



REQUEST FOR PROPOSALS (RFP) – PY2021-2024

Reentry Services Solutions Partner Issued – November 2021

The West Central Wisconsin Workforce Development Board (WCWWDB) is requesting applications for a Reentry Services Coordinator/Partner position. The position may be under the employment of a contracting agency.

Scope: The purpose of this pilot program is to provide eligible, incarcerated individuals in state correctional facilities or local or county jails with workforce services prior to release and to continue services after release by transitioning the participants into reentry programs in the communities to which they will return. These grants are job-driven and build connections to local employers that will enable transitioning offenders to secure employment.

Summary

Performs professional work-developing functional relationships with Workforce Development Area institutions, partner agencies, higher education providers high-demand occupation employers, providing job development and placement, and alignment of job seekers' skills and occupational interests with employer needs. Geographic effort is focused on the greater WDA8 which includes: Barron, Clark, Dunn, Eau Claire, Chippewa, Polk, Pepin, Pierce, and St. Croix.

Job Development/Employer Support

Initiates and maintains ongoing personal contacts with a variety of high-demand occupation business and industry representatives and job placement/training agencies to promote programs for participant placement; makes cold calls to potential employers; explains the benefits and employment-support services provided by programs to employers, including addressing employer's special needs; researches Internet, newspapers, agencies, and other resources for job leads; locates jobs for participants who have successfully completed training programs; collects data from employers related to job orders including job requirements and skills; matches job skills with applicant qualifications; refers qualified applicants to employers, and conducts necessary follow-up when applicants are placed in positions; keeps updated regarding job fairs and Internet resources; researches various resume programs; participates in outreach and recruitment activities by coordinating and attending job fairs. Attends quarterly meetings of the WCWWDB/One-Stop Operator (OSO), works with Job Center Staff in each County, and builds lasting relationship with business and industry leaders and owners, Human Resources, Managers, Supervisors, K-12 and higher education partners, County Economic Development Organizations, Chambers of Commerce, and others.

Program Support

Effectively performs outreach activities (market) and represents programs, services, and customers to employers; assists participants in assessing their job skills for positions; administers and scores standard career assessments; instructs in job seeking, application procedures, resume writing, interview preparation, job retention skills, and attitudes; assists participants in preparing job search portfolios; provides labor market and community resource information; maintains contact with employers during the participants' employment and reports results to appropriate staff; prepares forms and reports related to placement activities; tracks participant activity and progress data.

Communications

Provides program information to various educational institutions and/or programs, businesses, schools, chambers of commerce, committees, and updates information as needed; coordinates business orientations; maintains contact with and assists in researching problems, complaints, or concerns; provides networking opportunities between agencies; assists in developing flyers, brochures, and other methods to advertise job placement activities; coordinates and distributes information and materials for meetings; keeps current with trends and maintains updated labor market information by researching websites, attending meetings, maintaining contacts with various trade schools, and professional/community organizations that are involved in job placement/training activities.

Statement of Work:

Wisconsin has an incarceration rate of 676 per 100,000, with 41,000 individuals currently incarcerated in state and county correctional facilities.ⁱ Individuals recently released from an institution face substantial barriers in securing meaningful employment, including lacking in-demand skill sets, education, and having limited work history and experience. The Prison Policy Initiative rated Wisconsin's parole system an F- in 2019.ⁱⁱ While this review addressed state custody incarcerations and release activities, county programming seldom exceeds that of state correction's initiatives. Additionally, employers are reluctant to hire individuals with a criminal history, resulting in reduced earnings over time. Many struggle with untreated substance use and mental health barriers. Often times, individuals are transitioning back to communities that have stigmatized individuals with criminal histories, resulting in

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reduced access to meaningful employment and much needed supportive resources, such as housing.

Improving public safety for communities and the economic outcomes of transitioning individuals is essential to reducing the financial and human costs associated with incarceration. Access to good, stable employment reduces the risk of recidivism. Criminogenic risk factors include: anti-social attitudes and cognitions, anti-social associates and peers, anti-social behavior, family stressors, substance use, lack of employment stability, lack of educational achievement, and lack of positive social activities. A 2016, three-year follow-up study conducted by the State of Wisconsin Department of Corrections found that nearly 50% of individuals who re-offended, did so within one year of their release.ⁱⁱⁱ The Wisconsin Pathways Home 2 (WPH2) project will address criminogenic needs through comprehensive and collaborative pre-and post-release career and training services by career coaches. Program and board staff will utilize strategies to reduce negative employer perceptions and increase employer commitment to hiring transitioning individuals.

***Statement of Work continued at the end of this document...**

Federal Requirements under UG 678.435

1. Certain career services must be made available to local employers, specifically labor exchange activities and labor market information described in [§ 678.430\(a\)\(4\)\(ii\)](#) and [\(a\)\(6\)](#). Local WDA8s must establish and develop relationships and networks with large and small employers and their intermediaries. Local WDA8s also must develop, convene, or implement industry or sector partnerships.
2. Customized business services may be provided to employers, employer associations, or other such organizations. These services are tailored for specific employers and may include:
 - a. Customized screening and referral of qualified participants in training services to employers;

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- b. Customized services to employers, employer associations, or other such organizations on employment-related issues;
 - c. Customized recruitment events and related services for employers including targeted job fairs;
 - d. Human resource consultation services including, but not limited to, assistance with:
 - a. Writing/reviewing job descriptions and employee handbooks.
 - b. Developing performance evaluation and personnel policies.
 - c. Creating orientation sessions for new workers.
 - d. Honing job interview techniques for efficiency and compliance.
 - e. Analyzing employee turnover.
 - f. Creating job accommodations and using assistive technologies; or
 - g. Explaining labor and employment laws to help employers comply with discrimination, compensation, timekeeping, health and safety regulations.
 - e. Customized labor market information for specific employers, sectors, industries, or clusters; and
 - f. Other similar customized services.
3. Local areas may also provide other business services and strategies that meet the workforce investment needs of WDA8 employers in accordance with partner programs' statutory requirements and consistent with Federal cost principles. These business services may be provided through effective business intermediaries working in conjunction with the WCWWDB or through the use of economic development, philanthropic, and other public and private resources in a manner determined appropriate by the WCWWDB and in cooperation with the State. Allowable activities, consistent with each partner's authorized activities include, but are not limited to:
- a. Developing and implementing industry sector strategies, including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships.
 - b. Customized assistance or referral for assistance in the development of a registered apprenticeship program.
 - c. Developing and delivering innovative workforce investment services and strategies for WDA8 employers, which may include career pathways, skills upgrading, skill-standard development and certification for recognized postsecondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of WDA8 employers and workers.
 - d. Assistance to WDA8 employers in managing reductions-in-force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors.
 - e. The marketing of business services to appropriate WDA8 employers including small and mid-sized employers; and

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- f. Assisting employers with accessing local, State, and Federal tax credits.
4. All business services and strategies must be reflected in the local plan, described in [§ 679.560\(b\)\(3\)](#) of this chapter.

Qualifications

Any combination of training and experience which demonstrates ability to perform the duties as described:

- Verified experience in job development/placement in either private or public agencies within the last four years.
- Knowledge of local labor market trends and employment opportunities in both the private and public sectors in West Central Wisconsin.
- Private, local, state, and federal agencies involved in employment development and job placement programs.
- Available community resources and services.
- Principles of marketing and public relations.
- Utilize time management techniques to organize and prioritize work.
- Work independently and meet timelines.
- Coordinate a variety of projects simultaneously.
- Interpersonal skills to work cooperatively and effectively with individuals and groups.
- Interact with students and adults from different cultural and socioeconomic backgrounds.

Additionally, the applicant should show experience which demonstrates the ability to supervise and/or oversee employees, coordinate grants management activities, and serve as a fiscal agent.

The application specifications are as follows:

1. For organizations submitting:
 - Description of the employing agency.
 - History of previous service provision for these services or similar services through the agency.
 - Credentials/references of the employee assigned to the position, timeframe for hire and supervision, training, and monitoring of the position.
 - Submission of a detailed line-item budget and budget back up (attached)
 - A copy of the agency's independent audit if there is not one on file at the board office.
2. For independent applicants submitting:
 - Description of previous, similar service contracts/employment, credentials, and a set of references.
 - A portfolio of previous projects.

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The allowable amount for this project will be negotiated annually and will cover the grant period ending 2022.

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Letter of Intent Due Date

A letter of intent to respond to the RFP must be received by WCWWDB no later than 5:00 pm Central Standard Time on November 12th, 2021.

The letter should contain the following contact information:

- Name of contact
- Street address
- Email address
- Phone number

The letter of intent does not require an entity to respond, but failure to submit one prior to the deadline will result in ineligibility to submit an RFP.

The letter of intent to respond may be directed to jmenz@wdbwcv.org or bpennning@wdbwcv.org or it may be mailed to:

Jon Menz, CEO
West Central Workforce Development Board
401 Technology Drive East, Suite 400
Menomonie, WI 54751

Activity Schedule

Deadline to Submit Questions: 11/17/2021

RFP Responses Due: 11/24/2021

Notice of Award (per WCWWDB approval): 12/01/2021

The maximum allowable amount for the project will be, in part, determined by the recommendations made in this RFP (utilizing budget narrative guide below) with a limitation of ten (10) percent in administrative costs for agency RFP's. All contracts are contingent on successful budget negotiations after WCWWDB approval for the contract, depending on the total number of fulltime equivalents (FTE).

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Budget Narrative Guide	
Staff Wages	This includes all staff funded under this contract including any executive/consultant costs that are allocated.
Hourly Staff	<ul style="list-style-type: none"> - Wage per hour multiplied by the number of hours for each person in grant - Be sure to include the job title as well as a description of duties for each hourly staff member
Salaried Staff	<ul style="list-style-type: none"> - Annual wage for each person in grant - Be sure to include the job title, description of duties, as well as percent of time salaried staff member will be funded.
Staff Fringes	Indicate the type of fringe, dollar amount, percent paid, and the position fringe is being expensed to. This needs to be completed for each position being funded by the contract.
Staff Travel	Provide the total number of miles and the reimbursement rate.
Material & Supplies	State the type of materials and cost associated with this category.
Facilities	Provide the cost of the facilities assigned to the contract and detail on how the costs were determined.
Communications	State the type of communication and cost (Fax, telephone, postage, etc.)
Printing & Copies	Detail of cost of printing and/or copies.
Insurance	Detail of cost and type of insurance.
Outreach	Type and cost of advertising expense.
Audit	This expense is always an administrative cost. Detail amount and type.
Accounting	This expense is always an administrative cost. Detail amount and type.
Cost Allocation Plan	Enclose a copy of the Cost Allocation Plan.
Other	Expenses not included above are to be itemized with detailed breakout of each cost.

Year 1

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	\$135,000
1 Year	Intital - Adj
Project Costs	Original Proposal
Salary/Wages	\$69,240
Fringe Benefits	26,311
Staff Travel and Training	1,160
Supplies/Small Purchase	1,685
Equipment <\$5,000	1,500
Equipment >\$5,000	-
Facilities	0
General Service Contracts	6,122
Memberships	
Total Direct Costs	106,018
	106,018
Indirect Costs	Amount
De minimus 10% of MTDC	
Total Indirect Costs	10,602
Participant Services	Amount
Support Services	130200
Tuition and Training	156550
Needs based	10,850
Total Participant Services Costs	297,600
TOTAL COSTS	\$414,220

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WHEREAS, the WCWWDB's vision is to increase the job skills and educational levels as well as enhance the quality of life for all individuals while employers' needs are being met, and develop a skilled workforce by strategically allocating and coordinating resources to address community needs by working through others for the benefit of all;

WHEREAS, the WCWWDB administers funds through WIOA; and

WHEREAS, the WCWWDB desires to engage the Contractor to provide Business Solutions/Apprenticeship services which are consistent with the purpose and goals of the WCWWDB;

NOW, **THEREFORE**, the WCWWDB and the Contractor (if awarded) mutually agree as follow:

1. Program:

The Contractor agrees to provide Reentry Services Coordinator/Partner as per WIOA guidelines.

2. Period of Performance

The period of performance for this contract will begin upon award and will be extended annually for the life of the grant

The WCWWDB reserves the right to extend the contract. The extension is solely the option of the WCWWDB and will be based on availability of funds, the past performance of the contractor, and the needs of the WCWWDB.

3. Payments, Fiscal Limitations and Requirements/Cost Reimbursement

The WCWWDB agrees to pay all properly incurred expenses and costs of the Contractor in an amount not to exceed **the final negotiated rate** as limited by the contract budgets attached to, incorporated herein. This is strictly a cost reimbursement contract. No profit will be paid.

- a. Administrative funds will be identified by item. Year-to-date administrative funds will be tracked against the contract.
- b. Payment of administrative funds is limited to ten percent (**10%**) of the invoiced Program expenditures. Over expenditures in this category will not be tracked by WCWWDB staff.
- c. Accrued expenses may be allowed on the monthly invoice with prior written approval of the Controller of the WCWWDB.
- d. Purchases over \$500.00 require three (3) quotes and prior approval of the WCWWDB staff.
- e. Purchases over \$5,000.00 will not be allowed under this contract.
- f. The work experience wage category will not be subject to a contract modification or transfer to other cost categories without prior approval of the WCWWDB.
- g. Incentive compensation must be in strict compliance with WCWWDB policy.

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- h. Books/tuition fees line items are not subject to transfer to other cost categories or modification without prior approval of the WCWWDB.
- i. ACORN Prohibition
No direct or indirect funding from the Consolidated Appropriations Act may be provided to the Association of Community Organizations for Reform Now (ACORN) or any of its subsidiaries through Federal grantees or contractors.
- j. All costs submitted for payment must be either direct costs or costs approved through a written cost-allocation process previously approved by the WCWWDB
- k. Except for the final invoice, costs invoiced to the WCWWDB thirty (30) days after occurrence are not payable.
- l. Expenditure reports submitted to the Department of Labor (DOL) are final. The DOL does not allow for modification of invoiced expenditures; no exceptions are allowed.
- m. Training, including customized training, invoices will be reviewed by designated grant managers and forwarded to WCWWDB for payments. Invoices submitted to the DOL for payment are final.
- n. Wages and allocated costs must be submitted on a monthly basis.
- o. Funds will be surrendered if a position remains vacant for six (6) weeks or more.
- p. Multiple service partners will review each other's invoices monthly and verify the invoices prior to submission to the fiscal agent.
- q. A final invoice must be submitted within thirty (30) days after the contract end date. Invoices submitted after that time may not be paid.
- r. In compliance with Pub. L. 111-117 (Division D, sec. 107), none of the funds appropriated under the heading "Employment and Training" shall be used by a recipient or subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. This limitation shall not apply to vendors providing goods and services as defined in the Federal Office of Management and Budget (OMB) Circular A-133. See Training and Employment Guidance Letter number 5-06 for further clarification.

4. Contract De-obligation

This process will include the DOL/Department of Workforce Development (DWD) initiated de-obligation

- a. A monthly review of the Monthly Budget Schedule will be done. All dollars within a five percent (5%) variance may be de-obligated from the Contract. Administrative funds will be de-obligated in a like percent to training funds.
- b. Dollar amounts de-obligated will be based on paid expenditure patterns and will be at the sole designation of the WCWWDB's fiscal department.

5. Repayment of Disallowed Costs

The Contractor agrees to repay in full amount to the WCWWDB any disallowed costs associated with the Program. Repayment must be through non-federally funded money.

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6. Financial Reporting

The Contractor will submit an invoice by the fifteenth (15th) day following the end of the month.

A projected monthly expenditure form may be submitted with the December invoice for the remaining contract period to reflect actual expenditures and to amend projections for the contract period and amount remaining. Submission of projected costs does not insulate the contract from de-obligation.

A final and complete invoice shall be submitted within fifteen (15) days from the end of the contract date.

The WCWWDB shall not be responsible for payment of any fees of the Contractor if not received within the fifteen (15) day period. No payments will be allowed after the grant closeout is completed by the WCWWDB, except in case of an open grievance process.

7. Program Income

Where revenues in excess of costs or refunds under this Contract are generated, these funds are considered program income and must be relinquished to the WCWWDB.

8. Contract Modifications

Either party may, at any time during the term of this Contract, request amendments or modification. All requests must be in writing and will not be authorized until the Contract modification has been properly approved and executed by all signatories thereto. The WCWWDB retains the options to assign/modify performance requirements as mandated by the DWD or the DOL.

- a. Budgeted line category expenditures which are less than fifteen percent (15%) do not require prior written notification of the modification to the WCWWDB
- b. Budgeted line-item modifications which are more than fifteen percent (15%) will require a prior written contract modification and will follow contract modification procedures.
- c. Modifications from one budget category to another require a written contract modification. The budget categories are administration and program/services.
- d. Contract modifications will be available on a quarterly basis, initiated by either party to the Contract.
- e. Pending modifications must be completed in a timely manner. Invoices submitted after thirty (30) days of a pending modification will not be paid until the modification is

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completed.

9. Termination

Termination of the Contract and/or modification may be immediate if at any time the State of Wisconsin/DOL cancels, modifies, fails to fund, or negates the grants through which this Contract is funded.

Either party may at any time during the term of this Contract or any extension thereof, end this Contract by giving fourteen (14) days written notice of its intentions to terminate. The WCWWDB reserves the right to suspend any and all operations of the Program for violation of the terms of this Contract and its' rules, regulations, and directives.

10. Termination for Cause

If, through any cause, the Contractor will fail to fulfill in a timely and proper manner its obligations under this Contract, or if the Contractor violates the terms of this Contract, including discrimination, gross violations, or illegal activities, the WCWWDB will have the right to end this Contract by giving written notice to the Contractor specifying the date of termination. In such event to safeguard records the WCWWDB retains the right to take possession of all documents, including fiscal records, generated under this Contract. The Contractor will not be relieved of any liability to the WCWWDB due to breach of this Contract.

11. Notification of Inability to Complete Services

The Contractor will notify the WCWWDB whenever it is unable to provide the program services specified in the Contract. Upon such notification, the WCWWDB will determine whether such inability will require revision or termination of the Contract.

12. Transparency Act

2 CFR Part 170, Appendix A lists the reporting requirements for the Transparency Act. Subrecipients (WDB's in receipt of WIOA Title I formula funds) are required to report the names and total compensation of each of the sub recipients five (5) most highly compensated executives for the most recently completed fiscal year.

Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or sub recipient's preceding fiscal year and includes the following (17CFR 229.402(c)(2):

- a. Salary and bonus.
- b. Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004)

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(FAS 123R), Shared Based Payments.

- c. Earnings for services under non-equity incentive plans. This does not include group life, health, hospitalization, or medical reimbursement plans that do not discriminate in favor of executives and are available generally to all salaried employees.
- d. Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.
- e. Above-market earnings on deferred compensation which is not tax-qualified.
- f. Other compensation if the aggregate value of all such other compensation (i.e., severance, termination payments, value of life insurance paid on behalf of the employee, perquisites, or property) for the executive exceeds \$10,000.

13. Contract Performance

Quarterly verification of enrollment, termination, and performance numbers will be conducted. Any Contractor not meeting enrollment and/or termination and/or performance goals may have contracted dollars de-obligated from the Contract.

14. Policies and Procedures

The contractor and contract staff agree to adhere to the West Central WCWWDB's policies and procedures.

15. Contractor Staff

All personnel hired by the Contractors to perform work under this Contract will be within the employ of the Contractor only. Nothing in the Contract will impose any liability or duty on the WCWWDB for acts, omissions, liabilities, or obligations of the Contract. Further, neither the WCWWDB nor the Contractor nor their agents or employees will be considered to represent themselves to be agents or employees of the other.

a. **Changes in Staffing, Staff Compensation, or Benefits**

Must be submitted to the WCWWDB prior to the occurrence. All severance agreements are between the Contractor and its staff. Severance payments are not an allowable cost under this contract.

b. **Seat Belts**

Pursuant to Executive Order 13513 section 54 (April 16, 1997) contractors are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating vehicles whether organizationally owned or rented or personally owned.

c. **Text Messaging While Driving**

Executive Order 13513 Section 4. Government contractors, subcontractors, and grant recipients are encouraged to adopt and enforce policies that ban text messaging while driving company owned/rented, government, or privately owned vehicles that are used for government business, or when performing any work on behalf of the government.

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16. Records – Access and Maintenance

The Contractor will establish and maintain for at least seven (7) years from the termination of this Contract such records as required by the WCWWDB. These records include, but are not limited to, all fiscal records, including payroll and purchases, client information, etc., including case notes, and all required WIOA client paperwork. The WCWWDB maintains physical custody of all exited WIOA program client records in accordance with established policies and regulations.

17. Audits and Inspection

At any time during normal business hours and as often as the WCWWDB may deem necessary, in such manner as not to interfere with the normal business operations of the Contractor and with prior notice, the Contractor will make available to the WCWWDB, Department of Workforce Development (DWD), or the U.S. Department of Labor, for examination all records with respect to all matters covered by this Contract. The Contractor will permit the audit, earnings, and making of excerpts or transcripts from such records and to make audits of all contract invoices, materials, payrolls, record of personnel, conditions of employment, and other data relating to all matter covered by this Contract. The WCWWDB may request such reports as it deems appropriate.

The Contractor will have a single, organization-wide financial and compliance audit performed by a qualified independent auditor if required to do so under federal law and regulations. This audit will be performed in accordance with OMB's final guidance on Administrative Requirements, Cost Principles, and Audit Requirements, 2 Code of Federal Regulations Part 200, including the DOL exceptions codified at 2 CFR Part 2900. A final copy of the audit report will be forwarded to the WCWWDB.

All Contractors are required to notify the WCWWDB at least thirty (30) days prior to any independent audit. A formal written letter requesting access to specific individual WIOA participant client files must include the following:

- Full auditor company title, address, and primary point of contact information.
- Identification of requested files (by PIN and full participant name)
- Date(s) the auditor will be on site to review the files.
- All independent, third-party reviews of WIOA participant files will be conducted onsite at the West Central WCWWDB offices.

18. Adherence to Federal, State and Local Laws, Regulations, Rules, Directives, Assurances and Ordinances

The Contractor agrees to conduct any and all activities under this Contract by following all Federal, State, Local, or Departmental Statutes, Rules, Regulations, Laws, or Ordinances applicable to contracts of the WCWWDB including local policies developed to maintain

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compliance with the Act.

The Contractor further agrees to conduct this Program by following the WIOA regulations and policies in effect at the time. The WCWWDB will transmit updates and changes to the Contractor, and the Contractor will, in a timely manner, distribute updates to all staff as appropriate.

Appendix II to Part 200 – “Contract Provisions for non-Federal Entity Contracts Under Federal Awards”.

Examples

- Applicability and compliance with required statute and/or regulations
- Equal Employment Opportunities
- Copeland Anti-Kickback Act
- Davis Bacon Act
- Compliance with all applicable standards, orders, or requirements issued under the Clean Air Act, Clean Water Act, and the Environmental Protection Agency regulations for contracts/grants exceeding \$100,000
- Mandatory standards and policies relating to energy efficiency that are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act
- Patent rights, Copyrights, and rights to data
- Byrd Anti-Lobbying Amendment; and
- Debarment and suspension requirements.

19. Conflict of Interest

The Contractor and its personnel will avoid organizational and personal conflict of interest, and the appearance of conflict of interest, in contracting with or otherwise procuring supplies, equipment, or services with WIOA funds. A contract entered into in violation of this paragraph is void, and the State or the WCWWDB, in whose behalf the contract was made, incurs no liability therein.

20. Non-Discrimination

In carrying out the Program, the Contractor will not discriminate against any participants, enrollees, employees, or applicants because of race, color, age, religion, sex, national/ethnic origin, disability, political affiliation or belief, marital status, offender status, sexual orientation, arrest, conviction record, or refusal to submit to sexual contact or sexual intercourse.

If a violation by the Contractor is identified, the WCWWDB will attempt to resolve the issues. Their solution will establish the corrective action to be taken including a specific timeframe to resolve the differences. This resolution also will describe the appropriate sanction that will be

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imposed if the corrective action is not taken in the timeframe established, or if the violation continues after corrective action is required.

The resolution process is at the sole discretion of the WCWWDB; immediate termination of this contract is an option. The Contractor further agrees to follow 29 CFR Part 37 I, implementation of the nondiscrimination and Equal Opportunity provision of the WIOA, other applicable civil rights laws, and the WCWWDB's Grievance/Complaint Guide to Resolution.

21. Dispute Resolution

In any disagreement between the parties regarding the operation of the Program, the interpretation of application of any and all Federal, State, Local, or Departmental Statutes, Rules, Regulations, Laws, or Ordinances, and the procedures established by the WCWWDB will prevail.

22. Order of Precedence

If discrepancies or inconsistencies occur, the following will be used for resolution in order of precedence:

- a. Laws and Regulations
- b. This Contract
- c. The Contract Proposal
- d. The RFP

23. Monitoring

The WCWWDB will provide designated representatives to monitor the Contractor's operation of the Program. Such monitoring may consist of on-site reviews of the program operations and inspections of program reports, documents, records, and activities ensuring the Contractor's compliance with the WIOA law, contract provisions, and WCWWDB policies and procedures. Additional monitoring will consist of direct participant contact, follow-up of placement, service provision, or other Contractor provided information.

The Contractor agrees to aid with the monitoring process which will be conducted with reasonable prior notice to the Contractor. The Contractor will monitor all projects and/or subcontracts under this contract on a quarterly basis. These monitoring's consist of on-site review of documents, participant records, interviews, and fiscal records. A written monitoring report will be issued upon completion of the monitoring. All monitoring findings, comments, and documentation will be available to the WCWWDB for review.

24. Subcontracting

The Contractor agrees not to subcontract, assign, transfer, convey, sublet, or otherwise dispose of this contract, or any right, title obligation, or interest they may have therein, without the

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prior written consent from the WCWWDB. Any such subcontract, assignment, transfer, subletting, conveyance, or disposition of the contract or any right, title, or interest therein without the prior written consent of the WCWWDB will relieve the WCWWDB of all liabilities and obligations growing out of this Contract to the Contractor or to the person or corporation to which contract will have been subcontracted, assigned, transferred, conveyed, or sublet. Subcontractors, assignees, transferees, or subtleties will forfeit and lose all monies theretofore earned under such contract.

25. Insurance

The Contractor will procure and maintain, for the term of this Contract, worker's compensation, comprehensive general liability, comprehensive automobile liability (if automobiles are used in connection with this Contract), and such other insurance as may be required by law. Coverage for such liability insurance shall be in amounts not less than \$500,000. Upon request the Contractor will furnish the WCWWDB with evidence of this insurance.

26. Educational Linkage

The Contractor will establish appropriate linkages with Pell eligible educational institutions and shall limit WIOA-funded training to amounts necessary to supplement Pell and other non-WIOA financial assistance. The Contractor will maintain, in the client file, a copy of the Student Aid Report and a Financial Aid Determination Form for WCWWDB monitoring.

27. Indemnification

The Contractor agrees to pay all debts for labor and/or material contracted by it, if any, and for the rental of any equipment hired by it, if any, for and on account of the services to be performed hereunder.

The Contractor will assume the defense of and hold the WCWWDB, the Counties, and the Local Elected Officials, and their offices, agents, and employees harmless from all suits and claims against any of them arising from any act or omission of the Contractor, and Subcontractor, or anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable.

The indemnification obligation of the Contractor will not be limited, in any way, by or for the Contractor or any Subcontractor under Worker's Compensation Acts, disability benefits acts, or other employee benefits acts.

28. Patents, Copyrights

The Contractor shall comply with the WIOA requirements on patents, copyrights, and rights in data.

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29. Publicity

The Contractor agrees that whenever information related to the Program funded under this Contract appears in the media or in publication, such publicity will include the statement, “Funded by the West Central Wisconsin Workforce Development Board, Inc. and Department of Workforce Development under the Workforce Innovation and Opportunity Act.”

The contractor agrees to provide all staff funded under WIOA with a business card following the format provided by the WCWWDB. Additionally, all staff will identify the job center when answering telephones, emails, or other means of communication.

30. Release

In consideration of execution of this Contract by the WCWWDB, the Contractor agrees that simultaneously with the acceptance of final payments by the WCWWDB under the contract, they will execute and deliver to the WCWWDB an instrument under seal releasing and forever discharging the WCWWDB of and from any and all claims, demands, and liabilities, whatsoever, of every name and nature, both in law and in equity, arising from, growing out of, or in any way connected with this Contract; save only such claims, demands, and liabilities as are expressly accepted in this instrument.

31. Intellectual Property Rights

The Federal Government reserves a paid-up, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for federal purposes:

- a. The copyright in all products developed under the grant including a sub-grant or contract under the grant or sub-grant; and
- b. Any rights of copyright to which the grantee, subgrantee or a contractor purchases ownership under an award including, but not limited to, curricula, training models, technical assistance products, and any related materials. Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means electronically or otherwise.

Federal funds may not be used to pay any royalty or licensing fee associated with such copyrighted material, although they may be used to pay costs for obtaining a copy which is limited to the developer/seller costs of copying and shipping. If revenues are generated through selling products developed with grant funds, including intellectual property, these revenues are program income. Program income is added to the grant and must be expended for allowable grant activities.

The following needs to be on all products developed in whole or in part with grant funds:

This product was developed through funding provided by the Wisconsin DWD.

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If applicable, the following needs to be on all products developed in whole or in part with grant funds:

This workforce solution was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This solution is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes are permissible. All other uses require the prior authorization of the copyright owner."

32. Grievance Procedures

The Contractor will provide a presentation to orient new employees and participants to its WIOA-funded program including the rights under nondiscrimination and equal opportunity of WIOA and 29 CFR, Part 37, including the right to file a complaint of discrimination with the Division or the Director of Directorate of Civil Rights of the DOL. This information will be provided to all participants including the use of auxiliary aids and services for persons with disabilities. Included in the presentation all employees and participants will review a written copy of the Job Center's Grievance Procedure.

33. Participant Reporting

All participants in the Contractor's program must be certified as eligible and registered by the WCWWDB or designee under the applicable regulations before enrollment. No participant may receive services or payment for an activity until certification of eligibility and registration has been completed and a copy of the Registration Form and an Enrollment Form is received by the Contractor.

The Contractor is responsible for information that leads to the accurate and timely submission of all Enrollment/Exit entry into ASSET. Late/inaccurate ASSET entry will be tracked against overall contract performance and may be measured against future funding. Continual inaccurate/late ASSET entry may result in a default status in contract requirements.

The Contractor(s) agree that the client tracking and service provision process will be guided by the WCWWDB. The Contractor's staff providing WIOA services will utilize WCWWDB forms/procedures and follow policies as directed through WCWWDB staff. It is the responsibility of the WCWWDB staff to provide training and technical assistance to Contractor(s)/staff on an as-needed basis.

The WCWWDB retains the option to assign costs associated with dropped/incomplete training against the contract.

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Incomplete, inaccurate, or late paperwork resulting in missed payments for participants will be deducted from the contract. The amount deducted will be comparable to the amount owed for the participant and will be paid to the appropriate vendor on behalf of the participant. Payments will depend on the eligibility of the participant. Administration funds will be reduced in a like amount to the program reduction.

34. Veteran's Preference

The Contractor will comply with the Public Law 107-288 implementing priority of services for veterans. The procedure for the implementation will follow guidelines issued by the DOL's Training and Employment Guidance Letter (TEGL) 10-09 dated November 10th, 2009, provided to the contractor by WCWWDB staff as attached to this contract.

35. Employer Services

The contractor will maintain a local employer (Business) Services Team and participate in a Regional Employer (Business) Service Team. Any job development activity will be coordinated with the contracted employer services representative.

36. Performance Requirements

The Contractor is responsible for recruitment, enrollment, and placement of participants according to the DOL Standards, and Required Performance Standards issued by the WCWWDB.

37. Maintenance of Effort

The Contractor will comply with the maintenance of effort provisions described as follows:

a. Displacements

Programs shall comply with the following:

1. Programs shall result in an increase in employment and training opportunities over those which would otherwise be available in the WDA8.
2. Programs may not result in the total or partial displacement of currently employed workers or reduction in hours of non-overtime work, wages, or employment benefits.
3. Program may not impair existing contracts or grants for services nor substitute federal funds to pay for services that would have been funded by other sources.

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b. Supplanting Funds

Funds shall be used to supplement and not supplant funds that would otherwise be available from non-federal sources for planning and administering programs.

c. Hiring Freezes

Participants may not be hired into or remain working in any position when the same or a substantially equivalent position is vacant due to a hiring freeze.

d. Layoffs and Recalls

Participants may not be hired into or remain working in any position when any person who is not WIOA-funded is one of the following:

1. A person is on layoff from the same or a substantially equivalent job in the same organizational unit of the same employer; or
2. A person is on layoff or has been bumped and has recall or bumping rights to that position according to a personnel code or practice or a collective bargaining agreement of the same employer.
3. For purposes of this paragraph, a layoff is in effect until the expiration of the period required by a recall list, or if no recall list or re-employment rights exists, for a period of one (1) year from the last layoff or until the next operating year of the department or agency whichever occurs later.

e. Promotions

No jobs shall be created in a promotional line that will infringe, in any way, upon the promotional opportunities of currently employed individuals.

38. Customer Service Process

It is the responsibility of each Job Center Management Team and WIOA and non-WIOA Contractor in the West Central to provide a process that measures the service delivery process for quality and to implement a quality improvement process for all areas of substandard service. The process will include all partner programs, all employer services, and all customer services at the Job Center. The process should be an ongoing event and result in, at minimum, quarterly reports to the Job Center Management Team and the WCWWDB Staff. Customer satisfaction will be measured in the award process for all contracts, both Job Center and single provider.

39. Staff Identification

All staff funded under any WIOA Title will exclusively utilize the appropriate Job Center identifiers for name tags, identification cards, correspondence, and any public communications.

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Specific agency identification may be jointly added to the job center information if the agency partially funds the position with its own funds.

40. Job Center Standards

The contractor will provide and meet the Job Center Service Standards as required by the DWD. Failure to meet the standards may result in loss of comprehensive status. The standards will be set forth in the Statement of Work in this contract. American Job Center Guidelines will be forthcoming and will need to be adhered to by contractor.

41. Fee for Service

Fee for service activities will be bound by the regulations set forth by the DWD.

42. Equipment Purchase

The purchase of computers must have prior approval of the WCWWDB staff. Minimum requirements for the computers are:

- a. Intel i3 or AMD A-series processor or better.
- b. 4GB hard drive Windows 7 Pro with a 14" or 15" screen and a three (3) year warranty.

Any other equipment purchase must have written WCWWDB staff approval.

43. Clean Air and Federal Water Pollution Control Act (42 U.S.C. 6201)

The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act and the Federal Water Pollution Control Act.

44. Rights to Inventions Made Under the Contract

The contractor will comply with the requirements of 37 CFR Part 401 "rights to inventions made by nonprofit organizations and small business firms under government grants.

45. Solid Waste Disposal Act

The contractor agrees to comply with section 6002 of the Solid Waste Disposal Act.

WCWWDB Procurement Policy

1. Procurement Planning

It is the intent of the WCWWDB to contract all services. As such, the WCWWDB promotes a

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competitive and open procurement process for the delivery of employment and training programs. The RFP process will be utilized except in the case of State of Wisconsin approved Eligible Training Provider List (ETPL) educational/occupational skills training, an employer-focused project, work experience sites, or other projects where a sole source is required by the grant. All sole source procurements must meet WIOA requirements of a sole source provider. All procurements will be authorized through the West Central region of the Workforce Development Board and services provided through a contract or Memorandum of Understanding (MOU).

2. Authority to Take Procurement Actions

WCWWDB staff will be responsible for all procurements authorized by the WCWWDB. The WCWWDB will designate the type of funds, project goals and requirements, and any specific limitations prior to the solicitation. The RFP will be written and released by the WCWWDB administrative staff.

3. WCWWDB RFPs

Prior to the issue of an RFP, the DOL and the DWD's performance requirements and other contractual requirements to meet these goals will be established by the WCWWDB Program Operations Manager. The WDA8 Plan and the requirements of WIOA for each Title will be the guide for the delivery of services and activities. The WCWWDB staff will specify the services needed, standards to be met, and the administrative and budgetary limits in the RFP. Prior WCWWDB review of the RFP is not required. A public notice of the WCWWDB intent to issue an RFP will be published in WDA8 newspapers and on the WCWWDB's Website at www.wdbwcv.org and at each job center within its area. An RFP Review Committee, selected by members of the WCWWDB, will evaluate and rate the RFPs, and make a recommendation to the WCWWDB for funding. Potential contractors may be given the opportunity to present their RFP and answer questions at a meeting of the RFP Review Committee's prior to making their recommendation for funding.

All contracts issued will be on a cost reimbursement basis. No profit will be allowed in WIOA contracts. The WCWWDB reserves the right to reevaluate all or parts of the competitive procurement process during the second (2nd) year of each two (2) year WIOA funding cycle, and utilize the 'second (2nd) year option' in a contract. Prior year service provision, budget, performance, and expenditures will be the primary consideration.

4. Sole Source Procurement

Any Sole Source procurement will meet the requirements of WIOA and the regulations issued for the law. All sole source procurements will be authorized by the WCWWDB and approved by the DWD.

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5. Individual Training Accounts

Sole Source procurement will be used for educational/training services that provide associate or technical degree diplomas or a specific occupational skill. The training vendor must be an approved provider on the State of Wisconsin's ETPL.

6. Non Request for RFP Solicitations

Small purchases and/or non-service purchases will follow the procedures in the WCWWDB Financial Procedures Manual.

7. Participant Assessment

Participant assessments will be provided through an open-end Purchase of Services Agreement with vendors and will be available to all providers of WIOA services, as well as job center partners. The selection of the assessment will be the responsibility of the Career Services Specialist (CSS) working with the Participant, and be based on the needs of the Participant, location of the assessment facility, type of assessment, the availability of the assessment, and the requirements of the funding source.

The assessment process will be requested and paid according to the process described in the WCWWDB Financial Procedures Manual.

8. Contract Responsibilities

All contracts are negotiated and written by the WCWWDB. The Chief Executive Officer will be the signatory for all contracts. Modifications to the contract are the responsibility of the Program

Operations Manager for programmatic changes, and the WCWWDB's staff to communicate with the controller for fiscal changes. The signatory for all modifications, programmatic and/or fiscal, will be the Executive Director. WCWWDB review and approval of specific contracts or modifications is not required. All contracts are subject to the Open Records Law Wis. Stat. §§ 19.31-19.39.

9. Updated DOL requirements (MOU's will contain said language)

§200.331 of the uniform guidance

- a. Subrecipient Name (which must match the name associated with its unique entity identifier)
- b. Subrecipient's Unique Entity Identifier
- c. Federal Award Identification Number (FAIN)
- d. Federal award date of award to the recipient by the Federal agency
- e. Subaward period of performance start and end date

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- f. Amount of federal funds obligated by the subaward
- g. Total amount of federal funds obligated to the subrecipient by the pass-through entity
Total amount of the Federal award committed to the subrecipient by the pass-through entity
- h. Federal award project description
- i. Name of Federal awarding agency, pass-through entity, and contact information for awarding official of the pass-through entity
- j. Catalog of Federal Domestic Assistance (CFDA) number and name; the PTE must identify the dollar amount made available under each Federal award and the CFDA number at time of disbursement
- k. Indirect cost rate for the Federal award (including if the de minimis rate is charged)

***Statement of Work (cont.):**

The project is targeting eligible individuals in the areas served by the Southwest Wisconsin Workforce Development Board (lead applicant), **the Workforce Development Board of West Central Wisconsin (WDA 8)**, the Northwest Wisconsin Workforce Investment Board (WDA 7), and the Fox Valley Workforce Development Board (WDA 4 in Wisconsin. This collaborative will serve individuals releasing from jails in the following counties, as supported by the attached Letters of Commitment (LOC): **Bayfield, Clark, Fond du Lac, Grant, Green, Price, Rock, St. Croix, Sawyer, Winnebago**. The **Stanley Correctional Institution** has also committed to this project. SWWDB predicts that other counties in the workforce development areas will seek to participate; however, local governing structures and schedules did not permit fully executed LOCs. As allowable, the workforce boards intend to serve additional counties and institutions present in the four development regions, which include: Ashland, Barron, Burnett, Calumet, Chippewa, Douglas, Dunn, Eau Claire, Green Lake, Iowa, Iron, Lafayette, Pepin, Pierce, Polk, Richland, Rusk, Taylor, Washburn, Waupaca, and Waushara. Optional state institutions include: Black River Correctional Center (CC), Jackson Correctional Institution (CI), Stanley CI, St. Croix CC, Gordon CC, Flambeau CC, Taycheedah CC, Red Granite CI, Kettle

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Moraine CI, Oshkosh CI, and the Winnebago CC. The committed institutions have indicated over 4,000 individuals could be eligible for the WPH2 project, clearly showing a demand for release services.

As shown in the 2010 report from WisContext, this targeted service area is primarily rural, which creates additional barriers for transitioning individuals.^{iv} Re-entry services in the proposed service area are extremely limited, while the saturation of correction facilities is high:

Region Counties	Rural	Opportunity Zones	Adult Corrections Facilities	Juvenile Corrections Facilities	Jails/Detention Centers
31	17	30	12	2	37

Several county institutions have partnered with the collaborating boards to offer Windows-to-Work programming. Windows-to-Work is limited to providing pre- and post-release services to medium and high-risk offenders; low-risk offenders do not have access to services. In the target area, the only institution to offer additional re-entry services is the Rock County Jail. Their re-entry services do not focus on workforce development, rather they focus on treatment and behavioral health.

Urban regions like those encompassing Milwaukee, Madison, and Green Bay tend to have more robust services to address the re-entry population, while rural counties experience a vacuum of services. Incarceration rates, however, remain the same, or are even higher, in rural areas. Between 2005 and 2015 Bayfield, Fond du Lac, Green Lake, and Waupaca counties saw an 18%-204% increase in their jail populations and Sawyer, Price, and Lafayette counties saw a 3%-18% increase in their jail populations.^v Rural life relies on access to a vehicle, as public transportation does not exist. Grocery stores, pharmacies, gas stations, childcare, counselling, and healthcare services are sparse and almost entirely unavailable without access to a vehicle.

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Internet services, a primary avenue to access job postings, remain sporadic and unreliable. These are all challenging for the “regular” rural population, but are even more insurmountable to those returning from incarceration to a rural area.

Poverty also poses additional risk to this population as they attempt to manage post-release demands. Seventeen of the 31 counties served in this project have a poverty rate higher than Wisconsin’s average of 10.4%. These counties include: Ashland (17.8%), Burnett (12.6%), Clark (13.5%), Douglas (11.5%), Dunn (11.7%), Eau Claire (10.6%), Grant (13.4%), Green (11.7%), Iron (12.7%), Lafayette (11.3%), Price (14.9%), Richland (12.5%), Rock (12.3%), Rusk (12.3%), Sawyer (12.7%), Washburn (12.8%), and Waushara (12.4%).^{vi} All of these challenges can be overcome, and must be overcome, to address the desperate and ongoing need for labor in the targeted service area.

By 2025, the targeted service areas will add 16,367 new jobs^{vii}; during that same time period, it is projected the working age populations (ages 15 to 69) will decrease by 17,698.^{viii} Local employers are already feeling the impact of this supply and demand reality. While automation will certainly address some of this disparity, technology alone cannot account for the need of 34,065 workers in five years. A 2016 study published in the Journal of Public Economics found that the risk of recidivism significantly decreases when an individual is released to a community with higher wage, lower-skilled jobs are available; this is especially true for black and first time (low-risk) offenders.^{ix} As employers are planning for growth, multiple decades of declining birthrates coupled with increasing workforce retirements have created a critical economic issue in Wisconsin’s rural areas, and every potential employee must be encouraged and prepared to enter the workforce. Wisconsin must continue to address all barriers

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to employment, including criminal histories. Re-entry projects, such as Wisconsin Pathways Home 2, will provide transitioning individuals with a formal plan and straightforward opportunity to manage barriers, build skills, and obtain credentials so that their purpose and value to local business supersede stereotypes associated with offender records.

SWWDB, in partnership with the workforce development boards serving WDAs 4, 7, and 8, will serve 800 over the 24 month grant implementation period and provide follow-up services for a minimum of 12 months following an enrollees exit from the WPH2 program.

Note: While primary services will be directed to those exiting local jails, the Wisconsin Department of Corrections (DOC) has also indicated a strong willingness to work with this collaborative to establish service protocols for those leaving the state correction institutions. Given the lengthy process needed to obtain an executed MOU or letter of commitment from state leadership, DOC is supporting this project as a “recommended partner” and has indicated their commitment to developing an appropriate MOU during the three to six month planning process. The scope of services and delivery methods described in this proposal would also apply to individuals releasing from state institutions once the MOU process is fully executed.

a. Performance Data Collection Strategies

(i) The WPH2 project will leverage DWD’s Automated System Support for Employment and Training (ASSET) case management system – used statewide and by all of the WDAs for the WIOA system – to track participants and measure progress. The chart below captures the proposed participation and performance outcomes for this project:

OUTCOMES MEASURES	YEAR				
PARTICIPATION	1	2	3	4 (6 MOS)	Grant Goal

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Total Participants Served	200	400	200	0	800
Total Participants Completing Workin' It Out Curriculum (78%)	100	300	450		624
Total Participants Enrolled in Education/Training (65%)	140	220	120		480
Total Participants Co-Enrolled in Another Program (60%)	120	240	120		480
Exit Program	100	225	475		800
PERFORMANCE INDICATORS	1	2	3	4 (6 MOS)	Grant Goal
Employment Rate - Q2 - 75%	50	170	350	600	600
Employment Rate - Q4 - 70%	30	130	300	560	560
Median Earnings - Q2 - \$5,800					\$5,800
Credential Attainment - within 1 year after exit (60%)					288
Measurable Skill Gain - 40%	56	88	48		192
OTHER	1	2	3	4 (6 MOS)	Grant Goal
Reduce Recidivism to 28.1% or less, as Reported by the Wisconsin Department of Corrections		56 or less	112 or less	56 or less	224 or less
Conduct Employer Awareness Training – 2 events in each WDA					8

SWWDB's Workforce Operations Manager, who currently oversees the performance process in WDA 11, will track these indicators and manage the performance process through outreach to sub-recipients and DWD Management to ensure accurate data entries. WIOA performance management is a standard responsibility of all local workforce development boards; each of the four boards included in the project possess the knowledge and experience to track and report on the primary indicators of performance.

(ii) In addition to the requested ASSET changes to support the collection of data needed to represent the performance outcomes related to employment, retention, earning, credential attainment rates and skills gains, SWWDB will collaborate with DWD to address data

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fields needed to track recidivism, if possible. SWWDB will obtain this information from the Department of Corrections to ensure data integrity. Recidivism, as defined in the FOA, is *the percentage of participants convicted of a new criminal offense committed within 12 months of their release from the correctional facility*. SWWDB will track this data using the ASSET system throughout the period of performance. SWWDB's recidivism goal rate is 10% lower than the State 2016 recidivism rate of 31.3%.

b. Project Design

(i) By connecting to individuals between 20 and 180 days before their release from county jails, the WPH2 project will ensure each eligible participant possesses a comprehensive individual development plan (IDP) that will guide them through life and career options post-release. The IDP process will incorporate the best practices identified in the *Linking Employment Activities Pre-Release (LEAP) Implementation Study*. Such practices include: treating participants like American Job Center customers; vetting of post-release domiciles and full contact inventory to ensure project continuation and communication; leverage an institution's training opportunities to align with current industry skill demands; assist with financial aid and technical college applications; and, create lists of community resources that will help address need post-release. The IDP, much like WIOA's individual employment or the WIOA youth individual service strategy, is simply a plan that identifies a current situation and steps and resources that will change that situation. Established with both career coach and customer input, it is a fluid plan than can change as circumstances change.

WPH2 incorporates methods for engagement, connectivity, coordination, and structure from evidence-based models, including LEAP. The methods for achieving outcomes will include

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validated risk/readiness assessments, individualized employment/re-entry plans, a coordinated network of services and resources, cognitive behavioral therapy in a trauma-informed care environment, if required, occupational and skills credentialing, and comprehensive case management.

Leveraging the coordinated WIOA workforce system across the state, WPH2 will employ five proven methodologies for addressing workforce and job readiness challenges. Our **Sector Strategies** will leverage industry associations and employer relationships in three target industries: manufacturing, logistics, and constructions. In addition, participants will have full access to the WIOA approved training programs available on Wisconsin’s Eligible Training Program List (ETPL). **Career Pathways** (a recognized, WIOA-endorsed model) will focus on aligning education and training with employer needs while keeping the participants engaged through incremental progress and stackable credentials. **Apprenticeships** developed at the local, state, and national level provide an opportunity for work-based training with employers who are historically ex-offender friendly. **WIOA Training and Supportive Services** – both the model in general and WIOA referrals as appropriate – will aide participants to address barriers so they may succeed in the labor market, including the opportunity to participate in transitional jobs. The ASSET enhancement described above will enrich **cross-system data sharing and capacity building technology** that will better inform staff on how to intentionally connect clients to the right post-release services that align with their needs.

(ii) **Factors for Acceleration:** *COVID-19* Due to COVID-19, many skill upgrade and retraining programs, “bridge” programming, work readiness programs, and adult basic education programming have become available virtually, and work-at-your-own-pace (with a deadline for

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completion), allowing individuals residing in institutions with access to the internet, to accelerate the completion of these assessment needs. It negates the need for an individual to begin certain skills training programs post-release, allowing them to be completed before leaving the institution.

Some County Sheriffs are acting under authority granted to them under WI state statute 59 to declare an individual's home as "jail". Individuals are then placed on GPS and moved their home for the remainder of their sentence. This will allow for the removal of some resource barriers, and negate the need for an individual to begin certain skills training programs post-release, allowing them to be completed before finishing their sentence. **Reason for Approach:** The COVID-19 pandemic has forced organizations and institutions to develop creative, alternatives to the traditional in-person services. Offering career services and training programs online that are traditionally offered in-person has the potential to remove barriers, offer individual flexibility and choice, and accelerate a transitioning individual's IDP goals; this will allow a transitioning individuals to upskill more quickly, resulting in obtaining meaningful employment more quickly.

Factors for Deceleration: Due to COVID-19 safety protocols, and in areas where internet access is unavailable, or unreliable, there may be a delay in providing some pre-release services and training programs until post-release, if program staff are prohibited from entering the institution or from providing services via virtual technology. **Viable Procedures:** For institutions with reliable internet access, program staff will leverage the use of virtual technology, and email communications, to provide pre-release services and training. For

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institutions without reliable internet access, traditional mail can be utilized to provide resume preparation, job readiness materials, assigned homework, support service referrals, and other pre-release services, as applicable. For institutions without reliable internet access, pre-recorded training, orientation, and instructional videos may be utilized. For institutions without internet access, day of release appointments with Career Coaches will be scheduled. Proper social distancing and COVID-19 safety protocols will be utilized, when necessary.

Maintaining Case Management Relationships after Transition. An ongoing challenge working with individuals transitioning back into the community is maintaining contact after release. **Viable Procedure.** We anticipate that having the same Career Coach for pre- and post-release services will help WPH2 staff build stronger relationships with individuals, and maintain those relationships post-release. Maintaining the same Career Coach pre-and post-release is considered a best practice

Transitory nature of those in jail (as opposed to prison): Unexpected shortening/lengthening of terms and prisoner movement between facilities present significant challenges in making IDPs and service and training calendars, and it is difficult to maintain class and student cohorts. This has been exacerbated by COVID-19. **Viable Procedures.** WDBs have built methods to address these challenges at the local level to ensure maximum participation. Post-release services will, therefore, plan for the likelihood of early discharge from the institution by ensuring that the IDPs and planned services have built in flexibility and ensures continuity of service with their Career Coach, post-release.

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(iii) **Recruitment and Identification of Eligible Participants.** The existing Windows 2 Work (W2W) programs in the proposed service areas have built strong and multi-faceted partnerships with DOC state correctional institutions and local jails. The institutions have processes for conducting background checks, providing training and orientation for WDB staff, and securing the necessary approvals for staff to work on-site. When a disruption occurs, staff are able to maintain remote contact with participants. The current COVID-19 crisis is presenting a unique set of challenges to institution access, but the board staff are continuously evaluating the current system to remove barriers and access inmates. While in-person access to inmates may be limited, the board has developed new processes to maintain engagement, including leveraging additional use of technology, pre-recorded training, instructional, and orientation videos, and broadening access for W2W staff to the email and communication systems that inmates use to communicate with family. Traditional mail can be used to support resume preparation, deliver job readiness work packets, and support service referrals.

SWWDB and WDB partners will focus on serving eligible individuals with low-risk offenses, but will not preclude those with medium to high-risk offenses from accessing services provided by WPH2. Eligible individuals will be 18 years or older; convicted of an offense; currently incarcerated in a state or local institution; have a release date scheduled between 20-180 days at enrollment; returning to one of the 31 targeted counties; and will be legally eligible to work in the United States. The WDB will work with the partnering institution to receive access to the information that will be used to determine an individual's eligibility.

Referrals can be made by an individual, correctional institution staff member, community-based organization staff member, or through WDB staff outreach efforts into the

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institution and community. Veterans will receive priority consideration, keeping with state/local WIOA veteran priority policies.

Wait list: An active wait list of eligible participants will be maintained in order to fill spaces that become available, if necessary. Participants will be selected from the wait list with consideration given to date of referral and the presence of a planned release date. Priority will be given to inmates whose release is imminent. Referrals to other WDB programs and partner agencies will be made to individuals who have transitioned while on a wait list. Due to the number of institutions who are partnered on this project the wait list will be maintained by each WDB.

(iv) **Pre-Release Services: *Assessments and Individual Development Plans (IDP):***

Assessment process: As each individual has different needs, individuals will be fully assessed by program staff prior to enrollment. An initial assessment will be conducted by WPH2 staff to ensure individuals meet program eligibility, to include: *XYTE assessment* to assess an individual's behavioral characteristics as a match to job interests; *Level of Service/Case Management Inventory (LS/CMI) criminogenic assessment* of their likelihood to re-offend; *Needs assessment* will include an assessment of the individual's physical health, behavioral health, housing, access to documents for hire (identification, birth certificates, etc.) and other identified needs the participant may have upon release; *Enrollment* for individuals that qualify and meet minimum program requirements will be enrolled into the WPH2 program. The assessments will be developed into an IDP that outlines immediate, six- and 12-month, and long-term goals, including action steps.

Job preparation and Career Exploration and Planning: The pre-release curriculum for

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jail inmates includes workshops and activities on problem-solving and the proven *Makin' It Work* curriculum for returning citizens (www.workinitout.com), workplace skills (productivity, communication, collaboration), financial literacy, community resources, and job search essentials; including, job-seeking support and skills, computer skills, performing online job searches, developing cover letter and resume customized for offenders, and interviewing skills focusing on how a person with a record can best present and market oneself to maximize employability. Through DWD, participants will have a login that gives access and career exploration tools, including WisCareers and Skills Explorer.

Comprehensive case management: Career Coaches, instructors, institution staff, and staff from community resources will work as a team to support each participant's progress.

Participants have regular meetings one-on-one with a career coach in addition to group classes and activities.

Legal assistance: SWWDB and the other WDBs partner with Legal Action of Wisconsin and its sites throughout the state to deliver free legal services related to needs including child support/custody, expungements and other record clarifications, eligibility for occupational licenses and a full range of services in their "Barriers to Employment" program. Legal Action also has a unique Center for Drivers License Recovery and Employability that helps released participants regain their ability to drive, which is one of the most important steps to securing many types of employment and to accessing the full range of job opportunities, especially in many of the rural areas proposed in this grant.

Counseling: The Makin' It Work program targets individuals involved in the criminal justice system as they transition from various institutions back into to their communities and into

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the workforce. Through structured guided group discussion, benign confrontation, targeted role plays, and thought-provoking stories and activities, the Makin' It Work program challenges transitioning individuals to examine how their own attitudes and perceptions have justified a tendency toward harmful or illegal behaviors. Participants then explore the hidden code of conduct employers expect good workers to understand, and practice valuable new communication and problem solving skills to handle difficult situations in an appropriate, professional manner.^x Through the use of grant funded supportive services, mental health counseling will also be available post-release when need is established and other funding is not available.

Linking inmates to social services: Career Coaches will maintain a working knowledge of social services and other resources relative to each county, including transportation assistance, child care, housing assistance, work clothing or specialized work tools for up to one year post-release, behavioral health services, support groups, food and clothing resources, and many other services. When possible, pre-release activities will include scheduling enrollment appointments with partner agencies post-release to avoid a lapse in services. Partnerships, including those with all local and county human service agencies, housing authorities, behavioral health providers, prevention groups, financial literacy, legal assistance, food banks, and transitional and half-way houses in the four workforce areas will be leveraged to maximize IDP outcomes. SWWDB and the other WDBs have connected with trusted local partners who have successfully worked with the target population in the past, have maintained strong working relationship with the WDBs, and have the capacity to affect meaningful change in reducing recidivism and achieving the proposed outcomes.

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WDB programs and American Job Center partner agencies: SWWDB and the other WDBs will co-enroll with other WDB programs and American Job Center partner agencies as often as possible to leverage funding sources. When possible, pre-release activities will include scheduling enrollment appointments with WDB programs and partner agencies post-release to avoid lapse in services. These include, Support to Communities Programs (all four boards operate this grant), Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker Programs, FoodShare Employment and Training (FSET) Programs, Wisconsin Senior Employment Programs (WISE), Windows to Work Programs (for medium and high-risk), Department of Vocational Rehabilitation (DVR), Wisconsin Forward Services, Wisconsin's Temporary Assistance for Needy Families (TANF), including Wisconsin Works (W-2) Program, Department of Veterans Affairs, and Community Action Agencies (CAA). SWWDB and the WDB partners have close linkages through WIOA partnerships and formal MOU agreements to ensure access to career service opportunities.

Pre-Release Occupational Training: SWWDB and the other WDBs have successfully partnered with local technical colleges to bring pre-release occupational training, such as the Welding Training Program and the Machine Operator Program, to inmates in partnering institutions. If funding is awarded, SWWDB and the other WDBs will work with educational institutions in their service areas to develop similar pre-release occupational training opportunities.

(v) **Schedule of Activities:** see Attachment A

(vi) **Post-Release Services:** *Post-release skill-building services (apprenticeships and occupational training).* WPH2's occupational skills building component will focus on

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Construction, Manufacturing, Transportation and Retail/Hospitality, while also permitting other in-demand training in other occupations based upon assessment results. These industries have proven accessible for returning citizens because they have large numbers of openings requiring only a credential or certificate, do not require criminal background checks, and SWWDB and the partner WDBs have a history of successful collaborations with second chance employers in these industries. Post-release vocational training is more versatile and customer-relevant as each participant has full access to all training opportunities available through Wisconsin's ETPL.

The assessment process and the IDP will be essential in providing a pathway and action steps for the transitioning individuals. Career Coaches will provide intensive assistance to address initial basic needs such as housing, food, identification, healthcare, and transportation. IDPs will be updated to define detailed occupational goals and the steps needed to achieve the indicated goals. Grant funding and other leveraged resources, such as co-enrollment in other board programs and partner programs, will be used to offset the cost of training and provide support services. Each WDB will use their discretion to enroll returning citizens into training programs to meet local industry demands within their region if the participant's IDP assessments indicates an alignment with the industry.

Occupational training may begin either pre- or post-release. In some cases, occupational training will begin during a participant's time in the institution. The program will build on successful WDB operated programs in some institutions such as the Machine Operator Program at the Rock County Jail, or the Welding Training Program at Prairie Du Chien Correctional Institution.

Transitional Jobs. SWWDB and partners view transitional jobs as a key tool introducing

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returning citizens to the world of work. Utilizing community connections already established through years of partnerships, transitional jobs will be implemented when identified in the IDP and at local businesses, CBOs and other agencies, including local government.

Supportive Services. This applications expresses a strong commitment to co-enrollment, allowing for a leveraging of appropriate resources without duplication. When need has been established and other opportunities for assistance are limited or unavailable, grant resources will be utilized to ensure participants are able to achieve their IDPs and grant deliverables. SWWDB predicts to housing will be a primary need and will utilize grants funds, as appropriate, to address this when it occurs. To ensure individual progress, stipends and needs related payments will be permitted when substantiated by policy and built into the IDP. Counseling will be available as a supportive service.

(vii) **Continuity and Timeliness of Assistance:** The program model is designed to provide continuity between pre- and post-release services. The same Career Coach will provide pre- and post-release services to transitioning individuals. Follow-up services will be provided to ensure participants are making progress toward achieving career and life goals as identified during the exit process. The Career Coach will connect each follow-up participant monthly to discuss employment status, barrier management, and current individual needs. Individuals who are struggling after program exit will be referred to other local board programs and/or to partner agencies depending on the issue of concern.

Within 72 hours of an individual's exit from the institution, the Career Coach will meet with the transitioning individual to review IDP goals and assessed needs to facilitate appropriate co-enrollments and support referrals. For the duration of an individual's time with WPH2, the

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participant will have full access to employment and training services allowable under the grant and other complimentary programs, such as: training and job preparation, coaching and counseling from WPH2 project staff and (when co-enrolled) WIOA career planners. Upon release, participants will have the opportunity to continue basic career services offered through WIOA American Job Centers (AJC) and Job Center of Wisconsin (JCW). On-the-job training arrangements will be explored, when aligned with the individual's career plan and cooperating employer need. SWWDB and the WDB partners have close linkages through WIOA partnerships and formal MOU agreements to ensure access to opportunities for upskilling, advanced education, and gainful employment. WIOA Adult, Youth and Dislocated Worker (Title 1) staff in each workforce area will continue career exploration with the individual while leveraging short-term training opportunities, on the job training services, and apprenticeships driven by partnerships with local employers, and degree, certificate, and adult basic education programs at the local technical colleges. For participants who received ABE/GED services in the jail, connecting them to the AJC will provide a seamless transition to continue with upskilling opportunities. If a participant cannot be co-enrolled, but needs assistance, then we propose that WPH2 would cover some of those costs. Given that many participants will be eligible for SNAP benefits, referrals to the area's local SNAP E&T (named FSET in Wisconsin) program will also occur when appropriate to the individual's circumstances. If a participant cannot be co-enrolled, but needs assistance, then we propose that WPH would cover some of the costs (not inclusive): Wi-Fi connection for the duration of schooling, or training, to participate; employment related tools such as, work boots, uniforms, or safety gear; addressing transition and employment related barriers such as childcare, transportation, mental health, or substance use; paying for fees

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associated with obtaining driver's license, birth certificate, identification, etc.; payment for certification fees, supply fees, book fees, etc.; paying for background checks or urine analysis fees for occupations that require them.

WPH2's success depends on strong collaboration among a number of community and institutions partners and WDB staff. The Career Coach will maintain a continuity of care post-release by providing "warm" handoffs/referrals to community support services that address barriers identified in the IDP, including; rental assistance and security deposit, transportation, clothing, behavioral health services, and legal services. When possible, pre-release activities will include scheduling appointments post-release to ensure there is no delay in transitioning individuals receiving services. Career Coaches familiarity with second-chance employment opportunities, second chance landlords, and other resources within communities will be a significant asset in a successful continuum of care. Career Coaches will leverage WDB Business Service Team relationships with industry sector groups, chambers of commerce, and economic development teams to assist with second chance job placements.

(viii) **Timeline of Events:** See Attachment B

c. Partnerships

(i) *Mandatory Partners.* SWWDB is including letters of commitment (Attachment C) from the following county jails/sheriff's departments: Price, Sawyer, Fond du Lac, Rock, Green, Winnebago, and Grant Counties. Stanley Correctional Institution has also provided a letter of commitment. Combined, these letters indicate over 2,000 confined individuals would be eligible for the WPH2 program.

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(ii) The corrections and county jails providing letters of commitment have a history of working with local workforce boards to address workforce readiness needs of retained individuals. Local workforce boards have provided occupational skills training to inmates, such as Machine Operator Training and Welding. Through WIOA Title 1 service providers, local boards have also fast-tracked WIOA Title enrollment to eligible participants confined in local and state institutions. Corrections goal of reducing recidivism and workforce development's goal of a talented and relevant workforce are symbiotic, wherein each provides benefit and opportunity the other.

As expressed in the letters of commitment, the required partners will, at a minimum: assist with eligibility and provide access to facilities to conduct pre-release services, both individual and group services.

(iii) *Recommended Partners.* Letters of Commitment from recommended partners are presented as an attachment. The responding partners capture but a small piece of a larger service network that positions training providers, community and faith-based organizations, employers, public benefits, housing and shelter centers as opportunities to address barriers associated with transitioning individuals. These partners represent the convening talent of the four local workforce boards. Given the overwhelmingly rural nature of the service target area, commitment from these partners are important to the success of the WPH2 project.

(iv) Required and recommended partners will convene during the planning period to inventory program and services available in each workforce development area. Other partners will be invited to these sessions, including employers who have seen the value and opportunity found in working with the targeted population. WIOA Title 1 service providers in each area will

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also participate in these sessions. SWWDB plans that all four partner teams will convene at least annually.

Based upon current relationships and knowledge of services in the areas, SWWDB forecasts fully cooperative relationships between the WPH2 project and all partners because such relationships exist: WDBs and SNAP E&T (part of the one-stop system); WDBs and TANF (part of the one-stop system); WDBs and older Foster Care youth (due to WIOA and Chafee grants to local boards); WDBs and older workers (due to the Senior Community Service Employment Program grants to local boards); WDBs and local technical colleges (colleges are required members of local workforce boards, board staff serve on advisory councils, etc.); WDBs and Community Action agencies (years of collaboration to address local and regional needs of low-income individuals); and so many more. These particular partner relationships are called out for two reasons: one, they already exist; and, two, each can be leveraged to assist individuals returning from incarceration. Partnerships will not have to be built during this grant period; they will simply grow.

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