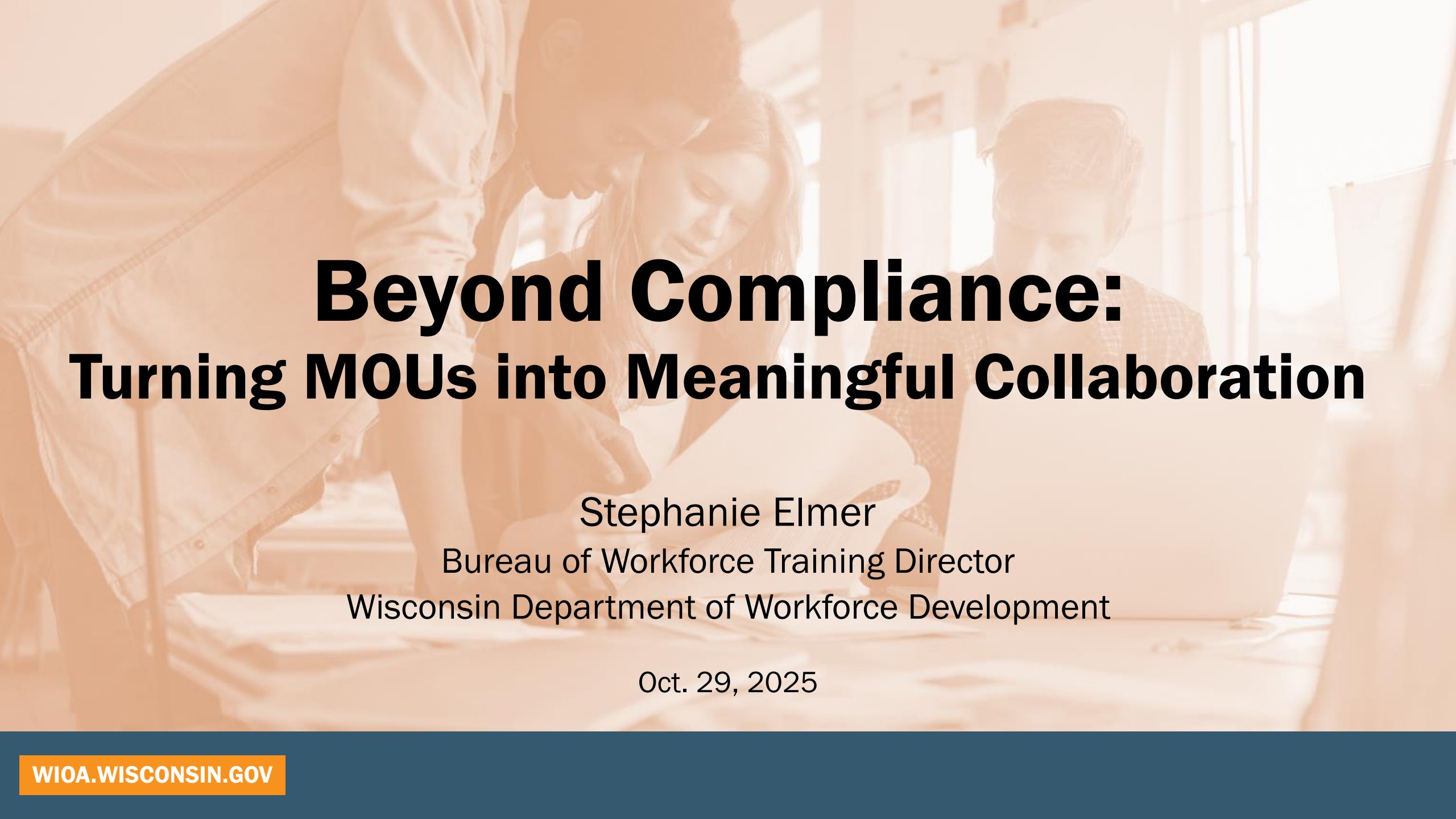




Beyond Compliance: Turning MOUs into Meaningful Collaboration

Stephanie Elmer

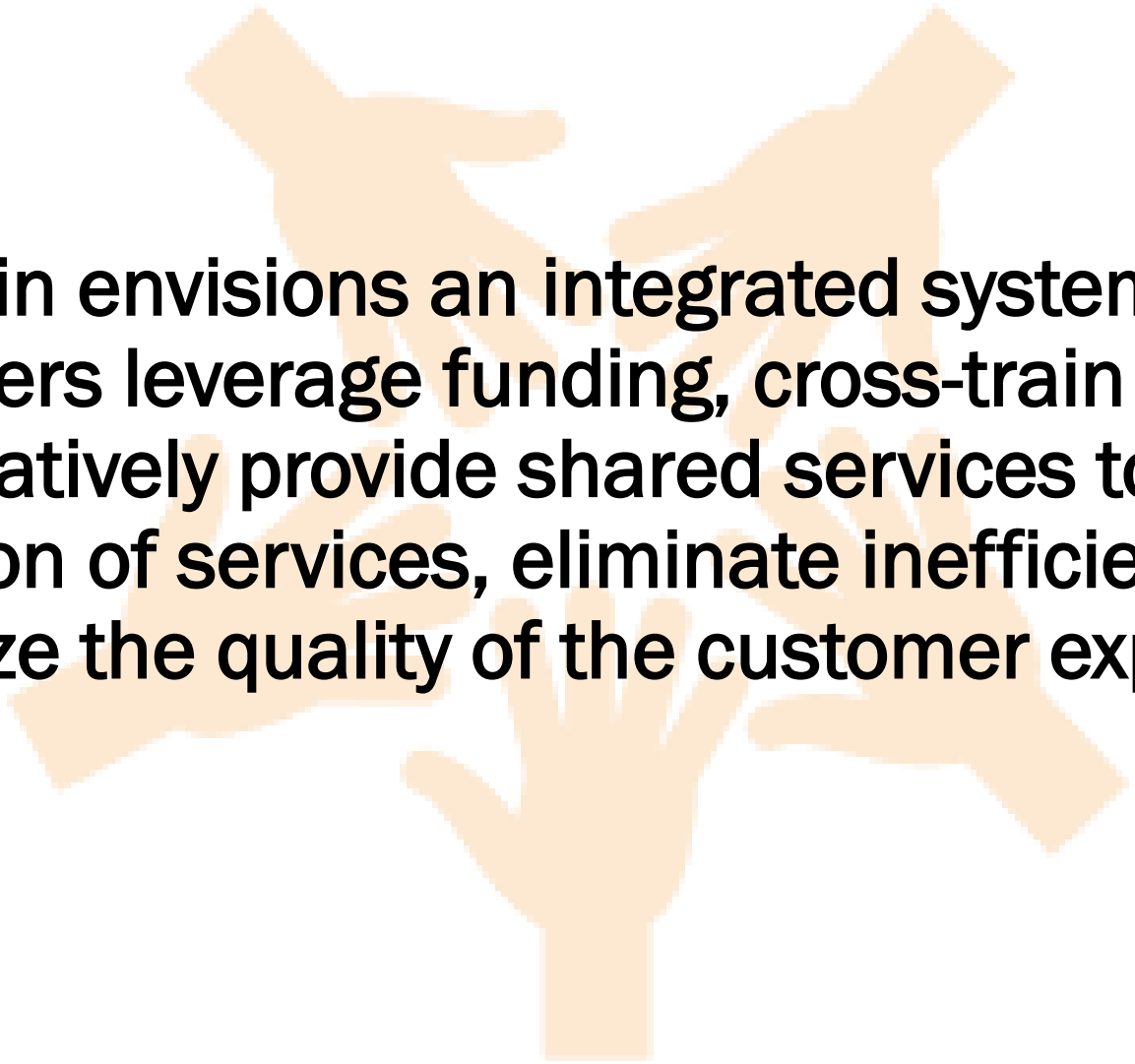
Bureau of Workforce Training Director

Wisconsin Department of Workforce Development

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A man and a woman are in a meeting, looking at a wall covered in sticky notes. The man, wearing glasses and a grey shirt, is gesturing with his hands raised. The woman, wearing a yellow vest, is looking up at the wall. The background is a blurred office environment with a computer monitor visible on the left.

Vision & Structure



Wisconsin envisions an integrated system in which all partners leverage funding, cross-train staff, and cooperatively provide shared services to reduce duplication of services, eliminate inefficiencies, and maximize the quality of the customer experience.

Workforce Development Structure



1. Southeast
2. Milwaukee
3. Waukesha-Ozaukee-Washington
4. Fox Valley
5. Bay Area
6. North Central
7. Northwest
8. West Central
9. Western
10. South Central
11. Southwest



Wisconsin Job Centers



Physically house at least one required partner; may physically house additional partners



Provide basic and individualized career services



Make available training and support services authorized under WIOA



Make available information about the full range of services available through the one-stop delivery system



Include a “Resource Room” open to the general public

Comprehensive & Affiliate Job Centers



Comprehensive Job Centers must make available the services of **all** required partners/programs

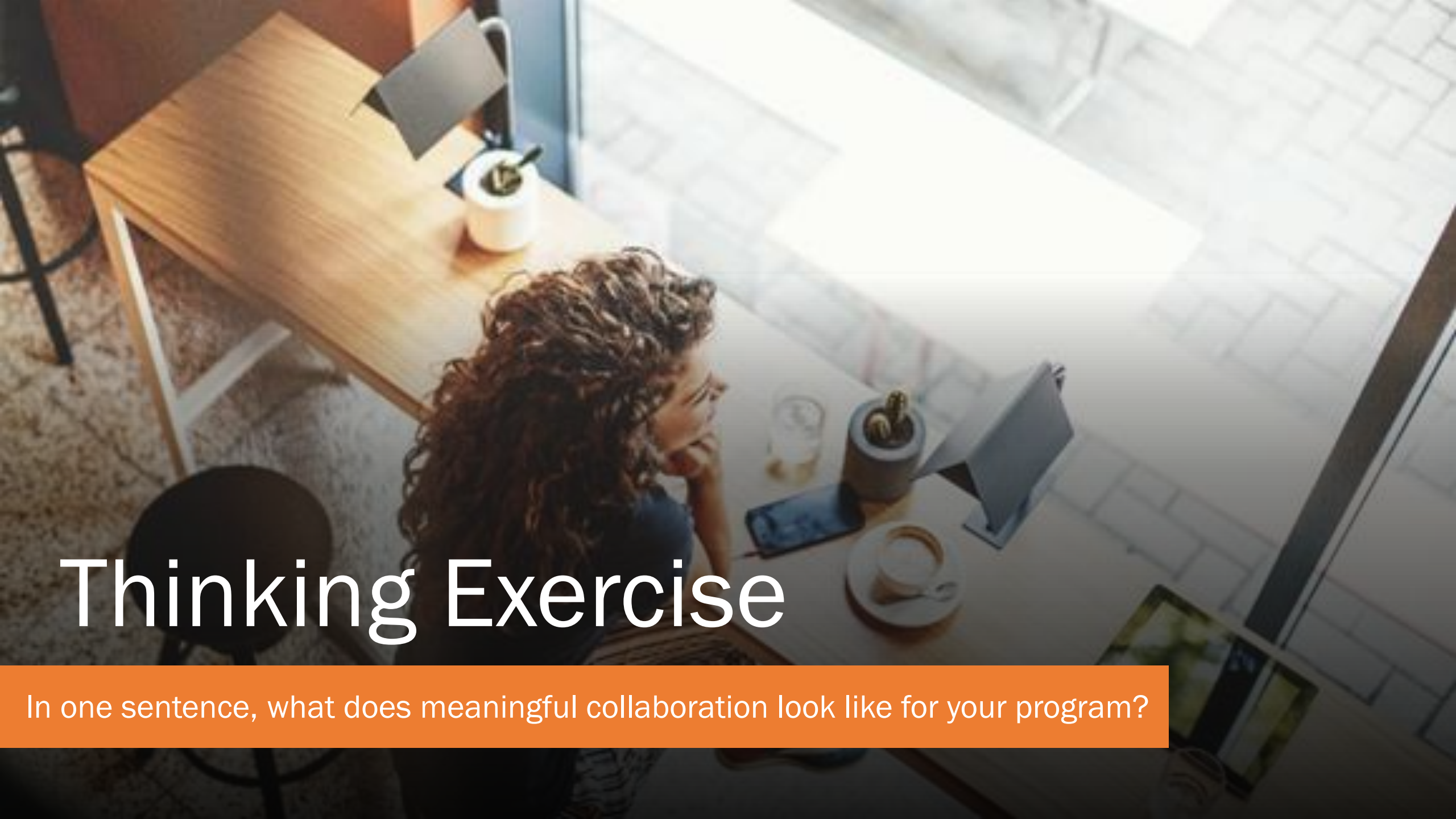


“Make available” means:

- Have program staff physically present
- Train staff from a different program to provide information
- Provide a direct linkage via technology



Affiliate Job Centers are not required to include all required partners/programs



Thinking Exercise

In one sentence, what does meaningful collaboration look like for your program?



Beyond Compliance: The New Purpose of MOUs

- Compliance is the floor, not the ceiling
- Memoranda of Understanding (MOUs) are tools for alignment, innovation, and continuous improvement
- True collaboration transforms service delivery and outcomes

Memoranda of Understanding



Agreement between
all one-stop partners



Local Workforce Development
Boards (WDBs) are the lead
entity to convene partners and
document outcomes



DWD provides guidance
and document templates,
technical assistance, and
monitors compliance

From Obligation to Opportunity



Transform

Move from transactional to transformational relationships



Clarify

Use MOUs to clarify shared goals and strengthen accountability



Innovate

Treat the negotiation process as an opportunity to innovate

MOU Requirements

Compliance ensures alignment – Collaboration ensures impact

Description of services provided through the one-stop delivery system and how services will be coordinated and delivered

Description of how service and operating costs will be funded

Methods of referral between one-stop partners

Methods to ensure the needs of workers and youth are met, including access to technology and materials

Duration;
Procedures for amending;
Assurances that MOU is reviewed annually to ensure appropriate funding and delivery of services

The Power of Partnership

A unified system ensures **no wrong door** for job seekers and employers

Partners leverage shared knowledge, funding, and facilities

Coordinated outreach amplifies impact across all customer populations

Collective ownership improves service delivery and system performance

A Stronger Job Center System



Shared resources =
greater efficiency and
reduced duplication



Unified intake and
assessment improve
customer flow



Data sharing supports
accountability and
performance
reporting



Joint planning
ensures alignment
with shared goals and
measures

The Cost of Non-Engagement

Missed opportunities to influence local service design

Loss of local flexibility if the state funding mechanism is triggered

Higher individual partner costs when collaboration is lacking

Fragmented customer experiences and reduced visibility

Local Innovation Through Collaboration



Partners can pilot shared intake or co-enrollment models



Cross-trained staff provide more responsive customer service



Joint business engagement strengthens regional pipelines



Real-world success stories demonstrate shared innovation

MOU Negotiation as Continuous Improvement



Annual review =
opportunity for
reflection and growth



Encourages
transparency in
infrastructure and
shared services



Fosters trust,
communication,
and shared
accountability



Keeps systems
responsive to community
and employer needs

From Compliance to Commitment

Your Role in Integration



Every partner plays a vital role in Wisconsin's workforce ecosystem



Engage fully in MOU discussions – your input shapes outcomes



Collaboration today creates sustainable success tomorrow

A high-angle, slightly blurred photograph of a woman with curly hair sitting at a wooden desk. She is looking out a large window, her hand resting on her chin in a thoughtful pose. On the desk are a laptop, a small potted plant, a glass, and a smartphone. The scene is brightly lit by natural light from the window.

Thinking Exercise Revisited

What are two to three specific, measurable actions you or your agency can take to improve integration and collaboration in your local one-stop delivery system?

Questions?

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