



**Board of Directors Meeting
Oversight Committee**

Monday, September 8, 2025

1:00 p.m.–2:30 p.m.

[Join the meeting now](#)

Meeting ID: 241 378 049 458

Passcode: FY9f7BL2

I. CALL TO ORDER (1:00 – 1:05)

- A. Announcement and Introduction
- B. Additions to Agenda
- C. Approve September 9, 2024, Meeting Minutes

Needs Approval

Page 3-4 X

II. ORDER OF BUSINESS (1:05 – 2:20)

A. Financial & Compliance

- 1. Receive verbal update – 2024–2025 Audit
- 2. Accept June 2025 Financials
- 3. Year Over Year Analysis
- 4. Approve 2024–2026 Cost Allocation Plan
- 5. Accept Summary of Insurance Coverage

(no handout)

Page 5-14 X
Page 15-17 X
Page 18-23 X
Page 24 X

B. Planning & Performance

- 1. Approve 2025–2026 Continuous Improvement Plan
- 2. Accept 2024–2025 Continuous Improvement Report

Page 25–28 X
Page 29–55 X

III. CONCLUSION (2:20 – 2:30)

- A. Unfinished Business
- B. New Business
- C. Confirm Next Meeting Date – September 22, 2025

IV. ADJOURNMENT

OFFICERS AND MEMBERS	
Doug Billings—Gerrard-Hoeschler Realtors Heather Gerken—The Insurance Center Deb Scoville—Franciscan Sisters Lyn Pletta—Great Lakes Cheese Ted Everson—Northwestern Mutual Matt Bainter—Inland Packaging Mark Wemette—Traditional Trades Tou Yang—The Watkins Company Carolyn Colleen—Fierce Foundation Mary Rohrer—ORC Vacant	Past Chairperson Past Chairperson Chairperson Vice Chairperson Treasurer Director Director Director Director Director

2025-2026 PROPOSED MEETING SCHEDULE

Date	Time	Meeting
Monday, September 8, 2025	1:00 p.m.	Oversight Committee (*Billings/Bainter/Everson/Rohrer/Wemette/Yang)
Monday, September 22, 2025	3:00 p.m.	Full Board Meeting
Monday, October 20, 2025	11:00 am	Annual Meeting
Monday, January 26, 2026	3:00 p.m.	Full Board Meeting
Monday, March 23, 2026	3:00 p.m.	Full Board Meeting
Monday, May 11, 2026	1:00 p.m.	Personnel & Comp (*Gerken/Fritsch/Scoville/Pletta/Colleen)
Monday, May 18, 2026	3:00 p.m.	Full Board Meeting
Monday, June 22, 2026	3:00 p.m.	Full Board Meeting

**Board of Directors Meeting
Oversight Committee
Monday, September 09, 2024
1:00 p.m. – 2:30 p.m.**

I. CALL TO ORDER (1:00 P.M TO 1:05 P.M.)

A. Announcement and Introduction

Mr. Billings called the meeting to order at 1:01pm a quorum was present.

B. Approve September 11, 2023 Meeting Minutes Pages 3-4 X

Motion made (Wemette/Bainter) to accept the September 11, 2023, meeting minutes as presented. Motion carried unanimously.

II. ORDER OF BUSINESS (1:05 P.M. TO 2:20 P.M.)

A. Verbal Update on 2023-2024 Audit None

Ms. Pierce presented a verbal update on the 2023-2024 audit and what is expected.

B. Review and Accept June 2024 Financials Page 5-14 X

Ms. Soby presented the June 2024 Financials. Discussion held. Motion made (Wemette/Bainter) to accept the June 2024 Financials as presented. Motion carried unanimously.

C. Approve 2024-26 Cost Allocation Plan Pages 15-20 X

Ms. Soby presented the 2024-26 Cost Allocation Plan. Discussion held. Motion made (Billings/Wemette) to approve the 2024-2026 Cost Allocation Plan. Motion carried unanimously.

D. Accept Summary of Insurance Pages 21-22 X

Ms. Pierce presented the Summary of Insurance Coverage. Discussion held. Motion made (Wemette/Billings) to accept the Summary of Insurance Coverage. Motion carried unanimously.

E. Approve 2024-2025 Continuous Improvement Plan Pages 23-27 X

Ms. Pierce presented the 2024-25 Continuous Improvement Plan. Discussion held. Motion made (Wemette/Billings) to accept the 2024-2025 Continuous Improvement Plan. Motion carried unanimously.

F. Approve 2023-2024 Continuous Improvement Report Pages 28-52 X

Ms. Pierce reviewed the comprehensive 2023-2024 Continuous Improvement Report. Motion made (Wemette/Billings) to approve the 2023-2024 Continuous Improvement Report as presented. Motion carried unanimously.

III. CONCLUSION (2:20 P.M. TO 2:30 P.M.)

A. Unfinished Business

None.

B. New Business

None.

C. Confirm Next Meeting Date—September 18th, 2023

Meeting adjourned (Wemette/Billings) at 1:56 pm.

Respectfully Submitted,

Doug Billings, Chair

Attendance

<u>PRESENT</u>	<u>OTHERS PRESENT</u>	<u>NOT PRESENT</u>
Matt Bainter, Inland Packaging Doug Billings, Gerrard-Hoeschler Realtors Mark Wemette, Traditional Trades	Teresa Pierce, WCI Patricia Soby, WCI	

WORKFORCE CONNECTIONS, INC.

STATEMENT OF FINANCIAL POSITION

June 30, 2025

ASSETS

Cash - Checking	\$ 190,749
Cash - Fiscal Agent Services	58,643
Cash - Sunshine Fund (Employee Funds)	1,238
Cash - Health Reimbursement Account	5,346
Cash - Section 125 Bank Account	907
Cash - Money Market	391,580
Certificates of Deposit	-
Grants Receivable	246,647
Other Receivables	-
W2 Fee for Service Receivable	155,432
Prepaid Expenses	39,860
ROU Assets- Lease, Equipment & Vehicle	269,140
Equipment and Other Assets, <i>less accumulated depreciation</i>	-
Total Assets	<u><u>\$ 1,359,542</u></u>

LIABILITIES

Accounts Payable	63,674
Accounts Payable-Fiscal Agent Services	2,042
Accrued Payroll and Related Expenses	139,762
Section 125 Payables	907
Capital Lease Liability	-
ROU Liabilities- Lease, Equipment & Vehicle	269,140
Unearned Grant Revenue	-
Total Liabilities	<u><u>\$ 475,525</u></u>

NET ASSETS

Without Donor Restriction	\$ 773,825
With Donor Restriction	<u>110,191</u>
Total Net Assets	<u>\$ 884,017</u>
Total Liabilities and Net Assets	<u><u>\$ 1,359,542</u></u>

Finance Coordinator Signature	Date
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Executive Director Signature	Date
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Board Treasurer (or Designee) Signature	Date
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Net Assets

07/01/24 to 06/30/25

	7/1/2024	2024-2025 Activity	6/30/2025
Beginning Balance - Without Donor Restriction	893,941.32	(120,115.86)	773,825.46
Beginning Balance - With Donor Restriction	118,818.03	(8,626.90)	110,191.13
Total Net Assets	1,012,759.35	(128,742.76)	884,016.59

Without Donor Restriction includes the following:

		NOTES
W2 Contract 2024	(95,764.96)	Profit of \$64,158.71 recorded in fiscal year 23-24, net loss in contract of \$31,606.2
W2 Contract 2025	(19,883.31)	
WTC:MOU 7-23_6-25	57.55	
General Fund	12,118.27	All misc unrestricted activity including small FFS projects
Corporate Reserve	(23.75)	
Gen Admin Cost Pool	(16,619.66)	Total admin not allocated to grants
Total	(120,115.86)	

With Donor Restriction includes the following:

Revolving Loan Net Assets	(1,959.00)	Auditors advised spending down temp restricted loan net asset balance
Diversity Council	(6,217.98)	
Sunshine Fund	(449.92)	Employee event fund - completely funded with employee dollars.
Total	(8,626.90)	

Workforce Connections, Inc.
Fiscal Year 2024-2025 Budget To Actual Detail
With Fiscal Year and Current Month Actuals
As of June 2025

	2024-2025 Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	YTD	% of		Variance
	June, 2024	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Straight Line %	% of Budget to SL%
REVENUE																	
Workforce Innovation and Opportunity Act (WIOA)																	
Adult	250,000	31,012	22,303	18,459	16,460	91,058	12,371	13,082	23,169	52,951	12,967	17,457	30,101	341,388	137%		
Dislocated Worker	250,000	21,410	10,602	10,283	12,769	16,690	10,878	9,674	7,421	12,785	8,996	8,989	11,576	142,072	57%		
Rapid Response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget		
OSO Contract	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget		
Total WIOA	500,000	52,422	32,906	28,742	29,228	107,747	23,248	22,756	30,590	65,736	21,963	26,445	41,677	483,460	97%		
Wisconsin Works (W-2)																	
W-2 Contract 2013-2024 including EA	1,035,163	103,546	111,041	84,080	103,339	40,210	56,683	120,432	83,642	114,111	68,117	48,453	156,872	1,090,527	105%		
FSET Statewide Contract	979,603	82,017	58,913	63,195	74,933	78,197	91,733	89,685	76,024	82,064	77,348	84,480	96,161	954,749	97%		
Total W-2	2,014,766	185,563	169,954	147,275	178,272	118,407	148,416	210,117	159,666	196,175	145,466	132,933	253,033	2,045,276	102%		
Other Grants and Contracts																	
Title V	189,540	8,428	13,804	9,346	6,263	5,807	6,426	6,599	1,558	3,910	3,964	4,063	10,696	80,864	43%		
Title V IT	-	694	543	588	642	576	805	599	202	100	108	109	1,482	6,448	No Budget		
Navigator- Federal	110,000	10,734	2,206	2,661	7,481	7,642	6,377	7,120	8,043	6,711	7,585	6,972	4,408	77,940	71%		
Foster Grandparent	174,659	9,257	6,869	7,621	11,036	9,553	12,860	14,989	11,550	15,840	15,982	10,439	12,164	138,159	79%		
FGP- DHS Match Grant	31,047	4,475	4,100	3,929	4,267	4,029	468	-	-	-	6,782	3,918	4,396	36,364	117%		
Revolving Loan Fund	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	0%		
City of La Crosse (ARPA)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget		
La Crosse Community Foundation	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	0%		
Diversity Council	-	3,599	2,298	8,409	8,055	683	1,683	980	4,243	7,183	6,310	-	-	43,442	No Budget		
WTC: MOU	4,000	50	50	50	25	-	-	75	50	150	175	100	50	775	19%		
General Fund (Unbudgeted) Giving/Franke Fo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget		
Total Other Grants and Contracts	559,246	37,237	29,870	32,605	37,769	28,290	28,620	30,362	25,645	33,894	40,905	25,601	33,196	383,993	69%	2,912,729	
Other Income																	
Interest Income	24,000	1,806	1,697	1,648	1,708	1,608	1,612	1,465	1,150	1,232	1,196	1,240	1,203	17,565	73%		
Contributions	1,650	34	99	17	51	34	34	35	32	32	32	34	35	469	28%		
Other Program Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget		
General Fund (Workforce Forum)	5,000	-	-	-	-	-	-	-	-	-	-	500	-	500	10%		
Strategy Based/Unidentified Revenue	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	0%		
Mission Backers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget		
Total Other Income	105,650	1,840	1,796	1,665	1,759	1,642	1,646	1,500	1,182	1,264	1,228	1,774	1,238	18,534	18%		
TOTAL REVENUE	3,179,662	277,062	234,525	210,286	247,029	256,086	201,930	264,734	217,083	297,070	209,562	186,753	329,144	2,931,263	92%		

Workforce Connections, Inc.
Fiscal Year 2024-2025 Budget To Actual Detail
With Fiscal Year and Current Month Actuals
As of June 2025

	2024-2025 Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	YTD	% of		Variance
	June, 2024	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Straight Line %	% of Budget to SL%
EXPENSES																	
Operational Expenses																	
Salaries/Wages: Operations	1,123,332	89,455	74,634	82,378	93,175	83,985	83,439	79,200	79,372	81,267	83,586	84,541	83,328	998,361	89%	100%	-11%
Bonus Wages: Operations	38,088	12,045	-	50	-	125	9,000	-	-	-	-	100	22,914	44,234	116%	100%	16%
FICA: Operations	88,848	6,977	9,056	5,828	5,821	5,853	6,544	9,180	5,921	5,945	5,797	5,826	7,620	80,367	90%	100%	-10%
Pension: Operations	80,968	7,201	8,937	5,832	5,826	5,855	6,485	8,836	5,553	5,451	5,505	5,450	7,192	78,121	96%	100%	-4%
Insurance: Operations	168,231	14,266	12,836	13,278	12,039	15,882	19,325	22,457	14,530	22,039	10,352	17,477	16,165	190,648	113%	100%	13%
Leave: Operations	78,504	5,691	8,670	5,759	5,844	5,719	5,719	8,605	5,663	5,771	5,422	5,569	5,428	73,860	94%	100%	-6%
Workers Comp: Operations	3,558	665	369	(136)	242	243	270	373	245	246	241	244	(531)	2,470	69%	100%	-31%
Salaries/Wages: Support Staff	346,108	27,791	22,963	24,080	26,680	23,194	23,116	25,065	23,412	24,938	23,263	24,744	22,245	291,490	84%	100%	-16%
Bonus Wages: Support Staff	11,152	2,800	-	-	-	-	2,000	-	-	-	-	-	7,881	12,681	114%	100%	14%
FICA: Support Staff	27,329	2,090	2,658	1,731	1,731	1,731	1,884	2,656	1,731	1,731	1,731	1,731	2,334	23,736	87%	100%	-13%
Pension: Support Staff	18,338	1,539	1,903	1,316	1,363	1,363	1,448	2,044	1,363	1,363	1,363	1,363	1,806	18,233	99%	100%	-1%
Insurance: Support Staff	60,120	4,784	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184	24,076	4,768	4,948	72,049	120%	100%	20%
Leave: Support Staff	24,587	1,729	2,633	1,781	1,781	1,781	1,810	2,716	1,810	1,810	1,810	1,810	1,810	23,284	95%	100%	-5%
Workers Comp: Support Staff	1,089	87	109	73	73	73	79	109	73	73	73	73	96	989	91%	100%	-9%
Unemployment Compensation	15,600	-	1,064	1,180	776	-	-	-	-	-	-	-	-	3,020	19%	100%	-81%
Employee Assistance Program	480	40	40	40	40	40	40	38	38	38	38	38	38	470	98%	100%	-2%
Long-Term Disability Insurance	6,613	450	450	469	528	509	533	512	493	493	483	464	455	5,838	88%	100%	-12%
Staff Travel	13,351	2,058	1,060	896	2,014	980	861	1,151	1,345	1,551	1,955	1,376	2,416	17,663	132%	100%	32%
Staff Development	15,251	1,184	199	387	507	698	2,725	-	299	-	-	440	259	6,698	44%	100%	-56%
Depreciation Expense	10,429	869	869	869	869	869	869	869	869	869	-	-	-	7,820	75%	100%	-25%
Vehicle Expenses	19,682	1,535	1,553	1,522	1,663	1,802	1,647	1,579	1,515	1,479	1,553	1,465	1,458	18,771	95%	100%	-5%
Supplies	23,901	1,253	454	741	293	345	946	1,409	621	323	129	1,021	4,878	12,411	52%	100%	-48%
Meeting Expenses	2,200	-	51	67	607	119	57	259	167	149	103	375	979	2,933	133%	100%	33%
Rent	53,588	5,298	5,298	5,098	5,098	5,049	4,386	5,049	5,049	5,049	5,176	6,281	6,281	63,108	118%	100%	18%
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget	100%	0%
Mortgage Expense/Interest Expense	248	45	41	36	32	27	23	18	14	9	5	-	-	249	101%	100%	1%
Telephone	17,731	1,486	1,482	1,525	1,462	924	1,483	1,538	1,477	1,467	1,581	1,507	1,500	17,432	98%	100%	-2%
Postage	5,843	350	515	396	727	262	322	766	445	387	409	440	330	5,349	92%	100%	-8%
Printing	4,529	-	-	-	315	1,657	210	136	135	12	-	47	678	3,191	70%	100%	-30%
Photocopier Expenses	11,000	815	757	977	822	775	775	876	775	775	973	775	775	9,871	90%	100%	-10%
Ads: Participant Recruitment	300	520	-	695	520	-	-	-	-	-	-	-	-	1,735	578%	100%	478%
Ads: Staff Recruitment	500	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	100%	-100%
Ads: Other	2,499	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	100%	-100%
Web Page	1,964	-	-	318	159	159	-	159	159	852	333	-	318	2,457.16	125%	100%	25%

Workforce Connections, Inc.
Fiscal Year 2024-2025 Budget To Actual Detail
With Fiscal Year and Current Month Actuals
As of June 2025

	2024-2025 Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	YTD	% of		Variance
	June, 2024	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Straight Line %	% of Budget to SL%
Legal Fees	1,500	-	265	733		-	-		-	-	106	-	-	1,104	74%	100%	-26%
Accounting Fees	20,500	-	-	-	13,000	-	-	8,500	-	-	-	-	-	21,500	105%	100%	5%
Network Professional Fees	14,400	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400	100%	100%	0%
Conference/Speaker Fees	2,000	-	-	-	-	-	500	1,000	-	-	-	-	234	1,734	87%	100%	-13%
Other Professional Fees	9,000	361	403	474	435	367	269	393	7,010	2,970	576	331	162	13,751	153%	100%	53%
IT Access/Tech Support	9,265	999	878	812	771	812	917	813	813	813	753	823	763	9,965	108%	100%	8%
Subscriptions	82,694	35,120	4,231	3,006	2,670	2,993	2,762	7,297	6,044	6,008	6,616	5,862	6,087	88,697	107%	100%	7%
Membership Dues	1,239	145	83	83	287	75	275	95	75	375	75	125	230	1,923	155%	100%	55%
Licenses and Fees	2,169	204	153	119	155	94	531	295	237	107	(6)	110	239	2,239	103%	100%	3%
Business Insurance	12,676	1,056	1,056	1,056	1,056	1,056	834	1,009	1,009	1,009	1,009	1,009	1,009	12,168	96%	100%	-4%
Board Expenses: Mtgs/Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget	100%	0%
Donation Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget	100%	0%
Diversity Council Expenses	-	3,790	4,030	3,417	6,806	3,175	3,870	3,224	3,434	5,217	3,754	3,203	5,742	49,660	No Budget	100%	0%
Total Operational Expenses	2,431,384	235,897	175,081	172,268	201,572	173,976	191,338	203,610	177,079	185,969	190,040	180,587	219,264	2,306,681	95%	100%	-5%
Participant Expenses																	
Wages: Work Experience	223,339	6,057	5,150	4,569	5,959	6,052	5,533	6,036	5,941	5,353	5,730	6,105	3,990	66,475	30%	100%	-70%
FICA: Work Experience	12,492	348	513	285	224	263	271	373	284	260	234	238	238	3,531	28%	100%	-72%
Insurance	-	-	-	-	-	-	-	-	-	-	-	359	-	359	No Budget	100%	0%
Workers Comp: Work Experience	2,000	16	23	391	1,080	17	17	2,444	18	16	1,455	16	1,455	6,948	347%	100%	247%
Assessments	8,000	315	818	350	455	245	490	270	347	462	116	116	1,275	5,257	66%	100%	-34%
Tuition, Books, and Fees (Classroom)	193,000	20,948	10,465	5,772	480	85,061	3	9,998	44,806	252	6,445	16,391	200,621	200,621	104%	100%	4%
Training Materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget	100%	0%
On-the-Job Training/Trial Jobs	1,500	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	100%	-100%
Transportation Assistance	150,214	19,102	13,050	16,068	19,723	16,243	18,767	18,587	16,370	18,488	16,890	19,988	22,038	215,313	143%	100%	43%
Vehicle Repairs	17,000	-	218	-	-	-	-	-	95	-	-	-	-	313	2%	100%	-98%
Child Care Assistance	4,000	-	-	-	-	-	-	280	-	-	-	-	-	280	7%	100%	-93%
Rent Assistance/Other Assistance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget	100%	0%
Other Assistance	90,430	18,870	17,827	18,664	27,892	28,731	15,147	21,796	27,172	23,439	15,471	21,596	18,271	254,877	282%	100%	182%
Participant Food Expense	-	-	-	-	(292)	(287)	-	-	234	-	(304)	-	-	(650)	No Budget	100%	0%
Interfund Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No Budget	100%	0%
Total Participant Expenses	701,975	65,655	48,063	46,099	55,522	136,325	40,228	49,785	60,363	92,920	39,843	54,863	63,658	753,325	107%	100%	7%
TOTAL EXPENSES	3,133,359	301,552	223,143	218,367	257,095	310,301	231,565	253,396	237,442	278,890	229,883	235,451	282,922	3,060,006	98%		
CHANGE IN NET ASSETS	46,303.02	(24,490.09)	11,381.95	(8,080.86)	(10,066.05)	(54,215.38)	(29,635.13)	11,337.97	(20,359.27)	18,180.04	(20,321.06)	(48,697.47)	46,222.59	(128,742.76)			
Temp Restricted Change in Net Assets														(8,626.90)			
Unrestricted Change in Net Assets														(120,115.86)			

Workforce Connections, Inc.
Fiscal Year 2024-2025 Budget To Actual Detail
With Fiscal Year and Current Month Actuals
As of June 2025

2024-2025 Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	YTD	% of	Variance
June, 2024	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	% of Budget to Straight Line % SL%

Comments on Variances +/- 20% from Straight Line %

Account Name	Variance %	Variance \$	Comment
Operational Expenses			
Workers Comp: Operations	-31%	(1,088)	Workers Comp has been less than budgeted for and is a favorable variance.
Unemployment Compensation	-81%	(12,580)	We are self funded for Unemployment Compensation, so a favorable variance is because actual payments were lower than budget
Staff Travel	32%	4,312	Underbudgeted. Also looking at shifting leased vehicles to maximize usage
Staff Development	-56%	(8,553)	Training opportunities temporarily paused in some programs due to staffing/coverage issues
Depreciation Expense	-25%	(2,609)	Budgeted for 12 months of depreciation, but only had 9 since we paid off the lower level buildout
Supplies	-48%	(11,490)	General office supplies and all staff meeting supplies both underbudget. Usage down
Meeting Expenses	33%	733	FGP recognition event not budgeted for, but funds available in contract
Printing	-30%	(1,338)	Lower spending on printing and outreach materials; trend expected to continue.
Ads: Participant Recruitment	478%	1,435	Three Foster Grand Parent newspaper ads were placed but had not been factored in to budget. Funds available to cover
Ads: Staff Recruitment	-100%	(500)	No staff recruiting ads have been placed
Ads: Other	-100%	(2,499)	No other recruiting ads have been placed
Web Page	25%	493	Expenses related to the addition of the participant portal were not included in the budget
Legal Fees	-26%	(397)	Favorable variance
Other Professional Fees	53%	4,751	\$5.5k in W2 consulting fees and \$2.5k in employee engagement survey fees not budgeted for
Membership Dues	55%	684	Professional Americorps (\$200) and 7 Rivers Alliance (\$212) memberships not budgeted for
Participant Expenses			
Wages: Work Experience	-70%	(156,864)	Title V participants less than budgeted for
FICA: Work Experience	-72%	(8,961)	Title V participants less than budgeted for
Workers Comp: Work Experience	247%	4,948	W2 workers comp covered by the state. Costs significantly increased in 2024 (\$52 to \$200 per participant) but that wasn't reflected in the budget
Assessments	-34%	(2,743)	Participant assessment usage less than budgeted for
On-the-Job Training/Trial Jobs	-100%	(1,500)	Not a common participant expense, may or may not have any this year
Transportation Assistance	43%	65,099	Increased transportation funding in FSET program due to newer work requirement
Vehicle Repairs	-98%	(16,687)	Not a common participant expense
Child Care Assistance	-93%	(3,720)	Not a common participant expense
Other Assistance	182%	164,447	W2 Emergency Assistance payments underbudgeted due to new policy that went into effect raising the max payment from \$660 to \$1200 per case. EA Payments are 100% reimbursable

WORKFORCE CONNECTIONS, INC.

GRANT STATUS REPORT

As of 06/30/25

	Foster Grandparents DHS Contract	Foster Grandparents	FSET	Nav-Fed
Grant period	1/1/25-12/31/25	7/1/24-6/30/25	10/1/24-9/30/25	8/30/24-8/29/25
Grant available	25,455 \$	174,659 \$	1,030,948 \$	65,000
Total expenditures (fund total)	15,096 \$	138,159 \$	750,625 \$	65,000
<i>Total expenditures (fiscal year)</i>	<i>15,096</i> \$	<i>138,159</i> \$	<i>750,625</i> \$	<i>65,000</i>
Grant balance	10,359 \$	36,500 \$	280,323 \$	-
Percent Spent	59%	79%	73%	100%
Straight Line Percentage	50%	100%	75%	83%

	Title V	Title V IT	WIOA: Adult	WIOA: DW	WTC: MOU
Grant period	7/1/24-6/30/25	7/1/24-6/30/25	7/1/24-6/30/25	7/1/24-6/30/25	7/1/24-6/30/25
Grant available	\$ 145,888	\$ 6,448	\$ 341,773	\$ 189,553	\$ 3,000
Total expenditures (fund total)	\$ 80,864	\$ 6,448	\$ 341,388	\$ 142,072	\$ 775
<i>Total expenditures (fiscal year)</i>	<i>\$ 80,864</i>	<i>\$ 6,448</i>	<i>\$ 341,388</i>	<i>\$ 142,072</i>	<i>\$ 775</i>
Grant balance	\$ 65,024	\$ -	\$ 385	\$ 47,481	\$ 2,225
Percent Spent	55%	100%	100%	75%	26%
Straight Line Percentage	100%	100%	100%	100%	100%

10% de minimis
Cumulative through 06/30/25

Description	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	07/01/24-06/30/25	Calculation
MTDC	204,889.66	147,253.35	146,453.10	173,594.58	150,397.40	167,097.77	177,452.40	196,915.01	155,056.62	164,384.86	153,242.78	183,399.56	2,020,137.09	
10%/15% of MTDC	20,488.97	14,725.34	14,645.31	19,893.81	17,741.68	19,932.70	24,395.98	15,721.84	21,474.55	22,465.64	21,338.64	25,456.78	238,281.23	11.80%
Gen Adm Cost Pool	27,118.71	23,361.35	21,137.85	22,100.82	21,082.06	19,884.18	25,310.65	19,688.79	18,422.10	16,551.17	17,774.52	22,468.69	254,900.89	12.6%
Difference	(6,629.74)	(8,636.02)	(6,492.54)	(2,207.01)	(3,340.38)	48.52	(914.67)	(3,966.95)	3,052.45	5,914.47	3,564.12	2,988.09	(16,619.66)	
													-	

2013-2024 W2 Contract Summary
Cumulative through 06/30/25

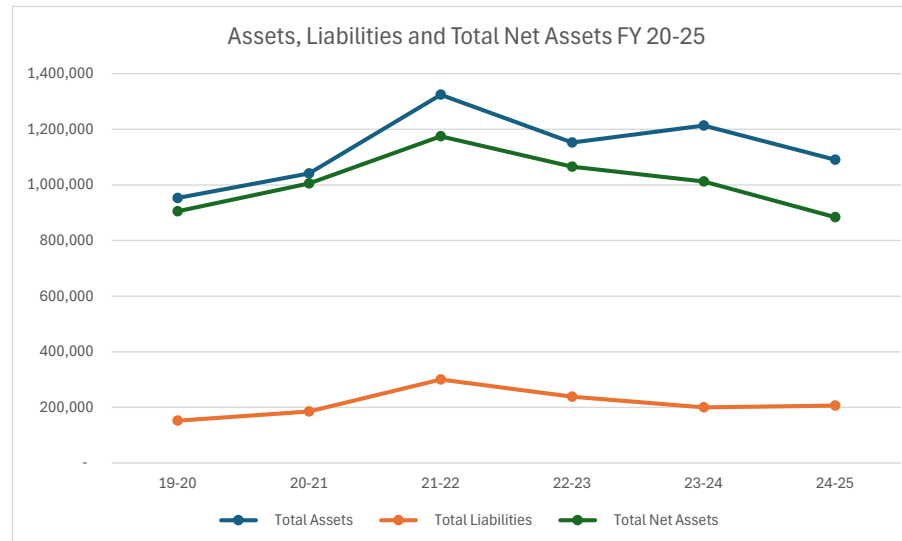
	Total Performance Amount Available	Total Performance and Sum Sufficient	Total Expenses	Total Loss/gain	Average Monthly Expense
2013	856,770.00	774,235.73	863,814.18	(89,578.45)	71,984.52
2014	809,918.50	835,096.24	886,374.98	(51,278.74)	73,864.58
2015	808,906.98	742,725.30	699,383.75	43,341.55	58,281.98
2016	665,696.55	541,982.95	597,303.32	(55,320.37)	49,775.28
2017	590,214.50	636,073.54	552,722.03	83,351.51	46,060.17
2018	782,164.00	658,809.39	538,482.44	120,326.95	44,873.54
2019	1,119,187.74	754,968.73	563,329.29	191,639.44	46,944.11
2020	1,217,045.79	920,070.01	794,950.38	125,119.63	66,245.87
2021	1,188,468.00	989,302.71	877,775.99	111,526.72	73,148.00
2022	1,358,340.91	1,118,267.03	1,146,469.20	(28,202.17)	95,539.10
2023	1,302,271.84	1,140,592.64	1,143,302.07	(2,709.43)	95,275.17
2024	1,282,463.07	1,080,161.06	1,111,767.31	(31,606.25)	92,647.28
2025	1,264,557.57	591,626.70	611,510.01	(19,883.31)	101,918.34
Total	13,246,005.45	10,783,912.03	10,387,184.95	396,727.08	

Diversity Council - Income Statement
Cumulative through 06/30/25

	Fiscal Month	Calendar Year	Cumulative
	Jun-25	1/01/2025-12/31/2025	Activity
Revenue	-	75,169.88	451,200.49
Total Revenue	-	75,169.88	451,200.49
Expenses			
Staff Wages/Benefits	-	-	6.76
Contracted Employees	-	-	3,000.00
Staff Travel	-	-	100.00
Staff Development	-	1,206.35	2,988.07
Repairs and Maintenance	-	-	79.13
Supplies	1,559.97	1,722.34	7,075.19
Meeting Expenses	647.03	3,035.12	38,292.84
Postage	-	-	1,009.55
Printing: Supplies and Forms	-	614.51	8,264.64
Web Page	-	-	853.94
Conference/Speaker Fees	-	8,300.00	29,436.01
Other Professional Fees (including coordinator fees)	3,000.00	56,000.00	287,271.69
IT Access/Tech Support	-	808.38	3,000.65
Subscriptions	34.79	1,215.06	7,443.02
Membership Dues	500.00	750.00	3,750.00
Licenses and Fees	-	-	778.00
Donation Expense	-	-	1,250.00
Total Expenses	5,741.79	73,651.76	394,599.49
Income/(Loss)	(5,741.79)	1,518.12	56,601.00

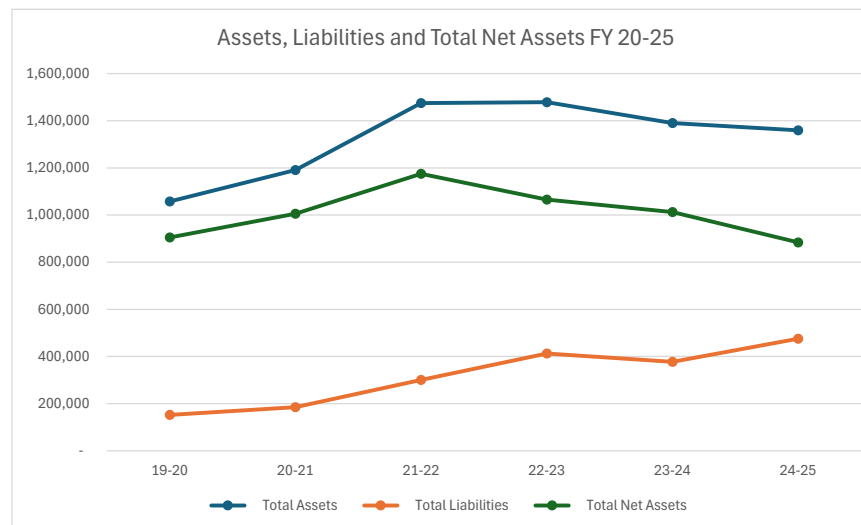
Statement of Financial Position-Excluding ROU						
Fiscal Year	19-20	20-21	21-22	22-23	23-24	24-25
ASSETS						
Cash	\$ 497,536	\$ 673,327	\$ 844,414	\$ 363,488	\$ 683,024	\$ 648,463
Receivables	319,846	277,283	400,198	687,797	447,171	402,079
Prepaid Expenses	78,867	44,242	36,285	72,423	75,320	39,860
Equipment and Other Assets, <i>less accum depr.</i>	56,877	46,208	43,331	28,434	7,820	-
<i>Total Assets</i>	953,126	1,041,060	1,324,228	1,152,142	1,213,335	1,090,402
LIABILITIES						
Accounts Payable	17,517	49,262	65,944	62,760	57,050	65,716
Accrued Payroll and Related Expenses	77,876	89,924	99,735	131,837	132,716	140,669
Capital Lease Liability	56,877	46,208	34,992	23,202	10,810	-
Unearned Grant Revenue	-	-	99,657	20,932	-	-
<i>Total Liabilities</i>	152,270	185,394	300,326	238,732	200,575	206,385
NET ASSETS						
Without Donor Restriction	683,735	796,393	984,290	900,580	893,941	773,825
With Donor Restriction	221,496	209,273	190,513	165,127	118,818	110,191
<i>Total Net Assets</i>	905,232	1,005,666	1,174,804	1,065,708	1,012,759	884,017
Total Liabilities and Net Assets	1,057,502	1,191,060	1,475,130	1,304,439	1,213,335	1,090,402

1. Liquidity stress due to declining cash reserves.
2. Net Assets have trended downward since 2021-22



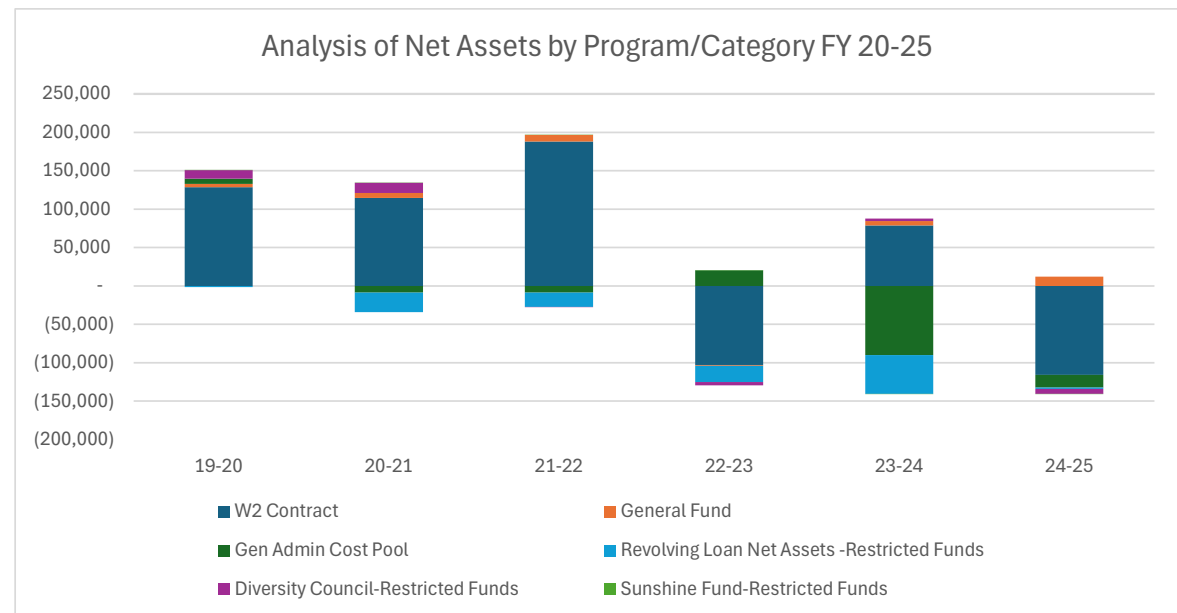
Statement of Financial Position						
Fiscal Year	19-20	20-21	21-22	22-23	23-24	24-25
ASSETS						
Cash	\$ 497,536	\$ 673,327	\$ 844,414	\$ 363,488	\$ 683,024	\$ 648,463
Receivables	319,846	277,283	400,198	687,797	447,171	402,079
Prepaid Expenses	78,867	44,242	36,285	72,423	75,320	39,860
ROU Assets- Lease, Equipment & Vehicle	-	-	-	174,251	176,455	269,140
Equipment and Other Assets, <i>less accum depr.</i>	56,877	46,208	43,331	28,434	7,820	-
Total Assets	1,057,502	1,191,060	1,475,130	1,478,691	1,389,790	1,359,542
LIABILITIES						
Accounts Payable	17,517	49,262	65,944	62,760	57,050	65,716
Accrued Payroll and Related Expenses	77,876	89,924	99,735	131,837	132,716	140,669
Capital Lease Liability	56,877	46,208	34,992	23,202	10,810	-
ROU Liabilities- Lease, Equipment & Vehicle	-	-	-	174,251	176,455	269,140
Unearned Grant Revenue	-	-	99,657	20,932	-	-
Total Liabilities	152,270	185,394	300,326	412,983	377,030	475,525
NET ASSETS						
Without Donor Restriction	683,735	796,393	984,290	900,580	893,941	773,825
With Donor Restriction	221,496	209,273	190,513	165,127	118,818	110,191
Total Net Assets	905,232	1,005,666	1,174,804	1,065,708	1,012,759	884,017
Total Liabilities and Net Assets	1,057,502	1,191,060	1,475,130	1,478,691	1,389,790	1,359,542

1. Liquidity stress due to declining cash reserves.
2. Net Assets have trended downward since 2021-22
3. Lease accounting changes increased both assets and liabilities post-2021.



Analysis of Net Assets							
Fiscal Year	19-20	20-21	21-22	22-23	23-24	24-25	
W2 Contract	128,407	114,549	188,017	(103,060)	78,689	(115,648)	
General Fund	4,537	6,631	8,591	(1,003)	5,953	12,152	
Gen Admin Cost Pool	6,879	(8,522)	(8,711)	20,354	(90,046)	(16,620)	
Revolving Loan Net Assets -Restricted Funds	(1,607)	(25,641)	(18,519)	(21,070)	(50,413)	(1,959)	
Diversity Council-Restricted Funds	11,036	13,077	(593)	(4,375)	2,924	(6,218)	
Sunshine Fund-Restricted Funds	439	341	353	60	(56)	(450)	
Total	149,690	100,434	169,138	(109,096)	(52,948)	(128,743)	

1. W2 Contract drives most of the year-to-year volatility
2. Gen Admin Cost Pool had a major deficit in 2023–24
3. Revolving Loan Fund spend down-per auditor rec.





Cost Allocation Plan

2025-2027

Effective Date of Policy: **7/1/2025**

Date Approved by Board of Directors: **9/22/2025**

Workforce Connections, Inc.
Cost Allocation Plan
Reviewed on a biennial basis (7/1/2025-6/30/2027)

Workforce Connections, Inc. (WCI) is a non-profit organization exempt from income taxes under section 501(c) (3) of the Internal Revenue Code. WCI uses an accrual-based accounting system and operates using the fiscal year July 1 to June 30.

WCI operates several employment and training programs funded by various federal, state, and local sources. Therefore, it is necessary to allocate joint costs to appropriate funding source program activities and cost categories in accordance with the relative benefits received. This cost allocation plan provides procedural documentation for the fair apportionment of joint costs.

I. ALLOWABLE COSTS

Allowable grant costs must meet the following general criteria:

- Be necessary and reasonable for the performance of program activities and be allocable under these principles.
- Not be prohibited under federal, state, or local laws or regulations.
- Conform to any limitations or exclusions set forth in government regulations or grant provisions as to type or amount of cost items.
- Be consistent with policies, regulations, and procedures that apply uniformly to all activities of the organization.
- Be accorded consistent treatment through application of generally accepted accounting principles.
- Be net of all applicable credits; and
- Be adequately documented.

A cost is reasonable if the nature of the goods or services acquired or applied, and the amount involved, reflects the action that a prudent person would have taken under the circumstances prevailing at the time the decision to incur the cost was made. Major considerations for reasonableness include:

- The operation and performance norms/requirements of the organization.
- Restraints imposed by factors such as sound business practices, arms length bargaining, federal and state regulations, and grant provisions.
- The prudence of the individuals' actions given the circumstances; and
- Consistency with established agency policies and practices.

In cases where the reasonableness and allocability of certain costs are difficult to determine, Workforce Connections will seek guidance from the granting agency in advance of incurring the cost.

II. UNALLOWABLE COSTS

Workforce Connections, Inc. recognizes that the following costs, as defined in 2 CFR, Part 200, are unallowable charges to federal awards and has internal controls in place to ensure that such costs are not charged to federal awards:

- Advertising and public relations (other than those costs specifically allowable in 2 CFR, Part 421).
- Entertainment and alcoholic beverages.
- Bad Debt.
- Contingency Reserve.

- Donations or Contributions.
- Capital Expenditures (other than those costs specifically allowable in 2 CFR, Part 200.439).
- Defense claims by the federal government.
- Interest (except for financing costs specifically permitted by 2 CFR 200.449, such as those for acquiring, constructing, or replacing capital assets)
- Lobbying and
- Fundraising.

III. STATEMENT OF FUNCTION

WCI provides education and job training opportunities for youth and adults in Western Wisconsin and surrounding areas. Workforce development efforts of Workforce Connections, Inc. include planning, program development, program operation, coordination, administration, and oversight. Services provided by WCI include, but are not limited to, the following:

Workforce Innovation & Opportunity Act (WIOA): Workforce Connections operates Adult and Dislocated Worker in Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties. The WIOA Program provides individualized, employment-focused services to job seekers who meet eligibility and program enrollment requirements. The goal is full-time employment training, job retention, and sustainable earnings for individuals, thereby improving the quality of the workforce. WIOA may assist with career planning, job searching, training, and various other needs that may arise during the employment journey.

Wisconsin Works (W-2): Workforce Connections, Inc. is the W-2 program operator in Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Trempealeau, and Vernon Counties. Services such as assessment, case management, job search assistance, referrals, work experience, education, self-employment, job retention services life skills training, credit and budgeting are provided to W-2 eligible participants to transition them from subsidized to unsubsidized employment. Supportive services such as childcare, medical assistance, transportation, job access loans, and housing assistance are available to eligible participants. WCI also provides coordination of the W-2 community steering committee in the eight counties.

FSET (Food Share Employment & Training): Workforce Connections, Inc. operates the FSET program in Juneau, Jackson, Crawford, La Crosse, Vernon, Monroe, Buffalo, and Trempealeau Counties. FSET program services are designed to assist those individuals eligible and receiving the FoodShare benefit in finding and maintaining employment. FSET Services include assessment, case management, job search assistance, referrals, work experience, workfare, education, self-employment, job retention services and supportive services to those voluntarily cooperating with the program and those working to meet the mandatory work requirement.

WISE Title V Program Services: The WISE Title V Senior Community Services Employment Program is operated in La Crosse, Monroe, Vernon, Jackson, Pierce, St. Croix and Trempealeau Counties and provides paid work experience opportunities to individuals over age 55.

Foster Grandparent Program (FGP): WCI Operates the FGP Program in La Crosse, Buffalo, Jackson, Pepin, and Juneau Counties. The FGP program places adults 55 and older in schools to serve as role models, tutors, and friends to children with exceptional needs. These efforts produce higher academic performance, instill confidence, and boost self-esteem and result in healthier class participation and school attendance.

~~Healthcare Navigator: WCI operates a healthcare program with trained navigators who help individuals navigate the health insurance system by assisting customers with education, individual enrollment in the Marketplace, or access to BadgerCare insurance for them and their families.~~

WCI employees' duties vary from serving participants associated with a particular funding source or activity to serving the broad base of participants in all funding sources/activities.

WCI adheres to 2 CFR 200.112 regarding conflict of interest. A formal Conflict of Interest Policy is in place, and all staff involved in financial or programmatic decision-making are required to annually disclose potential conflicts and recuse themselves from related decisions. The policy is available in the organization's Financial Manual

IV. TYPES OF COSTS

WCI uses time charges to direct program hours as the basis for allocating direct and indirect costs. Employees are required to properly document their time spent on bi-weekly timesheets, for fiscal staff to distribute time according to funding sources and program activities receiving the benefits of their time. Because it is reasonable to equate staff time with the utilization of shared direct costs, staff time is an acceptable allocation base, resulting in an equitable distribution of the costs of services rendered.

Direct Costs

Direct costs are costs that can be identified specifically with a particular cost objective. These costs do not require any further allocation by funding source or program activity.

Examples of final cost objectives and their application include the following:

- WIOA Adult training services– Tuition for WIOA Adult participant.
- W-2 program eligibility – Wages of Operations Coordinator determining W-2 eligibility.
- Foster Grandparent volunteer support costs – Stipend paid to FGP volunteer.
- W-2 shared costs –W2 allocated portion of vehicle expense. The costs accumulated in the W2 shared costs is spread to other W2 projects based on number of direct program hours charged to the W2 projects.

Indirect Costs

~~Costs incurred for common or joint objectives and therefore cannot be readily and specifically identified with a particular program. Indirect costs are allocated based on the 10% de minimis indirect cost rate against the organizations modified total direct cost (MTDC). New grant performance periods starting after October 1, 2024 will qualify for the new de minimis indirect rate of up to 15%. Per 2 CFR 200, Part 413d any direct cost of minor amount may be treated as an indirect cost for reasons of practicality where such accounting treatment for that item of cost is consistently applied to all Federal and non-Federal cost objectives. All costs coded to the de minimis are accumulated in the Gen Admin fund for accumulation.~~

- ~~• General Administrative Fund (Gen Admin Fund) – Parts of Executive Director and Fiscal/Administrative Staff positions and their associated travel and supplies costs.~~

Indirect costs are those expenses incurred for common or joint objectives that cannot be readily and specifically identified with a particular program or funding stream. WCI applies an indirect cost rate in accordance with 2 CFR 200.414(f).

WCI elects to use the de minimis indirect cost rate, calculated as a percentage of Modified Total Direct Costs (MTDC). For federal awards with performance periods prior to October 1, 2024, a

10% de minimis rate is applied. For new awards beginning on or after October 1, 2024, WCI may apply a de minimis rate of up to 15%. This rate is applied consistently across all applicable federal awards, in compliance with 2 CFR 200.414(f). Indirect costs charged under the de minimis rate are accumulated in the General Administrative Fund (Gen Admin Fund).

Per 2 CFR Part 200, Appendix IV, MTDC includes direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel and subawards up to the first \$25,000 of each subaward. MTDC excludes equipment, capital expenditures, rental costs, participant support costs and subaward amounts over \$25,000.

In accordance with 2 CFR 200.413(d), WCI may classify minor direct costs as indirect when such treatment is justified for reasons of practicality and is applied consistently across all cost objectives. These costs are also accumulated within the Gen Admin Fund and reviewed periodically for reasonableness and consistency.

The Gen Admin Fund is used to accumulate indirect costs and includes but is not limited to salaries and benefits of Executive Director, Fiscal, and Administrative Staff, associated general administrative travel and supplies and staff development not directly assignable to a single program. This fund is monitored regularly and audited annually to ensure compliance with federal cost principles and equitable allocation.

V. ALLOCATION OF SPECIFIC COSTS

The following list provides guidance on the proper allocation of certain costs. This list is not intended to be all-inclusive. Allocation of costs not listed should be based on consistent treatment with similar cost items. For further guidance, refer to the applicable funding sources' procedure manuals.

Staff Wages and Fringe Benefits – Employees are required to properly document their time on bi-weekly timesheets according to funding sources and program activities receiving the benefits of their time. Timesheet distribution is the basis for allocating each employee's wages and fringe benefits, including incentives, payroll taxes, leave, insurance, pension, and workers compensation. Holiday, personal, funeral, jury duty, and disability leave are all allocated based on the most current bi-weekly timesheet.

Staff Travel – In most cases, travel is a direct cost to the funding source and/or program activity benefiting from the travel. When travel is required for general administrative purposes, the related expenses are charged to the Gen Admin fund.

Vehicle Expenses – Organizational vehicle expenses including vehicle maintenance/repairs, registration, rental insurance, and other various vehicle expenses. These costs are allocated to the programs and the Gen Admin Fund based on mileage logs and direct miles driven

Staff Development – In most cases, staff development is a direct cost to the funding source and/or program activity benefiting from the training. When training is required for general administrative purposes, the related expenses are charged to the Gen Admin Fund. **All staff development costs must be necessary, reasonable, and allocable in accordance with 2 CFR 200.404–405.**

General Operating Expenses – General operating expenses include, but are not limited to, such costs as supplies, postage, equipment, meeting expenses, subscriptions, publications, printing, and advertising. When these expenses can be specifically identified with a particular funding source

and/or program activity, they are treated as assignable direct costs. If the expense cannot be treated as an assignable direct cost, it is charged to the Gen Admin Fund

Occupancy Costs – Occupancy related costs, including rent, utilities, and other items are allocated to programs and the Gen administrative fund based on square footage and direct program hours.

Insurance – Workforce Connections, Inc. general liability, employee bond, and directors and officer's professional liability insurance are expensed to the programs based on hours. Automobile insurance on company vehicles is charged to vehicle expense accounts and allocated between personal use and funding sources/program activities benefiting from the travel, as recorded on monthly vehicle logs.

Board of Directors and Local Elected Officials Expenses – Costs incurred for Workforce Connections board meetings and board member travel/development are expensed to the Gen Admin Fund.

Participant Costs – Participant costs include tuition, books, and fees; training materials; customized training; on-the-job training reimbursement; work experience wages and fringe benefits; relocation assistance; and support services such as transportation, childcare, work-related clothing, vehicle repairs, rent assistance, and job access loans. These costs are direct costs to the funding source in which the participant is enrolled.



Teresa Pierce
Executive Director

7/1/2025

Date

Category	Coverage Type	Provider	Coverage / Benefit	Employer Annual Cost
Health & Wellness	Health Insurance	Quartz (7/1/25–6/30/26)	100% of total premium (80%)	2025-26: \$170,436 (\$136,348) 2024-25: \$197,722 (\$158,177) 2023-24: \$138,410 (\$110,728)
	Health Reimbursement Arrangement (HRA)	EBC Best HRA (7/1/25–6/30/26)	\$5,550 Employee / Single (4) \$11,000 Employee/Family (10) (\$4.50 per employee/mo)	2025-2026: \$132,200 (\$66,100-50%) 2024-2025: \$54,511 2023-2024: \$41,195
	Dental Insurance	Delta Dental (7/1/25–6/30/26)	100% Single / 90% Family	2025-2026: ~\$22,000 2024-2025: \$21,477 2023-2024: \$20,380
	Vision Insurance	Delta Vision (7/1/25–6/30/26)	100% Single / 90% Family	2025-2026: ~\$3,120 2024-2025: \$3,234 2023-2024: \$2,973
	Short-Term Disability	Employer Sponsored	100% weeks 2–6, 80% weeks 7–9, 60% weeks 10–12	Varies
	Long-Term Disability	Principal (7/1/25–6/30/26)	60% annual earnings up to \$5,000	2025-2026: ~\$5,455 2024-2025: \$5,922.96 2023-2024: \$5,094.48
	Employee Assistance Program	Gundersen (1/1/25–12/31/25)	\$20 per employee	2025-\$480 2024-\$460
Retirement & Savings	Simplified Employee Pension (SEP)	N/A	7%–10% depending on tenure	Varies
	Health Savings Account (HSA)	State Bank	\$1,600 Family / \$800 Single	2025-2026: ~\$19,350
Insurance & Risk	Group Life Insurance	Principal (7/1/25–6/30/26)	\$100,000 Employee / \$5,000 Spouse / \$2,000 Child	2025-2026: ~\$3,276 2024-2025: ~\$3,500 2023-2024: \$3,927.36
	Workers' Compensation	WI WC Insurance Pool (7/1/25–6/30/26)	\$500,000 per occurrence	2025-2026: \$3,592 2024-2025: \$3,592 2023-2024: \$3,797
	Directors & Officers Liability	Philadelphia (1/1/25–12/31/25)	D&O, Employment Practices, Fiduciary, Workplace Violence, Internet	2025-2026: \$6,271 2024-2025: \$5,724 2023-2024: \$5,593
	Umbrella Insurance	Auto Owners (1/1/25–12/31/25)	Automobile, Business Owners, Employer's Liability	2025-2026: \$900.81 2024-2025: \$809.07 2023-2024: \$842.92
	Bis-Pak / Employee Benefits Liability	Acuity (1/1/25–12/31/25)	Property coverage, Employee Benefits	2025-\$4,573 2024-\$5,584 2023-\$5,065
	Auto Insurance	Erie Insurance (1/1/25–12/31/25)	Leased vehicles	2025-\$4,301 2024-\$4,233 2023-\$4,773



2025-2026 CONTINUOUS IMPROVEMENT PLAN

9/8/2025—Reviewed and Approved by Oversight Committee
9/22/2025—Reviewed and Approved by Full Board of Directors

PURPOSE

The Continuous Improvement Plan is designed to strengthen how we deliver high-quality employment and training services. It helps us stay compliant with grant requirements, achieve organizational goals, and ensure long-term success.

The plan focuses on four key objectives:

- Maintain compliance with all federal, state, and local grant rules.
- Align operations with our strategic goals and mission.
- Support staff development by identifying training and resource needs that boost performance.
- Promote a culture of learning and innovation by sharing best practices across the organization.

This plan also provides objective data to the Board of Directors and other oversight bodies, helping them understand how our workforce systems are performing. It is a collaborative effort, and every team member plays a role in improving services and driving innovation.

The Executive Director, Director of Operations, and the Admin team (Finance Coordinator, Admin Coordinator and Communication Coordinator) are responsible for putting this plan into action.

SCOPE

This Continuous Improvement Plan focuses on three core areas of organizational review:

1. **Programmatic Reviews:** Evaluates the performance of programs operated directly by WCI, including those delivered through subcontractors.
2. **Administrative Review:** Conducts regular reviews of:
 - Human resources policies and procedures, including employment law compliance, benefits, and employee records
 - Financial processes, including accounts payable/receivable, budgeting, and reporting
3. **Strategic Review:** Gathers regular feedback from staff and stakeholders to guide strategic planning and business development.

METHODOLOGY

The Continuous Improvement Plan relies on structured reviews across three core domains: Programmatic, Administrative, and Strategic. Each domain uses data, feedback, and oversight to strengthen systems and ensure compliance.

Programmatic Reviews: All WCI programs undergo regular internal and external review. We begin by assessing the outcomes of recommendations from the previous year's report to establish a baseline. The Executive Director (or designee) oversees the review process, analyzes data, identifies best practices, and mandates corrective action when necessary. Annual comprehensive reports summarize findings and recommendations. Key components include:

- **Program Oversight:** Internal monthly reviews and annual assessments ensure program goals and requirements are met. Methods include desk audits, performance reviews, client file checks, and staff meetings.
- **Compliance Checks:** Annual reviews confirm that programs meet all regulatory requirements, addressing any potential issues proactively.
- **External Evaluations:** WCI works with funding sources on their fiscal and programmatic reviews to minimize redundancy and ensure alignment.
- **Continuous Improvement:** Ongoing self-assessments, staff feedback, and focus groups help identify training needs, common barriers, and opportunities for innovation.

Through this process, we improve program quality, foster innovation, and create space for meaningful organizational learning.

Administrative Review

- **Administrative Review:** HR, IT, and administrative policies and procedures will be regularly reviewed and updated. Annual performance metrics, compensation, benefits, civil rights compliance, the Executive Director's evaluation, and the technology plan will be presented to the Personnel & Compensation Committee and the WCI Board of Directors' Oversight Committee.
- **Fiscal Review:** In addition to annual external audits, monthly internal reviews will ensure accurate and appropriate spending. Fiscal policies and procedures will be updated annually. The Oversight Committee will review risk management, internal controls, and reporting, including performance metrics, continuous improvement efforts, year-end financial reports, contract/grant reporting, other financial obligations, credit card policies, and program performance.

Strategic Review

The Executive Director, in partnership with the Administrative Team, prepares annual organizational performance metrics for review and approval by the Board of Directors. Concurrently, the team conducts an annual environmental scan to assess WCI's alignment with its:

- Mission and vision
- Organizational values
- Strategic goals and priorities

Recommendations for updates to the strategic plan are submitted to the Strategic Planning Committee for consideration and action.

REPORTING

WCI maintains a transparent and structured reporting process to support accountability and continuous learning. Reports are prepared regularly and shared with internal leadership and external stakeholders.

- **Internal Recordkeeping:** Routine reviews related to program operations, fiscal oversight, and customer satisfaction are documented and stored in the WCI shared file system.
- **Monthly Reporting:** Program and fiscal performance reports are prepared monthly, segmented by program type (internal vs. contracted). These are distributed to the Board of Directors and relevant committees.
- **Annual Reporting:** A comprehensive annual Continuous Improvement Report is developed each year, summarizing findings from all program reviews. This report is presented to the WCI BOD.
- **Stakeholder Access:** The annual report is available upon request to funders, community stakeholders, and other interested parties, and is included on the website.
- **Supplemental Reporting:** Additional reports may be created to evaluate subcontractor performance and determine future funding or programmatic decisions.

TIMETABLE

The timetable for program year 2025-2026 is:

- The WCI Board of Directors will review the plan by December 1, 2025.
- The final continuous improvement plan analysis and recommendation report will be finalized and presented to the appropriate entities by October 31, 2026.

OVERSIGHT

The WCI Board of Directors reviews program and fiscal performance reports for both internal and contracted programs at each regularly scheduled meeting. The Oversight Committee meets annually to provide formal oversight of this Continuous Improvement Plan, including review of the annual report summarizing programmatic monitoring and administrative findings.

ATTACHMENT 1

WCI Continuous Improvement Process Internal Monitoring Outline & Schedule

WCI is committed to continuous improvement of our programs and services. Below is our internal monitoring schedule by program:

Monthly Monitoring Schedule

- **Wisconsin Work (W2):**
 - All W-2 files will be reviewed in CWW, CARES and ECF as they are sent to the Operations Coordinator from the FEP.
- **Emergency Assistance (EA):**
 - All EA files will be reviewed in WWP and ECF as they are sent to the Operations Coordinator from the FEP.
- **FoodShare Employment & Training (FSET):**
 - All FSET files will be reviewed in CWW and ECF as they are sent to the Operations Coordinator from the FSET career planner.
- **Foster Grand Parent (FGP)**
 - 2 random participant files pulled monthly (if they have not been previously reviewed)
 - 1 station file pulled monthly (if they have not been previously reviewed)

Ongoing Monitoring Schedule

- **WIOA Program**
 - The following reviews occur by the WCI Staff in a round robin format:
 - Edit check all new enrollments
 - The following reports are reviewed by the WCI Lead Worker and passed on to all WIOA career planners:
 - Services needing closure
 - IEP report
 - Monthly contact
 - Closure report

Follow up Process to WDB/DWD Monitoring:

- Lead worker sends the results to the case manager with a due date for changes/fixes to happen
- Lead worker follows up with case manager after due date to ask if changes/fixes have occurred.
- Lead worker sends the results to Director of Operations for review
- Lead worker or DOO will submit responses to the WDB Operations Staff
- DOO will save results on share point at following location: 2025-2026 Monitoring

ATTACHMENT 2 CASE REVIEW TEMPLATE

Client Name _____

Case Manager _____

WCI Program File Checklist

YES	NO	<u>ALL</u>	Comments
		WCI Grievance Signature Page	
		WCI Release of Information	
		WCI Impact Story/Statement Release	
		Database Entry Complete	
		<u>PROGRAM SPECIFIC</u>	
		Program Application	
		Eligibility Determination	
		Rights and Responsibilities	
		Assessments	
		Employment Plan	
		Resume	
		Job Search Logs	
		Case Notes	
		Copy of Voucher(s) (if appropriate)	
		Timesheets (if appropriate)	
		Exit/Case Closure Information	

Action Required:

File Reviewed By: _____



2024-2025 CONTINUOUS IMPROVEMENT REPORT

Board of Directors Report

September 8, 2025

WORKFORCE CONNECTIONS, INC.
2615 East Ave South, La Crosse, WI 54601

EXECUTIVE SUMMARY: QUALITY ASSURANCE REPORT, PY 2024-2025

WCI entered Program Year 2024–2025 under extraordinary uncertainty and ended it with its strongest position in more than a decade. This year’s Quality Assurance (QA) review highlights how WCI safeguarded service delivery, maintained compliance, and positioned the organization for future growth.

Top Organizational Actions

1. **Preserving Services During Contract Uncertainty:** When notified in July 2024 that WCI would not receive a W-2 contract, the organization implemented contingency plans and staff stay agreements to protect services. By May 2025, WCI had secured Letters of Intent for both the Western and Northwest W-2 regions, reflecting resilience and strategic lift.
2. **Ensuring Fiscal and Administrative Integrity:** WCI achieved a clean independent audit, completed payroll audits every pay period, and updated the Cost Allocation Plan, Financial Policy Manual, bylaws, and reserves policy. Administrative reviews were integrated into Board governance through transparent reporting.
3. **Strengthening Workforce & Stakeholder Engagement:** An independent staff survey shaped the launch of Workforce Pulse, a monthly forum for staff dialogue. Participant surveys and social media metrics supplemented external feedback, though return rates highlight areas for improvement.

Program Highlights

- **FSET:** Managed 1,757 referrals, with steady engagement across voluntary and mandatory participants. State monitoring found no compliance issues.
- **W-2 (Western):** Despite staff turnover during contract uncertainty, services were maintained, and performance recovered by year-end. No unresolved findings from DCF monitoring.
- **WIOA:** Delivered strong employment outcomes despite instability at the Workforce Development Board. WCI assumed additional oversight to ensure uninterrupted service.
- **Title V/WISE:** Operated through June 2025 before DHS closed the program. All contract requirements were met; transition support was provided to participants.
- **Foster Grandparent Program:** Volunteers contributed more than 30,000 service hours. Compliance was maintained; retention remained strong despite recruitment challenges.
- **Healthcare Navigator:** Successfully concluded a ten-year contract that helped thousands of residents access affordable healthcare coverage through the ACA marketplace. Its impact was significant, and the program will be missed in the region.

Reporting & Oversight

- Monthly Connections Reports and fiscal/program metrics were shared at Board meetings, with a full organizational metrics report presented in May.
- All required funder reports were submitted on time; no compliance issues were identified.
- The Director of Ops recorded all monitoring in SharePoint, strengthening transparency.
- WCI will continue refining reporting and explore tools to make data more accessible.

Looking Ahead

- Implement the planned Director of Finance role to centralize finance, HR, and wellness oversight if the Northwest contract is confirmed.
- Build on Workforce Pulse by strengthening external feedback systems.
- Enhance proposal readiness and administrative capacity to sustain growth and responsiveness.

Overall: WCI demonstrated resilience, compliance, and innovation in PY 2024–2025. Through strong governance, transparent reporting, and staff commitment, the organization turned uncertainty into opportunity, ensuring service continuity for participants and stability for the communities we serve.

PROGRAM REVIEW—FOODSHARE EMPLOYMENT AND TRAINING

Program Overview

The FoodShare Employment & Training (FSET) program is designed to help FoodShare Recipients re-enter the workforce or advance in their current jobs through skills training, education, and targeted employment services. By building job readiness and connecting participants with sustainable employment opportunities, FSET aims to increase self-sufficiency and reduce the need for ongoing FoodShare assistance.

Contract Background

WCI has administered the FSET program since April 1, 2015, beginning with an 18-month contract following a two-month startup period. Subsequent contracts have included:

- **Oct 1, 2016 – Sept 30, 2017:** One-year contract.
- **Oct 1, 2017 – Sept 30, 2018:** One-year contract.
- **Oct 1, 2018 – Sept 30, 2023:** Five-year contract awarded through a DHS RFP.
- **Oct 1, 2023 – Sept 30, 2024:** One-year extension while the state conducted an RFP for 2024–29.
- **Oct 1, 2024 – Sept 30, 2029:** Five-year contract awarded following competitive RFP process.

What We Did

- WCI successfully managed over 1,700 referrals this year, maintaining consistent engagement with both voluntary and mandatory participants.
- Conducted monthly internal file reviews to monitor timeliness, accuracy, and completeness of case documentation.
- Participated in Wisconsin DWD's programmatic monitoring process, coordinating staff and document submissions for the state review.
- Tracked referral and participation trends through internal reporting and the WCI Connections Report to identify service patterns and outreach needs.
- Held regular staff meetings to address policy updates, best practices, and performance expectations.

What We Found

- **Volume & Reach:** In PY 2024–2025, WCI processed 1,757 unique referrals. Participation by status (not mutually exclusive): 1,269 work-required and 602 voluntary participants (some individuals changed status during the year, so these counts can sum to more than unique referrals).
- **Engagement:** Staff maintained consistent contact rates with both voluntary and mandatory participants, resulting in stable service numbers across quarters.
- **Compliance:** The state monitoring review found no unresolved compliance issues. Documentation and reporting met FSET contract standards.
- **Operational Notes:** Caseload distribution remained balanced, with no significant backlog in participant processing or assessment.

What We Changed / Will Change

- Enhanced referral-to-enrollment tracking to monitor conversion rates and address any gaps in participant engagement.
- Continued emphasis on training new staff in FSET policy application to ensure smooth onboarding and consistent service quality.
- Planning to expand referral data with other WCI program data in 2025–2026 to better identify co-enrollment opportunities.

PROGRAM REVIEW—WISCONSIN WORKS (W-2), WESTERN REGION

Program Overview

Wisconsin Works (W-2) is a state program that provides employment preparation, training opportunities, and supportive services to eligible parents. Its goal is to help participants overcome barriers, secure employment, and achieve long-term self-sufficiency for their families.

Contract Background

Since 1997, WCI has a long history of operating W-2 in the Western Region of Wisconsin.

- **2013–2023:** Operated under a single 10-year contract.
- **2024:** Contract extended for one year while the DCF conducted a Request for Proposal (RFP) for the next contract cycle. WCI responded to the RFP by the April 2024 deadline.
- **July 2024:** WCI was informed it would not receive a Letter of Intent for the Western Region, creating significant risk to our primary funding source.
- **July–August 2024:** Developed contingency plans, engaged with Local Elected leaders and partners to outline our concerns with the change, and developed staff stay agreements to maintain service continuity despite uncertainty.
- **September 2024:** Due to a number of agency's protesting the RFP, DCF voided the original RFP and, in December 2024, they reopened the RFP process.
- **February 2025:** WCI submitted a proposal for the Western Region and the Northwest region.
- **May 2025:** WCI received a Letter of Intent to continue operating W-2 in the western region for the new multi-year contract period, and a letter to operate the program in the northwest region.
- **June 2025:** WCI was informed that the process is under appeal.

What We Did

- Maintained service delivery for all eligible participants despite contract uncertainty.
- Implemented staff stay agreements and retention supports to minimize turnover.
- Conducted monthly internal performance monitoring and case file reviews to ensure compliance with state standards.
- Coordinated regularly with DCF on monitoring activities, reporting requirements, and corrective action follow-up.

What We Found

- **Performance:** Several standards were not met early in PY 2024–2025 due to staff turnover during contract uncertainty. Through targeted retention measures and significant communication, WCI stabilized staffing and preserved service delivery, allowing performance to recover by year-end.
- **Compliance:** No unresolved findings from DCF monitoring; all corrective actions implemented promptly.
- **Operational Notes:** WCI safeguarded participant services through strong internal monitoring and contingency planning, demonstrating organizational resilience during an unprecedented contract cycle.

What We Changed / Will Change

- Strengthened cross-training among W-2 staff to ensure continuity of services during transitions.
- Enhanced internal monitoring tools to detect and address performance risks earlier.
- Continue retention and communication strategies to safeguard staff stability during future transitions.

PROGRAM REVIEW—WORKFORCE INNOVATION AND OPPORTUNITY (WIOA)

Program Overview

The Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs provide employment and training services to help job seekers secure and retain employment, increase earnings, and achieve occupational advancement. Services include individualized career planning, skills assessment, occupational training, and supportive services, with a strong focus on meeting local labor market needs.

Contract Background

WCI administers WIOA Adult and Dislocated Worker services under contract with the Western Wisconsin Workforce Development Board (WWWDB), funded through the U.S. Department of Labor and Wisconsin Department of Workforce Development. The program operates year-round, with annual performance standards set by the state.

What We Did

- Delivered individualized career and training services to eligible adults and dislocated workers across the Western Wisconsin region.
- Conducted regular internal file reviews to verify compliance with eligibility, service documentation, and performance reporting requirements.
- Participated in annual WWWDB program and fiscal monitoring and provided required corrective action documentation when necessary.
- Aligned training services with high-demand occupations in healthcare, manufacturing, transportation, and skilled trades.

What We Found

- **Performance:** WCI sustained strong employment outcomes, with most performance targets met or exceeded, even while navigating instability at the Workforce Development Board.
- **Compliance:** Internal and external monitoring found documentation and service delivery in compliance with WIOA regulations.
- **Operational Notes:** Program delivery occurred under significant instability at the Western Wisconsin Workforce Development Board (WWWDB), including disallowed cost findings and leadership turnover. To safeguard services, WCI assumed additional oversight responsibilities, meeting monthly with WWWDB staff to request contract numbers and ensure continuity. Despite repeated delays in receiving final numbers — which were not provided until late March, nine months into the contract year, WCI maintained compliant service delivery and met participant needs without interruption.

What We Changed / Will Change

- Increased internal monitoring frequency during periods of WWWDB instability to protect compliance and service quality.
- Develop employer engagement strategies to expand placement opportunities in high-growth sectors although funding is a factor.
- Continuing to advocate for stronger regional workforce governance and accountability through strategic review processes in 2025–2026.

PROGRAM REVIEW—TITLE V SENIOR COMMUNITY SERVICE EMPLOYMENT (WISE)

Program Overview

The Title V Senior Community Service Employment Program (SCSEP) provides subsidized, part-time community service training for low-income job seekers age 55 and better. The program helps participants gain work experience, build skills, and transition into unsubsidized employment, while also providing valuable support to community-based host agencies.

Contract Background

WCI has operated the Wisconsin Senior Employment (WISE) program for over 25 years. In PY 2024–2025, the contract provided funding for 16 slots and required an in-kind match from host sites. WCI operated the program according to contract expectations until May 2025, when DHS directed us to begin shutting it down. The program was closed by the required date of June 30, 2025. The Governor has since shifted oversight from DHS to DWD, with the possibility of reopening under a new funding model. WCI fully met contractual expectations through May 2025, demonstrating compliance and service delivery despite program design challenges.

What We Did

- Provided community service training placements for eligible participants across multiple host agency sites.
- Conducted regular participant file reviews to ensure eligibility, training plans, and progress notes were accurate and complete.
- Worked closely with host agencies to identify skills gaps and tailor assignments to improve employability.
- Submitted monthly participant wage and hours data for state reporting.

What We Found

- **Performance:** WCI fulfilled contractual obligations through May 2025, supporting participant transitions to unsubsidized work and maintaining compliance during the program’s final year.
- **Compliance:** Program operations met federal and state guidelines, with no unresolved monitoring findings.
- **Operational Notes:** Program competitiveness was limited by the state’s low wage target and spending restrictions; WCI worked to mitigate these challenges through active host agency engagement and participant support.

What We Changed / Will Change

- Enhanced host agency outreach during the final program year to maintain participant placements.
- Provided transition support for participants affected by program closure in June 2025.
- Documented lessons learned to inform future senior employment program proposals.

PROGRAM REVIEW—FOSTER GRANDPARENT PROGRAM

Program Overview

The Foster Grandparent Program engages older adults in meaningful volunteer service to support children and youth with special or exceptional needs. Volunteers provide one-on-one mentoring, tutoring, and guidance to help children achieve academic and social development goals while strengthening intergenerational connections in the community.

Contract Background

WCI operates the Foster Grandparent Program under the Corporation for National and Community Service (AmeriCorps Seniors) funding model. The program is funded in three-year cycles, with defined service requirements, match obligations, and reporting standards. July 1, 2025, begins the third year of the current three-year cycle. To secure funding for this year, WCI staff submitted the proposed program plan in March 2025, which was approved.

What We Did

- Recruited, trained, and placed approximately 40 active Foster Grandparent volunteers across schools, Head Start classrooms, and youth-serving organizations.
- Provided ongoing training and support to volunteers to ensure they met AmeriCorps service requirements.
- Conducted regular volunteer file reviews to confirm eligibility, service logs, and performance evaluations.
- Partnered with host sites to align volunteer assignments with children's literacy, social-emotional, and classroom support needs.
- Submitted monthly service hour and outcomes reports to AmeriCorps.

What We Found

- **Performance:** WCI exceeded service delivery expectations, with Foster Grandparents contributing more than 30,000 hours of direct service in classrooms and youth programs.
- **Compliance:** File reviews and monitoring confirmed compliance with AmeriCorps Seniors requirements; no unresolved issues were identified.
- **Operational Notes:** Recruitment continued to be challenging given stipend limitations and competing opportunities, though volunteer retention remained strong, particularly among long-tenured participants.

What We Changed / Will Change

- Expanded recruitment outreach through community centers, senior groups, and faith-based organizations.
- Increased recognition and peer-support opportunities to strengthen volunteer retention.
- Improved host-site communication to ensure placements align with school and classroom needs.

ADMINISTRATIVE REVIEW

Admin Review

While programmatic reviews focus on service delivery and participant outcomes, WCI also conducts rigorous administrative reviews to safeguard compliance, fiscal integrity, and employee engagement. These systems ensure daily operations are monitored and continuously improved alongside public programs.

What We Did

During PY 2024–2025, WCI carried out administrative reviews and updates in the following sequence

- Produced and distributed the 2023-2024 Annual Report to highlight program outcomes and organizational achievements.
- Completed the annual independent audit, resulting in no findings, and continued routine fiscal oversight.
- Conducted payroll audits in Paycor every pay period, verifying accuracy of timecards, leave assignments, and expense approvals before payroll was processed.
- Reviewed and updated the Cost Allocation Plan and the Financial Policy Manual to ensure alignment with federal and state fiscal requirements.
- Reviewed and updated Bylaws to align with governance best practices, and conducted the annual review of the corporate reserves policy to ensure fiscal stability.
- Conducted an independent staff survey to assess employee engagement. Survey results shaped organizational strategy discussions with the Board and staff.
- Launched Workforce Pulse, a monthly initiative for structured employee dialogue, directly responding to survey feedback.
- Updated Personnel Policies to reflect employment law changes and current benefit practices.
- Reviewed insurance policies for adequate coverage, and set pay pools and incentive structures with Personnel & Compensation Committee oversight.
- Incorporated all updates and approvals into Board packets for transparency and governance documentation.

What We Found

- **Compliance:** Achieved a clean audit with no findings; all governance and fiscal reviews confirmed compliance.
- **Fiscal Integrity:** Payroll audits and updated fiscal manuals confirmed strong internal controls.
- **Governance:** Bylaws and reserves policy updated on schedule, ensuring continuity of best practices.
- **Engagement:** Staff survey identified communication and reflection needs.
- **Policy Integrity:** Personnel, benefits, and insurance policies updated to meet current standards.
- **Capacity Planning:** Anticipating a Northwest W-2 contract, WCI identified the need for a Director of Finance to centralize oversight of finance, HR, and wellness.

What We Changed / Will Change

- Started Workforce Pulse as an ongoing engagement and retention tool.
- Continue annual review of bylaws, reserves, and insurance to maintain governance strength.
- Refine pay pool and incentive models to remain competitive and equitable in the coming year.
- Capacity Expansion: Pending confirmation of the Northwest contract, WCI will implement the Director of Finance position to strengthen administrative infrastructure and centralize oversight of financial, HR, and wellness operations.

STRATEGIC REVIEW

Strategic Review

While program and administrative reviews focus on compliance and operations, this section demonstrates the strategic choices that safeguarded WCI's future and positioned it for growth. The Strategic Review highlights how WCI adapted to extraordinary challenges during PY 2024–2025, including the near loss of its largest funding source, and how the organization responded with agility, resilience, and foresight.

What We Did

- Responded to the notification in July 2024 that WCI would not receive a Letter of Intent for the Western Region W-2 contract by immediately developing contingency plans to downsize while maintaining service continuity.
- Implemented staff stay agreements to stabilize the workforce during a period of uncertainty.
- When DCF voided the RFP in September, WCI pivoted to prepare and submit two major proposals by February 2025 — one for the Western Region and one for the Northwest Region.
- Conducted an environmental scan to inform the proposals, incorporating workforce needs, regional capacity, and organizational risk assessment.
- Secured Letters of Intent in May 2025 for both regions, positioning WCI for its largest service expansion in more than a decade.
- Continued to gather employee input through an independent engagement survey, which led to the launch of Workforce Pulse as a tool for ongoing reflection and dialogue.
- Monitored community engagement through participant surveys (limited by low return rates) and tracked social media metrics as a proxy for awareness and outreach.
- Provided strategic updates to the Board through presentations and the Annual Report, ensuring alignment and shared governance throughout the transition.

What We Found

- **Organizational Resilience:** WCI shifted from preparing to downsize to winning two competitive contracts in under nine months, demonstrating adaptability under extreme pressure.
- **Workforce Stability:** Staff stay agreements and transparent communication enabled WCI to maintain services despite contract uncertainty.
- **Strategic Lift:** Preparing dual proposals in a compressed timeframe stretched the organization but revealed the strength and capacity of WCI's leadership and staff.
- **External Challenges:** Contracting instability and delays underscored the importance of contingency planning and highlighted systemic risks in workforce governance.
- **Engagement Gaps:** While employee engagement was strengthened through Workforce Pulse, external input remained less systematic, with participant survey data limited by low response rates.

What We Changed / Will Change

- Enhanced proposal readiness to ensure strong, timely responses to future RFPs.
- Expanded administrative capacity with plans to add a Director of Finance to support growth.
- Strengthened engagement systems by institutionalizing Workforce Pulse and improving external feedback collection.

REPORTING AND OVERSIGHT

Purpose

To ensure that quality assurance findings are communicated clearly, reviewed regularly, and acted upon by WCI leadership, the Board of Directors, and funders.

What We Did

- Generated monthly program and fiscal performance reports, segmented by internal and contracted programs, and shared them with the appropriate teams, Board of Directors, and oversight committees.
- Compiled the Connections Report monthly to track data throughout the year and reported results to the Board of Directors at their regularly scheduled meetings.
- Presented the full organizational metrics report at the May Board meeting, giving the Board a comprehensive view of performance outcomes for the program year prior to closeout.
- Reported the results of the annual independent audit directly to the Board of Directors, including corrective actions (none required this year).
- The Director of Operations tracked all monitoring activities and recorded related data and findings in SharePoint, ensuring central access to compliance documentation.
- Submitted required reports to funding agencies (DCF, DHS, DWD, AmeriCorps, etc.), aligning internal monitoring results with external reporting requirements.
- Shared customer satisfaction results and engagement data (participant surveys, social media metrics) with staff for review.
- Presented updates and findings through Board packets at regular meetings, ensuring governance-level oversight.

What We Found

- **Transparency:** Reporting processes ensured that program, fiscal, and administrative findings were consistently available to both staff and Board.
- **Accountability:** Board committees actively reviewed QA data and approved related updates (e.g., policy revisions, pay pools, incentive structures).
- **Compliance:** Reporting met funder and oversight requirements, with no late or missing submissions.
- **Monitoring Systems:** The DOO's use of SharePoint to record monitoring activities improved internal consistency and created a reliable reference for oversight.
- **Board Engagement:** Regular Connections Reports, combined with the May metrics presentation, ensured the Board had timely visibility into organizational performance before year-end.
- **Engagement Gap:** Participant survey returns remained too low to provide robust data for decision-making, limiting systematic external feedback.

What We Changed / Will Change

- Continue presenting QA findings in Board packets for integrated oversight.
- Refine reporting on participant engagement metrics to better track trends and supplement survey limitations.
- Explore more readable and interactive reporting tools, including potential use of business intelligence (BI) software, to improve accessibility and transparency of data.