



Workforce Innovation and Opportunity Act (WIOA) Regional Plan

Regional Workforce Alliance Wisconsin WDAs 1, 2 and 3 Program Years 2024-2027

Approved by WDA 2 Board of Directors: March 22, 2024

Approved by WDA 2 Consortium: April 8, 2024

The Regional Workforce Alliance is an Equal Opportunity Employer and Service Provider. Auxiliary aids and services are available upon request to individuals with disabilities. If you need this information interpreted to a language you understand or in a different format, please contact Carrie Hersh (Carrie.Hersh@employmilwaukee.org or 414-270-1700). Callers who are deaf or hearing or speech-impaired may reach us at Wisconsin Relay Number 711.

A proud partner of the [americanjobcenter](#) network

Planning Region: Regional Workforce Alliance (RWA)

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

Plan Period: Program Years 2024-2027

Section I. Regional Analysis

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

The analysis may include:

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

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

The 7-County Southeastern Wisconsin region includes WDA 1, 2, and 3. This area of Wisconsin holds the greatest number in jobs in the State, accounting for 34% of all jobs in the State¹. The jobs numbers in the region have seen 0.46% growth since 2019 which is slightly lower than the national growth rate of 0.49%¹. The largest employing industry in the region is Education and Health Services, providing 25% of all jobs in region². Manufacturing remains a strong industry in the area due to the quantity of jobs and a rapidly aging workforce (29% are 55 and older), despite an expected 4% decrease over the next 10 years (Table 1). Manufacturing plays a significant role in the region with over 55% of all highly concentrated subsectors (Subsectors with employment concentration greater than 1.25) falling within the manufacturing sector (Table 2). The regional WDB's will focus workforce strategies and initiatives on in-demand industries that have a high quantity of jobs and/or are a key industry in the region, including, healthcare, manufacturing, hospitality (accommodations, food service and retail trade), construction, finance, information technology and transportation. As of 2023, there were 74,366 pay rolled business locations in the region³.

Leisure and Hospitality is the industry with the most projected long-term growth: by 2030, this industry will grow 24.4%, which more than doubles the next highest growth rate (11.7% in Professional and Business Services)⁴.

¹ WDA databooks and DWD 2022 Annual Report

² WDA databooks

³ <https://www.jobcenterofwisconsin.com/wisconomy/query> Business Category

⁴ WDA databooks "Industry Projections"

Table 1. Top Employing Industries in 7-County Region (WDA 1, 2, 3)				
NAICS Code	Industry Description	2023 Jobs	2033 Jobs	Expected 10-year growth rate
62	Health Care and Social Assistance	166,401	174,503	5%
31	Manufacturing	152,967	146,645	(4%)
90	Government	107,018	105,232	(2%)
44	Retail Trade	99,192	94,279	(5%)
72	Accommodation and Food Services	82,487	81,619	(1%)
56	Administrative and Support and Waste Management and Remediation Services	64,237	61,469	(4%)
54	Professional, Scientific, and Technical Services	54,313	57,624	6%
81	Other Services (except Public Administration)	53,098	53,630	1%
48	Transportation and Warehousing	51,120	54,840	7%
23	Construction	50,115	51,258	2%
42	Wholesale Trade	46,286	45,149	(2%)
52	Finance and Insurance	45,515	43,777	(4%)
61	Educational Services	36,868	38,339	4%
55	Management of Companies and Enterprises	30,283	32,609	8%
71	Arts, Entertainment, and Recreation	20,908	22,848	9%
53	Real Estate and Rental and Leasing	14,628	14,867	2%
51	Information	13,158	11,739	(11%)
11	Agriculture, Forestry, Fishing and Hunting	4,379	4,633	6%
22	Utilities	2,422	1,855	(23%)
21	Mining, Quarrying, and Oil and Gas Extraction	553	526	(5%)
99	Unclassified Industry	11	17	62%

Lightcast Industry Table 2023-2033, 2023.4 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Table 2. Key Industries with Employment Concentration (Location Quotient) Greater than 1.25 in 7-County Region (WDA 1,2 & 3)		
NAICS	Description	2023 Employment Concentration
335	Electrical Equipment, Appliance, and Component Manufacturing	5.48
323	Printing and Related Support Activities	3.79
333	Machinery Manufacturing	3.35
316	Leather and Allied Product Manufacturing	2.86
332	Fabricated Metal Product Manufacturing	2.84
326	Plastics and Rubber Products Manufacturing	2.03
331	Primary Metal Manufacturing	1.90
322	Paper Manufacturing	1.90
551	Management of Companies and Enterprises	1.78
485	Transit and Ground Passenger Transportation	1.73

325	Chemical Manufacturing	1.61
624	Social Assistance	1.51
711	Performing Arts, Spectator Sports, and Related Industries	1.44
518	Data Processing, Hosting, and Related Services	1.41
493	Warehousing and Storage	1.40
311	Food Manufacturing	1.39
334	Computer and Electronic Product Manufacturing	1.34
814	Private Households	1.33
622	Hospitals	1.33
339	Miscellaneous Manufacturing	1.32
423	Merchant Wholesalers, Durable Goods	1.30
611	Educational Services	1.26

Source: Lightcast Industry Table 2020-2023 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Annually, there are an average of 125,065 openings across all occupational groups⁵. The top 5 posted occupational groups are Installation, Maintenance, and Repair Occupations (49-000), Office and Administrative Support Occupations (43-000), Healthcare Support Occupations (31-000), Production Occupations (51-000), and Transportation and Material Moving Occupations (53-000)⁶. Occupational groups with the greatest number of openings and an expected growth are food preparation (35-000), transportation and material Moving (53-000), Healthcare Support Occupations (31-000), Material Moving Occupations (53-000), Food Preparation (35-000), Sales and Related Occupations (41-000), and Installation, Maintenance, and Repair Occupations (49-000). The greatest need for workers tends to be in occupations with mid-level hourly rate (\$23.78) and less educational attainment required (Table 3). Out of the 27 occupations anticipated to have a growth rate and greater than 500 annual openings, 70% require some college credits or less. Of the occupations with an average annual job opening count of 2,000 opening or more, the median hourly earnings are \$15.61.

Table 3. Occupations with greatest number of openings (>500 annual openings) and growth rate (>0%). 7-County Region (WDA 1, 2, & 3)

SOC	Occupation	2023 Jobs	2033 Jobs	Growth Rate	Avg. Annual Openings	Median Wage	Typical Entry Education
31-1128	Home Health and Personal Care Aides	40,126	44,656	11%	6,681	\$28,723.70	High school diploma or equivalent
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	25,893	26,276	1%	3,509	\$39,175.38	No formal educational credential
29-1141	Registered Nurses	24,008	24,828	3%	1,427	\$80,224.24	Bachelor's degree

⁵ Lightcast Job Postings Table

⁶ Lightcast Job Postings Table

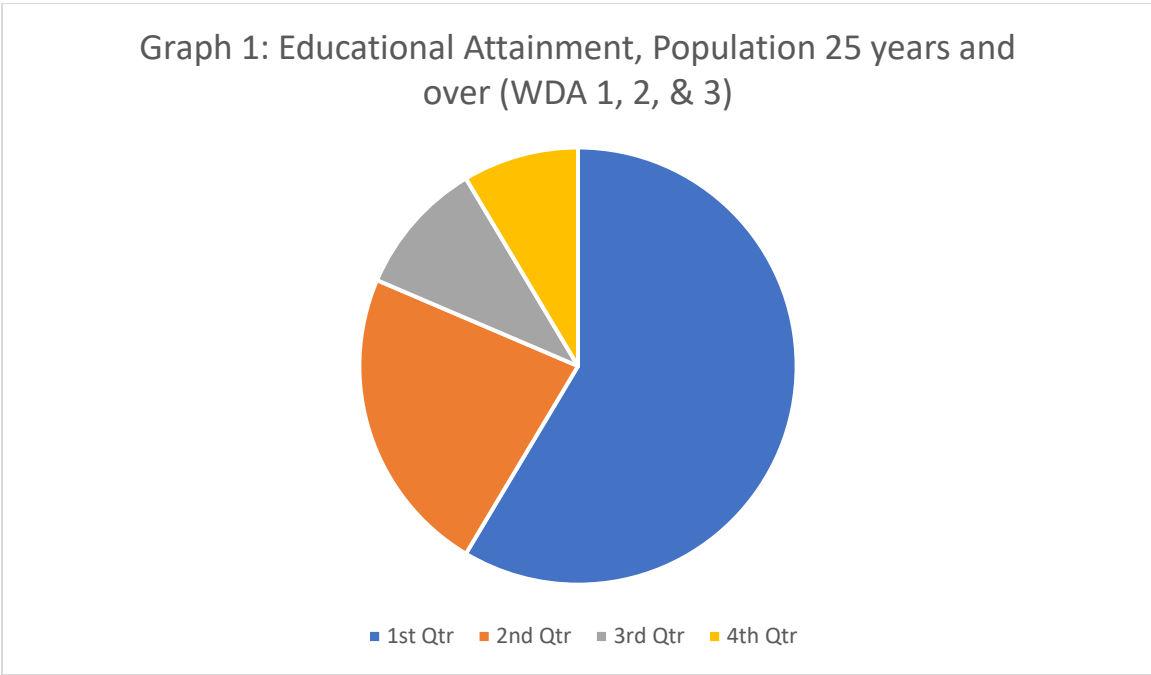
53-7065	Stockers and Order Fillers	19,458	20,148	4%	3,278	\$31,338.24	High school diploma or equivalent
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	16,342	16,486	1%	2,325	\$30,670.89	No formal educational credential
53-3032	Heavy and Tractor-Trailer Truck Drivers	14,543	15,072	4%	1,639	\$52,673.95	Postsecondary nondegree award
25-1099	Postsecondary Teachers	12,355	12,993	5%	1,122	\$79,012.03	Doctoral or professional degree
11-1021	General and Operations Managers	12,328	12,957	5%	1,075	\$120,865.11	Bachelor's degree
49-9071	Maintenance and Repair Workers, General	10,876	11,141	2%	1,032	\$45,786.37	High school diploma or equivalent
13-2011	Accountants and Auditors	10,475	10,602	1%	831	\$74,907.58	Bachelor's degree
35-2014	Cooks, Restaurant	8,939	9,932	11%	1,526	\$34,192.90	No formal educational credential
53-3033	Light Truck Drivers	7,963	8,776	10%	963	\$42,498.45	High school diploma or equivalent
15-1252	Software Developers	7,570	8,508	12%	522	\$104,059.21	Bachelor's degree
37-3011	Landscaping and Groundskeeping Workers	8,158	8,453	4%	1,100	\$36,028.71	No formal educational credential
37-2012	Maids and Housekeeping Cleaners	8,325	8,339	0%	1,222	\$29,906.62	No formal educational credential
47-2061	Construction Laborers	7,413	7,710	4%	683	\$46,235.54	No formal educational credential
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	7,566	7,599	0%	1,129	\$36,868.96	High school diploma or equivalent
13-1199	Business Operations Specialists, All Other	6,642	6,812	3%	595	\$50,574.10	Bachelor's degree
13-1071	Human Resources Specialists	6,441	6,445	0%	545	\$62,442.64	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	5,718	6,151	8%	580	\$64,339.08	Bachelor's degree
53-7051	Industrial Truck and Tractor Operators	5,166	5,464	6%	559	\$41,470.87	No formal educational credential

31-9092	Medical Assistants	4,784	5,281	10%	692	\$43,131.02	Postsecondary nondegree award
51-9111	Packaging and Filling Machine Operators and Tenders	4,974	5,042	1%	565	\$35,112.32	High school diploma or equivalent
53-3031	Driver/Sales Workers	4,756	4,924	4%	526	\$21,762.63	High school diploma or equivalent
51-3092	Food Batchmakers	3,463	3,708	7%	564	\$37,243.03	High school diploma or equivalent
39-9031	Exercise Trainers and Group Fitness Instructors	2,853	3,161	11%	588	\$38,930.78	High school diploma or equivalent
39-3091	Amusement and Recreation Attendants	1,688	1,804	7%	505	\$27,542.68	No formal educational credential
Lightcast, 2023.4 – QCEW Employees, Non-QCEW Employees, and Self-Employed							

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

An analysis of occupations that are expected to have growth by 2033 shows that 53% require a high school diploma or less, 7% require some formal training (post-secondary diploma or associate degree) and 40% require a bachelor's degree or more⁷. Reviewing the educational attainment of citizens, a close match can be found. Approximately 35% have a high school diploma or less, 29% have some college or an associate degree and 36% have a bachelor's degree or greater (Graph 1). The region needs to focus on helping citizens complete their educational programs. There is a significant portion of the population that has some college (20.6%) but has not necessarily earned a certificate or degree. Although this region has slightly better educational attainment outcomes than national levels, workforce initiatives should be focused on helping citizens achieve credentialing. Additionally, workforce initiatives and programming need to include some basic professional skills. Employers continue to express the need for employees to have common professional skills, such as, ability to work with others, active listening, aptitude for technology, coordination, critical thinking, customer service, effective communication skills, problem solving and decision-making skills, and time management.

⁷ WDA databooks



Source: US Census Bureau, American Community Survey, 2022 5-year Estimates Subject Tables, Table S1501

An analysis of jobs identified by DWD as ‘Hot Jobs’, those having above average median salary, above average percentage growth, and most projected job openings, shows similar ‘Hot Jobs’ between the WDAs. The common hot jobs are general and operations managers, accountants, heavy and tractor-trailer truck drivers, sales representatives, first-line supervisors of production and operating workers, construction laborers, management analysts, welders, human resources specialists, and software developers (Table 4). Approximately, 51% of all hot jobs require a high school diploma or less, 10% require some postsecondary education, 34.% require a bachelor’s degree, and 5% require a master’s degree or higher. The types of certifications and experience required to enter some of the outlined hot jobs include Commercial Vehicle Operator, certified public accountant, HVAC, welding, Selling Skills and Sales Operations, carpentry, customer relationship management, ITIL, and Cisco Certified Network Associate.

Table 4: Hot Jobs			
Number	WDA 1	WDA 2	WDA 3
1	Heavy and Tractor-Trailer Truck Drivers	Registered Nurses	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
2	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Heavy and Tractor-Trailer Truck Drivers	General and Operations Managers
3	Maintenance and Repair Workers, General	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Software Developers and Software Quality Assurance Analysts and Testers

4	First-Line Supervisors of Production and Operating Workers	General and Operations Managers	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
5	General and Operations Managers	Management Analysts	First-Line Supervisors of Production and Operating Workers
6	Computer Numerically Controlled Tool Operators	Software Developers and Software Quality Assurance Analysts and Testers	Construction Laborers
7	Accountants and Auditors	Human Resources Specialists	Accountants and Auditors
8	Construction Laborers	First-Line Supervisors of Production and Operating Workers	Welders, Cutters, Solderers, and Brazers
9	First Line Supervisors of Transportation & Material Moving Workers, Exc Aircraft Cargo Handling Supervisor	Market Research Analysts and Marketing Specialists	Management Analysts
10	Carpenters	Welders, Cutters, Solderers, and Brazers	Human Resources Specialists

Source: WDA1 Southeast, WDA2 Milwaukee, WDA3 WOW Hot Jobs, 2020-2030

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

According to the US Census Bureau, the estimated population of the 7-County region is 2,028,835. The region comprises of approximately 34% of the State's total population. Approximately, 1,032,797 individuals are employed and 34,468 are unemployed (Table 5). The labor force participation rate and employment to population ratio for the region is greater than that of both the State and national average (Table 6). An analysis of the age distribution reveals that 47% of the population is of prime working age (25-54), 38% is 55 and older, and 15% is 24 and under. The retirement risk for this region is close the national average. Approximately, 44% of the workforce across all occupations is aged 45 and up⁸. Occupations with the greatest retirement risks, more than 50% of workforce above age 45, are legal occupations, installation, maintenance and repair occupations and management occupations. The COVID-19 pandemic led to a spike in unemployment and joblessness, and in the years following, record low unemployment rates have emerged. However, the long-term pressures that have been leading to tighter labor markets will continue to be pressing as the economy continues to fully recover. Employers in the region will need to continue to work harder to find the right candidates with the right skillset. A lack of access to technology can act as a barrier to employment and education/training. The workforce system needs to ensure that individuals re-entering the workforce have basic digital literacy and employability skills to meet entry level job requirements. As the workforce continues to age, employers will need to begin looking at other untapped talent pools the region. Workforce initiatives and strategies must include populations that have potential barriers to employment, including veterans (Table 7),

⁸ Lightcast Occupation Table, 2024.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed

persons with disabilities, individuals reentering society and those classified as the ALICE (Asset-Limited, Income-Constrained, Employed) population. There are approximately 35,081 veterans of working age and 123,437 persons with disabilities of working age⁹. According to the Wisconsin Department of Corrections, in 2022, there were 2,968 individuals returning to the region. On average, 22% of households in the 7-County region are characterized as ALICE¹⁰. ALICE households are those that earn more than the federal poverty level, but less than the basic cost of living for the region (ALICE threshold).

Table 5: Labor Force and Unemployment Data, 7-County Region

WDA	Labor Force Participation	Employed	Unemployed	Unemployment Rate
WDA 1	250,683	242,516	8,167	3.3%
WDA 2	464,200	446,978	17,222.73	3.7%
WDA 3	352,382	343,304	9,078	2.6%
M7	1,067,265	1,032,797	34,468	3.2%

Source: Wisconsin Department of Workforce Development, State Economist, 2023

Table 6. Labor Force Participation Rate and Employment to Population Ratios

Location	Labor Force Participation Rate	Employment to Population Ratios
Kenosha	65.8%	62.8%
Milwaukee	65.4%	62.7%
Racine	63.2%	60.5%
Ozaukee	67.0%	66.1%
Walworth	65.0%	63.2%
Washington	66.7%	64.9%
Waukesha	66.7%	65.2%
M7 Average	65.7%	63.6%
Wisconsin	65.1%	63.2%
United States	63.5	60.3%

Source: US Census Bureau, 2022 American Community Survey, 5- year estimates, Table S2301

Table 7. Veteran Labor Force (18-64)

Location	Aged 18-34	Aged 35-54	Aged 55-64
M7	4,875	17,614	12,592

Source: US Census Bureau, 20 American Community Survey, 5- year estimates, Table S2101

Section II. Regional Strategies

4. Describe any ongoing and/or anticipated regional service strategies.

The Regional Workforce Alliance (RWA) is an alliance between the three Workforce Development Boards (WDBs) serving the 7-county Southeastern Wisconsin region. The RWA believes that workforce development is economic development. The RWA seeks to align its investments with regional economic growth strategies in a way that establishes pathways for job seeker customers to advance and achieve

⁹ WDA Databooks

¹⁰ ALICE 2021 Point-in Time Data, County Reports

success, which serves both the supply and demand sides of the labor market. The RWA works collaboratively with its regional economic development and planning counterparts - the Milwaukee 7, the South Eastern Wisconsin Regional Planning Commission (SEWRPC) - to provide input into and help implement regional economic development plans. The RWA also coordinates at the local level within each respective WDA with economic development agencies and alliances, industry associations, Business Improvement Districts, Chambers of Commerce, business and industrial park organizations, and business service organizations such as Kiwanis and Rotary to identify key strategies. The RWA Directors share local economic development strategies during planning meetings to identify shared opportunities that can be scaled regionally.

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

To this end, the RWA conducted a competitive procurement process in early 2020 and contracted with a Regional One Stop OSO to ensure the coordination of local and regional service delivery in the American Job Center (AJC) system. The Regional OSO will be procured again in 2024 for a four year contract. The Regional OSO's work includes convening partners, training, and coordinating activities associated with Memorandums of Understanding (MOUs), WIOA Local Plans, American Job Center certification, and the directives of the RWA. The planning region will strategically coordinate workforce development activities with all required partners through the following four point strategy.

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

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

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

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

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

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

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

5. Identify whether any cooperative service delivery agreement(s) exist, and if so, describe the nature of such agreement(s).

The WDBs have a Memorandum of Understanding for the Regional One Stop Operator which outlines the roles and responsibilities of the Boards in implementing the strategy described in Question 4.

6. Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers.

The RWA works with Milwaukee 7 and the Wisconsin Economic Development Corporation (WEDC) to coordinate services for businesses and employers. Examples include notifications from Milwaukee 7 about new companies moving to the region and the RWA Boards hosting hiring events to help fill jobs, WEDC attracting business such as Microsoft to new developments and RWA Boards responding with customized training and hiring events, and collaboration on plans such as the Economic Development Administration Comprehensive Economic Development (CED) plans. Each area's local economic groups work in concert with regional and state economic development partners.

7. Describe how the planning region will strategically coordinate workforce development activities with all required one-stop partners.

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

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

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

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

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

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

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

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

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

- A locally created workforce system staff certification program will be offered virtually through Zoom technology to interagency staff across the region. This program will focus on system knowledge, tools and resources to help customers, laws and regulations impacting programs, and customer service innovation. It will include pre- and post-tests, certificates of completion, and a customer experience improvement capstone project that is presented to system leaders.
- Project management training will be offered to create a common language and tools for vetting and working on system integration projects. This will ensure projects include measurable and attainable goals, timelines, clear roles, and effective communication.

- Customer satisfaction measurement will be collected through surveys offered through multiple approaches at all locations and online. Results will be reviewed and shared with supervisory level staff monthly.
- Partner input and satisfaction will be systematically gathered through online survey software as a standard follow-up to all convening, presentations, training, and partnership activities.
- At least one learning opportunity will be available in all areas monthly. Preference will be given to promoting partner-led opportunities.
- Learning opportunities will be aligned to system-level agendas, such as workforce development month, career awareness month, national disability awareness month, and apprenticeship week.
- Training topics will encompass labor market, job demand, industry sectors; unconscious bias, accessibility, and accommodations; quality principles of excellence including us/we, 5/10 rule, hand over; technology skills & approaches to customer services; best practices in universal intake and concurrent and sequential enrollment.
- Projects to improve the customer experience will utilize LEAN six sigma methods and Human-Centered Design based on consensus of partners on focus along with willingness and commitment to participate.

8. Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

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

9. Provide a description of how the planning region will coordinate workforce development activities carried out in the region with statewide rapid response activities, as described in Section 134(a)(2)(A).

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

The Rapid Response Coordinators for all three WDA's will coordinate delivery of services to businesses and affected workers particularly since many employees may live in a different county or WDA than the

business location. These Coordinators will work together to determine which team, or combination of teams will provide onsite information and/or workshops to affected individuals. Information Sessions include basic presentations on Unemployment Insurance benefits, alternative pension and insurance programs, occupational skills training course availability (Dislocated Worker Program), reemployment services, Veteran's benefits and registration on Job Center of Wisconsin.

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

Regions must address:

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

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

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

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

- Partnerships on Industry Advisory Boards (IAB's): Information Technology, Transportation & Logistics, and Finance (WDA's 2 and 3), and the healthcare sector through the Center for Healthcare Careers for Southeast Wisconsin.
- DOL H-1B grants: Skills to Build (Pathways to Infrastructure), Serve MKE (Critical Sector Job Quality), YouthBuild, and Nursing Expansion grants (U.S. Dept. of Labor) are an example of current regional collaboration, particularly with WDA's 2 and 3. This collaboration include industry partnerships with the Higher Education Regional Alliance (HERA), MKE Tech Hub, and employers throughout the 7-county region.

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

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

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

- Employ Milwaukee's Industry Advisory Boards.
- FlexRide transit service with collaboration between EMI, WOW WDB, Waukesha County Business Alliance, and employers in Menomonee Falls, Franklin, and Oak Creek.

11. Identify whether the local areas within the planning region do/will coordinate administrative costs and/or pool funds for administrative costs.

If so, describe how these costs are/will be coordinated.

If not, describe why such coordination is not appropriate for the planning region at this time.

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

12. Identify whether the local areas within the planning region do/will coordinate transportation and/or other supportive services.

If so, describe how such services are/will be coordinated.

Regions may consider:

a. Establishing a process to assess coordination of transportation and other supportive services delivery; and

b. Whether, and if so, how, to enhance the delivery of transportation and other supportive services delivery.

If not, describe why such coordination is not appropriate for the planning region at this time.

The RWA understands that for the region to thrive, its entire workforce must have access to affordable, convenient, and geographically comprehensive transportation. The RWA coordinates and collaborates with regional transportation planning groups, such as MobilISE and SEWRPC, to assess transportation systems and availability, identify opportunities and challenges, and enhance job seeker access to transportation through a variety of methods, including but not limited to, identifying and providing multimodal transportation options, supporting drivers license recovery initiatives, advocating for bus lines to suburban employment centers, and communicating low cost car loan programs and other assistance programs. EMI and WOW WDB are collaborating with MobilISE to offer FlexRide and FlexRide for Working Partners (funded through a WEDC Workforce Innovation Grant) to better connect workers to “last mile” employer locations in the regional labor shed.

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

13. Describe any coordinated strategies and/or services that are/will be used within the planning region to address the needs of businesses within the planning region.

All three WDA’s conduct analysis of sector focus group meetings, business surveys and industry partnership meetings, etc. Continued sharing of that information will strengthen the regional workforce development system to meet the needs of businesses. In addition, continued outreach to businesses

about grants such as Wisconsin Fast Forward and work-based learning programs, such as OJT's, IWT's, Apprenticeships and specialized training will be used.

14. Identify whether the local areas within the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c). If so, provide the details of such a collective negotiation.

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

For the planning period, PY 2024-2027, WIOA performance levels will be negotiated as individual local WDAs. There are unique aspects to the three WDAs that would be difficult to account for in a single regional plan.

Section III. Administrative Requirements

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

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

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

Engagement activities and stakeholder input were conducted through three online surveys of WIOA Required Partners, Business and Labor, and community organizations/general public.

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

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

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

- A public notice in the Milwaukee Journal Sentinel which covers the 7-County region. The 30 day period was from 2/5/24-3/5/24.
- A notice and the plan on the RWA's respective websites at www.employmilwaukee.org, wowwdb.org, and <https://www.sewrks.com/>
- Hard copies of the plan will be made available upon request.

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

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

17. Include any attachments referenced throughout the Regional Plan, if applicable (e.g., cooperative service agreements, memoranda of understanding, regional policies, etc.)

18. Include the WIOA Local Plans for each local WDA included in the planning region.

Section IV: Attestations and Signatures

I hereby attest that this WIOA Regional Plan was:

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

Workforce Development Area #2

Mayor Cavalier Johnson
Printed name of chief
elected official

DocuSigned by:
Mayor Cavalier Johnson
B2833B6835E4412

Signature of chief elected official

4/17/2024

Date

Carla Cross
Printed name of local
WDB chairperson

DocuSigned by:
Carla F. Cross
2B573346DE6E43B...

Signature of local WDB chairperson

4/17/2024

Date

Chytania Brown
Printed name of local
WDB Director

DocuSigned by:
Chytania Brown
FBA850DB4CE447D...

Signature of local WDB Director

4/17/2024

Date

Workforce Development Area #3

Paul Farrow
Printed name of chief
elected official

DocuSigned by:
Paul Farrow
Signature of chief elected official

4/22/2024
Date

Dawn Schicker
Printed name of local
WDB chairperson

DocuSigned by:
Dawn Schicker
Signature of local WDB chairperson

4/21/2024
Date

Analiene Smith
Printed name of local
WDB Director

DocuSigned by:
Analiene Smith
Signature of local WDB Director

4/19/2024
Date

Workforce Development Area #1

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