service is a bureau within the Wisconsin Department of Workforce Development (DWD) and a key partner in the Workforce Development system, providing public labor exchange services to help link employers with Wisconsin's talent. Job Service assists customers in the Job Center Resource Rooms in both Janesville and Fennimore with career search activities and provides these

services on limited basis at the Beloit Public Library. Job Service operates the Re-Employment Services (RES) program. RES partners with the Wisconsin Division of Unemployment Insurance to help the unemployed find re-employment quickly. Job Service also delivers services through the Trade Adjustment Assistance (TAA) program. TAA is a federal program designed to provide re-training, re-employment, relocation, and wage subsidy services to individuals adversely affected by foreign competition with employers certified as Trade-eligible by the U.S. Department of Labor (WIOA Title III). Job Service staff participate on the BST and coordinate multiple employer recruiting events. [Job Center of Wisconsin - Where Talent & Opportunity Meet](#)

Local Housing Programs/Authorities – There are seven local housing authorities in southwest Wisconsin. These entities receive funds from the federal Department of Housing and Urban Development (HUD) to provide housing assistance programs to eligible individuals and families. SWWDB partners with the agencies below to provide workforce services that will assist housing customers achieve self-sufficiency. HUD employment and Training Programs are not operating in the area.

- Beloit Housing Authority, 608-364-8740
- Dodgeville Housing Authority, 608-935-2326
- Evansville Housing Authority, 608-882-4518
- Janesville Neighborhood Services, 608-755-3065
- Platteville Housing Authority, 608-348-9741 x2233
- Lafayette County Housing Authority, 608-776-4881
- Richland County Housing Authority, 608-647-3214

Manpower Government Solutions – Manpower Government Solutions provides career services and access to training to WIOA-eligible youth adult, and dislocated workers. Manpower provides individual assistance to job seekers and holds regular orientation sessions to explain job center services and provide detailed information on WIOA. Manpower staff also provide weekly interviewing and resume-writing workshops at the Rock County Job Center and attends RES/REA and FSET sessions to explain the services available under WIOA. Manpower served 413 adults and 136 youth in the last program year.

Native American Programs under Title I – This program does not operate within WDA 11.

Office of Veteran Services (OVS) – Local OVS staff members work to advance veterans in the workforce through targeted business engagement and effective employment services. The assistance provided by the local OVS team coupled with job center partners' commitment to veteran priority of service ensures that veterans have access to the full assortment of opportunities and benefits available through the job center system in southwest Wisconsin. The OVS staff in southwest Wisconsin serve approximately 110 veterans annually who have significant barriers to employment. (<https://dwd.wisconsin.gov/veterans>)

Rock Valley Community Programs, Inc. (RVCP) – RVCP provides transitional and supportive housing and addictions and mental health treatment services to adults in the Rock County Area. RVCP has a strong connection to the Rock County Job Center by the referral of its clients to programs located therein. (<https://www.rvcp.org>)

Southwest Wisconsin Technical College (SWTC) – SWTC provides services under **WIOA Title II, Adult Education and Family Literacy Act, and Carl D. Perkins Career and Technical Education Act**. These programs can complement each other or operate independently to serve SWTC's customers. Additionally, SWTC provides technical training to Wisconsin State Penitentiaries located within and adjacent to WDA 11. SWTC collaborates with SWWDB and other workforce development system partners in addressing the needs of local businesses in the western part of WDA 11. (<https://www.swtc.edu>)

UMOS – UMOS delivers services under **National Farmworkers Jobs Program (NFJP)** to address chronic seasonal unemployment and underemployment experienced by migrant and seasonal farmworkers. UMOS delivers these services in Richland County, (608) 649-7408 (WIOA Title I.)

(https://www.umos.org/workforce/national_farmworker_jobs.html)

Unemployment Insurance (U/I)– U/I, in collaboration with other workforce development system partners, provides access and guidance to the U/I system. (www.dwd.wisconsin.gov/uiben/)

WDA 11 workforce development partners connect on a regular and formal basis through established teams:

- WDA 11 Management Team – Monthly meeting of agency managers and supervisors designed to share information about local programming, staff recruitment efforts, facility operations and upcoming special events targeting barrier populations. This information is shared with direct service staff throughout the WDA for sharing with co-enrolled and specific program participants.
- WDA 11 Business Services Team – Weekly meetings are held to address the business concerns and needs throughout the WDA. Representatives from all job center partners share information about activities taking place within their respective agencies and organizations and employer connections made on behalf of the team. Additionally, team members coordinate and plan local recruitments and job fairs to meet the needs of local employers seeking to increase their labor force.
- WDA 11 Career Services Team – Meetings are held bi-monthly or as needed to address co-enrollment and direct service provision activities throughout the area. Additionally, team members share information about new tools and techniques that will make serving individuals easier and more efficient. Also, local community organizations are frequently brought in to explain their programs and demographics to increase participation across programs within and outside of the workforce development system.

Many WIOA and other one-stop partner programs fund skills training at local technical colleges that receive Carl D. Perkins funding to develop and implement career and technical education programs. Representatives from each college serve on the Southwest Wisconsin Workforce Development Board.

WIOA Core Program Strategies

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

Career Pathways & Training

SWWDB has long been a supporter of career pathways as a method through which workers can move up the career ladder by completing short-term certificate training programs that lead to credentials and upward mobility in their career of choice. This laddering effect, over time, produces a better-trained and qualified workforce for local employers, as well as higher wages for employees, which, in turn, creates a positive economic impact on local communities and the state as a whole.

SWWDB staff work together with businesses and local education providers to develop incumbent worker options for companies. Training opportunities are shared with companies through the work of the BST.

SWWDB has a license with Lightcast, an online provider of labor market data, projections, and reports. Lightcast provides a Pathways application that maps a career ladder between any two occupations. The application provides diversity information within the target occupation, market demand for the target occupation, and required skills and qualification/credentials. Local career planners can request this report for any participant as they develop their career plans.

SWWDB, in partnership with MadREP, has coordinated activities to develop regional career pathways. The pathways can be found here: <https://dpi.wi.gov/pathways-wisconsin>. BTC and SWTC also incorporate career pathway information in program descriptions and describe the credentials available within each program path.

All individuals who are participating in or interested in participating in a WIOA Title I program are provided with a list of training programs in the local area as well as a link to the state-wide Eligible Training Providers' List (ETPL). The ETPL lists WIOA approved training programs and provides customers with a comprehensive list of programs and credentials. Individuals can fully explore training options and associated credentials, which in turn leads to a relevant and more comprehensive employment plan.

Because of the relationships built through the job center teams, partners programs refer interested participants to programs that provide training assistance, such as the WIOA Title I programs, FSET, TAA, and National emergency Grant programs. Youth Build students are also co-enrolled into the WIOA youth program for supportive services and to prepare and sponsor the youth's transition to post-secondary education, where appropriate.

Employer Engagement

9. Describe the strategies & services the local area will use to facilitate engagement of employers in workforce development programs. Include strategies & services aimed at small employers & employers in in-dem& industry sectors & occupations. Specifically address:
 - a. Strategies to support a local workforce development system that meets the needs of businesses in the local area.
 - b. Coordination of workforce development programs & economic development.
 - c. Strategies to strengthen linkages between the one-stop delivery system & unemployment insurance programs.
 - d. Implementation of initiatives such as incumbent worker training programs, customized training programs, industry & sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services & strategies designed to meet the needs of regional employers.

Business contact and services are coordinated through the six-county Business Services Team (BST). The BST is motivated to address the issues and concerns identified in the Workforce Needs Survey and achieve the employer focused goals listed in the SWWDB Strategic Plan.

This cross-agency team is composed of representatives from each job center partner and organized to address the needs of the business sector. The BST meets weekly to review past and upcoming events, employer visits, concerns, employer recruiting and training opportunities, etc. The BST also coordinates the strategic plan initiatives relating to employer engagement and responds to business concerns identified in the biennial Workforce Needs Survey.

The BST reaches out to business and industry in several ways: job fairs, on-site recruitment events, posting company recruitment flyers to social media, short term trainings, the Workforce Needs Survey, and other specific programming provided by job center partners. BST members report out at the BST weekly meetings and by email. Conversations on sector partnerships and possible trainings are discussed with business and responses are shared with BST members.

Youth are connected to business and industry through the DPI grant on career pathways, the Independent Living grant, Youth Apprenticeship, and WIOA youth work experience opportunities. The Rock Internship program, another locally grown program, also builds connection between youth and business. SWWDB does not operate a youth council.

SWWDB has built a solid reputation with local and regional economic development entities, who are also invited to the BST meetings. These organizations reach out quite frequently to request labor market and wage data for

specific industries and/or occupations. Local economic development entities refer area and prospective employers to SWWDB to explore workforce training options and the availability of talent.

SWWDB and the BST explain the concept of sector partnerships and career pathways and bridges. We engage employers in discussions about their industries, training needs, skill gaps, and what they believe their future needs will be. The information gathered during these meetings is used as a catalyst to form industry partnerships and build solutions to address common concerns.

SWWDB engages with employer members of BTC's Program Advisory Councils to identify job skill needs in the driver industries and demand occupations in southwest Wisconsin. SWWDB staff members also participate in regional human resource groups like the Blackhawk Human Resource Association and the Tri-County Human Resource Association.

Our established relationship with both local technical colleges enhance efforts to align private sector employment needs and educational opportunities. The Accelerated Industry Maintenance training project and the Rock Internship and Externship projects are recent examples of how SWWDB, partners, and employers are implementing solutions to address talent pipeline issues. Our goal is to have a member of the BST involved in all workforce activities being provided in the region. Advisory Councils at the Technical Colleges provide a great starting point for the development of sector partnerships and short-term credentialed training.

The Stateline Manufacturing Alliance was developed in 2022 and brings together businesses and industry stakeholders throughout southern Wisconsin and northern Illinois. The body promotes and sponsors youth apprenticeships, scholarships, workforce training, and outreach initiatives to advance manufacturing and its

In addition to the activities shared above, the BST helps employers in a coordinated manner. The following services are available to area employers:

- Job seeker referrals.
- Recruiting assistance.
- Occupation/industry information and data.
- Job fairs/recruiting events.
- Customized assessments.
- Human resources assistance.
- Convening and facilitating industry partnerships to address common talent development issues.

The Rock County Economic Development Manager serves on the SWWDB, as does the WEDC Regional Economic Development Director for the area. Local Chambers nominate individuals to serve on the SWWDB.

WIOA and other grant funded programs provide direct assistance to employers through several work-based training programs. Information on these services is shared with business and industry through contact with the BST. The goal is to provide area employers with comprehensive, cost-effective methods to connect to the region's dynamic and motivated jobseekers. Companies are asked to follow job center and SWWDB social media sites. and

Decreasing resources have limited the development and expansion of sector partnerships in the region. However, SWWDB, Rock County Economic Development and Blackhawk Technical College were integral in the development of the Stateline Manufacturing Alliance.

Unemployment Connections

Unemployment operations are relatively centralized in Madison, WI. The Wisconsin Department of Workforce Development (DWD) administers and oversees unemployment operations in the State. The local Job Service team can answer unemployment questions and connect the unemployed the state's unemployment portal to

apply for benefits. The Job Service team also facilitates Re-Employment Sessions (RES) for individuals collecting unemployment; WIOA staff provide an introduction to the Dislocated Worker program during these sessions.

Work-Based Learning Strategies

Work-based learning (WBL) connects customers to job and career opportunities in the area through formalized workplace learning plans. WBL strategies address readiness for work, knowledge and skills that support entry and advancement in a career field or pathway. WBL opportunities are promoted through a variety of channels, including BST engagements with employers, one-Stop system partner meetings and presentations, academic and career planning with customers, print and electronic materials, customer orientations/tours, and more.

SWWDB provides incumbent worker training grants in conjunction with other state funded WBL opportunities such as Wisconsin Fast Forward and Workforce Advancement Training (WAT) grant.

SWWDB strives to adhere to the State's goal to expend at least 35 percent of its WIOA Adult and Dislocated Worker fund allocation on training, which includes WBL investments. Similarly, because WIOA prioritizes work experience through a 20 percent minimum expenditure rate for the WIOA Youth work experience program element, SWWDB and partners ensures work experience remains a concentration of youth service providers via contractual and performance obligations.

Serving employers through the public workforce development system requires full engagement of all partners to prevent duplication of services and outreach. The programs/services listed below are primarily offered through WIOA Title 1 programming:

Incumbent Worker Training (IWT)

Under WIOA, up to 20% of Adult and Dislocated Worker dollars can be used to subsidize training to (1) increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers, or (2) avert layoffs. Eligible trainees do not have to be WIOA participants.

On-the-Job Training (OJT)

SWWDB offers On-the-Job Training (OJT) to place a participant into a higher-skilled job that would require limited, but intensive, work-based training to gain required skills and competency. A participant eligible for an OJT is someone who would not have been hired for that job due to lack of qualifications and/or skills, and who has been determined to need this type of training as specified in his/her individual employment plan (IEP). OJT's are meant to assist the employer defray the costs associated with lost productivity and training. Eligible trainees must be enrolled in a workforce program.

Customized Training

Customized training is designed to meet the specific training needs of an employer or group of employers through a training curriculum that is "customized" to business needs. SWWDB may develop customized training contracts for employers or groups of employers that are hiring new employees or as a layoff aversion strategy for employed incumbent workers. Eligible trainees must be enrolled in a workforce program.

Apprenticeships

Workforce development resources can be used to offset the costs associated with apprenticeships. Whether through an IWT or OJT arrangement or assisting with the cost of occupational skills training, preparing our workforce under this model is a local, state and national initiative.

Work Experience / Internship

Work experience or internships is a planned, structured learning experience that takes place in a workplace and introduces youth and young adults to the world of work or certain occupations. They can take place before, during or after training. Work experience is short-term and often subsidized through our various programs.

Transitional Jobs

Transitional jobs are a type of work-experience. Up to 100% of trainee wages can be subsidized through workforce programs. The transitional jobs program targets adults and dislocated workers with barriers to employment, who are chronically unemployed, or have an inconsistent work history.

Short-Term Training

Short-term trainings are developed based on employer need, resource capability, and availability of approved curriculum that will lead to a recognized credential.

Workforce Advancement Training (WAT) Grants

These grants are offered through Blackhawk Technical College (BTC) and Southwest Wisconsin Technical College (SWTC) to area business to advance market expansion, business diversification or upgrade of their employees' skills.

- BTC Contact: (608) 757-7701 or businessdevelopment@blackhawk.edu
- SWTC Contact: 608.822.2360 or email bis@swtc.edu

Workforce Needs Survey

Every two years, SWWDB publishes an employer survey to take the pulse of local business and identify issues, concerns, and workforce best practices being implemented in the region. Before publication, SWWDB staff review the questions with both the BST and local economic development professionals to gauge relevance and appropriateness to labor conditions.

Economic Development Engagement

- 10.** Provide an examination of how the local WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area. Include strategies to promote entrepreneurial skills training & microenterprise services.

The alignment of resources and services dedicated to employment and skill development loses value and relevance if not tied to the economic development strategies of a community or region. The talent pipeline developed by workforce partners and the education system requires a destination, and economic development entities provide this target. The relationships that the economic development agencies have with businesses in the region are invaluable to the workforce systems goal to advance sector partnerships.

SWWDB collaborates with two regional economic development agencies, Madison Region Economic Partnership (MadREP) and Prosperity Southwest, plus several local planning and economic development entities such as the Grant County Economic Development Corporation, the Monroe Chamber of Commerce, Platteville Area Industrial Partnership and Forward Janesville. Rock County has formed the Rock County Alliance, a public-private partnership between Rock County Economic Development, the Greater Beloit Economic Development Corporation, the City of Janesville, Forward Janesville, and businesses in Rock County. The Rock County Alliance has led several workforce development programs such as Inspire Rock County, the Rock Internship Program, and the website: www.jobsinrockcounty.com. This website hosts a great deal of information on the Rock County area and is linked to Job Center of Wisconsin through a partnership agreement.

MadREP serves the eight-county region surrounding Madison. The southwest Wisconsin counties of Iowa, Green, and Rock are included in this region. The regions driver industries include advanced manufacturing, agriculture, healthcare, information technology, and life sciences. This organization is well-established and has a great handle on the region's dynamic and diverse economic base but lacks a clear focus on the needs of all southwest Wisconsin counties. SWWDB has been, and will continue to be, involved in MadREP's efforts to further economic growth in the region, especially the group's efforts in Green, Iowa, and Rock counties. SWWDB has formed a partnership with Prosperity Southwest, an organization that provides economic development assistance to counties and municipalities in the western half of the Southwest Wisconsin Workforce Development area.

Entrepreneurial skills training or microenterprise services are provided to the region through several sources. The local libraries have resources and staff available to help with writing business plans and researching small business ideas. The Janesville Innovation Center and the Platteville Business Incubator support entrepreneurship and the creation of innovative business models in the region. UW Whitewater has a mixed-use incubator with business coaching and many other services. Chambers of Commerce across the region can guide individuals seeking to open a business and many have SCORE volunteers to mentor new entrepreneurs.

Workforce and economic development partner with the Small Business Development Bureau (SBDC) and local chambers to provide the “small business pipeline.” SBDC provides ongoing training and mentoring to current and new sole-proprietors.

Entrepreneur training is fundable through WIOA if the program is included in Wisconsin’ ETPL.

Local One-Stop Delivery System

- 11.** Describe the one-stop delivery system in the local area, in particular:
 - a. Describe how the local WDB will ensure the continuous improvement of eligible providers of services through the system & ensure that such providers meet the employment needs of local employers, workers, & jobseekers.
 - b. Describe how the local WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology & through other means.
 - c. Describe how entities within the one-stop delivery system, including one-stop operators & the one-stop partners, will ensure the physical & programmatic accessibility of facilities, programs & services, technology, & materials for individuals with disabilities as required by WIOA Section 188 & applicable provisions of the Americans with Disabilities Act of 1990 (42 USC 12101 et.seq.). Include a description of how one-stop center staff will be trained to address the needs of individuals with disabilities.
 - d. Attach or link to a copy of the most recent One-stop Delivery System Memorandum(a) of Understanding (MOU) describing the roles & resource contributions of each of the one-stop partners.

Provider Effectiveness

Effective July 1, 2017, Manpower Government Solutions assumed One-Stop Operator Services for the workforce development area. Manpower continues to execute the operations formerly performed by SWWDB by gathering managers from each service agency located within the center to form a Management Team. The Management Team oversees center operations and meets monthly to discuss service access, service delivery, staffing, complaints, and job center initiatives. Additionally, Manpower convenes a meeting of direct participant service staff from one-Stop partner agencies to form the Career Services Team. The Career Services team is responsible for addressing the needs of job seekers in a way that would benefit participants who are co-enrolled in multiple programs or an individual who is looking to get basic services to quickly return to the workforce. SWWDB staff also meet monthly with Manpower to discuss concerns, ideas, and opportunities.

Through regular, structured, cross-agency meetings of the Management team, the Business Services team, Career Services Team, and WIOA program operator meetings, information is shared and projects are coordinated to ensure full agency participation and transparency. A strategy of SWWDB and the workforce system in southwest Wisconsin is the full implementation of the “no wrong door” philosophy, meaning that workforce system partners and staff possess the knowledge and technical skill to assist and refer customers correctly, efficiently, and compassionately. An annual accessibility assessment is conducted to review physical and programmatic assess to job center services by individuals with barriers. SWWDB has also conducted customer surveys seeking feedback from customers of the job center on a semi-annual basis. Lastly, employers receiving services coordinated by the BST are asked to complete an evaluation at the conclusion of the event. The information is reported to the BST and the Management Team. Strategies are developed, as appropriate, to address deficiencies or concerns.

SWWDB will continue to oversee these efforts to promote continuous improvement and quality service delivery in the one-stop system through monitoring.

Service Accessibility

SWWDB personnel serve on the Management and Business Services Teams and provide oversight to workforce activities taking place at the comprehensive One-stop site in Janesville, WI and the affiliate sites located in Fennimore, WI. Given the geographical size of WDA 11, core partners (Job Service, DVR, BTC, SWTC, WIOA Title I Providers) also meet with customers at several non-network outreach points within the six-county community (public libraries, community-based organizations (CBOs), and other community centers). These sites are connected to the workforce development system by virtue of their relationship with the core partners who are representatives of the system.

The www.jobcenterofwisconsin.com and www.swwdb.org websites provide virtual access to many job center activities. The use of social media like Facebook and linked-In provides a broad and aggressive communication avenue for job center events and services. Labor market information is also available, as is information on occupations and training programs. Further outreach to promote job center services, programs, and partners is needed to provide ease of access and navigation. SWWDB is continuing to update both organizational websites and use other virtual technologies to increase access to services.

SWWDB is also fortunate to have FSET Service offices in the following locations:

- Monroe, WI - Green County Human Services Building
- Platteville, WI – SWWDB Administrative Office
- Dodgeville, WI – Iowa County Health and Human Services Building
- Richland Center, WI – SWTC Outreach Center
- Beloit, WI – Beloit Public Library

With our participation in community programs, committees, and boards, we find that we are especially capable of identifying rural community needs and addressing them through our programs. In general, transportation and childcare remain significant barriers in our rural communities, as does the lack of broadband access. In the delivery of services, case management staff meet customers as close to their homes as possible and utilize virtual connections as appropriate.

System Accessibility

SWWDB is proactively focused on complying with Section 188 and the Americans with Disabilities Act (ADA) regarding physical and programmatic accessibility. As part of compliance, SWWDB will conduct an annual review of job center operations, which includes reviewing and updating the Section 188 assessment. DVR serves as a consultant to partners regarding service and service strategies to individuals with disabilities.

SWWDB and job center partners will comply with Section 188 of WIOA, which prohibits “exclusion of an individual from participation in, denial of benefits of, discrimination, or denial of employment in the administration of or in connection with any programs and activities funded or otherwise financially assisted in whole or in part under Title I of WIOA because of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual’s citizenship status or participation in any WIOA Title I–financially assisted program or activity. Each partner is responsible for implementing accessibility objectives associated with their funding sources.

Title I of WIOA”. 29 CFR Part 38 U.S.C. “Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act” clarifies the application of the nondiscrimination and equal opportunity provisions of WIOA and provides uniform procedures for implementing them.

SWWDB, contracted providers, and job center partners provide services to the broadest populations possible utilizing the universal access approach outlined in WIOA and will take affirmative steps to ensure nondiscrimination and equal opportunity. As partners in the One-Stop system discuss service integration and common intake, SWWDB foresees even more robust service strategies related to individuals with disabilities and other protected populations. With the goal of improving services and service delivery to customers with disabilities as well as other populations, SWWDB will work to:

- Expand awareness of assisting individuals with disabilities and other protected groups by:
 - Advertising of services/activities in media and markets specifically targeting the various populations.
 - Providing notices regarding training, employment and other opportunities to schools and community based organizations that serve the various populations.
 - Partnering with community-based organization and other subject matter experts to improve services and outcomes for the various populations.
 - Protecting and maintaining confidentiality of participants
 - Executing proper disclosure and permission statements
 - Soliciting for and complying with accommodation requests, including but not limited to, equipment, tools, and auxiliary aids.
- Review partner activities, policies, etc. related to access and provision of services by individuals with disabilities or are a part of another protected group to establish best practices and cross agency standards.
- Review, update and revise, if necessary, SWWDB’s WIOA Section 188 Assessment and conduct a review of its technological applications as they pertain to Section 508 on an annual basis.
- Ensure new SWWDB and WIOA service provider staff complete select Equal Opportunity, Civil Rights and Service Professional trainings.
- Review, update and revise, if necessary, SWWDB’s Equal Opportunity / Language Assistance related policies, procedures and program documents and forms in order to maintain clear and up to date language.
- Develop a schedule to review statistical analysis of WIOA program participants being served within select demographics – Race/Ethnicity, Sex, Age, Disability Status and Limited English Proficiency (LEP) and update “Vital Docs” as applicable.
- SWWDB will offer select support services to persons with disabilities, such as Ticket to Work (Employment Network), Work Incentive Benefit Counseling, and Community Resource Coordination.
- Encourage and promote continued education and training on topics related to Section 188 and ADA programmatic and facility accessibility (example, At Your Service: Welcoming Customers with Disabilities).

The goal is to ensure SWWDB staff and program operator personnel have the education, training, and experience (skill, ability, and knowledge) to perform assigned duties regarding nondiscrimination and equality of opportunity for persons with disabilities.

SWWDB believes that these actions help ensure that communications with individuals with disabilities are as effective and equal to communications with non-disabled individuals.

SWWDB currently does and will continue to deliver WIOA programs and services in accessible facilities. SWWDB maintains a Section 188 Checklist to track compliance and shares this information during the Job Center Management Team meetings. SWWDB also works with agency partners to align training requirements and resources. Additionally, sub-contracts issued to WIOA Title 1 service providers incorporate a list of assurances requiring compliance to:

- Section 188 of the Workforce Innovation and Opportunity Act (WIOA) – 29 CFR Part 38
- The Americans with Disabilities Act (ADA), Title I and Title II and as amended by the Americans with Disabilities Act Amendments Act (ADAAA),
- Title VI of the Civil Rights Act of 1964, as amended;
- Section 501, 503, 504 and 508 of the Rehabilitation Act of 1973, as amended;
- Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)
- The Age Discrimination Act of 1975, as amended; and
- Title IX of the Education Amendments of 1972, as amended.
- Title II of the Genetic Information Nondiscrimination Act of 2008, which prohibits discrimination against employees or applicants because of genetic information.
- All other applicable laws

As part of our ongoing commitment, SWWDB will routinely review accessibility as an element of its annual monitoring process. The one-stop operator will coordinate partner training relating to addressing the needs of individuals with disabilities. They will seek input from DVR and the area's Equal Opportunity Officer.

One-Stop Memorandum of Understanding

Please see the current One-Stop Memorandum of Understanding (MOU) here:

<https://www.swwdb.org/MOU.html>

Adult and Dislocated Worker Activities

12. Describe and assess the type & availability of adult & dislocated worker employment & training activities in the local area.⁷

SWWDB supports the continued flexibility regarding the fund transfer options between the Adult and Dislocated worker programs under WIOA. SWWDB requests transfers when need is determined due to shifting populations/demographics and/or an increase in training demand. Additionally, SWWDB utilizes its ability to leverage other internal and external resources to remove basic needs barriers, improve outcomes, and service capacity and reach. Given the recent history of aggressive WIOA funding decreases, this adaptability allows us to quickly respond to customer needs. SWWDB currently budgets 35% of its WIOA Adult and Dislocated resources to funding jobseeker training and relative supportive services. The following services are offered to individuals and businesses seeking assistance from the local workforce development system via local MOU documents.

Career Services

Basic	Individualized
Eligibility Determination	Comprehensive and specialized assessments of skill levels and service needs for adults and dislocated workers
Job Center Outreach, intake and orientation	Development of an individual employment plan
Initial assessment of skill levels, aptitudes, abilities, and supportive service needs	Group counseling
Labor exchange services	Individual counseling
Referrals to and coordination with other programs and services	Career planning

Provision of workforce and labor market employment statistics information	Short-term pre-vocational services
Provision of information on ETP performance and related program costs	Internships and work experiences that are linked to careers
Provision of information about local area achievement in performance measures and OSO performance	Workforce preparation activities
Information and referrals to supportive services or assistance	Financial literacy services
Provision of information and assistance regarding filing claims for UI	Out-of-Area job search assistance and relocation assistance
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA	English language acquisition and integrated education and training programs

Training Services

Occupational skills training, including training for nontraditional employment	On-the-job training
Incumbent worker training (as needed)	Programs that combine workplace training with related instruction, which may include cooperative education programs (as needed)
Training programs operated by the private sector (as needed)	Skill upgrading and re-training (as needed)
Entrepreneurial training (as needed)	Transitional jobs (as needed)
Adult education and literacy activities	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training (as needed)

Through its multiple programs, SWWDB utilizes resources to serve two primary customers, jobseekers and businesses. We address the workforce scarcity issue by removing barriers of those on the fringes of steady employment. We strive to improve the quality of the workforce by matching the right person to the right job, subsidizing training, helping participants meet basic needs, promoting career pathways, and conducting follow-up to ensure continued placement.

For Dislocated Workers, SWWDB seeks out additional resources to assist with the transition of those effected by large dislocation events. In some cases, expanded supportive services are made available to those participating the WIOA Title I Dislocated Worker program based on the guidance of the specific grant documents. These expanded services may include:

- Housing assistance for a predetermined number of months;
- Emergency utilities assistance for a predetermined number of months;
- Insurance payment assistance for a predetermined number of months; and
- Other assistance based on individual needs and eligibility.

The Southwest Wisconsin Workforce Development area continues to see rapidly decreasing resources in WIOA Title I Adult and Dislocated Worker funding. The area is also experiencing record-low unemployment, and SWWDB is finding jobseekers are fewer but have greater need. To address the barriers being presented, SWWDB leverages internal resources and utilizes referrals to outside agencies to ensure customers have access to a robust list of services.

While the breadth of services provided under the WIOA Adult and Dislocated Worker Programs is broad and relevant to current jobseekers in general, accessing training resources for specific skill development (i.e. a single

class on a specific topic) remains problematic due to compliance and performance risks. The public workforce system can be slow to respond to training needs that fall outside of formal educational programming. Many jobseekers bring years of experience to their next job opportunity and simply need skill-upgrading to attain their next job, but WIOA constraints make this difficult.

Employers in the area have shown greater interest in the incumbent worker training grants. Especially as they are implementing succession and employee development plans.

Rapid Response Activities

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

Rapid Response actions are coordinated across multiple partners to address the extraordinary needs of workers impacted by business closings and mass layoffs. SWWDB convenes representatives from state and local programs to present information to impacted employees that addresses unemployment, next steps, workforce system assistance, training opportunities and opportunities available to specific populations, i.e. veterans and individuals with disabilities. These meetings are held at the site of the employer when possible. If not feasible, SWWDB will find an appropriate meeting space to deliver Rapid Response services, including job fairs. When needed, SWWDB also applies for additional funding to support the needs of the impacted group. These applications are submitted to DWD for consideration.

Youth Activities

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

SWWDB works cooperatively with CESA 3, Rock County Alliance, school districts, and local employers to prepare students for future careers. The implementation of Inspire Rock County, a career planning concept that connects students and teachers to local employers via Xello© (formerly Career Cruising) was a first step in connecting high school student to regional business. Inspire is now available throughout all six (6) counties.

Youth Apprenticeship (YA) placements are exploding as employers compete to make an early connection to the future workforce. Programs like the Rock Internship program, which places high school seniors into work experiences in areas of their career interest, have shown success. Between 30-40 (soon-to-be) high school senior) complete an internship each year.

As services to WIOA In-School Youth (ISY) decreased under WIOA, in-school programs and tools (Xello©, Inspire, YA, and youth internships) are widely promoted to address career planning and exploration within the K-12 system. Also, the Division of Vocational Rehabilitation, which supports youth with disabilities as they transition from school to college and/or employment, works conjunction with workforce partners and local school districts to improve youth outcomes. Combined, these programs return a leveraged and measurable value to students, families, schools, and employers.

Youth coordinators work with counsellors, DVR staff, and special education staff to coordinate WIOA, FSET and Independent Living program enrollment before graduation to prevent service interruption.

Manpower Government Solutions (Manpower) assists WIOA-eligible youth in Grant, Green, Iowa, Lafayette, Richland, and Rock counties. Manpower has successfully assisted WIOA-eligible youth as they achieve secondary and post-secondary school success for over a decade. Manpower partners with Community Action, Inc. of Rock and Walworth (CAI), a Youth Build provider, to enroll eligible youth in the Beloit area. CAI has been successfully serving the youth population with focused employment and training initiatives for over ten years. This includes programs such as Fresh Start, Project Thrive, Skills Enhancement, and the PATHS housing program for youth involved with foster care. These additional programs assist young adults in Rock County that have

barriers, including homelessness, high school dropouts, teen parents, criminal justice involvement, youth with disabilities, as well as mental/emotional health challenges.

To advance its strategic goal of increased youth engagement, SWWDB will explore activities working with the juvenile justice system throughout the rural counties of Grant, Iowa, Lafayette and Richland. With these new connections, youth and young adults can receive workforce services prior to release from incarceration.

SWWDB serves as the Youth Apprenticeship Regional Coordinator, having transitioned these responsibilities from BTC in 2020. Youth apprentices are screened for WIOA Youth, DVR, Independent Living and FSET eligibility.

Employers are increasingly interested in working with and accessing youth populations through Youth Apprenticeship and programs like the Rock Internship Program; however, they still show some hesitancy in committing to the WIOA Youth Work Experience. SWWDB and partners will continue the dialogue with local business to advance all three programs as the demand for new and replacement workers is aggressively increasing. Expanding work-based learning opportunities, such as those listed below, remains a primary focus to promote the connection between area youth and employers. Paid and unpaid work experiences for youth who are new to the world of work and is used as a tool to support career exploration.

- On-the-job opportunities for youth and young adults who have some skills but need additional training that would allow them to fill a more skilled position.
- Internships designed to enhance educational experience for occupation and career choices for students actively engaged in secondary and post-secondary education.
- Youth Apprenticeships designed to help bridge the gap to Registered Apprenticeship.

The BST and CST are working together to promote work-based learning throughout the area. SWWDB will also be continuing its outreach workshops with employers interested in the Youth Apprenticeship Program.

DVR encourages youth with disabilities and their families to access services before high school graduation. A description of this process can be found here: <https://wifacets.org/wp-content/uploads/2022/01/DVR-and-School-Work-Together.pdf>.

In 2022 and 2023, SWWDB implemented the Apprenticeship Advantage program. Funded through the WAI grant (ARPA funds), the project assisted over 200 youth apprentices as they prepared for and completed their youth apprenticeship. Apprentices received assistance in purchasing work-related tools and equipment and received a \$250 incentive for completing their work-related instruction.

SWWDB, BTC and Rock County Economic Development successfully coordinated the 2023 Rock Internship Program. A recap of this activity can be found here: <https://www.jobsinrockcounty.com/Portals/0/Rock%20Internship%20Program%202023%20Recap.pdf?ver=OrupqZf172Yr46fCaKSYxg%3d%3d>.

Coordination with Education Partners

- 15.** Describe how the local WDB will coordinate relevant secondary & postsecondary education programs & activities with education & workforce investment activities to coordinate strategies, enhance services, & avoid duplication of services.

SWWDB administers several programs and partners with many entities to build a strong talent pipeline that maximizes knowledge, skill, and ability to promote individual and community prosperity. This is an effort in engineering, a process that brings together many moving parts, all calibrated to advance forward together.

SWWDB is fortunate to manage and administrate several complimentary programs and promotes co-enrollment among them and other partners programs. With reduced funding, this opportunity to leverage resources reduces service duplication, forces coordination, and provides robust and comprehensive services to customers.

SWWDB, the technical colleges, and the BST work with businesses and industries to identify workforce strategies to upgrade current employees' skills, as well as develop skilled job candidates for future growth. This collaboration is key to the development of career pathways as it relates to local industry sectors and occupations. The input provided by all parties is designed to develop the job seekers' skillsets incrementally to facilitate the rapid engagement of these job seekers with the workforce system. WIOA acknowledges industry recognized credentials developed during this collaboration, and DWD retains authority over the validation of this process and its outcomes. Because successful career pathways depend upon stackable credentials, industry-recognized credentials, like other short-term certificates and diplomas, need to be fully utilized to promote and validate workforce skills.

High school work-to-school coordinators and technical college representatives serve on the BST. SWWDB assists with training and education fairs throughout the region. SWWDB-funded training assistance/grants are coordinated with financial aid awards. SWWDB staff attend the technical colleges program advisory meetings.

Supportive Services for Participants

16. Describe how the local WDB will coordinate WIOA Title I workforce investment activities with the provision of transportation & other appropriate supportive services in the local area.

SWWDB has long recognized the need for additional and available transportation and other supportive service options throughout our six-county area. SWWDB remains flexible in the delivery of transportation supportive services as allowed under respective programs. Transportation and other supportive service assistance is determined based on individual need, current situation, and funding availability.

In the area of transportation, a variety of options are available to eligible individuals:

Gas Assistance – Issue voucher to assist individuals with getting to and from approved WIOA activities that include, but are not limited to, job interviews, work, training, etc.

Bus Passes – Issue bus passes to ride the local public transportation to perform approved WIOA activities, where available. SWWDB partners with local transit systems so that bus passes can be purchased at local job centers.

Vehicle Repair – Assist individuals with vehicle repairs (not routine maintenance) with an estimated cost of no more than the blue book value of the vehicle if sold privately. The individual requesting the repair assistance must be the registered owner of the vehicle and a program participant. Funding restrictions may apply based on other internal policy constraints.

Taxi Services – Assist individuals with getting to and from approved WIOA activities where public transportation or private vehicle use is not an option. Types of taxi services include, but are not limited to, LIFT, Uber, local taxis, etc.

Other supportive services that are available to program participants include, but are not limited to, the following:

Childcare Assistance – Assist individuals participating in approved WIOA activities. Childcare hours will coincide with the hours in which the individual is participating in workforce development activities.

Clothing Assistance – Assist individuals with purchasing clothing for work or training authorized under WIOA.

Rent/Mortgage Assistance – Assist individuals participating in approved WIOA activities with rental or mortgage payments based on internal policy restrictions.

Training Fees and Materials – Assist individuals participating in approved WIOA training to include, but not limited to, fees, books, equipment, etc.

Utility Payment Assistance – Assist individuals participating in approved WIOA activities with utility payments based on internal policy restrictions.

Although this list is not all inclusive, SWWDB remains flexible in determining what an eligible service is by allowing the Workforce Operations Manager or CEO approving authority to authorize assistance based on federal, state and local regulations and policies.

Workforce Services Alignment

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

Partners within the local workforce system work cooperatively to build talent that meets the needs of local employers. Services are coordinated through the Management, Career, and Business Services teams to improve local outcomes and reduce service duplication.

Employment Service responsibilities are executed by Job Service, a bureau under the Division of Employment and Training in Wisconsin's Department of Workforce Development. Funded through the U.S. Department of Labor, the Job Service Bureau is a one-stop core partner, shares common performance measures and assists in the execution of local workforce initiatives.

Like WIOA Title I programs, Job Service programs are overseen and monitored by DWD's Division of Employment and Training. DWD and SWWDB have a longstanding relationship centered on serving job seekers and businesses. Protocols are put in place to reduce the duplication of services as appropriate to the needs of the jobseeker and the limits of each program. In serving job seekers, it is a common strategy for Wagner-Peyser services to be provided to job seekers looking for basic self-serve services such as access to labor market information and labor exchange services via job center resource rooms and www.jobcenterofwisconsin.com. Job Service staff often refer jobseekers in need of skill development to WIOA Title I programs.

In addition to the Employment Service responsibilities, which include the operation of the state's labor exchange program, Job Service manages the RES program, a program funded by the Department of Labor to specifically address the needs of unemployment claimants. The Trade Adjustment Assistance (TAA) program, which assists individual who have lost employment because of foreign trade, is also operated by Job Service. RES, WIOA Title 1 and TAA staff work together to assist dislocated workers prepare for new employment through job search, supportive, and training assistance, as needed.

Adult Education & Literacy

18. Describe how the local WDB will coordinate WIOA Title I workforce investment activities with adult education & literacy activities under WIOA Title II. Include a description of how the local WDB will carry out the review of local applications submitted under Title II, consistent with WIOA secs. 107(d)(11)(A) & (B)(i) & WIOA sec. 232.

SWWDB collaborates with adult education programs available not only at Blackhawk Technical College (BTC) and Southwest Wisconsin Technical College (SWTC), but also with the Stateline Literacy Council to help WIOA participants achieve HSED/GED credentials and, as appropriate, participate in English Language Learner (ELL) classes.

SWWDB also coordinates workforce development activities with providers of education and literacy services through several strategies:

- Participate in BTC's Program Advisory Councils.
- Connect business and education consortiums (Greater Beloit B&E Partnership, Southwest Wisconsin B&E Summit, Rock Internship)

- Conduct WIOA and FSET orientation sessions with adult education customers.
- Co-enroll GED students into workforce programs.
- Refer individuals to adult education programs and fund GED testing,
- Coordinate training to accelerate GED training,
- Screen for basic skills deficiency and refer appropriately,
- Review local applications for providers of adult education,
- Coordinate WIOA funding with higher education funding,
- Cooperate on grants and projects that promote the development of the local workforce.

SWWDB is also fortunate to work adjacent to the Stateline Literacy Council offices as the Beloit Public Library. This proximity promotes not only positive professional relationships, but has developed a constant and accessible connection for customers of SWWDB and the Council.

The attainment of secondary credentials is essential to an effective talent development system, and all career planners address this milestone when developing employment plans and utilize program services to assist individuals as they pursue their GED or HSED. In the event an individual discloses their disability status, career planners connect with Title IV staff upon the wishes of the customer. Understanding that

SWWDB's Vision is "Innovative leadership advancing a quality talent development system." Such a system is only effective when it also addresses basic career preparation needs, such as GED/HSED and ELL training, refresher training, pre-apprenticeship training, etc. WIOA Title services provide limited support for such services, but other program such as Title IV, adult basic education and literacy, FoodShare Employment and Training and the Independent Living program offer more flexible programming that can support an individual as he/she prepares for true occupational skills training.

Cooperative Agreements

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

Although SWWDB does not have any cooperative agreements with other entities, WDA 11 has service providers who are contracted by other One-Stop partners and local governmental and community service partners who focus primarily on serving those individuals with disabilities.

SWWDB also contracts with DVR to provide Work Incentive Benefits Counseling to individuals participating in Division of Vocational Rehabilitation (DVR) services or the Social Security's Ticket to Work program through SWWDB.

The goal of the counseling service is to help jobseekers gather a better understanding how earnings may affect disability payments, healthcare and other publicly-funded benefits. Work Incentive Benefits Counseling allows a jobseeker to make informed decisions about employment and income and is an essential part of getting and keeping a job.

Fiscal Agent for Local Workforce Development Funds

- 20.** Identify the entity responsible for the disbursement of grant funds, as determined by the chief elected official (i.e. fiscal agent). Attach or link to the Fiscal Agent Agreement, or similar agreement, if applicable.

The SWWDB is designated as the administrative entity and fiscal agent for WIOA Title I grant funds and has been given the responsibility for the disbursement of grant funds by the Southwest Wisconsin Counties Consortium. The agreement can be found here: <https://www.swwdb.org/MOU.html>

Procurements of WIOA Title 1 Service Providers

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

The competitive process used to award sub-grants and contracts for local workforce activities under WIOA Title 1 is described in SWWDB Policy C.401 Procurement. To maintain continuity in service delivery and messaging, and due to reduced funding, SWWDB issues a single Request for Proposals (RFP) for WIOA Title I Programs and One-Stop Operator Services.

SWWDB publishes notices of the opportunity via SWWDB website, social media platforms, and sends the notice to organizations on our potential vendors list.

Interested applicants are directed to www.swwdb.org for full RFP details. Submissions are scored based upon the published rubric, and a cost reimbursement contract is awarded to the highest scoring submission. The WIOA Title I Service Provider/OSO contract is awarded for a minimum of one year and includes the opportunity to be extended for three more years, based on contract performance. SWWDB will be issuing the WIOA Title1 and OSO RFP in the spring of 2025.

Local Levels of Performance

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

Local levels of performance for Programs Year 2024-25 and 2025-26 will be negotiated and adopted before June 30, 2024. The local plan will be updated to provide a link to these goals. Current goals can be found here: <https://www.swwdb.org/MOU.html>.

High Performance Workforce Development Board

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

Local WDB Roles:

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

Local WDB Participation:

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

One of the guiding principles of Policy Governance is the necessity that the board of directors "speak with one voice." SWWDB has taken the position that this means that the full board receives full information on implementation activities and outcomes. Therefore, the approach adopted by SWWDB is that the board of directors acts as a "whole" and not through subcommittees. If an issue requires in-depth study or analysis, ad-

hoc committees are created for that purpose. Ad-hoc committees report back to the full board of directors and have no authority beyond the purpose for which it was originally created. Therefore, most issues are brought directly to the full board of directors rather than through committees. In turn, SWWDB has eliminated all standing committees save the Executive Committee, and all issues are brought to the full board. The relationship and assignment of roles between the Board and SWCC is documented in the “Memorandum of Agreement” held between the two parties.

Members of the Southwest Wisconsin Workforce Development Board voted to eliminate all standing committees except for the Executive Committee, including the Youth Council, on December 9, 2015. The SWWDB designates staff to provide oversight of the WIOA Youth Program under section 129(c). Additionally, a strategic goal of the SWWDB is to further connect youth to the workforce system as designated in the SWWDB Strategic Plan.

- SWWDB leads and oversees the WIOA Youth program through:
- Operator Reports and Meetings: SWWDB requires quarterly operator reports from youth service providers indicating program activity and accomplishments for the respective quarter.
- SWWDB WIOA Program Guide: Standard Operating Procedures for WIOA Programs are outlined in the SWWDB WIOA Program Guide. As SWWDB, State, and Federal policies, rules, and guidelines change, this guide is also updated.
- File monitoring/desk reviews: SWWDB conducts regular file reviews of current and exited youth participants to ensure compliance to service delivery standards and record keeping integrity.
- Annual Program Monitoring: SWWDB conducts in-depth program monitoring of contracted activities. SWWDB looks at contract compliance, service delivery, record keeping, performance outcomes, financial, and Equal Opportunity activities of service providers.
- Encouraging co-enrollment with other programs, such as FSET and Independent Living.
- Screening YA and Rock Internship Youth for WIOA youth program eligibility.

The SWWDB developed a series of workforce goals and strategies for the area and Board staff. These goals and supporting tasks establish the priorities for the organization and One-Stop system and are incorporated into this plan under the “[Strategic Goals](#)” section. The identified goals and subsequent initiatives describe the priorities of the Board and supports high functioning strategies.

SWWDB does not have a youth council or sub-committee. The SWWDB has assigned Board staff the responsibility to carryout youth programming including the facilitation of career pathways, coordination of services and work-based learning. Likewise, SWWDB, service providers and partners, such as Community Action, represent youth interests on the Business Services Team. The following diagram provides a summary of the roles of WDA 11’s Chief Elected Officials, Board, and staff:

Local WDB Roles



SWWDB Departments and Responsibilities

Administration	Business Services	Operations
- Audit Coordination and Prep	- Business Services Team	- Accessibility Review
- Employee Benefits	- Career Pathways Development	- Benefits Counselling/TTW/DVR FFS
- Employee Compensation	- Economic Development	- FSET Program
- Budget Development	- Coordination	- Grant Writing
- Finance: A/P, A/R, Payroll, General Ledger	- Employer Services	- Independent Living Program
- Financial Statements	- Grant Writing	- One-Stop MOU]
- Fiscal Service Contracts	- Employer Performance Indicators	- LEP Coordination
- Human Resources	- Industry/Sector Partnerships	- Local Plan Development
- Human Resources Contracts	- Job Center Events/Outreach	- Management Team
- Information Technology	- Job Development	- Monitoring/Programs/Job Center/EEO
- Lease Negotiations	- Labor Market Information & Analysis	- One-Stop Oversight
- Leased Employee Program	- Local Plan Development	- Performance Negotiations
- Local Plan Development	- Monitoring/Employer Satisfaction	- Program Coordination / Co-enrollment
- Mandatory Reporting/filing	- Rapid Response Coordination	- Program Policies/Procedures
- Meeting Coordination (Board, SWCC, etc.)	- Registered Apprenticeship	- Quality Assurance
- Monitoring- Fiscal	- WAGE\$ Grant	- SCSEP (WISE) Program
- Policy Review & Development	- Work Based Training	- Service Delivery & Partner Coordination
- Purchasing/Procurement	- Workforce Surveys	- W2W (DOC) Program / PDCI
- Record Management/Storage	- Youth Apprenticeship	- WIOA Title 1 Programs
- SWCC & Board Orientation	- Pathways Home	- QUEST
- Workers Compensation	- Youth Apprenticeship Coordination	

Local WDB Participation

When business/private sector vacancies occur on the Board, the Chief Executive Officer (CEO) notifies the SWCC of the vacancy and of its intent to seek nominations from the appropriate local business organization (i.e., chamber of commerce) or business trade organizations (i.e., Southwest Wisconsin Builders Association).

The Board informs the appropriate agencies and provides access to nomination and application materials (SWWDB Board Applicant Form and SWWDB Board Nomination Form). Completed materials are then presented to the SWCC at the next scheduled meeting. The SWCC will select the best candidate to ensure WIOA WDB composition compliance, industry representation, and geographic and demographic representation, if possible. Lastly, the board communicates results to nominated individuals and schedules a new member orientation. SWWDB administration retains an updated membership list. SWWDB maintains a roster of membership to ensure the Board maintains a 51% business/private sector majority.

Training Services for Participants

- 24.** Describe how training services outlined in WIOA section 134 will be provided through the use of individual training accounts. Identify whether contracts for training services, as described at 20 CFR 680.320, will be used, and, if so:
- Describe how the use of such contracts will be coordinated with the use of individual training accounts;
 - Describe the process the local WDB uses to determine that there are an insufficient number of eligible training providers in the local area to accomplish the purpose of a system of ITAs (see 20 CFR 680.320(a)(2)), including the process for allowing a 30-day public comment period for interested providers; and
 - Describe the process the local WDB will use to select the providers under a contract for services as required by 20 CFR 680.320(c).

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

As required under WIOA Title 1, SWWDB provides Individual Training Accounts (ITAs) to eligible Adult, Dislocated Worker and Youth customers to fund occupational skill training through approved training providers and their associated programs. These programs can be found on the State of Wisconsin's Eligible Training Provider List, <https://dwd.wisconsin.gov/etpl/home/programsearch>. The programs on this list have been vetted and approved by DWD.

Under certain conditions, WIOA also allows local boards to execute training contracts among stakeholders that outline the conditions and responsibilities for non-ITA-funded training. SWWDB may utilize these contracts to fund the following arrangements:

- On-the-job-training (OJT)
- Customized training
- Incumbent worker training (IWT)

Training contracts, outside of those indicated above, are not being used; current ETPL choices meet the need of participants and allow for customer choice. IWT costs do not apply to participant training limits.

SWWDB recognizes that the skill level of individuals sets the foundation for self-sufficiency. Establishing the ITA and training plan is a coordinated effort between the WIOA participant and case manager and that promotes customer choice, while recognizing ITA limits and need for exceptions.

Integrated Systems

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

Full integration via technology is not occurring in any comprehensive manner. While TAA, WIOA Title 1 programs (adult, dislocated worker, youth and national emergency grants, and Title 3 programs are connected through a shared case management system (ASSET), Title 2 and 4, the remaining Title 1 programs are not connected to any shared systems.

However, in last year, DWD has been able to provide unemployment information in the ASSET system is an employee has the allowable security to view it. With no fully integrated system, program coordination occurs at the team level (business services. Management, and career services teams).

Priority of Service

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

SWWDB and the one-stop operator follow DWD's Priority of Service policy in Chapter 8 of DWD's WIOA Title I-A & I-B Policy & Procedure Manual, which includes priority for adult career and training services to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. "Priority of service" means the right to take precedence over a person with lower priority in obtaining employment and training services.

The person with priority receives access to a service earlier in time than a person with lower priority or – if the resource is limited – receives access to the service instead of the person with lower priority. Priority is not part of the eligibility determination; rather, it is meant to emphasize access to individualized career and training services for these higher-need populations.

Priority of service is assessed at the time of eligibility determination, and participants are informed if they are to receive priority. If, during participation, the career planner learns of changes in an individual's status that allows them to receive a higher priority of service, the individual is given increased priority. For example, if someone who was not low-income at program entry becomes low income during participation, the individual starts receiving increased priority as soon as the career planner becomes aware of the change.

Veterans and eligible spouses receive priority for all WIOA Title I programs. For the Adult Program only, priority for individualized career services and training services are also given to participants who are designated low-income (in accordance with DWD policy 12.3.2 Priority of Service), including public assistance recipients, and/or basic skills deficient for the Adult Program, including English Language Learners (ELL).

DWD's policy obligations are reflected in SWWDB's Priority of Service policies, E.030 and E.070.

Business Services

- 27.** Describe the strategies, services, & activities employed within the local area to provide business services that meet the workforce investment needs of area employers. Include, if applicable:
- a. Customized screening & referral of qualified participants in training services to employers.
 - b. Customized employment-related services to employers, employer associations, or other such organization on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act Employment Service.

Business services are also described in the section "[Employer Engagement](#)". The SWWDB Business Services Manager will provide customized screening for employers in search of employees who are enrolled in applicable training programs. This service is provided at no cost, and the opportunity is shared with the participant, but the participant information is not provided to the employer.

Currently, SWWDB does provide employers any fee-for-service services except for arrangements under SWWDB's leased employee program.

Business Services

Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities

Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication and accommodations	Develop, convene, or implement industry or sector partnerships
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Participant Training Limits

28. Describe any limitations the local WDB imposes on individual training accounts, such as limitations of the dollar amounts &/or duration. Describe any exceptions to such limitations that may be provided for individual cases. Provide assurance that any such limitations do not undermine WIOA's requirement that training services are provided in a manner that maximizes customer choice in the selection of an eligible training provider (ETP). Attach an updated Form DETW-18813-E for the local WDB.

ITA Limitations

- Program and/or program course must be approved on the State's ETPL.
- SWWDB has set a lifetime limit on training tuition costs up to \$10,000.
- Payment for individual courses twice is prohibited under the same program.
- Training duration limited to three years or six, 16 week semesters or nine trimesters or whichever is longest.
- Training programs must be related to a high demand occupation or career within the local area or economic region based on reasonable commuting distance.
- Bachelor's Degrees: assist with up to 60 credit hours or 50% of the degree, whichever is less and only after half the required credit hours have already been completed for the approved program.
- Education levels below Bachelor's Degrees are allowed if listed on the ETPL and adheres to other limitations related to the program
- Assistance with the completion of a Master's Degree (or greater) is not allowed.

Allowable Exceptions

(include, but are not limited to):

- Skill upgrade or retraining will lead to economic self-sufficiency;
- The lifetime training limit maybe exceeded in the event:
 - Current career or occupation is in decline based on occupational outlook data;
 - Individual is no longer able to remain in current career or occupation.
- Payment for repeat courses if another non-WIOA program can pay for a course.
- Duration limitation may be extended when courses are not available.
- Individual encounters a personal circumstance that prohibits the completion of the training program in a timely manner. Personal circumstances include, but are not limited to:
 - Health problem (physical or mental).
 - Death of an immediate relative.
- Training program selection exceptions:
 - Relocation is part of the individual's IEP.
 - Tele-commuting is a verifiable option for the occupation or career.

SWWDB's Workforce Operations Manager has the authority to review and approve or deny all exception requests based upon the special circumstances of each request and availability of funds.

Please see the ITA Limitations form for WDA 11 here: <https://www.swwdb.org/MOU.html>

WIOA Youth Services

The WIOA Youth program assists youth, ages 14 to 24, who possess barriers that limit their full engagement in the world of work. Manpower, SWWDB's WIOA Services Provider, utilizes the elements of the WIOA Youth program to effectively assess personal and academic challenges, provide career exploration and skill development through a range of contextualized learning opportunities. Staff provide on-going case management support to assist youth in moving toward self-sufficiency.

SWWDB, in partnership with Manpower, connects youth to additional assistance based to ensure WIOA have a full spectrum of services and benefits to choose from when determining career paths. For example, in August of 2016, SWWDB began operating the Independent Living Program (IL). This program helps youth who are aging out of foster care. Working closely with county child services, SWWDB staff develop transition plans to meet the youth's basic needs and life goals. The IL, WIOA Youth, FSET and DVR programs all coordinate together to provide services to this vulnerable population.

Basic Skill-Deficient Youth

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

SWWDB does not use the optional definition of basic skills deficient.

Additional Assistance Criteria (Youth)

30. Identify whether the local WDB will apply, for its WIOA title I Youth program participants, the eligibility criterion "requires additional assistance to enter or complete an educational program, or to secure & hold employment." If yes, provide the local area's definitions of the criterion for:

In-School Youth

- a. In-school Youth (see 20 CFR 681.310); &
- Out-of-School Youth
- b. Out of School Youth (see 20 CFR 681.300).

In-School Youth

5% Limitation: SWWDB recognizes that a limit of 5% of ISY who are determined eligible for the youth program using the "requires additional assistance" barrier can be enrolled into the youth program during a given program year. This will be tracked via DWD's Business Intelligence reports and verified via local tracking methods.

A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment is locally defined as one who possesses at least one of the following characteristics:

- One or more grade levels behind (this can be documented by a letter from the school or a report card showing the grade level)
- Suspended from school in the past three months (this can be documented by a letter from the school)
- Being raised by someone other than biological parent (statement from the adult taking care of the child)
- Child of a parent offender (court record for the parent)
- Youth at-risk of court involvement (referral from juvenile detention officer)
- Gang affiliation (self-attestation of past or present gang involvement based on local gang taskforce identification)
- Refugee/immigrant (appropriate documents used for eligibility)
- Substance abuse, current or past (self-attestation)

Out-of-School Youth Additional Assistance Criteria

A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment is locally defined as one not currently enrolled in a program of study and who possesses at least one of the following characteristics:

- Post-secondary educational program drop-out during the past 12 months (transcripts indicating non-attendance and non-completion of program)
- Has not held a full-time job (30 hours or more) for more than six consecutive months
- Fired from a job in the last six calendar months
- Child of a parent offender (court record for the parent – youth under the age of 20)
- Youth at-risk of court involvement (referral from juvenile detention officer)
- Gang affiliation (self-attestation of past or present gang involvement based on local gang taskforce identification)
- Refugee/immigrant (appropriate documents used for eligibility)
- Substance abuse, current or past (self-attestation)
- Victim/witness of domestic violence or other abuse (self-attestation)

14 Youth Program Elements

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

The 14 Youth Program Elements were designed to frame service strategies for youth to overcome barriers to employment (i.e., basic skills deficient, English Language Learner, offender or ex-offender, homeless or runaway, foster care youth, pregnant or parenting, has a disability) and achieve positive and sustainable outcomes.

Program Element	Method of Provision
Program Element 1: Tutoring, study skills training, instruction, and dropout prevention and dropout recovery services.	This is for current secondary and postsecondary education participants. Utilize education staff and program staff to assist with keeping youth engaged in education and training. Due to the scarce availability of tutoring services in WDA 11, program staff may be required to purchase services from available vendors.
Program Element 2: Alternative secondary school services or high school dropout recovery services.	Assist participants with returning to secondary education at alternative schools based on state K-12 age requirements. Pay for any current school fees.
Program Element 3: Paid and unpaid work experience.	Develop work experience agreements with local employers. Pay for youth wages in return for real-world employment experiences.
Program Element 4: Occupational skills training.	Refer participants to training providers listed on the Statewide Eligible Training Provider's List. Pay for training listed on the ETPL.
Program Element 5: Education offered concurrently with and in the same context as workforce preparation and training.	This element is provided by the technical college system. Pay for education and training expenses is allowed.
Program Element 6: Leadership development opportunities.	Provide Leadership development activities for youth.
Program Element 7: Support services.	Refer participants to local list of authorized vendors or recruit other vendors. Pay for services provided by the vendors.
Program Element 8: Adult mentoring.	Co-enrolled Youth with other partner programs are mentored by that program's staff member. When a youth is not co-enrolled in another program, local program staff will provide mentoring services due to lack of adult mentoring vendors in the local area.
Program Element 9: Comprehensive guidance and counseling.	Refer participants to local counselor based on the participant's health insurance status. If youth is unable to obtain insurance,

	youth service provider will assist with costs of such services up to 5 visits/sessions.
Program Element 10: Financial literacy education.	Financial literacy education is supported by activities such as partnerships with financial institutions and online learning.
Program Element 11: Entrepreneurial skills training.	This element is free of charge and is available to all youth within WDA 11: https://www.edx.org/learn/entrepreneurship
Program Element 12: Career Awareness, Career Exploration, and Career Counseling.	Provide resources to assist youth with selecting and following their careers.
Program Element 13: Postsecondary preparation and transition activities.	Provide resources to assist youth with enrolling into college.
Program Element 14: Follow-up services.	Provide services to assist youth with maintaining employment or participation in education/training.
Program Element 9: Comprehensive guidance and counseling.	Refer participants to local counselor based on the participant's health insurance status. If youth is unable to obtain insurance, youth service provider will assist with costs of such services up to 5 visits/sessions.

ADMINISTRATIVE REQUIREMENTS

Local Plan Development

- 34.** Briefly describe the activities & steps taken to develop this Local Plan. Identify any stakeholders that were consulted in the development of the plan, including chief elected officials, economic development agencies, representatives of training &/or education, organizations serving youth, organizations serving individuals with barriers to employment, representatives of businesses in dem& industries/sectors, & others.

A variety of stakeholders provided input through various channels for the development of this plan at various times, including local technical colleges and economic development entities. Local elected officials and members of the SWWDB were also asked for input during the development period. SWWDB also included results from the 2023 Workforce Needs Survey.

Labor market data was obtained from DWD's Wisconomy website and Lightcast's application. Demographic and barrier and date was obtained from American Community Survey.

Public Comment Opportunity

- 35.** Briefly describe the process used by the local WDB in this local area to provide an opportunity for public comment, including comments by representatives of businesses & representatives of labor organizations, & other public input into the development of the plan prior to its submission. Identify the start & end dates of the public comment period (not to exceed 30 days). Include an accounting of any comments that express disagreement with the plan.

The plan will be posted for public comment on SWWDB's website and disseminated through social media and emails to local stakeholders. Comments of disagreement will be recorded and addressed in the final draft sent to DWD. The plan will be posted from April 9, 2024, to May 9, 2024. Grammar and spelling corrections and editing to improve comprehension are not considered comments.

List of Attachments

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

SWWDB is providing the following via the indicated link:

ITA Limits - [2024](#)

Rock County Job Center MOU

- [PY22](#) Memorandum of Understanding
- [PY23](#) Memorandum of Understanding - Amended 2022

Southwest Technical College Job Center MOU

- [PY22](#) Memorandum of Understanding
- [PY23](#) Memorandum of Understanding- Amended 2022

Title I Negotiated Levels of Performance - [PY23-PY24](#)

WDA 11 Fiscal Agent Agreement - [WIOA Fiscal Agent](#)

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ATTESTATIONS & SIGNATURES

I hereby attest that this WIOA Regional Plan was:

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

Printed name of chief elected official	Signature of chief elected official	Date

Printed name of local WDB chairperson	Signature of local WDB chairperson	Date

Printed name of local WDB Director	Signature of local WDB Director	Date