



Workforce Investment Act

Annual Report

Program Year 2001

Wisconsin Department of Workforce Development

Governor's Council on Workforce Investment

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State of Wisconsin
COUNCIL ON WORKFORCE INVESTMENT

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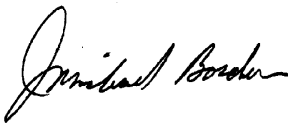
I am pleased to present the second Wisconsin Workforce Investment Act Annual Report.

Like other states, Wisconsin's economy has suffered setbacks in the past year. In our workforce, we face the twin issues of higher unemployment in some areas and labor shortages in others. The role of WIA as a vehicle for training the future workforce has become even more important as we face an uncertain future.

With funding an issue, we must increase and improve relationships with our partners, at both the state and local areas, to make the most efficient use of all of our resources and better serve our customers.

As WIA faces reauthorization next year, we believe we have made progress in building a one-stop system for the employers and workers of the state. Although we are not there yet, we will continue our efforts to help our people and businesses reach their full potential.

Sincerely,



J. Michael Borden, Chairman
Council on Workforce Investment



Contents

The State of the State.....	1
Wisconsin's Labor Market.....	1
Dislocated Workers.....	2
Council on Workforce Investment.....	2
Strategies for Improvement.....	3
State Program and Product Development.....	4
Workforce Development Area Activities.....	6
Research and Assessment.....	12
WIA Financial Statement.....	14
Cost Effectiveness.....	14
Job Center Locations.....	15
Performance Measures.....	16

The State of the State

This report covers the program year from July 1, 2001 to June 30, 2002. The second year of WIA was far different from the first. The booming economy has given way to a slowing of growth and uncertainty about the future.

As a state, Wisconsin has undertaken special efforts to deal with labor shortages, such as in the health care area, and has proposed a comprehensive plan to address and meet the workforce and business needs of the future. WIA will be an integral part of that effort.

WIA is fundamentally an opportunity for cooperation and sharing across a wide variety of programs so they can serve their customers in an efficient and effective manner. For all of us to succeed, and thus best serve the employers and workers of Wisconsin, that commitment to working together will have to continue. As we look forward to reauthorization of WIA in 2003, we are hopeful that efforts will be made in that legislation to allow that cooperative spirit to grow.

This report shows how Wisconsin is already finding success in partnership involving the Department of Workforce Development, the Governor's Council on Workforce Investment, the eleven workforce development boards and the employers and businesses of the state.

Wisconsin's Labor Market

Over the past twelve months, Wisconsin has experienced a very troubling and persistent recession in the manufacturing sector. There has been a loss of over 20,000 jobs in the monthly average, and in the twelve months prior, 30,000 jobs monthly were lost.

This loss of manufacturing is very difficult for Wisconsin, as the State's job market economy is still very much manufacturing oriented. For most of the decade of the 1990s, manufacturing made up over 22 percent of the State's total job market. For the first ten months of 2002, manufacturing has been 19.7 percent of the State's total job market. Manufacturing also provides the highest wage level to workers of any of the state's major employment sectors.

In the period of 1990 through 2001, Wisconsin had an average monthly unemployment total of 116,700, based on a labor force of 2,821,000, for an average unemployment rate of 4.1 percent. The monthly average unemployment total was as low as 88,101 in 1999. For 2002, the average monthly total will be 155,750, for an average unemployment rate of 5.1 percent. Claims for unemployment insurance for the state have been fifty percent higher for the past two years than they were in prior years.

Based on the demographic trends that Wisconsin is experiencing, these changed labor market conditions will lead to an even more acute labor shortage as the economy recovers. Wisconsin, along with many Midwestern States, has been experiencing a short supply of young adults based primarily on a very low birth total between 1965 and 2001. This has been exaggerated by an out-migration of Wisconsin's young educated population. In periods of recession, this out-migration is amplified.

It is not likely that Wisconsin will see further deterioration in its labor market over the next several months. However, to a very great extent, this recent two-year slowdown in the state's economy could not have come at a more unfortunate time. It will and has given a false sense of security to business and political leaders at the very time when the worker shortage problem will begin escalating.

Although presently engrossed in the recession, the real policy issue for the State will be the worker shortage issue. Firms, especially those involved in manufacturing, will and have backed off on training, and yet they are about to be hit by large numbers of retiring workers as baby boomers reach retirement age.

Dislocated Workers

\$2.3 million was utilized to provide additional resources to seven workforce development areas whose local funds were insufficient to meet the needs of dislocated workers in their areas. This included five start-up grants of up to \$25,000 to initiate services immediately as well as two complete applications to continue services to specific dislocated worker populations.

Eleven applications submitted by workforce development areas were reviewed by department staff and then presented to the Council on Workforce Investment for its approval. Applications for National Emergency Grants funds were submitted when additional resources were needed.

Council on Workforce Investment

The Governor's Council on Workforce Investment made special efforts to help the workforce development areas reach their full potential. Funds were allocated in the prior program year to assess the comprehensive one-stop Job Centers, build regional partnerships across area boundaries and enhance communications, continuous improvement and marketing.

During the year, the Council heard presentations from a variety of groups and programs, including the Governor's economic development initiative, a program to help Wisconsin manufacturers upgrade their systems and processes, and new in-house products to improve employer services. As is its custom, the Council held one of its meetings at a Job Center.

The Council also sponsored a statewide leadership training session for Council and workforce development board members to help them better address local and state workforce needs. A second session was scheduled for the fall of 2002.

Near the end of the program year, additional funding was provided to the local boards for incumbent worker training, to improve employer services, to deal cooperatively with other agencies on labor shortages, to improve data collection identify and share best practices which improve performance, and to help expand the workforce opportunities for underrepresented groups.

Council members also participated in a Governor-initiated statewide planning and development process to improve the state's economy and workforce, as well as a University of Wisconsin Economic Summit.

Strategies for Improvement

In PY 2001, Wisconsin continued to build on efforts started in PY 2000 to develop a common vision for, and educate leaders and professionals in Wisconsin's workforce development system about, continuous improvement and performance excellence management. These efforts included several key activities.

Leading the Way to Excellence Conference

Wisconsin held a conference in October 2001 focused on performance excellence management and continuous improvement. This regional conference sponsored by DWD, US DOL Region V and three other co-sponsors (Midwest Workforce Institute, Workforce Excellence Network, and National Leadership Institute) brought together over 130 workforce development professionals from Wisconsin and other states in the region to learn about improving program and organizational performance. Speakers and workshops focused on building quality workforce development services and systems (youth, employers, one-stop customer service, quality program design, quality systems in a service environment, community resource mapping); leadership and organizational development (building high performance WIB leadership and one-stop systems); and measuring success in high performance organizations (balanced score card).

The conference was also a key vehicle for introducing Baldrige based performance excellence management principles to workforce development professionals. It provided workshops related specifically to the Baldrige Criteria for performance excellence, highlighting organizations that provide tools and technical assistance on performance excellence management (WEN, WFA, and demonstrated Baldrige-based assessment tools (Midwest Institute on-line assessment). In addition, conference participants had the opportunity to visit private companies that are well-known for successfully implementing high performance management practices (Midwest Express, Johnson Controls, and Serigraph Inc.)

Restructuring of the Council on Workforce Investment (CWI)

Wisconsin completed restructuring the CWI to strengthen its ability to advance the state's goals for its workforce development system. This restructuring resulted in four new CWI committees, two of which have direct responsibility for encouraging continuous improvement in the organization, management and results of the workforce development system and services. The Workforce Partnership Enhancement (WPE) Committee and the Workforce System Coordination and Oversight (WSCO) Committee provided grants to each of Wisconsin's Boards to support continuous improvement in organizational management and service delivery performance. These included activities such as Baldrige-based self-assessments and identification/implementation of innovative/new service and coordination models to improve service delivery performance.

Development of Baldrige-Based Job Center Standards

DWD began efforts to revise its existing Job Center Standards to incorporate Baldrige-based performance excellence principles and criteria. This effort began in two stages. The first was discussion of the Baldrige principles and needed changes to the existing standards among Job Center Managers during a May 2002 Job Center Roundtable. The second was formation of a Job Center Standards Workgroup, comprised of key Job Center Partner agencies, to begin formulating new standards based on the Baldrige principles. Workgroup members received a briefing on the Baldrige principles/criteria and began efforts to develop requirements for comprehensive Centers and benchmark that would enable ongoing assessment of Centers against the seven Baldrige Criteria for Performance Excellence.

Development of the Job Center standards (Requirements for Comprehensive Job Centers) and benchmarks for continuous improvement are expected to be completed in PY 2002 and implemented beginning in PY 2003. These are intended to provide tools for regularly assessing and continuously improving comprehensive Job Centers (as well as satellite and resource Centers), consistent with Wisconsin's five year WIA plan related to organizational continuous improvement.

WIA Performance Incentive Grant (WIA Title V)

Wisconsin was one of 12 states in the nation to receive a WIA Title V Performance Incentive Grant. DWD PY 2001 efforts were directed to planning this initiative in partnership with the Wisconsin Technical College System Board. The state application was submitted to the US DOL in June 2002. The grant will be fully implemented in PY 2002 and will operate through the end of PY 2003 (June 2004).

This grant brings together the resources of WIA Title I, WIA Title II and Carl Perkins Vocational Education programs to enhance accessibility, training and follow-up services related to occupations in the healthcare field and occupational ESL provided through the WIB/Job Center system and the local technical college system. A key feature of the program design is its focus on sustainable improvements in coordination between the local workforce development and technical education systems in order to improve the capacity for sustained, continuously improving program results for participants of the three programs in the future.

State Program and Product Development

The department continued its efforts to develop programs and products to help the workforce development boards and one-stop Job Centers better serve their customers

Employer Benefits Booklet. This booklet was created through a partnership with Asset Builders of America and the UW School of Human Ecology Financial Planners. The booklet will show the overall universe of benefits that employers *could* offer and help job seekers better understand what an employer or potential employer *is* offering. Job seekers will be better able to decide whether to take a job after learning about everything that makes up the total pay "package".

Phase II of the project will be a series of seminars provided to Job Centers and their partners who would like to learn how to offer Employer Benefits Seminars to job seekers in their areas. They also will discuss how to add a fee for service component to these seminars. The first printing will be free to Job Center Partners. It will then be available on the Web.

Corrections Financial Literacy Project. A pilot project took place at a Milwaukee Correctional Facility where Consumer Credit Counseling Service of Milwaukee provided money management and credit education to over 300 probation and parolees. What we found were that the majority of students in our classes were not in the economic system (i.e. bank account), had Child Support obligations but were not paying them and new little if anything about the credit system or money management. Planning is underway for a larger project that will address not only money management and credit education but also budgeting child support payments.

Entrepreneur On-line Evaluation Tool. The UW Whitewater SBDC developed an evaluation tool for to help entrepreneurs determine suitability for business ownership.

Money Smart. Money Smart is a Financial Education Curriculum developed by the Federal Deposit Insurance Corporation (FDIC). The Department of Labor endorses this program and permits use of WIA and Welfare to Work funds for projects. Research tells us that employers can improve efficiency and productivity if their employees are financially literate. This project seeks to promote employer-based financial education programs. In the Green Bay area, the department provided start-up capital for a program, which recently held its first graduation. The programs are taught in both English and Spanish and have the potential to reach over 50,000 people in that area. Grants also were provided to other area employers, with additional employers being added in the next program year. Department staff also provide technical assistance to the Family Literacy Project, Job Centers and TANF agencies, community-based organizations and other professional groups on how to start Money Smart projects.

DWD EAP Financial Education Program. The Department also will provide a financial education program for its own employees.



The Department also provided ongoing assistance to workforce board leaders and staff:

- Resources provided to the Wisconsin Counties Association (WCA) help with support and additional training opportunity for Local Elected Officials. This initiative is intended to help the Local Elected Officials be informed and better prepared for their responsibility under WIA.
- A grant was awarded to the Wisconsin Association of Job Training Executives (directors of WDBs) for specialized training, technical assistance, capacity building and delivery system development. Goals included enhancing private sector participation, improving administrative and management systems and improving coordination of services and resources.

- The Department continues to offer two annual conferences for Job Center staff and partners. These events focus on relevant and timely topics and bring presenters from other departments of state government and the private sector together to share information. The department also conducts a minimum of two meetings annually with Job Center Managers/Lead Contacts to share best practices, and resource ideas.
- A Job Center Standards Workgroup, comprised of representatives from all 18 Job Center partners including TANF (in Wisconsin called Wisconsin Works or W-2), is developing new guidelines that include a definition of a Comprehensive Wisconsin Job Center. Based on the Malcolm Baldrige seven key criteria for excellence, it is anticipated this document will assist one-stops in preparing for July 2003 State certification requirements.

Employer/Business Services Staff Training. The Department designed an Employer Services Skill Building/Professional Development program to assist employer services field staff and One-Stop Job Center partners in working with employers/businesses. The project was multi-faceted and included nine focus groups that identified the needs, a large workgroup that clarified the needs, and sub-committees that refined the finished products over many meetings.

Based upon feedback from 90 percent of the Wisconsin One-Stops, the workgroup designed a final project that included curriculum development, training and future service delivery enhancements. The goal was to keep the focus on the top priorities identified in the focus groups. These included consistent statewide training in three key areas: marketing/promoting One-Stop services, team-building/partnership development, and employer/business services (i.e. understanding and working with employers and business). The workgroup reviewed several curricula then combined, modified, augmented existing curricula when appropriate and developed new curriculum to create the final products. Results were comprehensive consistent training programs presented in several locations across the state.

A mini-pilot conducted at the Governor's Employment and Training Conference generated very positive responses and confirmed the need to provide these additional training programs. The project was implemented in various locations around Wisconsin with 520 participants. The participants' ratings of the training were overwhelmingly positive and included: 95 percent scoring the overall presentation as very good/excellent and 98 percent indicating they would highly recommend the training programs to others.

Workforce Development Area Activities

Non-Traditional Occupations. Through a collaborative referral and case management system between the **Bay Area Workforce Development Board's** local Job Centers and local technical college, men and women have received career development and financial support as they enter nontraditional careers. Here are two examples of how men and women have responded to the economic slowdown in the heavily manufacturing/industrial-based Lakeshore Technical College (LTC) district, and the support they receive in pursuing nontraditional careers.

Mary's goal was to secure a tool and die apprenticeship. However, she was laid-off from her position at a large plumbing and engine manufacturer in the Lakeshore district. Mary entered the WIA program as a dislocated worker and was eligible for training funding. She took the opportunity to continue on her nontraditional career path. Mary completed the *Developing Machine Tool Aptitudes class* at the technical college, which provided her with additional hands-on career exploration in the machine tool industry. She is earning a technical diploma in the Machine Tool program with the intent to better prepare herself for an apprenticeship in the future. In addition to the WIA funding, Mary was awarded a Technical Education Opportunities Grant, funded through the LTC Foundation. This grant was developed to support women's movement to and through nontraditional occupations and training.

Tim, previously employed in and laid-off twice from traditionally male-held occupations in manufacturing and industry, also entered the WIA program as a dislocated worker. After careful consideration of labor market trends, he took advantage of the opportunity to plan a career and receive training benefits through WIA. Tim is on a nontraditional career path in the Associate Degree Nursing (RN) program at LTC. His goal is to complete the ADN program and continue his education to become a nurse anesthesiologist. Tim also receives LTC Foundation grant support as he continues on his nontraditional career path.

Both Mary and Tim are terrific role models of dislocated workers who have turned hardships into opportunities, and as individuals who demonstrate that careers have no gender.

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Last year, a man found out he has multiple sclerosis. This illness has forced him to discontinue the work he was doing and identify an occupation that would not only benefit his family but also continue using skills he has. He was not willing to let his illness get the best of him and he wanted to try working in a field that he could handle physically and would be rewarding at the same time.

Because he had been an outdoor sportsman involved in hunting and fishing, he wanted the opportunity to take on a challenge he was somewhat familiar with. He called the Job Center in the **North Central Workforce Development Area** inquiring about assistance with funding for a taxidermy-training program he was interested in enrolling in. He could use the skills he acquired in the great outdoors as well as artistic abilities he knew he had.

He had searched for employment for several months before realizing that a training program would enable him to gain skills to become self-employed. Through the comprehensive assessment process it was determined that he was Workforce Investment Act eligible (WIA), and was referred to Division of Vocational Rehabilitation (DVR). Upon receiving a certificate of completing the taxidermy training, he decided to start his own business. His family was extremely supportive of this decision and his enthusiasm. He spent time job shadowing a taxidermist in northern Wisconsin and learned the details of being self-employed. DVR helped him with classes in business, and getting some of the necessary tools and equipment, and WIA assisted in training and other supportive services for job retention. Six months later, the local newspaper reported his business opening.

At 18 years old, a woman was chosen to be the adult graduation speaker after completing her HSED in the spring, 2002. She obtained a cashier job at a local grocery store, working approximately 25-35 hours per week. She is a single parent, supporting a 4-year-old child. She has learned to save her paychecks in order to pay the rent. In the summer her entire extended family moved back to Milwaukee. She chose to stay in the **North Central Workforce Development Area** on her own, saying that she could provide a better life for herself and her child here. She has returned to the Goal Lab at the technical college NTC to prepare for her ACT test, and she he being encouraged to pursue college. She was able to utilize the WIA transportation support funds and also some childcare funding as well. The incentives for completing her goals were also extremely helpful to her.

Last summer, a five-year-old boy was struck by a drunk driver while riding his bicycle, leaving his young mother to balance caring for two children and working. She came to the Wisconsin Job Center in search of employment in the healthcare field, motivated by her experience with her injured son. She was determined to become an RN. Her WIA case manager at the **Western Wisconsin WDA** assessed her needs and partnered with Western Dairyland and the Wisconsin Job Center to provide joint services.

In order to be placed on the waiting list for the RN program, one must hold a current CNA certification. A Certified Nursing Assistant class was due to start the next week. With the help of the Equal Opportunity Center and the WWTC staff, she is now attending classes to become a CNA. The Wisconsin Job Center had all of the necessary people right here in our building to help get her started on the path to becoming an RN. One-Stop delivery of services at its finest!

A local employer in the **Western Wisconsin WDA** received good service. “Just a short note to make you aware of the excellent support we received from several staff members of the Wisconsin Job Center in Jackson County earlier this month. Our company was honored to be recognized as the Job Center’s April Featured Employer. As part of this recognition, the Job Center held a Job Fair for our company at their site in Black River Falls. At the fair, we presented employment information to over 30 people, and eventually made job offers to 7 individuals who attended the fair, with an additional 5 or more offers anticipated.

We were pleasantly surprised at the large turnout and the quality of the individuals attending the Job Fair. We attribute this to the excellent behind the scenes work done by the staff at the Job Center. A special thanks for taking an interest in our needs, providing extraordinary support and guidance, and actively participating in our presentation. Given the success we had with the Jackson County Job Center in 2002, we fully intend to take advantage of their services again in 2003 and beyond.”

Partnerships were an important focus for the **West Central Wisconsin Workforce Development Board**. The Board, its partners and area businesses and educational institutions sponsored *Career Valley 2002*, in April. This highly successful event is in its second year as an effort to educate area youth to the careers available to them within the Chippewa Valley.

A variety of employers from healthcare, construction, manufacturing, retail, media, government and protective services and others were represented, showcasing the careers available in the Chippewa Valley. Each employer was asked to share a hands-on display of the opportunities within their sector. The local Job Center and area educational institutions shared information on their respective programs. Each college or university was linked to specific businesses to show students how they can educate themselves after high school and transfer into a great job in the Chippewa Valley. Some 2500 high school students from a 50-mile radius of Eau Claire attended the event to expose them to the careers in the Chippewa Valley. School-to-Work coordinators/guidance counselors in each school received information on registration. Plans are already underway for Career Valley 2003 on May 1st.

The **West Central Board** entered into a formal agreement to be the advisory body for the *I-94 Work-based University Consortium* that seeks to more effectively link the extensive University and other educational resources in the region with the needs of the economy. The Consortium will operate as a PK-16 Council to provide a structure for educational system support of the region's economic development and workforce planning initiatives. Consortium members will leverage their collective expertise to deliver fast, competent and seamless access to education, training and research to employers, employees, and industries in area communities.

A few of expected results and favorable outcomes for the region:

- One-stop shopping for employers, employees, and job seekers
- Programs to encourage early work entry into the workforce and continuing credential development
- Leveraging the resources of area employers to meet state economic development needs
- Seamless access of employers to customized training resources
- Collaborative marketing plans for the development and delivery of customized training resources
- Development of a comprehensive database of skilled training needs, subject matter experts, and providers of training solutions
- An increase in the number of regional workers who earn credits and degrees
- Greater productivity and profitability for area businesses

The **Western Wisconsin Workforce Development Board** has worked on developing best practices to improve services. Among them are:

- Improving the organization of youth data.

- Using a job shadow agreement and evaluation sheets. This package introduces the concept of job shadowing, states both workplace and youth expectations, and gives both the youth and the work site a procedure to follow. It is evident to the monitor that this process makes job shadowing much more valuable to both the youth and the employer involved.
- Using a “Non Traditional Employment for Women Career Assessment Survey.”
- Using a reward system to motivate youth to meet goals.
- Evidence of meaningful Work Readiness and Life Skills Training taking place. Exercises were most often activities that help youth learn about themselves and their skills and talents.
- Use of an Americorps member will add to the improvement of math and reading skills for youth in Juneau County.
- Excellent “Guide for Area Teens” booklet for the taking in the resource room. The booklet describes many resources available to youth in the area.

Information Technology (IT2000). The **Milwaukee County Private Industry Council** STEP-UP program and the University of Wisconsin-Milwaukee School of Information Studies partnered to train Milwaukee public high school sophomores, juniors and seniors to achieve skills in information systems applications. IT2000 is a paid training program that includes computer classes, life skills, counseling and career development instruction. Over 600 “at-risk” youth, most of who have never worked with computers on a regular basis, have been certified in information technology and career development. The youth are taught everything from basic keyboarding, dressing for success to website design. IT2000 provides students with the basic skills necessary to be successful plus the knowledge needed to be an asset in the workforce.

IT2000 is designed for students to take a computer course that uses the most current aspect of business communication and the Internet. The course contains lectures and printed materials to guide the students as well as practice activities to help solidify the concepts. IT2000 was conceived in 1998 and put into practice in 1999. The project presents a unique learning experience for disadvantaged youth in which the capacity for change and continuous improvements in information technology concepts and skills is established at the secondary educational level.

This year financial literacy was added to the components of the soft skills section of the training. The students are pre-tested and the average score has been 31.5, those that complete the 12-week program then post tested which the average score has been 70.2 using Ansell-Casey Life Skills assessment online and the short Myers/Briggs instrument. All IT2000 graduates receive a certificate of completion and a certificate of admission to the University of Wisconsin-Milwaukee, which are redeemable upon successful completion of high school and meeting at least the minimum university admission standards.

Menomonee River Valley Learning Lab (MRVLL) The MRVLL project is an early exploration experience targeted at middle school students. Its goal is to have students begin to think in general terms about career opportunities in the environmental reclamation field. This program is a partnership between the **Milwaukee County Private Industry Council**, the University of Wisconsin Milwaukee Water Research Institute, Wisconsin Department of Natural Resources, and Wisconsin State Fair Park and select middle schools from the Milwaukee Public Schools system. This unique and exciting program encourages middle school students to think about the environment in a positive and meaningful way. All students spend at least one night at the State Fair Park Youth dormitory and two days touring different environmental worksites in the Menomonee River Valley.

The Menomonee River Valley was the center of manufacturing and processing activity for Milwaukee for over 100 year. Now it has sports, gaming, an entertainment complex in addition to supports new residential and office parks. It is also one of three watersheds in Milwaukee County which flow into the harbor and eventually Lake Michigan.

The thought is that early exposure to a variety of career opportunities in Milwaukee County may have an effect on the brain drain and help to create a pool of future workers to help reclaim brown fields and potential waterways in the Milwaukee area

The **Milwaukee Private Industry Council** STEP-UP and REACH programs along with the Wisconsin State Fair Park Board (WSFP), the University of Wisconsin–Stout and the Milwaukee Area Technical College (MATC) partnered to train youth at least 16 years of age to achieve skills in the Culinary Arts. The Culinary Arts Training Program is a 5-week paid training program that includes basic work readiness skills along with basic culinary arts techniques.

The PIC has identified high-demand occupations in the service and hospitality industry. It serves hundreds of at-risk youth; most of them used to working in the food service industry at fast food establishments. The Culinary Arts Training program is an effort to introduce these youth to the food service industry beyond making burgers and sandwiches. They were directly trained in basic safe food handling techniques, including food preparation, service, and storage. They are indirectly trained in teamwork, dependability and reliability, punctuality, trust and leadership.

The youth participate in a one-day orientation, which covers an introduction to the program and staff, as well as the Hospitality Programs offered at MATC and UW Stout. They also review program/staff expectations, the payroll process, and scheduling. After orientation, youth embark on a 3-week classroom and hands on training experience followed by an actual two-week work experience and a one-day wrap-up. The 2-week work experience takes place on the grounds of the Wisconsin State Fair Park. Here the youth serve exhibitors who reside in the Youth Center's residence halls during the Fair. They prep, cook, and serve breakfast, lunch and dinner to over 600 exhibitors throughout the 2 weeks, and also set up and cleaned up the banquet rooms and kitchen.

Research & Assessment

The Department of Workforce Development undertook an in-depth assessment of the 78 one-stop Job Centers in the state. Wisconsin has operated Centers for over 10 years, and it was time to take stock of what had been accomplished and what was needed to improve services. A former chief local elected official was hired for the project. At each Center the manager, lead worker or other management representative was interviewed. Customer contact operations were observed and inquiries were made about the menu of services offered and which agencies and services were present on site. Information was collected about shared services between partners, management arrangements, and general observations of the ease of access to services.

544 customers and 284 staff were interviewed on a random basis, along with representatives of each technical college and TANF agency, as well as Job Service district directors, board chief local elected officials, chairs and directors. In all, 1040 interviews occurred. The interviews indicated that Job Centers are very well received by job seekers and other customers. 73.3% of users rate the service at the highest levels; 94.7% found the services easy to understand and 92.7% found all that the services they were seeking were available at the Center. 78% go to the Centers primarily to look for a job. The touch screen JobNet equipment alone attracted 45% of customers.

Center employees appear to work well together with little evidence of interagency squabbling at the staff level. Of those interviewed, 94.3% rated interagency cooperation at the highest levels. Concerns largely related to issues such as parking, security, office cubicles and general office layout.

Agencies tend to be heavily involved in interagency planning activities, but lack interagency benchmarking and evaluation tools. Partner agency leaders rated interagency cooperation in the highest ranges 36.9% of the time, while 94.3% of the employees offer a high rating to the same issue. A recurrent theme among partners was the lack of a common vision for the Wisconsin Job Center network.

Major recommendations

- The department should establish a common vision for Centers in Wisconsin. That vision statement should concisely spell out what services citizens can expect when they enter a building labeled “Wisconsin Job Center”. The construction of a network should begin with the concept that every citizen in every location in the state should enjoy access to the system.
- The most frequent concern raised by partners involved paying for Center operations. Currently, each agency rents a portion of the space. Common space and common expenses are paid for based on local memoranda of understanding. The State provides no direct funding, although state agencies may be renters in the Center. Acrimony surrounds these relationships because there is a perception that not all agencies pay their fair share of the operating costs.

The state does not now have the resources or a consensus to convert the existing 78 Centers into state operated facilities. However, it should explore providing some level of operational support for comprehensive Centers.

At a minimum, the state should provide guidance to local operators on how to best utilize program revenues for operational purposes, and craft a system that clearly delineates administrative authority, responsibility and accountability.

- The Department should move forward with its internal merger of WIA and TANF administration and clarify regional administrative authority.
- The current view is that Centers are places where traditional agencies move in together and create contractual relationships under which some common costs are shared. The entire system would benefit from replacing that structure with one that focuses on what is being delivered rather than who is delivering it.
- A statewide or at least state supported marketing effort should be undertaken with the cooperation of local, regional and state shareholders to educate both job seekers and employers about available services and where to seek those services.
- The Department should seek to create a common information system and insure connectivity between systems to make the best use of resources and help staff gain access to what they need to best serve customers.
- The Department and its local Center partners should develop a training program to help receptionists understand available programs and to determine customer needs.

The Future

With the administrative entities for WIA and TANF located centrally in the department, the first effort is to review that process, redefine the structure and provide the support needed to carry forward. The Department held a meeting of system stakeholders to focus on the needs of a redesigned delivery system. The group included state staff, county governments and private agencies that deliver TANF programs, Workforce Development Boards leaders, and other system partners. Staff from the National Governor's Association also attended.

This group identified the need to improve system-wide consistency and regional leadership, and think of the system as a whole. They noted a need for state financial aid to Centers and identified a potential conflict between the department's role as the deliverer of Job Service programs and its oversight of the statewide system. Staff then developed proposals for the integration of TANF and WIA programs and presented them at five "listening sessions" attended by over 250 people from affected agencies.

The Division is currently evaluating their input for further action. Discussions on this and other system recommendations will be held when the new Governor and administration that takes office in January.

In addition to this state-initiated assessment, the set-aside funds mentioned earlier were used by many of the workforce development areas to assess their Job Center operations and determine where comprehensive Centers should be located.

WIA Financial Statement

Operating Results				Remaining
Total All Fund Sources	Available	Expended	%	Balance
Adult Program Funds	13,884,050	10,818,559	77.92%	3,065,491
Carry In	1,395,232	1,395,232	100.00%	0
Dislocated Worker Program Funds	12,960,170	11,728,214	90.49%	1,231,956
Carry In	433,817	433,817	100.00%	0
Youth Program Funds	24,926,892	12,843,555	51.52%	12,083,337
Carry In	491,656	491,656	100.00%	0
Out of School Youth	4,648,285	4,076,587		571,697
In School Youth	10,845,997	9,258,623		1,587,375
Summer Employment	0	2,463,936		
Local Administration Funds	5,752,346	4,079,442	70.92%	1,672,904
Carry In	218,321	218,321	100.00%	
Rapid Response Funds	6,000,078	5,653,553	94.22%	346,525
Carry In	0	0		
Statewide Activity Funds	11,210,035	4,375,405	39.03%	6,834,630
Carry In	683,181	683,181	100.00%	0
Total	77,955,778	52,720,935	67.63%	27,393,915

NOTE: Carry In is JTPA
WIA reflects program to date

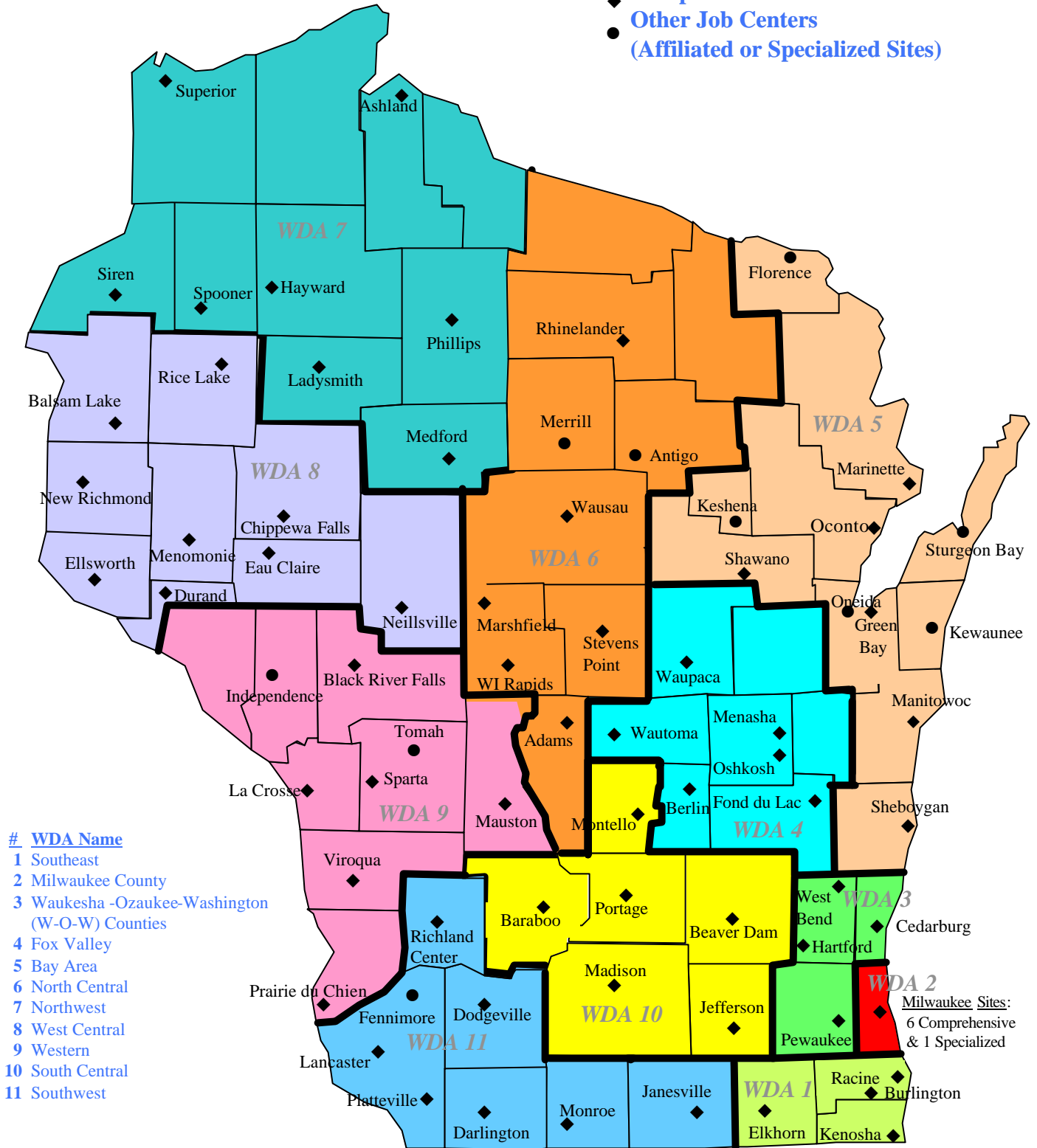
Cost Effectiveness

Adult cost per entered employment	9,379
Dislocated worker cost per entered employment	10,447
Youth cost per positive termination*	8,278

*Includes skill attainments for younger youth and entered employment for older youth

ONE-STOP COMPREHENSIVE AND OTHER JOB CENTERS IN WISCONSIN'S 11 WORKFORCE DEVELOPMENT AREAS

- ◆ Comprehensive Job Center
- Other Job Centers
(Affiliated or Specialized Sites)



- # WDA Name
- 1 Southeast
 - 2 Milwaukee County
 - 3 Waukesha - Ozaukee - Washington (W-O-W) Counties
 - 4 Fox Valley
 - 5 Bay Area
 - 6 North Central
 - 7 Northwest
 - 8 West Central
 - 9 Western
 - 10 South Central
 - 11 Southwest

Milwaukee Sites:
6 Comprehensive
& 1 Specialized

Performance Measures

Job seeker satisfaction was measured using an exit survey of all using Job Center visitors on a given day. Because of the nature of the Centers, where customers may be served by a variety of WIA partners, we believe this data is in line with the true vision of WIA.

In May 2002, the Department made the decision to re-engineer its WIA participant data collection system. The new system is called ASSET (Automated Systems Support for Employment & Training) and is scheduled to go on-line April 1, 2003. In preparation for this move, staff and partners are working long hours to clean up the data gaps that resulted from our use of the previous system.

These clean-up activities have significantly improved the quality of our performance data, although the results show much lower performance levels than we had for PY00. We believe there are contributing factors that go beyond data quality. Most notably, Wisconsin's economy has faltered over the past few years. Because of the lag in UI wage records and the backward focus of the performance measures, the impact of this decline is just now becoming evident. Based on our PY01 performance results, we will likely be submitting a request to revise our PY02 performance goals to the Department of Labor.

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	69.0	66.3	536	7,593	858	62.5
Employers	68.0	73.7	625	8,288	647	96.6

Table B- Outcomes for Adults

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.3	65.7	1,254
			1,908
Employment Retention Rate	80.2	51.6	845
			1,639
Earnings Change in Six Months	\$3,786	\$1,069	\$1,751,797
			1,639
Employment and Credential Rate	60.5	50.5	105
			206

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	56.8	25	66.4	69	58.7	122	66.0
		44		104		208		53
Employment Retention Rate	51.6	64	55.7	49	62.2	112	66.7	38
		124		88		180		57
Earnings Change in Six Months	\$1,043	\$129,298	-\$54	-\$4,757	\$1,585	\$285,313	\$798	\$45,469
		124		88		180		57
Employment and Credential Rate	74.7	118	50.0	4	40.7	11	33.3	1
		158		8		27		3

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	73.9	122	65.0	1,132
		165		1,743
Employment Retention Rate	15.7	24	55.3	821
		153		1,486
Earnings Change in Six Months	-\$875	-\$133,831	\$1,269	\$1,885,628
		153		1,486

Table E - Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80.7	85.9	1,787
			2,080
Employment Retention Rate	89.1	67.2	1,201
			1,787
Earnings Replacement in Six Months	93.0	81.2	\$18,389,809
			\$22,658,699
Employment and Credential Rate	60.5	59.9	151
			252

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	86.0	184	76.1	134	77.4	188	88.5	23
		214		176		243		26
Employment Retention Rate	63.0	116	71.6	96	67.0	126	39.1	9
		184		134		188		23
Earnings Replacement Rate	72.0	\$1,999,926	77.0	\$1,131,318	66.2	\$1,749,488	114.2	\$129,317
		\$277,150		\$1,469,902		\$2,642,139		\$113,276
Employment And Credential Rate	60.6	20	77.8	14	66.7	16	66.7	2
		33		18		24		3

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	83.7	211	86.2	1,576
		252		1,828
Employment Retention Rate	33.2	70	71.8	1,131
		211		1,576
Earnings Replacement Rate	63.0	\$1,694,785	83.6	\$16,695,024
		\$2,690,934		\$19,967,765

Table H - Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	68.2	62.2	102
			164
Employment Retention Rate	78.0	56.9	83
			146
Earnings Change in Six Months	\$3,266	\$2,310	\$337,318
			146
Credential Rate	51.0	65.5	144
			220

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	55.0	11	0.0	0	56.8	25	66.7	90
		20		0		44		135
Employment Retention Rate	73.3	11	0.0	0	61.3	19	54.8	68
		15		0		31		124
Earnings Change in Six Months	\$2,255	\$33,818	\$0	\$0	\$3,176	\$98,451	\$2,265	\$280,919
		15		0		31		124
Credential Rate	62.5	15	0.0	0	57.9	33	67.8	120
		24		0		57		177

Table J - Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	72.5	63.5	1,654
			2,605
Diploma or Equivalent Attainment Rate	56.0	40.1	338
			842
Retention Rate	54.5	13.4	85
			635

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	61.5	255	65.9	816	70.0	135
		415		1,238		193
Diploma or Equivalent Attainment Rate	39.8	43	45.7	203	22.0	11
		108		444		50
Retention Rate	8.3	4	15.4	44	22.8	21
		48		286		92

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	78.5	135	\$341,297	\$587,030	1.9	31	\$3,159	\$3,961,155	48.0	72
		172		172		1639		1,254		150
Dislocated Workers	92.2	296	97.7	\$3,611,459	2.1	37	\$6,146	\$10,982,306	43.8	84
		321		\$3,695,647		1787		1,787		194
Older Youth	73.7	14	\$6,133	\$116,525	0.7	1	\$2,727	\$278,142		
		19		19		146		102		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Adults	7,412	4,057
Dislocated Workers	10,224	3,047
Older Youth	892	285
Younger Youth	3,544	941

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$4,095,718
Local Dislocated Workers		\$6,182,557
Local Youth		\$6,138,291
Rapid Response (up to 25%) 134 (a) (2) (A)		\$1,373,856
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$1,373,856
Statewide Allowable Activities 134 (a) (3)	Bay Area WDB	\$116,681
	North Central WDB	\$93,389
	South Central WDB	\$380,251
	WI State AFL-CIO LETC	\$133,509
	0	\$0
	0	\$0
	0	\$0
	0	\$0
	0	\$0
	0	\$0
	0	\$0
Total of All Federal Spending Listed Above		\$18,514,252

Table O - Local Program Activities

Local Area Name WDA 1 - SOUTHEAST WI WDB	Total Participants Served	Adults	340
		Dislocated Workers	1,122
		Older Youth	94
		Younger Youth	357
55030	Total Exiters	Adults	175
		Dislocated Workers	498
		Older Youth	34
		Younger Youth	182
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	77.6
	Employers	68.0	77.6
Entered Employment Rate	Adults	73.5	67.5
	Dislocated Workers	79.17	79.21
	Older Youth	67.1	35.5
Retention Rate	Adults	80.9	60.0
	Dislocated Workers	84.7	75.0
	Older Youth	78.6	73.7
	Younger Youth	54.5	13.5
Earnings Change/Earnings Replacement in Six Months	Adults	3,246	1,832
	Dislocated Workers	95.0	87.3
	Older Youth	2,346	2,290
Credential/Diploma Rate	Adults	60.5	54.6
	Dislocated Workers	60.5	57.1
	Older Youth	51.0	50.0
	Younger Youth	56.0	22.8
Skill Attainment Rate	Younger Youth	72.5	81.4
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
	Indicator Description	0	0
	Indicator Description	0	0
Overall Status of Local Performance	Not Met	Met	Exceeded
	5	8	4

Table O - Local Program Activities

Local Area Name WDA 2 - MILWAUKEE WDB	Total Participants Served	Adults	4,131
		Dislocated Workers	2,444
		Older Youth	90
		Younger Youth	1,108
55015	Total Exiters	Adults	2,827
		Dislocated Workers	702
		Older Youth	14
		Younger Youth	191
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	58.3
	Employers	68.0	69.3
Entered Employment Rate	Adults	69.8	60.8
	Dislocated Workers	81.9	87.7
	Older Youth	60.2	50.0
Retention Rate	Adults	76.1	43.8
	Dislocated Workers	90.3	61.8
	Older Youth	77.7	80.0
	Younger Youth	54.5	0.9
Earnings Change/Earnings Replacement in Six Months	Adults	3528.0	294
	Dislocated Workers	95.0	75.870
	Older Youth	3085.0	2,751
Credential/Diploma Rate	Adults	60.5	66.4
	Dislocated Workers	60.5	64.8
	Older Youth	51.0	55.6
	Younger Youth	56.0	51.1
Skill Attainment Rate	Younger Youth	72.5	58.3
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
	0	0	0
	0	0	0
Overall Status of Local Performance	Not Met	Met	Exceeded
	4	7	6

Table O - Local Program Activities

Local Area Name WDA 3 - WAUKESHA-OZAUKEE- WASHINGTON WDB	Total Participants Served	Adults	0	
		Dislocated Workers	612	
		Older Youth	41	
		Younger Youth	89	
55045	Total Exiters	Adults	32	
		Dislocated Workers	150	
		Older Youth	22	
		Younger Youth	43	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69.0	75.0	
	Employers	69.0	74.3	
Entered Employment Rate	Adults	87.1	77.8	
	Dislocated Workers	87.9	93.0	
	Older Youth	82.1	72.2	
Retention Rate	Adults	90.4	75.0	
	Dislocated Workers	91.4	74.7	
	Older Youth	79.9	47.1	
	Younger Youth	54.5	12.1	
Earnings Change/Earnings Replacement in Six Months	Adults	3,102	2,080	
	Dislocated Workers	96.3	79.1	
	Older Youth	4,190	3,233	
Credential/Diploma Rate	Adults	60.5	0.0	
	Dislocated Workers	60.5	100.0	
	Older Youth	51.0	77.3	
	Younger Youth	56.0	21.6	
Skill Attainment Rate	Younger Youth	72.5	77.8	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance"				
	0	0	0	
	0	0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		6	5	6

Table O - Local Program Activities

Local Area Name WDA 4 - FOX VALLEY WDB	Total Participants Served	Adults	258
		Dislocated Workers	753
		Older Youth	55
		Younger Youth	211
55090	Total Exiters	Adults	130
		Dislocated Workers	153
		Older Youth	4
		Younger Youth	47
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	78.1
	Employers	68.0	79.3
Entered Employment Rate	Adults	71.5	57.6
	Dislocated Workers	87.2	89.2
	Older Youth	72.4	50.0
Retention Rate	Adults	83.4	44.8
	Dislocated Workers	95.6	85.8
	Older Youth	70.4	100.0
	Younger Youth	54.5	16.7
Earnings Change/Earnings Replacement in Six Months	Adults	4,607	506
	Dislocated Workers	86.3	76.2
	Older Youth	2,575	-936
Credential/Diploma Rate	Adults	60.5	100.0
	Dislocated Workers	60.5	0.0
	Older Youth	51.0	33.3
	Younger Youth	56.0	46.7
Skill Attainment Rate	Younger Youth	72.5	61.4
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
0		0	0
0		0	0
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	5	5

Table O - Local Program Activities

Local Area Name WDA 5 - BAY AREA WDB	Total Participants Served	Adults	569
		Dislocated Workers	1,141
		Older Youth	147
		Younger Youth	453
55095	Total Exiters	Adults	102
		Dislocated Workers	283
		Older Youth	25
		Younger Youth	50
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	62.2
	Employers	68.0	78.0
Entered Employment Rate	Adults	74.6	75.3
	Dislocated Workers	83.6	85.0
	Older Youth	74.4	66.7
Retention Rate	Adults	84.7	74.6
	Dislocated Workers	88.2	62.2
	Older Youth	75.6	78.6
	Younger Youth	54.5	27.3
Earnings Change/Earnings Replacement in Six Months	Adults	3,977	2,401
	Dislocated Workers	92.2	82.8
	Older Youth	3,489	3,905
Credential/Diploma Rate	Adults	60.5	50.0
	Dislocated Workers	60.5	59.1
	Older Youth	51.0	68.4
	Younger Youth	56.0	80.5
Skill Attainment Rate	Younger Youth	72.5	42.3
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
	0	0	0
	0	0	0
Overall Status of Local Performance	Not Met	Met	Exceeded
	4	6	7

Table O - Local Program Activities

Local Area Name WDA 6 - NORTH CENTRAL WDB	Total Participants Served	Adults	197
		Dislocated Workers	555
		Older Youth	77
		Younger Youth	337
55100	Total Exiters	Adults	58
		Dislocated Workers	124
		Older Youth	23
		Younger Youth	118
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	74.0
	Employers	68.0	78.6
Entered Employment Rate	Adults	76.2	85.0
	Dislocated Workers	83.8	85.4
	Older Youth	72.4	45.5
Retention Rate	Adults	79.0	38.5
	Dislocated Workers	90.2	76.3
	Older Youth	70.4	33.3
	Younger Youth	54.5	17.7
Earnings Change/Earnings Replacement in Six Months	Adults	5,389	4,910
	Dislocated Workers	91.4	92.5
	Older Youth	5,559	1,692
Credential/Diploma Rate	Adults	60.5	80.0
	Dislocated Workers	60.5	31.8
	Older Youth	51.0	33.9
	Younger Youth	56.0	65.7
Skill Attainment Rate	Younger Youth	72.5	58.3
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
	0	0	0
	0	0	0
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	3	7

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults	269	
WDA 7 - NORTHWEST WI WDB		Dislocated Workers	287	
		Older Youth	70	
		Younger Youth	215	
		Adults	134	
55040	Total Exiters	Dislocated Workers	93	
		Older Youth	33	
		Younger Youth	89	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69.0	70.6	
	Employers	68.0	78.3	
Entered Employment Rate	Adults	66.1	69.3	
	Dislocated Workers	76.1	77.7	
	Older Youth	66.4	68.8	
Retention Rate	Adults	83.8	50.6	
	Dislocated Workers	85.3	56.1	
	Older Youth	80.5	47.8	
	Younger Youth	54.5	5.1	
Earnings Change/Earnings Replacement in Six Months	Adults	3,435	2,421	
	Dislocated Workers	83.0	78.7	
	Older Youth	2,726	2,975	
Credential/Diploma Rate	Adults	60.5	66.7	
	Dislocated Workers	60.5	75.0	
	Older Youth	51.0	68.8	
	Younger Youth	56.0	19.2	
Skill Attainment Rate	Younger Youth	72.5	57.3	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
	0	0	0	
	0	0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		7	1	9

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults	614	
WDA 8 - WEST CENTRAL WDB		Dislocated Workers	690	
		Older Youth	93	
		Younger Youth	198	
55065	Total Exiters	Adults	206	
		Dislocated Workers	236	
		Older Youth	29	
		Younger Youth	58	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69.0	75.0	
	Employers	68.0	80.3	
Entered Employment Rate	Adults	66.2	74.6	
	Dislocated Workers	82.6	86.7	
	Older Youth	77.5	72.2	
Retention Rate	Adults	78.5	48.4	
	Dislocated Workers	84.8	55.4	
	Older Youth	74.8	60.0	
	Younger Youth	54.5	22.0	
Earnings Change/Earnings Replacement in Six Months	Adults	3,837	274	
	Dislocated Workers	95.0	76.6	
	Older Youth	2,586	1,062	
Credential/Diploma Rate	Adults	60.5	64.3	
	Dislocated Workers	60.5	70.8	
	Older Youth	51.0	61.9	
	Younger Youth	56.0	30.2	
Skill Attainment Rate	Younger Youth	72.5	74.1	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
	0	0	0	
	0	0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		6	3	8

Table O - Local Program Activities

Local Area Name WDA 9 - WESTERN WI WDB	Total Participants Served	Adults	157
		Dislocated Workers	841
		Older Youth	43
		Younger Youth	126
55085	Total Exiters	Adults	42
		Dislocated Workers	206
		Older Youth	16
		Younger Youth	34
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	74.4
	Employers	68.0	79.0
Entered Employment Rate	Adults	79.8	93.3
	Dislocated Workers	75.0	89.7
	Older Youth	69.8	33.3
Retention Rate	Adults	86.7	68.2
	Dislocated Workers	93.1	61.5
	Older Youth	82.1	100.0
	Younger Youth	54.5	66.7
Earnings Change/Earnings Replacement in Six Months	Adults	3,763	2,828
	Dislocated Workers	92.0	81.0
	Older Youth	5,439	7,797
Credential/Diploma Rate	Adults	60.5	66.7
	Dislocated Workers	60.5	87.5
	Older Youth	51.0	33.3
	Younger Youth	56.0	48.3
Skill Attainment Rate	Younger Youth	72.5	78.0
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
	0	0	0
	0	0	0
Overall Status of Local Performance	Not Met	Met	Exceeded
	6	1	10

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults	360	
WDA 10 - SOUTH CENTRAL WDB		Dislocated Workers	1,235	
		Older Youth	58	
		Younger Youth	154	
		Adults	103	
55105	Total Exiters	Dislocated Workers	349	
		Older Youth	16	
		Younger Youth	42	
		Adults	103	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69.0	69.5	
	Employers	68.0	76.3	
Entered Employment Rate	Adults	81.6	82.6	
	Dislocated Workers	83.5	88.6	
	Older Youth	66.4	80.0	
Retention Rate	Adults	86.3	59.3	
	Dislocated Workers	92.5	69.8	
	Older Youth	87.7	25.0	
	Younger Youth	54.5	22.2	
Earnings Change/Earnings Replacement in Six Months	Adults	6,271	541	
	Dislocated Workers	94.9	84.3	
	Older Youth	5,280	1,383	
Credential/Diploma Rate	Adults	60.5	0.0	
	Dislocated Workers	60.5	33.3	
	Older Youth	51.0	80.0	
	Younger Youth	56.0	52.5	
Skill Attainment Rate	Younger Youth	72.5	62.2	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
	0	0	0	
	0	0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		9	2	6

Table O - Local Program Activities

Local Area Name WDA 11 - SOUTHWEST WI WDB	Total Participants Served	Adults	416	
		Dislocated Workers	544	
		Older Youth	124	
		Younger Youth	296	
55110	Total Exiters	Adults	248	
		Dislocated Workers	253	
		Older Youth	69	
		Younger Youth	87	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69.0	69.6	
	Employers	68.0	78.6	
Entered Employment Rate	Adults	80.9	77.0	
	Dislocated Workers	78.1	88.7	
	Older Youth	69.2	76.7	
Retention Rate	Adults	78.8	70.4	
	Dislocated Workers	78.8	70.0	
	Older Youth	75.5	51.2	
	Younger Youth	54.5	20.0	
Earnings Change/Earnings Replacement in Six Months	Adults	5,802	2,947	
	Dislocated Workers	95.0	85.8	
	Older Youth	2,465	1,550	
Credential/Diploma Rate	Adults	60.5	57.1	
	Dislocated Workers	60.5	79.0	
	Older Youth	51.0	77.4	
	Younger Youth	56.0	22.1	
Skill Attainment Rate	Younger Youth	72.5	81.4	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
0		0	0	
0		0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		5	5	7

WIA Annual Report Data

State Name: WI

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Workforce Connections, Inc and Workforce Development Board	Total Participants Served	Adults	157
		Dislocated Workers	839
		Older Youth	43
		Younger Youth	126
	Total Exiters	Adults	42
		Dislocated Workers	206
		Older Youth	16
		Younger Youth	34

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	74.4	
	Employers	68	79	
Entered Employment Rate	Adults	79.8	93.3	
	Dislocated Workers	75	89.9	
	Older Youth	69.8	100	
Retention Rate	Adults	86.7	81.8	
	Dislocated Workers	93.1	88.8	
	Older Youth	82.1	50	
	Younger Youth	54.5	100	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,763	3,846	
	Dislocated Workers	92	97.2	
	Older Youth (\$)	5,439	3,899	
Credential / Diploma Rate	Adults	60.5	66.7	
	Dislocated Workers	60.5	88.9	
	Older Youth	51	66.7	
	Younger Youth	56	70	
Skill Attainment Rate	Younger Youth	72.5	83.8	
Description of Other State Indicators of Performance				
0		0	0	
0		0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	2	13

WIA Annual Report Data

State Name: WI

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Workforce Development Board of Milwaukee County, Inc.	Total Participants Served	Adults	4,137
		Dislocated Workers	2,445
		Older Youth	89
		Younger Youth	1,109
	Total Exiters	Adults	2,833
		Dislocated Workers	716
		Older Youth	14
		Younger Youth	194

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	58.3	
	Employers	68	69.3	
Entered Employment Rate	Adults	69.8	60	
	Dislocated Workers	81.9	83.5	
	Older Youth	60.2	62.5	
Retention Rate	Adults	76.1	68.2	
	Dislocated Workers	90.3	92.2	
	Older Youth	77.7	83.3	
	Younger Youth	54.5	1	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,528	1,213	
	Dislocated Workers	95	91	
	Older Youth (\$)	3,085	2,947	
Credential / Diploma Rate	Adults	60.5	65	
	Dislocated Workers	60.5	64.4	
	Older Youth	51	66.7	
	Younger Youth	56	70.9	
Skill Attainment Rate	Younger Youth	72.5	49.5	
Description of Other State Indicators of Performance				
0		0	0	
0		0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		3	5	9

WIA Annual Report Data

State Name: WI

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Workforce Development Board of South Central Wisconsin, Inc.	Total Participants Served	Adults	359
		Dislocated Workers	1,238
		Older Youth	59
		Younger Youth	155
	Total Exiters	Adults	103
		Dislocated Workers	352
		Older Youth	17
		Younger Youth	43

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	69.5	
	Employers	68	76.3	
Entered Employment Rate	Adults	81.6	82.6	
	Dislocated Workers	83.5	87.4	
	Older Youth	66.4	80	
Retention Rate	Adults	86.3	87	
	Dislocated Workers	92.5	93.7	
	Older Youth	87.7	100	
	Younger Youth	54.5	57.1	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	6,271	1,957	
	Dislocated Workers	94.9	95.7	
	Older Youth (\$)	5,280	3,902	
Credential / Diploma Rate	Adults	60.5	1	
	Dislocated Workers	60.5	33.3	
	Older Youth	51	80	
	Younger Youth	56	70	
Skill Attainment Rate	Younger Youth	72.5	83.5	
Description of Other State Indicators of Performance				
0		0	0	
0		0	0	
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	0	13