# Wisconsin

## Workforce Investment Act

### Annual Report

Program Year July 1, 2011 – June 30, 2012

STATE OF WISCONSIN
DWD
Department of Workforce Development

DETW-12880-P (R.09/2012)

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STATE OF WISCONSIN
DWD
Department of Workforce Development

**Scott Walker,** Governor
**Reginald J. Newson,** Secretary

October 1, 2012

I am pleased to present the Workforce Investment Act (WIA) Annual Report for Program Year 2011.

Under Governor Scott Walker's leadership, Wisconsin's workforce development system is dedicated to providing the tools for Wisconsin businesses to thrive and grow, and opportunities for jobseekers to access good paying jobs.

Working in concert with the Council on Workforce Investment, Workforce Development Board partners, education and other economic and workforce development stakeholders, Wisconsin has spent several months of 2012 closely scrutinizing its existing employment and training systems as well as the educational priorities delivered through K-12 and post secondary education. The result of that work provides a platform for new innovations to be introduced and greater discussion for how to implement those changes utilizing the best of our partnerships and on-going collaborations.

To this end, Wisconsin's WIA employment and training program is an important resource for assuring a skilled and ready workforce is in place. Wisconsin's WIA program supports the quality workforce that currently exists, offers opportunities for lower skilled workers to access training that leads to a certificate or diploma, and responds to the skills employers demand. This annual report describes those successes and provides a comprehensive review of the state's WIA deliverables. It also shares insight into innovative strategies that will impact Wisconsin's WIA program during the coming months.

WIA has been and will continue to be a key resource towards meeting our workforce development goals. The Governor and the Department of Workforce Development are working in tandem to advance Wisconsin's economy and business climate by empowering and supporting the workforce, ultimately making Wisconsin the workforce of choice.

Sincerely,

Reginald J. Newson

Reggie Newson
Secretary

# Wisconsin Workforce Investment Act Annual Report

October 1, 2012

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## Introduction

When Governor Scott Walker took office in January 2011, he declared the State of Wisconsin open for business. Under the Governor's leadership, the state's business climate is improving, private sector jobs are increasing, and previously discouraged job seekers are returning to the labor market, eager to find employment. Governor Walker has set a goal of 250,000 new jobs created in four years. Governor Walker recognizes that a flexible and effective workforce development system, including Workforce Investment Act (WIA) investments, is essential for economic growth and job creation.

This report fulfills the WIA Title 1-B, Section 136(d) requirement to submit an annual report on the performance progress for WIA Title I-B programs (Adult, Dislocated Worker and Youth) to the United States Department of Labor (USDOL) Secretary. This report covers activities for the Program Year covering July 1, 2011 to June 30, 2012.

This report provides a description of performance measures for the Program Year and then discusses statewide strategies that will improve services for all job seeking customers.

Report data has been generated by the Workforce Investment Act Standardized Record Data (WIASRD) file. Required by DOL, WIASRD is an electronic reporting file that combines data about each client's activities and outcomes in various programs. Data from across programs are reported to DOL in a single record. A detailed breakdown of state and local performance results is included. All state performance results and local performance results are included in the Performance Results section, beginning on page 30.

Wisconsin has 26 comprehensive Job Centers that provide WIA core and service-related support to Wisconsin's job seekers across 11 workforce development areas (WDAs). Within each WDA is a local workforce development board (WDB) that governs each area's priorities and operations. The WDBs are key stakeholders in the service delivery of Adult, Dislocated Worker and Youth WIA programs.

## Economic Environment

Wisconsin's economy is improving in 2011, as thousands of private sector jobs have been created under Governor Walker's message that "Wisconsin is Open for Business." Job postings on www.JobCenterofWisconsin.com have reached record numbers. During the first quarter of 2011, there were 17,098 job postings. By the second quarter of 2011 there were 17,342 job postings.

Wisconsin has more than 2.5 million working individuals. Of these, approximately 85 percent work in the private sector. Wisconsin has more people employed in the provision of services than the production of goods, which represents a changing skill set of employees and a change in demand for occupations. In 2001, approximately 25 percent of the workforce was employed in goods producing industries, but by 2009, that percentage had fallen to 21 percent.

During this past program year (July 1, 2011 - June 30, 2012), the Department of Workforce Development (DWD) worked to improve the underlying infrastructure of posting and providing labor market information, improve outreach to both internal and external stakeholders, , develop new products and fulfill our deliverables. When taken as a whole, these activities underscore a significant effort to meet the intent and goals defined by the Employment and Training Administration (ETA).

There are five deliverables identified by ETA. In the state of Wisconsin, both the Labor Market Information (LMI) Section and the Office of Economic Advisors (OEA) have integral roles producing and reporting these deliverables:

1. Populate the Workforce Information Database (WIDb) with state and local data;
2. Produce and disseminate industry and occupational employment projections;
3. Conduct and publish relevant economic analyses, special workforce information, and/or economic studies determined to be of benefit to the governor and state and local Workforce Investment Boards;
4. Post products, information, and reports on the Internet; and
5. Partner and consult on a continuing basis with workforce investment boards and other key workforce and economic development partners and stakeholders.

### Accomplishments

1. Continue to populate the ALMIS database.

   During this last year, several modifications were incorporated into the Workforce Information Database (WIDb) and the timely delivery of updates and products was much improved. Specific improvements included:

- Populated several additional items in the WIDB
- Converted a number of tables and data elements in the WIDb from version 2.4 to 2.5;
- Posted long-term projections for sub areas of the state on WIDb;
- Posted short-term projections to the WIDb;
- Reengineered the employer database and the front-end of the application on the states labor market information website, WORKnet; and
- Updated the industry/occupational matrix and incorporated it into WORKnet.

2. Produce and disseminate industry and occupational employment projections.

Long-term Projections: The update of the Projection Suites software and the delayed release of the national 2010–2020 projections pushed back the due date for statewide 2010–2020 projections until August 2012. This delay enabled the projections team to review inputs used in the projections modeling, test and modify the variables used when producing projections, and change the process of reviewing the projections. At the same time, management increased their communications with representatives of the post-secondary institutions to see how the information produced by the Department could better assist them as they prepare a trained workforce. These steps will increase the usability of and confidence in the projections prepared by the Department. In addition to preparing for the 2010–2020 projections, a variety of products were developed and disseminated using the 2008–2018 projections. Activities included the following:

- Creating several customized reports based on 2008–2018 projections data for a wide variety of customers such as business leaders, elected officials, researchers, and educators;
- Giving numerous customized presentations using projections to specialized audiences;
- Preparing interpretive materials to aid customers when looking for data that best meets their needs; and
- Making available data files to customers as needed to help them integrate the projections into their specific products.

Short-Term Projections: During the program year, Wisconsin produced statewide industry and occupational projections, making them available for download upon request.

- DWD continues to seek input from customers concerning short-term projections so that products can be developed with this information. However, the usefulness of short-term projections continues to be questioned by our customers.

3. Provide occupational and career informational products for public use.

   Numerous products and services containing occupational and career information have been developed and distributed throughout the state for public use. The following list identifies those products (electronic and hard copy) that were developed:

   - The agency invested in Help Wanted Online to broaden the listing of job postings and to have access to the analytical tools available through the Conference Board.
     - The Help Wanted postings have served as a preliminary indicator of changes in the monthly estimated employment by industry in addition to serving as a gauge of the types of jobs currently posted by employers across the state.
   - Updated the industry/occupation matrix on WORKnet, enabling job seekers, community colleges, and others to identify potential avenues of work beyond the industries;
   - Copies of the *Wisconsin Jobs 2018* brochure (based on 2008-2018 projections) were distributed to One-Stop Centers, technical schools, middle and high schools, and other locations throughout the state. This brochure displays the top 30 "in-demand" occupations by annual openings for each of the eight education and training levels and the top ten industries with the most growth. A PDF version is also posted on the DWD website;
   - The LMI Section actively collaborated with the Career Counseling Services of the University of Wisconsin as they updated "WisCareers", a product that assists students with career planning, as well Job Center staff working with those dislocated workers who are considering different career paths. This product is also the template used to produce similar products in other states.
   - The DWD Office of Economic Advisors (OEA) developed a series of downloadable files highlighting the findings of the 2008-2018 statewide projections. These files include:
     - A detailed listing of all long-term industry and occupational projections
     - Largest industries
     - Fastest growing industries
     - Industries with the most new jobs
     - Fastest growing occupations
     - Occupations with the most annual openings
     - Occupations with the most new jobs

- A breakdown of annual openings by eight different education and training pathways.

As part of the process of producing these files, a computer infrastructure was developed that will enhance the ability to provide similar lists and inputs for other products is repeatable for future projections through WORKnet. This adaptation will help disseminate information more efficiently in the future.

- One of OEA's popular series, *County Workforce Profiles*, was updated. This product consists of profiles for each county in the state (72) and continues to serve customer needs. These documents are available for downloads from the OEA website;

- The DWD Labor Market Information (LMI) Section presented monthly estimates of employment by industry and the unemployment rate, highlighting the changing economy, measures of the unemployed, and the short-term trends in employment in the state and its larger communities. This briefing was to both public officials and other labor market analysts. Leveraging the information from these briefings, the agency highlighted to the public the various methodologies used to create the monthly measures and heightened the awareness of other data series that could help both job seekers and businesses. The information from these presentations was used to generate additional products both within the agency and by other entities. An example of the products produced include a monthly reference of state and national labor market information, economic points of interest, and other departmental data posted on the OEA website. This publication includes data on jobs, workforce, employment, unemployment, national LMI rankings, unemployment insurance claims by industry, DVR applications and caseload, WIA/TAA programs data (complete with glossary of terms), and a brief analysis of a timely workforce or economic topic. The publication, which started as internal DWD data conveyance, has now seen greater distribution through other state agencies;

- Both members of OEA and the LMI Section continue to discuss with others the possibility of creating a longitudinal type database of the population in the state.

- Both units worked with the Department of Wisconsin Housing and Economic Development to help them in their efforts to revitalize an area in urban Milwaukee. Efforts included determining the existing occupations, wages, demographic characteristics, and industrial sectors in the area that could assist in policy and development strategies.

- The LMI Section participated in a systemic and extensive review of the existing state plan. Because of this review, the state plan was modified to incorporate a more comprehensive set of economic and labor market information. This

updated information includes new socio-economic data, administrative changes, and evolving needs within the business community, documented skills gaps, and potential growth. The improved plan incorporates an analysis of the economic strengths, possible threats, opportunities and needs for skills.

- With the population of the Workforce Information Database, the state was able to re-program the creation of hot jobs and other career information materials. This reprogramming will in the future make updates more efficient and accurate, and integrate several items from the WIDb.

- The LMI Section was active in providing training on WORKnet, industry and occupational information, and other elements of labor market information to help both job seekers and businesses. Members of the LMI Section presented WORKnet to the state conference of career counselors for local one stop centers and the local Workforce Investment Boards (in Wisconsin, the local Boards are known as Workforce Development Boards –WDBs). OEA and LMI staff also attended meetings with community and technical college staffs, business groups, and others, to assist in the development of educational curricula and business tools. These meetings also provided overviews of the current labor market. Staff has been frequently called upon to present information to other attendees.

- Both units provided training to State Vocational Rehabilitation leadership and counseling staff. Training focused the economic conditions of the state and the use of online tools such as O*Net and MyskillsMyfuture.org in assisting customers.

- Under state law, all registered nurses and licensed practical nurses are required to complete a survey designed in part by the department. Several presentations about the state of workforce supply and demand for registered nurses were done during this reporting period. Information has been used assist in the preparation of grants for health care and related issues and by schools involved in training registered nurses. A report identifying the characteristics of Licensed Practical Nurses and the Registered Nurses was shared with the elected state leadership in September 2011. This information was also shared with the Governor's Council on Workforce Investment (CWI) and the Wisconsin Center for Nursing.

- Staff from the LMI section designed a variety of information and marketing materials, and provided them at a number of venues:

    - Local job service offices for use in job fairs and resource rooms to help both job seekers and employers; and
    - WDB offices to assist job seekers, students, faculty and others understand and effectively use labor market information.

In addition, LMI staff manned booths at state and various regional meetings, distributing and assisting customers on a walk-by basis.

- The staff of the LMI Section and OEA took on a several projects during the year. A partial list of projects undertaken for clients in PY 2011-12 follows:

| For Whom | What |
|---|---|
| Department of Veteran Affairs | Labor market information concerning veterans |
| Wisconsin Job Service Employees | Using MyskillsMyfuture for dislocated workers |
| Variety of Economic Developers | Available labor force, wages by occupation, affirmative action, and related information |
| Members of the Press | Methodology used when creating monthly estimates by industry, unemployment rate, and covered employment |
| Various Workforce Development Area staff and/or boards of directors | Industry Cluster and Shift-Share Analysis and economic trends |
| Employers and Industrial trade organizations | Wages by occupation in selected industry |
| Workforce Boards | Age composition of workforce |
| HWPP, General Public, and Policy Makers | Healthcare worker Supply and Demand Forecasting Models |
| Statewide Users | Economic Indicators |
| Statewide Users | 2012-2013 Affirmative Action Data Update |
| Statewide Users | Analysis of Local Employment Dynamics (LED) data |
| Statewide Users | 2010 County Profiles |
| Wisconsin Nurses Association | Characteristics of licensed nurses in the state |

4. Ensure that workforce information and support required by state and local workforce investment boards are provided.

   Both labor market information and other value-added support are routinely provided to local WDBs upon request. The level of ongoing information and support has increased throughout the past year. The individual WDBs had to include labor market information in their workforce plans and they were encouraged to work with the OEA staff when developing their plans. This collaboration increased the interaction between OEA staff and the respective boards as well informing the boards of additional information that they may not have been aware of in the past. In addition to including labor market information, several specific services were provided:

   - Prepared the 2011 Year in Review Economic Analysis, a publication prepared by the OEA group within DWD, and submitted the report to ETA;

   - Met with business service representatives from the WDBs to review existing sources of information and prepared prototypes to provide up-to-date information to aid businesses.

- Upon review of the products and informational needs, developed a resource to create products that is more cost effective and hopefully more timely;

- During this period, the LMI Director met with state board of Workforce Development Areas to better understand their issues and needs, and to help maintain and build a strong relationship between DWD and the state WDBs;

- Acted as information liaisons, analysts, consultants, and advisors to the WDBs, conducting special research on a variety of topics such as: industry-focused partnerships for regional economic development activities, in-demand occupations, demographic studies, industry and occupational growth, wages and other demand-related issues;

- Provided information by WDA geographical area about specific in-demand occupations, for various educational and workforce training partners, such as the WDBs, the technical college system, and K-12;

- Served on special employer and education/training committees within the WDBs covered by the local labor market analysts;

- Worked with WDBs to plan and implement actions associated with WIRED grants;

- Assisted WDBs in gathering data for workforce training grants for ARRA and other funding sources;

- Conveyed general economic information to WDAs so they may plan for customer flow and required services and know duration of customer demands;

- Staffed CWI and responded to analytical questions about the state's economy and workforce – past, present, and future;

- Acted as feedback messenger from WDAs to DWD on items affecting workforce-training programs, and assisted in keeping department program managers informed about specific employment events across the state. Also acted as a field staff for the department on conveying workforce, economic development, business activity, and program feedback;

- Conducted monthly briefings with representatives from the Secretary's office who then shared the information with members of the Governor's Cabinet;

- During this period, the question of how to count the number of new jobs created and/or lost was addressed and the staff from the LMI Section assisted the OEA

staff, economic developers, public officials and others on the methodology used to create economic indicators, their strengths and limitations;

- Reviewed and provided technical assistance on BLS terms and concepts, economic indicators and other relevant information to members of the Secretary's office and others upon request;

- The LMI Section reported economic activity to the Federal Reserve Bank system and assisted regional economist better understand local economic factors and the issues facing employers and job seekers;

- Staff from OEA participates in a statewide monthly economic roundtable where changes in the sectors of the state, national, and global economy are discussed. Other participants include members of the Department of Revenue, Department of Corrections, Department of Agriculture, Trade and Consumer Protection, Department of Financial Institutions, Department of Natural Resources, Wisconsin Housing and Economic Development Authority, Department of Transportation, Office of Commissioner of Insurance, Department of Administration, the Governor's Office and the University of Wisconsin-Madison;

- The LMI Section has worked with the Rapid Response team, which has been in contact with the staff of the WDA's on data elements needed to assist those who are eligible for services through Rapid Response;

- During this last year the agency revised its work plan, incorporating more timely and appropriate labor market and economic information, as part of an effort to realign state resources to deal more effectively with the changing economic environment; and

- The Department obtained a license to use analytical tools and datasets from the Conference Board (Help Wanted Online) and used this resource to begin developing products that meet local areas as well as increase the number and variety of job postings available on the state's jobs database.

**5**. Maintain and enhance state workforce information delivery systems.

Management requested an analysis of the costs and benefits of maintaining two primary economic/ workforce information delivery systems, the *WORKnet* website and the *OEA* webpage. While the two systems have distinct and complimentary foci, there is the potential that the two systems overlap and maintaining two systems could be redundant. As a result of this review, it was determined the two systems needed to be integrated into a single website. While the initial stages of the website integration focused on assimilating data and ensuring the newly merged website is well positioned for future enhancements. Later stages will focus on enabling

customers to maximize their access to relevant economic and labor market information without redundancy.

Enhancements to the webpages during PY11 include:

- Expanding the number of data elements available to the public through WORKnet;
- Upgrading tools available from WORKnet so that data is more accurate and up-to-date; and meets the needs of customers;
- Updated maps for the state, Micropolitan Statistical Areas and others as needed;
- Using InfoGroup's employer database to make data available concerning businesses in Wisconsin, including size of the firm, location of facility and contact information as well as a means to map the location to aid job seekers and those seeking business contacts;
- Revised our processes of posting information on WORKnet, the front end of the WIDb, to take advantage of newer technology, increasing the speed of updating information;
- Began a process of mapping the information on WORKnet to see if there is a more efficient means to publish the data to our customers;
- Introduction of a development workspace to prepare products to meet the needs of our customers;
- Integration of occupation and wage information so that consistent information is made available to users;
- Updating the posting of occupation wages to incorporate changes in the SOC structure;
- Updated LMI data on a monthly, quarterly, and annual basis in a more user-friendly format;
- Updated population and demographic data;
- Updates of changes in UI consistency, changes in employment patterns by gender, age, race, and geography; and
- Integrated NAICS 2012 into those database elements that use industrial classification.

**Visitors to Labor Market Information Web Pages from July 2011 – June 2012**

| | **WORKnet** | **OEA** |
|---|---|---|
| Total Visits | 496,127 | 22,341 |
| Total Page views | 15,121,521 | 43,334 |
| Average Visits Per Day | 1,356 | 61 |
| Average Page views Per Day | 41,316 | 118 |
| Bounce Rate | 51.44% | 80.33% |
| Average Visit Length | 00:14:41 | 00:03:07 |

## Waivers Requested by Wisconsin

Wisconsin requested and was granted several WIA waivers. The Council on Workforce Investment (CWI) endorsed the waivers submitted by DWD to the federal Department of Labor. The following waivers were implemented statewide:

- Common performance measures, WIA Section 136(b). The CWI requested this waiver to increase accountability across programs with more comparable data for evaluation and continuous improvement strategies. PY 09-10 was the first year of implementation. Intensive technical assistance was provided during this program year to address performance failures.

- On-the-Job Training and Customized Training, WIA Section 101(31)(B), WIA Section 101(8)(C). The CWI requested these two waivers that would increase the employer reimbursement for on-the-job training with small and medium-sized businesses, and lower the employer requirement to pay for not less than fifty percent of the cost of the training. These waivers expand employer's participation to better provide upgraded skills needed by businesses, and offers a fuller array of training choices particularly for adult participants who have previously been in the workforce (and long since out of classroom settings). There are Administrative Memos detailing both training strategies for WDB implementation. The WDBs using these training modalities are taking advantage of these waivers.

- Extending the period of initial eligibility of training providers, 20 CFR § 663.530. The State requested this waiver in 2001 primarily due to the ambiguity of the regulations that established performance eligibility for training providers to continue on the WIA-required State Individual Training Account list. While there were lengthy partner conversations to determine the appropriate bar, there was not consensus among the various educational/community training providers. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities.

The following are waivers that WDBs with approved waiver plans received from the Division of Employment and Training (DET):

- Transfer authority up to 50% between the Adult and Dislocated Worker funding streams allocated to a local area, WIA Section 133(b)(4). The waiver gives WDBs the ability to respond to on-going changes, and significantly increase their flexibility over program delivery to best address the specific geographic, demographic and industry needs that change from community to community. Historically, WDBs have rarely reached the 30% WIA cap. Only South Central Wisconsin WDB requested a local waiver but did not use it for this program year.

- The use of up to 10% of local Adult funds and up to 10% of local Dislocated Worker funds for incumbent worker training solely as a lay-off aversion strategy serving only low-income or economically disadvantaged adults, along with other DOL conditions such as training restricted to skill attainment activities, WIA Section 134. The purpose is to expand the flexibility of the WDBs to address the skill upgrade needs of job seekers to meet the requisite skills for current employers and anticipated emerging industries. While Milwaukee Area Workforce Investment Board, South Central Wisconsin WDB and North Central Wisconsin WDB had local waivers, there was no activity for this target population due to the continued high volume of unemployed individuals who needed high-priority services.

## Wisconsin Council on Workforce Investment

The Council on Workforce Investment (CWI) is the federally mandated State body responsible for assisting the Governor in the development and continuous improvement of the statewide workforce system. The Governor appoints the members of the Council to meet the requirements of Sec. 111(b)(1)(B – C) of WIA. The Governor's Council on Workforce Investment has 43 members appointed by the Governor.

The Executive Committee is the standing committee overseeing the subcommittees for cross- aligning State strategies and coordination and effective use of resources. The Chair or Vice-Chair of each subcommittee provides a report at each CWI meeting. Below is a summary of the seven subcommittees.

Three specialized subcommittees:

Dislocated Worker (DW) Subcommittee Advises the CWI and DWD on State special response funding and DW program policy.

Medicaid Infrastructure Subcommittee Provides advice on the implementation of the Managed Care and Employment Task Force recommendations. Also provided is guidance related to the U.S. Department of Health and Human Services Medicaid Infrastructure Grant for Wisconsin's *Bridges to Work* program. The mission of Medicaid Infrastructure Grant (MIG) is to enhance Wisconsin's employment and training delivery system that:

- Maximizes employment for people with disabilities;
- Increases the state's labor force through the inclusion of people with disabilities; and
- Protects and enhances workers' healthcare, other benefits and needed supports.

Wisconsin has achieved a number of advances in promoting community integration of people with disabilities particularly in domicile choices, and the resource options people

need for independence. However, many adults with disabilities do not have a full range of opportunities for employment in work settings that are typical of other adults in their communities: Jobs leading to self sufficiency, or, family-sustaining wages that reflect individual choices and career ambitions. A high quality, continuously improving and comprehensive workforce system in Wisconsin must meet the needs of people with disabilities who choose to work.

At the same time, Wisconsin recognizes that economic health, growth and global competitiveness are dependent on a highly skilled workforce, capable of attracting and sustaining quality industries. Economic growth is dependent on education and training that matches the skill-sets needed to expand existing businesses as well as a pipeline of talent for emerging industries. To those goals, initiatives such as RISE, Career Pathways and MIG activities merging into the current infrastructures will help create a more sophisticated collaborative workforce system.

As MIG completes the eleven-year grant cycle, unfinished work includes a need for cross-program and State agency commitments to:

- Fully integrate the Medicaid infrastructure into a cross system including WIA, VR, MA, and DPI that assists system consumers from primary school through retirement;

- Partner with the UW system and WTCS so that graduates can work in pre-secondary, secondary and post secondary systems, MA, VR, the workforce and the business community with a focus on advancing integrated, community employment for people with disabilities;

- Add cost-neutral employment support services to the MA benefit package and establish a sustainable foundation for employment services and support in Wisconsin's mental health and long-term care systems;

- Develop a means for the Medicaid buy-in program to be available into retirement while permitting retirees access to public healthcare and long-term support programs; and

- Identify and put in place the opportunities for employment supports within the workforce system.

Finally, as MIG-funded work is being completed this calendar year, two primary efforts are underway:

- DHS is completing development and implementation of a data collection system that will track employment outcomes of participants in the state's long-term care programs such as its managed care model "Family Care" and self directed supports

model program "IRIS". This work also connects to DWD and DPI systems for a comprehensive and longitudinal view of most, if not all, publicly funded services and supports that contribute to a successful employment outcome for people with disabilities.

- Completion of projects that were initiated in prior years and guided by the Task Force report of the 84 recommendations for changes and additions to Medicaid system programs. These projects include implementation of permanent, non-government and free standing training and technical assistance centers for employers seeking to hire and retain workers with disabilities, conversion of existing services and supports from non-integrated settings to fully integrated and community-based environments.

Task Force on Minority Unemployment The Governor created this Task Force as a Subcommittee to the CWI to coordinate efforts across agencies and programs with the ultimate goal of reducing minority unemployment in the Milwaukee area. Lieutenant Governor Kleefisch and State Representative Elizabeth Coggs serve as the Co-Chairs. Gerard Randall, former president of the Private Industry Council, serves as vice chair. Remaining members include Walker Administration Cabinet members, state Representatives from both political parties and a variety of Milwaukee-area community leaders with strong backgrounds in both employment and minority issues. Members also include three members of the CWI and a major employer-labor training partner, Wisconsin Regional Training Partnership.

Goal: To improve employment opportunities for minorities in Milwaukee.

Initiatives from April 2012 (inception) to June 30 2012:

- Milwaukee Manufacturing Career Expo – held May 10th
- Presentations on transportation - Wisconsin Employment Transportation Assistance Program – Department of Transportation (DOT)
- Presentation on Transform Milwaukee – Wisconsin Housing and Economic Development Authority (WHEDA)
- Presentation on the Wisconsin Seasonal Workforce Coalition – BuySeasons
- Presentation on My Life My Plan! Career exploration workshops – Greater Milwaukee Committee

In addition, the following subcommittees reflect the industry sector strategy activities:

Advanced Manufacturing Sector Subcommittee Advises the CWI and DWD on the implementation of the Manufacturing Skill Standards Certification and determining employment and training needs of the Manufacturing sector.

Energy Sector Subcommittee Advises the CWI and DWD on employment and training needs of the energy sector as well as implementing Wisconsin's Sector Alliance for a Green Economy. [CWI/DWD received a three-year $6 million State Energy Sector Partnership Grant from DOL.]

Health Care Sector Subcommittee Advises the CWI and DWD on labor and training needs in the Health Care industry and on several health care related grants.

## WIA Performance Technical Assistance

In Program Year (PY) 2011 DWD provided on-site training in five of the eleven Workforce Development Areas (WDAs). Those five WDAs were chosen for having failed a Youth Performance Measure for two consecutive years.

The training addressed the specific performance related areas the WDAs requested, the areas identified in the PY 2010 on-site monitoring and the areas identified by DWD staff. The primary areas addressed included an overall review of the WIA Youth Program, WIA Common Performance Measures, Policies, Best Practices, and updated Automated System Support for Employment and Training (ASSET) reporting system. The information used in the training is available on the WIA website and through direct contact with the Youth Program Specialist for all WDAs.

Additionally, in February 2012 a WIA Performance Ad Hoc Committee was formed with representatives of the WDAs. Information on the Regression Model relating to WIA Performance was addressed, as well as general WIA Performance questions. The committee format allowed DWD and the WDAs the opportunity to establish a shared understanding and responsibility towards performance improvement goals.

## Workforce Information Grant

During this past fiscal year (July 1, 2011 - June 30, 2012), DWD worked to improve the underlying infrastructure of posting and providing labor market information, improving outreach to both internal and external stakeholders, developing new products and fulfilling deliverables.

Allocations for the WIA funding are determined by the Labor Market Information (LMI) Section. This year the task was complicated by a requested realignment of the membership of the workforce boards. The realigning of the membership of the workforce boards requires the impacted boards to review their economic assumptions and supporting documentation, and other available data. The LMI Section reviewed existing data streams and publications and began a plan that would accommodate changes to the political boundaries of the 11 Workforce Development Areas.

Staff from both OEA and the LMI Section vigorously engaged in workforce training

activities and presentations in PY11. OEA provided 109 unique presentations to a diverse customer base totaling over 4,600 participants, including the WDAs, technical colleges, human resource managers, job seekers, business groups, government entities, community business leaders, local elected officials, educators, etc.

Likewise, the LMI Section made several presentations and helped facilitate discussions on how to assist our partners who need labor market information when planning or evaluating programs to help ensure the state has a trained and qualified workforce. Examples of such presentations included:

- Speaking on the changing skills needed by employers at the national career guidance counselors conference in Madison;
- Discussing future skills needed for new entrants into the workforce and how Youth Apprenticeship addresses those required skills;
- Showcasing the educational attainment for different occupations and the required work experiences as reported by BLS;
- Discussing how labor market information could be used to assist the Department of Commerce when recruiting businesses or assisting established firms expand their workforce; and
- Participating in a review of the "30th Street Corridor," a large neighborhood in Milwaukee that experienced severe economic shocks during the past recession.

OEA and LMI also combined to train vocational counselors on the changes taking place in the economy and how to use O*Net, *MySkillsMyfuture* and related sites that can both assist and empower clients.

Additional presentations and/or trainings were provided statewide to local Job Service of Wisconsin staff, WDA staff and members of the business community on how to create a commute shed so that employers and job seekers can more effectively locate existing labor forces and/or areas of recruitment. Staff provided numerous training opportunities to teachers and staff of community and technical colleges on how to interpret and apply available data so they can meet the needs of their customers. Training was also provided to statewide local Job Service Wisconsin staff, WDA and others on how to help workers find jobs by "reverse engineering the job search".

Other noteworthy accomplishments:

- Presented findings of a survey of Registered Nurses to the state nurses association and other entities located inside and out of the state, in an effort to aid policy makers and others on the working conditions of nurses and the need for trained nurses;
- Published the findings of the Nurses' Survey to elected leadership; and
- Increased the number of job postings available to job seekers through integrating the job postings from Help Wanted Online.

# Dislocated Worker Program

In program year 2011, Wisconsin received 100 notices of business closings or mass layoffs covering 7,012 workers; numbers similar to those for 2010. For calendar year 2012 through June 30, 51 notices have been filed, covering 3,137 workers. Consistent with the state plan, rapid response services were extended when dislocation events affected 50 or more workers, resulting in outreach to 60 employers with 4,930 affected employees in 2011.

During the 2011 program year, the State's Dislocated Worker Unit continued taking steps to enhance its service delivery model. Completely redesigned web pages for employers were integrated within DWD's website, providing employers with more comprehensive information about managing layoffs and more user-friendly features. A survey has been included as part of the redesign, allowing employers to provide feedback about rapid response services. Efforts to redesign the employee web pages are underway. A statewide Dislocated Worker survey was introduced to standardize information collection from workers during rapid response. The Dislocated Worker Unit also began regularly meeting with the Wisconsin Economic Development Corporation (WEDC) in an effort to devise a more extensive and functional layoff aversion strategy which will incorporate key stakeholders – state and local, private and public – in an early warning network. The early warning network will help promote identification of and proactive assistance for troubled companies in Wisconsin.

Wisconsin continued to receive additional federal resources in the form of National Emergency Grants (NEGs), to help fund employment and training services for dislocated workers. Nine NEGs were operational during the program year, resulting in the extension of services to 5,935 individuals. Of the nine, only one was newly awarded. The newly awarded grant is for $2,055,188, covering four plant closures (Joerns Healthcare, SNE Enterprises, Thermo Fisher Scientific, and Wausau Paper). Wisconsin also received additional funding for its On-the-Job (OJT) NEG in the amount of $1,193,208.

In Program Year 2011, 14,456 received services in Wisconsin's WIA Dislocated Worker program. Wisconsin also fully utilized WIA Rapid Response funds to provide additional assistance for dislocated workers in the form of Special Response Grants. These grants, issued to WDAs, totaled $3,019,973 and provided services to 1,425 dislocated workers.

The Trade Adjustment Assistance Program (TAA) also provided services to 6,409 workers dislocated due to impacts of foreign trade. TAA services are closely integrated with WIA resources to provide the best quality of service both programs have to offer.

## Statewide Improvement Strategies

In 2010, $4.5 million in discretionary funding was used for workforce development initiatives targeting workers in a variety of age groups, training for in-demand skill sets and for innovations that meet current workforce development priorities.

Business Services Activities

In support of the Governor's promise to create a more business friendly state and advance the state's job market in 2011, two programs were created to enhance the connection to both the business community and job seekers. Across the 11 Workforce Development Areas, DWD's Division of Employment and Training staff of Business and Job Services teams were charged with developing programs focused on enhancing the job seeker assessment process as well as indentifying key programs that have generated pull from the employment and training communities. To lead that effort a new statewide business services position was created within DWD in early in 2012.

The position's charter is to engage stakeholders, identify and pursue statewide policy and practices that support driving a consistent approach to business services. Primary focus of the position is to promote employer based programs that ensure business community ownership of on-boarding the state's best asset, qualified job seekers. The position was filled on 06/05/2012 and as a first priority, is focusing on assessment tools analysis and program benchmarking.

Assessment Tools Analysis

In 2012 the Division of Employment and Training will conduct, in conjunction with the 11 Workforce Development Boards and Job Service, an evaluation of currently available products to establish an assessment tool(s) that will be used to assess job seekers in the areas of math, reading, problem solving, validation of work skills and soft skills.

The project has developed an evaluation process that will compare the products against criteria established by a cross functional team. Cross functional team members are being drawn from members of the WDA business services staff, WIB leadership, Job Services staff, Labor Market information personnel, representatives from the technical colleges and employers.

Project deliverables will include;

1. Establishing the general criteria that captures job seeker capabilities in the areas of:
    a. Math
    b. Reading Comprehension
    c. Problem Solving
    d. Occupational Competencies
    e. Workplace Behavior
2. Defining a method to assess products on the market that meet the expectations of the team. Examples of expectations can be reflected by;
    a. Comprehensiveness of test/questions- type and format
    b. Length of test- timed or untimed

   c. Feedback from other assessment sources
   d. Modularity of the offer (Math, Reading Comprehension, Soft Skills, occupational assessment)
3. Developing a rollout plan to present the products to the WWDA and associated organizations; and
4. Rollout of the tool(s) to the service delivery organizations and employers.

Benchmarking Analysis

In support of Governor Walker's vision for a workforce system in Wisconsin that anticipates employer labor needs and empowers job seekers to pursue and retain good paying careers, Business Services has been conducting a benchmarking project to identify key programs that have been effective in producing game changing results.

The project has been evaluating programs that have been underway within and outside of the state. Project activities have included evaluation of program objectives, evaluation of participant progress post program, employer community participation and support, technical college and school district participation and support, and project cost. Programs clearly aligned with the needs of the employment community and providing opportunities for job seekers to gain economic independence are the types of programs business services is looking to pass on to the 11 areas.

The benchmarking activity has entailed meeting with job seekers, analyzing census data, visiting local businesses, business associations, community based organizations, schools, and technical colleges to get a sense of the needs of the communities across the state.

Through those interactions a set of generic needs are established. Once completed, the various programs are evaluated to determine how effective they have been in fulfilling the communities' needs/requirements. A final report will be presented to the WWDA leadership as well as Division of Employment and Training leadership.

Disability Employment Initiative

DWD responded to a Department of Labor request for proposal with a focus on expanding services through the Job Center system for people with disabilities, aptly named Disability Employment Initiative (DEI). DWD requested $2 million for implementation and received an additional $500k based on the strength of DWD's proposal.

The primary goal of this initiative focuses on the adult population to improve education, training, and employment opportunities for adults with disabilities who are unemployed, underemployed, and/or receiving Social Security Disability (SSDI) benefits; and help individuals with disabilities find a path into the middle class through service delivery by the Job Center system.

The grant contains a strong evaluation piece; therefore Wisconsin has six pilot WDAs and five control areas. For a map identifying the six pilot locations and other DEI information go to http://www.wisconsinjobcenter.org/disability/.

DEI in Wisconsin targets 3 key strategies that include Integrated Resource Teams, Partnerships and Asset Development. The grant provides for six Disability Resource Coordinators to increase enrollment into WIA and co-enrollment with other employment programs. Through this program employer education has been provided on Mental Health in the Workplace. For Job Center staff, education regarding disability issues and challenges has been delivered. Key partnerships are in place to address the multiple barriers that people with disabilities may encounter. Corrections, TANF, Vocational Rehabilitation, WIA 166, Veterans and Community Based Organizations are included. The plan is to expand the efforts by recruiting and including Ticket Holders under SSA's Ticket to Work Program.

Entrepreneurship Project

A pilot entrepreneurial training project was started in late 2010 with a goal of assisting dislocated workers that have an interest in starting their own business. The project was funded to run through March 2012. The project envisioned providing appropriate business classes through the University of Wisconsin Small Business Development Center (SBDC), followed by intensive business counseling by SBDC professors, and resulting in completed business plans that could receive start-up funding. A major finding of this project, as reported by the UW-SDBC, was that over 60% of the students opted not to participate in the free business counseling, which certainly resulted in fewer businesses being funded and / or started.

**Entrepreneurship Project Outcomes**

| | **Fox Valley** | **Milwaukee** | **Whitewater** | **Totals** | **Project Goals** |
|---|---|---|---|---|---|
| DW students enrolled in course | 15 | 28 | 15 | 58 | **60** |
| DW students completed course | 9 | 17 | 13 | 39 | n/a |
| DW students completed business plan | 3 | 10 | 2 | 15 | n/a |
| DW students received financing | 0 | 1 | 0 | 1 | n/a |
| DW students opened business | 4 | 4 | 4 | 12 | **12** |

DW = Dislocated Worker

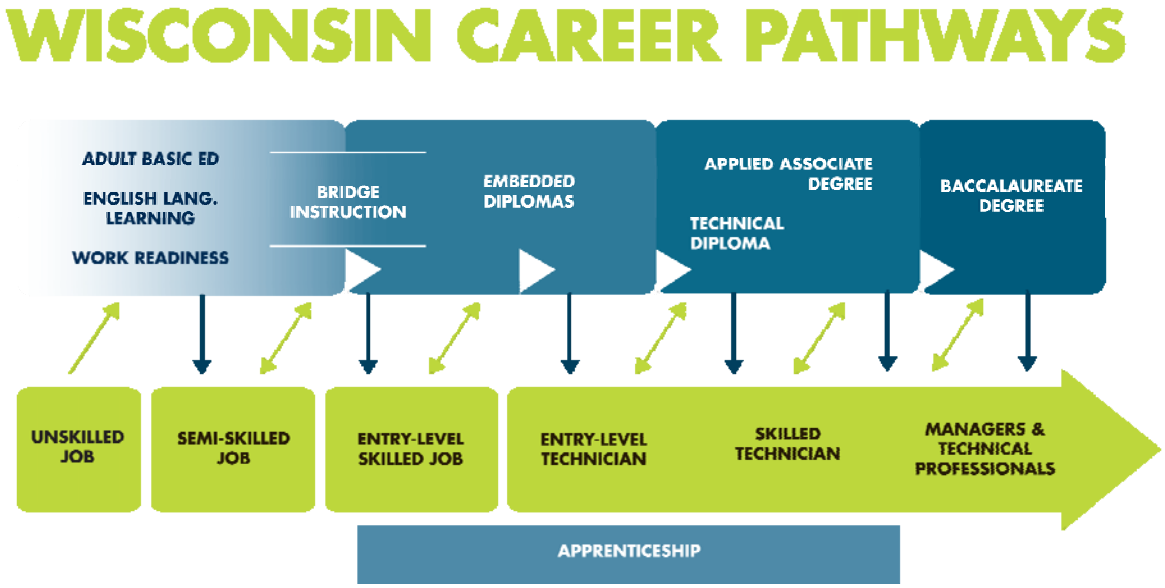
The challenge of the program is that dislocated workers, being in a time of crisis, experience difficulty with committing to a program that does not bring in immediate income. Starting a business takes time, growing the business to a point where it will support an individual or family often takes a minimum of a year, frequently it takes longer. Most dislocated workers lack financial resources to support themselves long without securing other employment. Thus, when employment became available to ETA

program participants, they chose to take the job rather than complete the Entrepreneurial Technical Assistance Program.

Also, most dislocated workers lack the capital necessary to fund a business startup and lenders will not lend to business owners who do not have another source of income to support them through the startup phase. Given the employment and income status of the participants, it would be helpful to have a built-in credit repair component to the program to allow individuals to become more credit-worthy and improve their chances of securing a loan.

Regional Industry Skills Education (RISE) Career Pathways

RISE is a major statewide collaboration between DWD and the Wisconsin Technical College System (WTCS) funded by the Joyce Foundation. RISE delivers bridge and career pathway programs for low-skill workers needing skill advancement. In 2012, DWD received a third round of funding from the Joyce Foundation to assure statewide expansion of current program offerings and to increase enrollments through collaborative efforts across employment and training programs.




The **Career Pathway** is a new way of organizing technical college occupational training as a sequence of credentials that leads adult learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set needed by an industry or industry sector. Industry sectors that are appropriate for pathway development are those that need significant numbers of skilled workers, can provide good jobs, and contribute to the economic growth of the region.

A **Career Pathway Bridge** helps adults in need of basic skills or English Language Learning succeed in a career pathway. Bridges consist of courses that link basic skills development with occupational skills development and accelerate the transition from pre-college to college level work.

There are career pathway and bridge programs available through all 17 local technical colleges in Wisconsin. The number of program offerings varies by location, but most include opportunities in healthcare, culinary arts, manufacturing, industrial maintenance and business office educational tracks.

In 2011 a data pipeline strategy was developed for matching Unemployment Insurance wage records, WTCS student enrollment and WIA enrollment. The pipeline data being produced will determine whether or not career pathways participants demonstrate a similar or higher rate of learning and connection to good paying jobs over traditional students.

The WDBs have agreed to facilitate enrollment for the 2012-2013 school year by building classroom cohorts in cooperation with the local employment and training providers, and by working with the local technical college to deliver the classroom instruction. Employment and training providers currently include WIA, TANF, Vocational Rehabilitation, Trade Adjustment Act, Refugees, Veterans and the local technical colleges.

Sector Strategies

Sector Strategies are developed at the regional level to ensure that employers in key industry sectors can connect with one another, identify shared needs and work with partners to design new systems that will address targeted issues.

They identify:

- Employee skill needs — both present and future;
- Shared training and other industry needs;
- Modernization and other technology issues;
- Key human resource issues in the industry (cultural, disabilities, mentoring, etc.); and
- Supplier/efficiency issues.

Sector Strategies include representation from industry and trade associations, organized labor, workforce development organizations, educational institutions, training providers, economic development groups, community-based organizations, local government agencies, and private foundations. The long-term goal of Wisconsin's effort

is to develop sustainable regional Industry Partnerships across the state that enhance the competitive position of key industries and enhance long-term earnings and career opportunities for employees.

The Wisconsin Industry Partnership Academy is a joint effort between DWD and the Center on Wisconsin Strategy (COWS) to transform these Industry Partnerships into strong regional strategic alliances.

Seven workshops were hosted from February 5, 2010 through March 2, 2011. The workshops focused on strategy building for industry partnerships in challenging economic times and building industry partnerships and incorporating career pathways and bridges. National experts and local practitioners shared their knowledge on sector strategies and industry partnerships through keynote presentations and interactive discussions for the purpose of collaboration, peer learning and strategy building.

Initial Sector Strategy funding was awarded in March 2009 and continued through December 2011. Over five million dollars of WIA discretionary funds have been dispersed to all eleven Wisconsin Workforce Development Boards in support of this effort.

Grants were awarded for two purposes: to convene an industry partnership and to implement training designed by the partnership. Sector Strategy projects funded include twenty-five convening grants and nineteen training grants in the healthcare, energy, advanced manufacturing, power controls, marine manufacturing, bio-fuels, IT, transportation, food manufacturing and agricultural products sectors.

In 2012, WIA discretionary funding was used to issue another round of funding to the WDBs to augment efforts currently in place.

Wisconsin Economic Development Corporation/DWD Collaboration

Wisconsin is working proactively with employers in demand industries to meet their current and future workforce needs. These relationships create a direct link to employers in Wisconsin's demand industry sectors and create an open line of communication for future needs.

An example of this collaboration is an effort underway involving DWD, WEDC, the Wisconsin Technical College System and a consortium of the state's trucking firms. In PY2011 DWD launched the trucking webpage on Job Center of Wisconsin www.jobcenterofwisconsin.com/trucking. This site provides a one stop home page for jobs, training, and information related to the trucking industry. Individuals interested in working in the trucking industry can post a resume, search for jobs, learn out more about the industry including information on training, pay rates and trends. The collaboration between DWD, WEDC, and the WTCS also involves planning for expanded training and recruitment opportunities which is expected to come to fruition in PY2012.

Training opportunities in the trucking industry are being expanded by the replication of a successful, compressed Commercial Drivers License training program currently operational through the Fox Valley Technical College to at least two more campuses including the Waukesha County and Chippewa Valley Technical Colleges. Trainees selected for the program will undergo extensive pre-assessment to ensure they are a good match for the challenges of over-the-road trucking. WIA and TAA resources are expected to be used for outreach, participant assessment and to defray some of the costs of training for individuals involved in the program.

Workforce Roundtable

On September 1, 2011, the Division of Employment and Training (DET) held a Workforce Programs Roundtable. This annual event is held to provide local workforce development staff and managers and their partner agencies with a full day of technical assistance, networking and training. In attendance were 180 field workforce program representatives and 30 DWD staff and guest presenters.

In addition to a general session, a keynote was provided by the DWD Secretary. The program included concurrent workshops on: ASSET 101; Assisting Workers with Disabilities Through the Rapid Response and Retraining Process; Career Pathways and Bridges in Wisconsin: Successful Outcomes to Data and Next Steps; Health Care Basics: Knowing A Little Can Help Your Clients A lot; Learning to Work: How the Career Pathways Model is Used with Secondary and Post-Secondary Students; MySkills – MyFuture; Revised ADA Requirements: What They Mean to You and the Work You do; Strategies for Increasing the Effectiveness of Rapid Response; Universal Access/WIA 188 Training; What Do You Want From Labor Market Information?; Where Do They come From?; Creating a Commute Shed with LED Data; WIA Adult and Dislocated Worker Program Orientation; and WIA Youth Program Orientation. The overall Roundtable content, presentations, interactions and handouts were rated as “excellent” or “good” by a majority of the participants.

## Veterans

The Office of Veteran Service (OVS) staff provides staff assisted and intensive service to veterans that visit the local Job Centers. Outreach is conducted by OVS staff to reach veterans that are not utilizing the Job Center, or may be unfamiliar with the resources available. There are multiple strategies for reaching veterans:

- OVS staff coordinates with Job Center partners to ensure veterans receive all necessary services available at the One Stop Centers.

- OVS coordinates with Job Service to deliver job search workshops

- OVS staff meets with returning military veterans at DOL TAP sessions and Guard and Reserve reintegration session.

- OVS provides information on resources and placement activity for homeless veterans at stand- downs events organized throughout Wisconsin. OVS staff has an on-going partnership with the Center for Veteran Issues in Milwaukee to provide employments services for homeless veterans served by the homeless reintegration grant.

- OVS provides assistance to transitioning veterans through the Army Career Alumni Program.

- OVS provides intensive employment service to disabled veterans that are near completion of Department of Veterans Affairs VA Chapter 31 Vocational rehabilitation program.

- OVS provides case management follow-up with these veterans to assist them in their efforts to enter employment.

- OVS works with area employers to match veterans with on-the-job training. Since 2010 OVS staff has successful placed 44 veterans in fulltime employment through the on-the-job training program.

- OVS has planned, organized and hosted 16 Veteran Job Fairs in 2012. To date more than 2,000 veterans have met with 600 employers at these events. Survey results indicate that 28% of the veterans attending received job offers at the job fairs, or follow-up interviews.

Using data collected within the VETS 200 A, B, and C reports, DWD is able to measure the accomplishments of the Local Veteran Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff. The level of entered employment of recently separated veterans and disabled veterans is reported monthly to the Department of Labor. The number of recently separated veterans who entered employment increased by 16% over last year.

All gold card eligible veterans registered on Job Center of Wisconsin were notified to inform them of the intensive services and case management that is available. Signage is clearly visible in all One-Stop Job Centers to alert veterans that they should identify themselves as veterans in need of assistance. Staff within the job centers respond to each veteran's needs and guides them to the appropriate service or case manager. Furthermore, OVS tracks the number of new post 9/11 veterans that register and the supportive and intensive services that are provided each month.

11/1/2011 - 5/31/2012

**How many post-9/11-veteran participants are new enrollees in your program?**

| Yes <= 180 days | Yes, Eligible Veteran |
|---|---|
| 74 | 1622 |

**How many participants of your post-9/11-veteran new enrollees received intensive or staff-assisted services?**

| Yes <= 180 days | Yes, Eligible Veteran |
|---|---|
| 16 | 633 |

June 2012

**How many post-9/11-veteran participants are new enrollees in your program?**

| Yes <= 180 days | Yes, Eligible Veteran |
|---|---|
| 6 | 263 |

**How many participants of your post-9/11-veteran new enrollees received intensive or staff-assisted services?**

| Yes <= 180 days | Yes, Eligible Veteran |
|---|---|
| 2 | 96 |

July 2012

**How many post-9/11-veteran participants are new enrollees in your program?**

| Yes <= 180 days | Yes, Eligible Veteran |
|---|---|
| 24 | 403 |

**How many participants of your post-9/11-veteran new enrollees received intensive or staff-assisted services?**

| Yes <= 180 days | Yes, Eligible Veteran |
|---|---|
| 4 | 94 |

## Wagner Peyser

Job Center of Wisconsin.com (JCW), DWD's labor exchange system, continues to perform very well and exceed expectations. In 2011 152,683 jobs were posted. Job Service planned and executed several employer focus groups early in 2012 to ensure

that JCW was meeting employer needs and expectations. The results were very positive, and all employer suggestions became part of the planning process for future, planned JCW enhancements.

As a result of that early work, several of those enhancements are currently in place, including required registration and a new feature called "My JCW," which allows job seekers to better launch and track their work search efforts. During the fall of 2012, additional enhancements are planned such as a resume upload feature and the allowance of job seekers to include their contact information directly in contacts with employers (as opposed to anonymous matches which currently occur).

Re-employment Services (RES)

Job Service and Unemployment Insurance (UI) have collaborated on a number of projects and information system connections. First and foremost is continued collaboration in the RES Initial Claimants, RES Extended Unemployment Claimants (EUC), and Re-employment Assessment (REA) programs. So far in 2012, Job Service has scheduled 2,085 RES sessions and served over 22,000 claimants. Job Service is working with UI on many RES program changes, many of which will be implemented in late 2012. These changes include better connections to matched job openings and mandatory follow-ups for some UI customers who need additional assistance.

Job Service geared up and hired 16 additional staff during the early summer of 2012 to begin providing RES and mandatory work search reviews to EUC customers. Job Service continues to exceed requirements by conducting quick assessments and triaging customers, as in regular RES, to services that will be most useful in a fruitful job search.

Wisconsin has held 479 REA sessions thus far this year, serving 5,400 claimants. 2,300 have come back for second, and sometimes third, mandatory assessments as part of the program. Job Service and UI are working on some service delivery changes that will allow UI to participate via phone or video cam instead of in person, which will increase efficiency and allow increased flexibility.

Career Expos

In early 2012, Wisconsin created a new concept for the job fair, called a "Career Expo". The expo required all employers to post job openings on JCW and created a unique "prescreening" process (resulting in an admission ticket), to ensure that attendees met a required (minimum) level of work readiness. The first Career Expo was in Milwaukee on May 10 which included 68 employers and more than 1,900 pre-screened job seekers. The second Career Expo will be on October 17 in Green Bay, Wisconsin. Job Service also participated in or conducted 247 additional recruitment events in 2012, serving 1600+ employers and almost 17,000 job seekers.

## Workforce Development Area Outcomes

### WDA 1 Southeast Wisconsin Workforce Development Board (SE WI WDB)

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. SE WI WDA will focus on introducing youth to different careers as early as middle school, including technical careers requiring a certificate, apprenticeships, technical degree, and beyond. The WDA will build upon successful, innovative summer youth employment initiatives to implement year-round educational and work-focused programming that connects youth to real-world jobs, provides high school credit, and results in attainment of high school diploma and direct employment.

2. The WDA will address identified skills gaps and training issues, especially in manufacturing and health care clinical experiences, to meet the needs of the area's largest employment sectors (now and projected for continued growth).

3. The WDA will gain access to timely and relevant labor market data to aid in planning, prioritizing training dollars, and aligning training programs with real-time employer needs.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

1. "Boot Camp" training model, designed in partnership with Gateway Technical College.

2. Local Summer Youth Employment Programs focused on high-risk and/or disabled youth that include high school credit.

3. Existing partnerships and longstanding collaboration between WIA staff, high schools, post-secondary institutions, incorporating National Career Readiness Certification, Tech Prep, and expanding youth apprenticeships.

**Targeted evidence-based high-demand industry sectors:**

- Advanced Manufacturing, including sub-targets such as food processing, medical equipment, and fresh-water related manufacturing
- Healthcare
- Retail, Hospitality and Tourism
- Agriculture/Food & Consumer Products

Targeted high-demand industry sectors have been identified using LMI projections provided by our DWD labor market economist as well as ongoing surveys of local employers and anecdotal information that comes from focus groups and regular meetings with employer groups, chambers, business alliances, and economic development partners.

LMI projections do not necessarily identify Transportation/Logistics as a sector with growing employment opportunities in the region, however economic development partners and local business alliances see real opportunities to leverage the WDA's naturally advantageous location in the Milwaukee-Chicago I-94 corridor and drive growth in this sector.

SE WI WDA managers and Business Services Teams work closely with local and regional economic development groups to source and analyze the latest employer and employment-related data to ensure that local programs are targeted toward areas with the most industry demand. Regional use of the Synchronist information platform allows employer survey data to be shared and analyzed by multiple workforce and economic development stakeholders, allowing for decision-making based upon real-time information and the early identification of labor market trends or emerging sectors poised for job growth in the area.

## WDA 2 Milwaukee Area Workforce Investment Board (MAWIB)

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. Transitional Work & Employment Bridge Programs
   - Adult Transitional Jobs Programs
   - Year Round & Summer Youth Employment Programs
   - On-The-Job Training Programs & Contextualized Pre-Apprenticeship Training

2. Employer Engagement & Industry Partnerships
   - Intensive Business Services Outreach & Engagement
   - Expand and enhance CareerWorks Bayshore, the Healthcare Training Institute, the Water Jobs Accelerator Partnership & Power Controls Consortium
   - Coordinate with Economic Development agencies, with a focus on small and mid-size business development and expansion

3. Career Pathways & Innovative Training programs
   - Align training, education and credentials to make smart investments in skills development
   - Build Capacity for local training system to provide employer linked responsive skills programs
   - Link One Stop Job Center system job readiness and job placement services to skills development and employer linked training

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

1. One Stop Coordinating Council: Partnership of the major One Stop Job Center partners providing workforce development service in the WDA

2. Economic Development: Partnership with Milwaukee Economic Development Corporation, Department of City Development & the Milwaukee 7 (M7) regional economic development partnership

3. Milwaukee Area Healthcare Alliance: Partnership with local hospitals, long-term care facilities, federally qualified healthcare clinics, educational institutions, and the YWCA and Milwaukee AHEC

4. Milwaukee Builds: Consortium of local Community Based Organizations that are partnered with local trades and employers to develop pipeline of qualified young adults into construction trades

5. Reentry Partnership: Local partnership with DWD & DOC to align resources and strategy to improve employment outcomes for ex-offenders

6. Water & Green Jobs Initiatives: Building on programs and partnerships with the Water Council, Growing Power, & the City ME2 / ME3 Sustainability projects to develop talent for the emerging industries.

**Targeted evidence-based high-demand industry sectors:**

- Health Care
- Retail Hospitality Tourism
- Construction/Manufacturing
- Water
- Power Controls

The MAWIB partners with the Regional Workforce Alliance and M7 Economic Development group to identify and align the local and regional workforce needs. Through the MAWIB's Business Services Unit and One Stop Business Services Team, the local workforce area responds to emerging opportunities and assists groups of businesses to develop collaborative approaches to implement workforce solutions.

## WDA 3 W-O-W Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. Re-Employment Sessions (RES): In April 2011, WOW WDB and Wisconsin Job Service developed a Re-Employment Service (RES) model built on the premise of assisting Unemployment Insurance (UI) participants to secure employment quickly. The new model is outcome based to address the current job openings utilizing current marketable skills of job seekers. The WDB will continue to actively improve this newly implemented system.

2. Industry Partnerships/Sector Strategies: Industry partnerships bring together employers in high-demand industries with common training needs allowing employers to send employees to training while maintaining near-normal production levels, and making training cost effective for employers. The industry partnerships comprised of employers, training providers, and WDBs are a public/private partnership where employers pay for a percentage of training related costs. The WDB will continue leading two manufacturing industry partnerships (Power Controls and M-7 Manufacturing) and partner with Industry Partnership employers, the WI Precision Metalworking Council and other associations to address the skills gap, including seeking funding to train new and incumbent workers. In healthcare, the WDB is in the process of developing a local healthcare industry partnership, and will remain actively involved in the regional Milwaukee Area Healthcare Alliance.

3. On-the-Job Training (OJT): WOW WDB will expand upon its success throughout the years with the On the Job Training program. The WDB partners with employers in a public/private collaboration that directly responds to individual employer's need for new-hire training, and has been a valuable tool in this economic environment. Due to limited amounts of funding, the approval of occupational training has become acutely focused on training for high-demand occupations that are identified by employers as having current or short term job openings. The primary tool used to identify high-demand occupations is the Employer Survey conducted annually by WOW WDB.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

1. Industry Partnerships: The industry partnerships, which align with the Governor's sector strategy priorities, were created by the WDB in response to employers' needs for specific skills training, and are a venue for small to mid-sized employers with common training needs to align funds to provide training for incumbent and new workers. In June 2011, WPMC and M7 Manufacturing employers identified over 500 current and short term projected job openings. In response, WOW WDB applied for a federal H1B grant to train over 500 new hires in high-skill occupations.

2. On-the-Job Training: Employers utilize public and private funds to train new hires in specific skills needed by both the employer and new hire. OJT allows individual employers to customize training based on the employer's current need and for job seekers to build on existing skills – a win-win. The OJT process is a simple, streamlined contract process that mitigates bureaucracy while spending training funds responsibly and transparently.

**Targeted evidence-based high-demand industry sectors:**

High-demand industry sectors include manufacturing and healthcare. The WDB considers results of the local employer survey, results of credible studies, and economic development to determine if an industry is in-demand and should therefore be pursued.

If these information sources find an emerging industry sector, the WDB will review the information and determine if the industry sector will focus resources on that sector.

## WDA 4 Fox Valley Workforce Development Board (FVWDB)

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. Supporting Key Industry Sector Partnerships: FVWDB, in partnership with the Economic Development Professionals, Job Center partners, Moraine Park Technical College and Fox Valley Technical College is developing industry sector specific business alliances and advisory committees to identify key workforce strategies to address the skills pipeline necessary for future growth. FVWDB will continue to use resources to support the existing industry sector alliances including Fox Valley Health Care Alliance and Northeast Wisconsin Manufacturing Alliance, while establishing additional advisory committees/alliances in construction, modernized agriculture, logistics and business services/call centers.

2. Integration of Workforce Development Programming: FVWDB aligns its resources with other workforce development partners in the One Stop, community partners, educational and economic development to ensure efficiencies and effectiveness of programming and services that support job creation and training of key industry sector workforce. As an example, FVWDB co-enrolls WIA clients with eligible TAA clients for training, and supports educational institutions in creating bridge and career pathways training programs directed at key industry jobs. FVWDB is leading an effort to restructure the One Stop system to better utilize workforce resources following the Iowa model of integration.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

1. Educational and One Stop Partnerships: FVWDB has a long history of partnering with the MPTC, FVTC, and One Stop partners. This partnership is discussing strategies to realign the One Stop system to improve integration of programs and services that triages individuals into intensive services, readily indentifies training needs and/or directly moves individuals into jobs after the Iowa model of integration. FVWDB with support of the One Stop partners and education is implementing the Hartford Connecticut Workforce System model of funneling Dislocated Workers (WIA eligible specific) into specific industry sector employment and training focuses.

2. New North Economic Efforts: Fox Valley Workforce Development Board will continue to support New North's regional economic efforts by bringing resources of the workforce development system to the New North table.

**Targeted Evidence-Based High-Demand Industry Sectors**:

FVWDB has identified six key industry sectors which include:

- Advanced Manufacturing

- Construction
- Modernized Agriculture
- Healthcare
- Logistics
- Business Services/Call Centers

**Other unique program, partnership, et cetera:**

1. Services to Youth: FVWDB has partnered with the Fox Cities, Oshkosh and Fond du Lac Chambers for K-12 outreach and education on workforce and career path skills. There are 99 school districts, public and private, that are served with resources sponsored by FVWDB and the Chambers.

2. Fox Valley Health Care Alliance: The Alliance has been in existence for six years and has become a model for the healthcare field in creating alliances.

## WDA 5 Bay Area Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. Bay Area will utilize WIA resources as effectively as possible to prepare and train workers for high-demand, high-wage jobs in the region by providing quality job center services and innovative training programs;

2. Bay Area will actively engage employers in the discussion, planning, and implementation of workforce readiness and training projects;

3. Bay Area will align educational systems (K-12, technical college, and university) with the needs of regional businesses to ensure a trained workforce that promotes business growth and offers opportunities for economic success to our workers and job seekers.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

1. The NEW Manufacturing Alliance is an association of 70 (and growing) NEW North manufacturing companies with 20 associate members that actively promotes careers in their industry. The Alliance publishes a "Manufacturing All-Stars" magazine annually reaching out to youth, provided seed money for an hour long Wisconsin Public Television documentary called "Manufacturing the Future," is co-sponsoring a regional Manufacturing First conference in Green Bay on October 26, and actively reaches out to K-12 schools. On October 6, 50 manufacturers spent the morning with 80 area educators to discuss enhanced collaboration. Bay Area WDB provides staff support to the Alliance.

2. The North Coast Marine Manufacturing Alliance is an association of 7 area shipbuilders who work to promote the "north Coast" brand, benefit from

collaborative initiatives, and promote careers in their industry. Bay Area WDB provides staff support to this group as well.

3. The Northwoods Economic Summit series has brought an annual workforce/economic development conference to our northern communities for the last seven years. The annual Summit is a way for businesses, educators, local government and community leaders to stay connected to the regional economy. Partners from Dickinson and Menominee MI counties also participate.

4. The Computer Integrated Manufacturing Mobile Lab, a collaborative effort of the Bay Area WDB, Northeast Wisconsin Technical College (NWTC), and Lakeshore Technical College (LTC), has been gaining nationwide attention as an innovative model for providing training on state-of-the-art manufacturing equipment to high school students and promoting careers in modern advanced manufacturing.

5. Bay Area WDB has very positive relationships with our two area technical colleges. Close collaboration has resulted not only in the CNC mobile lab project described above, but also in the development of new associate degree programs such as the Physical Therapy Assistant program at the NWTC-Marinette campus, but a number of certificate programs as well. Examples of the latter are a 10 week welding certificate, Basic Manufacturing Skills Certificate, High Speed Production Certificate, and the CNC boot camp program. We have also worked together on several occasions to create an entire licensed practical nursing curriculum for dislocated workers and a bridge program to allow LPNs to finish an associate degree in nursing.

**Targeted evidence-based high-demand industry sectors:**

Targeted industry sectors for the Bay area are advanced manufacturing, transportation, and healthcare. The plan is to use a three pronged approach to staying in touch with emerging industry sector needs. The Bay Area WDB will regularly review labor market information provided by the Office of Economic Advisors. Second, they will review graduate follow up data from our area technical colleges. Third, Bay Area WDB staff and contractors will maintain on-going relationships with area employers through industry alliances, job fairs, and economic development agencies to better understand their needs.

**Other unique program, partnership, et cetera:**

Bay Area WDB has earned a statewide reputation for its collaboration with the Wisconsin Department of Corrections on offender reentry initiatives. *Windows to Work* began at the Oshkosh Correctional Institution in 1998 and has now been adopted as a model throughout the state. A youth offender initiative, *Transitions*, has been in place at the Lincoln Hills facility since 2001, and a federal earmark grant has provided the opportunity to develop and implement a female offender program at the Taycheedah facility.

## WDA 6 North Central Wisconsin Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. Focus NCWWDB resources on employment in specific industry sectors with strong growth potential which hold a regional competitive advantage.

2. Develop industry sector training modules tailored to meet real-time employer needs and which provide participants with relevant skills pathways to professional certifications and degrees.

3. Build regional collaborative with workforce, economic and community development entities that align vision, strategies and resources toward regional prosperity.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**
NCWWDB is a critical partner in a regional, workforce collaboration with local philanthropy, area employers and service providers. The philanthropic partner, the Community Foundation of South Wood County, provides both human and financial capital via the National Fund for Workforce Solutions and community investors. The partnership, also including private sector employers, Mid State Technical College, and NCWWDB contracted providers, works to drive innovation in workforce development.
Specifically, this partnership has focused on South Wood County. South Wood County lost nearly 40% of its jobs over the past decade as the paper industry and other manufacturing operations became more globalized. The Manufacturing CEO Peer Council identified potential growth opportunities in Central Wisconsin's food processing industry, especially cranberries, potatoes, vegetables, and cheese. In response, the partnership identified and developed a new Food Manufacturing Science Certificate training program. This new training emphasized food safety amid growing global concerns about the food supply, incorporated a Manufacturing Skills Standards Certificate (MSSC) component, and developed participant internships at food manufacturing employers. In August, the first class of adult and dislocated workers graduated.

Results:
1) New employer driven curriculum informed by engaged business leaders;

2) Unemployed workers with new skills and transferable credential transitioning into employment; and

3) Growing philanthropic/public/private investment partnerships. NCWWDB is and will continue to use this model to build collaborative partnerships in additional priority industry sectors throughout the WDA.

**Targeted evidence-based high-demand industry sectors:**

NCWWDB will be targeting the following high-demand industry sectors: manufacturing (including agricultural processing), healthcare, information technology, and transportation. High-demand industry sectors have been determined using data from the WDA#6 Labor Market Analyst, employer surveys and contacts, and have been corroborated with our partner technical colleges and economic development organizations.

Through continuous monitoring of and participation in regional economic development activities, as well as employer visits and contacts, NCWWDB will keep abreast of emerging industry sectors. Resources may need to be re-focused on emerging sectors in WDA#6, such as mining, biomass technology, and tourism.

## WDA 7 Northwest Wisconsin Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities:**

The continued formation and coordination of the industry sector partnerships will continue to be a focus. The Northwest Wisconsin Workforce Investment Board has been very focused on the development of these partnerships and has been able to pursue a number of additional funding opportunities because of these industry relationships. They will continue to support and nurture the existing healthcare, manufacturing, and bioenergy groups as well as explore the formation of a transportation logistics partnership in the future.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

The northwest region of the state has always fostered unique and collaborative partnerships, due much in part to our geography and isolated nature. The NWWIB has excellent partnerships with Northwest Regional Planning Commission, community action agencies, and other workforce development boards. The collaborative nature among other WDBs and partners has allowed for the state to pursue funding for industry specific purposes such as on-the-job training and incumbent worker training. The NWWIB also has a unique partnership with the Wisconsin Department of Natural resources for the Crex Meadows Youth Conservation Camp.

**Targeted evidence-based high-demand industry sectors:**

The NWWIB has identified the top six industries in each industry cluster region as defined by the total number in the workforce in 2008 and by 2018 projections. Common to each region are the Construction, Retail, Government, and Healthcare and Social Assistance industry sectors, indicating that these industries are important to the economic welfare of the entire ten-county region and should be addressed on that same regional basis. Transportation/Logistics and Advanced Manufacturing also are strong

sectors in northwest Wisconsin. The NWWIB will continue to work within these industries to identify needs and watch for emerging sectors by reviewing labor market and workforce data. The NWWIB Strategic Directions Committee is tasked with this very responsibility.

**Other unique program, partnership, et cetera:**

The Crex Meadows Youth Conservation Camp is a unique and national award winning program for WIA youth. Each summer 80 at-risk youth gain work experience by completing 80 hours of paid conservation work with the Wisconsin D.N.R. For many youth this is their first work experience and not only do they gain high school credit, but also gain work ethic and learn responsibility.

## WDA 8 West Central Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. Aggressive Business Engagement encompassing
   - Workforce Board Business Member engagement
   - Robust Business Outreach designed to identify and address business workforce development needs
   - Sector Strategies designed to compile individual business input into regional sector-wide initiatives

2. Strong Needs Driven Regional Collaboration based upon continued implementation and enhancement of West Central Regional Development Coalition Initiatives integrating the activities of:
   - Workforce Development – West Central WDB
   - Economic Development – Momentum West
   - Education – Regional Education Consortium
   - Local Government – County Boards' Consortium
   - Integrated Regional Strategic Planning across those collaborating sectors
   - Responsive, Effective, Accessible, Comprehensive and High Performing Services implemented through our Job Center system utilizing integrated, collaborative service models, highly trained and qualified staff and innovative, technologically enhanced service strategies

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**

The West Central Regional Development Coalition which embodies holistic approaches to regional development through collaboration between Workforce Development, Economic Development, Education and Local Government

Youth Development Strategies including:

- Youth Sector Academies
- Career Ventures – Regional Career Fair
- Career Ventures – Career 101 WIA and Youth Apprenticeship collaboration
- Summer Youth Employment Public Private Partnerships
- Exceeding and Meeting all federal performance standards

**Targeted evidence-based high-demand industry sectors:**

- Manufacturing
- Healthcare
- Customer Service Industries including Retail Trade, Accommodation and Food Service
- Finance and Insurance
- Agriculture
- Transportation and Warehousing

Unique activities, partnerships, et cetera that will advance the Governor's priorities:
West Central has formed a collaborative labor market and economic analysis unit Regional Scan Committee to provide continuous feedback on economic and workforce trends including the identification of newly emerging industry sectors. The region will address new industry sector needs through collaborative strategies which mobilize regional workforce, economic development and education resources.

## WDA 9 Western Wisconsin Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities*:***

1. Supporting Critical Sector Partnerships – Forming and supporting industry groups is a significant focus. The Western Wisconsin Workforce Development System (WD System) recognizes the value and will recommit efforts and dedicate resources to existing partnerships (Equipment and Metal Manufacturers Association, Food Resource and Agri-business Network, Long Term Care Coalition). The system will evaluate creating and supporting partnerships in other sectors.

2. Workforce Development is Economic Development – A significant portion of a region's competitive balance lies in the talents and skills of the workforce. The WD System will continue to play a supporting, convening, collaborative and/or leading role in local, regional and statewide economic development initiatives and issues. We invite WEDC to partner on sector strategies.

3. Integration of Workforce Development Programming – The WD System has over 30 funding sources and programs outside of the traditional WIA funds. The partnerships cover a wide array of government and private sources, all aligned to preparing the

regional workforce for employers. The WD system will concentrate on integrating, to the greatest extent possible, programs to obtain the greatest degree of efficiency and effectiveness.

**Unique activities, partnerships et cetera that will advance the Governor's priorities:**
Economic Development Partnerships – The WD System was a founding member of ECO-DEVO, a dynamic collaboration focusing on regional economic development and the enhancement. The WD System supports and/or partners directly with the 7 Rivers Alliance, Vernon Economic Development, La Crosse Area Economic Development Corporation, Chambers of Commerce, Juneau County Economic Development Corporation and others.

AIM2WIN Partnership – AIM2WIN supports and enhances efforts to transform the tri-state region into a knowledge-based economy supportive of innovative industry clusters with entrepreneurship and highly skilled workers as the driving force. AIM2WIN encompasses 27 counties in western Wisconsin, Southeast Minnesota and Northeast Iowa. The primary drivers of AIM2WIN are the regional workforce development agencies within the regions.

Industry Specific Pre-Employment/Vocational Training – The WDB partners with industry sectors and the technical college system to provide industry specific pre-employment or vocational training to prepare job seekers for employers' entry level openings or allow continuation of a career pathway at the technical college.

Targeted Evidence-Based High-Demand Industry Sectors:
The WDB System focuses on 3 high-demand industry sectors: Advanced Manufacturing, Healthcare and Agriculture/Food Processing. The System partners with the Mississippi River Regional Planning Commission and others to support the Equipment and Metal Manufacturing Association, Food Resource and Agri-business Network and the Long Term Care Coalition.

Identification/Response to New Industry Sectors –WD System has identified the composites/plastics and sand mining as emerging sectors. Over the next year, we will be scanning the economic landscape to evaluate the need to form and support industry partnerships in these and other demand based sectors (ex. Transportation and Hospitality/Retail).

Response to Sector Needs – Support to sectors is multi-faceted: 1) organizing employers who are interested in upgrading their current and future workforce to be more competitive 2) discussing needs and exploring solutions and 3) seeking funding and innovative programming to respond.

**Other unique program, partnership, et cetera:**

Connection to the Business Community – The Western Wisconsin Workforce Development System leads with and takes seriously the philosophy of the Employer Customer. As such, we continuously strive to connect and understand our customer's needs. This places us in the unique position, amongst typical employment and training providers, of having a deeper understanding and a wider ability to place job seekers into employment.

Structure - The Western Wisconsin Workforce Development System, by virtue of its locally driven, non-profit structure and governance, is able to capture multiple funding sources and implement a myriad of programs, all complimentary to the traditional Workforce Investment Act funds. This allows us to be in a position to provide a unique perspective of how programs and resources can be integrated to provide the most effective and efficient impact for a community.

Emerging Workforce (Youth) – As a centerpiece to our commitment to ensuring the youth of our region are prepared to enter the world of work, the Western Wisconsin Workforce Development System has partnered with Forward Service Corporation to bring Jobs for America's Graduates – Wisconsin (JAGWI) and WisCorps to provide evidence based, year-round in and out of school youth experience.

**WDA 10 South Central Wisconsin Workforce Development Board**

**WDB's three top strategies for meeting the overarching workforce priorities:**

Continue to support development of a highly skilled workforce that keeps our region's businesses competitive in a perpetually changing marketplace.

1. Support regional Industry Partnerships that are formed to ensure that employers in key industry sectors can connect with each other, identify shared needs of industry and work with partners to design new solutions that will solve identified problems. 1) Focus on pre-competitive industry needs. 2) Coordinate efforts with economic development partners. 3) WDB staff will support and lead industry engagement. 4) Focus on 4 cross sector topics – worker pipeline, mature worker engagement and retention, local discussion with business, educational offerings – labor market trends. 5) Increase business engagement with the One Stop System.

2. Connect unemployed, under-employed and dislocated workers with the information and training they need to enjoy high wage employment in high growth industries. 1) Organize and fund Job Centers and the *WorkSmart* Community Access Points to support a Career Pathway System. 2) Provide staff resources to help individual customers set clear plans to successfully gain employment that leads to financial self sufficiency. 3) Continue the development of supporting technology which improves customer access and communication including interactive video conferencing, computer labs and other interactive technologies such as Skype.

3. Invest in training opportunities connected to Career Pathways. Develop and support modular training opportunities that are offered in a more accessible and manageable format. Modular training is educational courses offered in a modified format that helps unemployed or working adults complete a credential or gain an associate degree through a series of short-term coursework and training programs, generally from three to nine months long.

4. Continue the development of the "Middle College" Program and young adult engagement. The Middle College provides students with the opportunity to earn a high school diploma from their high school while taking college level classes on the technical college campus.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**
A key element to the success of the Workforce Development Board of South Central has been its long standing philosophy of partnership, collaboration and alignment as reflected in the principles of the organization. We believe that our commitment to collaboration is instrumental in supporting the pursuit of innovative solutions to our region's workforce and economic development challenges.

Career Pathway Academies (Partnership with Technical College) – The Academy structure is comprised of stackable credentials built on a "Career Pathway platform" that delivers training in modularized skill increments, on a flexible delivery and geographic instructional space.

Middle College Program – The Middle College program provides students who are separating from their high school experience. The Middle College program (targeted to Junior high school students) is an innovative new Career Pathway program that provides students with the opportunity to earn a high school diploma while taking college level technical skill classes. Students earn both high school and college credits. The program re-ignites the imagination of the students.

**Targeted evidence-based high-demand industry sectors:**
The Workforce Development Board of South Central Wisconsin will focus on the following targeted/high demand and emerging industry sectors: Information Technology/ Business Technology (Cross Industry Sector), Healthcare, Manufacturing**,** Construction and the Trades and Biotechnology.

## WDA 11 Southwest Wisconsin Workforce Development Board

**WDB's three top strategies for meeting the overarching workforce priorities:**

1. SWWDB will expand the use of employer focus groups to categorize job skill needs/competencies in the demand occupations in Southwest Wisconsin; partnering

with local technical colleges and economic development groups to identify employers and to develop/modify training curriculum.

2. Expand the use of the "virtual job center" (www.jobcenter.org) as a tool to provide job center information and services to rural areas so clients can access assistance anytime, anywhere; and integrate new social media as a tool to expand and enhance services on the "virtual job center".

3. Employ "lecture capture technology" to digitally record the FutureTrac and other workshops/training classes on a server and broadcast those classes to job center clients via Internet and home computer any time of day or night.

**Unique activities, partnerships, et cetera that will advance the Governor's priorities:**
SWWDB developed a partnership with Monster.com to provide access to the Monster applicant data base that allows SWWDB to search for qualified job applicants on behalf of employers. Also, through Monster.com, SWWDB has a license for Wanted Analytics, an on-line job posting software that provides information on all jobs posted in the region, employer contact information, etc. Wanted can also provide reports of the most frequently posted jobs and information of which employers have posted the most jobs. This helps SWWDB work with clients to target work search efforts.

**Targeted evidence-based high-demand industry sectors:**

- Food Processing (Food Manufacturing)
- Plastics
- Industrial Machinery Manufacturing (Machinery Manufacturing including advanced manufacturing processes)
- Non-store Retail Trade (Administrative and Support Services and Transportation, Distribution and Logistics)
- Finance and Insurance (Securities, Commodity Contracts, and Other Financial Investments and Related Activities and Credit Intermediation and Related Activities)
- Healthcare (Ambulatory Health Care Services, Hospitals and Nursing and Residential Care Facilities)
- Construction of Buildings
- Professional, Scientific, and Technical Services
- Agriculture and Agribusiness

WIA Title IB

Annual Report Form (ETA 9091)

## Performance Measures

The Department of Labor (DOL) has developed common performance measures to replace the original WIA legacy measures. DWD uses these measures. The Training and Employment Guidance Letters 17-05 and 17-05 Change 2 provide the information on methodology and management of these performance requirements.

DWD negotiates the performance levels with DOL Region V Employment and Training Administration each year based on the analysis of the State's economic circumstances, past performance, and national performance levels, with continuous improvement as a goal.

| **Wisconsin's WIA Performance Measures** | | |
|---|---|---|
| Adult | Entered Employment | 72% |
| | Retention | 84% |
| | Six-Months Average Earnings | $9,800 |
| Dislocated Worker | Entered Employment | 84% |
| | Retention | 93% |
| | Six-Months Average Earnings | $14,400 |
| Youth | Attainment of a Degree or Certificate | 67.9% |
| | Placement in Employment or Education | 58% |
| | Literacy and Numeracy Gains | 30% |
| Employment Services | Entered Employment | 61% |
| | Retention | 84% |
| | Six-Months Average Earnings | $12,500 |

**Wisconsin Cost Effectiveness**
**Program Year 2011**

| | Total Federal Spending | Total Participants Served | Cost per Participant |
|---|---|---|---|
| Adult | $ 9,179,782.00 | 5,681 | $ 1,616 |
| Dislocated Worker | $ 10,105,102.00 | 12,255 | $ 825 |
| Youth | $ 11,478,740.00 | 3,357 | $ 3,419 |

## Performance Evaluation

DWD embarked on conversations this program year related to the implementation of a consultant study on the efficacy of Wisconsin's workforce data warehouse systems. With WIA set-aside funds, DWD engaged the Center on Wisconsin Strategy (COWS) on an evaluation plan assessment and development as part of meeting WIA Section 134(a)(2)(B)(ii). COWs assessed the Automated System Support for Employment and Training (ASSET) system as the potential tool to properly conduct sound evaluation activities, and proposed an evaluation plan that would guide future evaluation studies/activities for the continuous improvement in the efficacy of the workforce system in order to increase positive program results for job seekers and employers.

The study concluded with the following recommendations and conclusions that have been in discussions for cost-analyses and viability:

Two-tiered evaluation strategy (1) using gross impact measures to observe participation rates, labor market outcomes and credential completion as a short-term minimal resources effort, and (2) using net impact methodologies analyzing comparative data to fully satisfy the system effectiveness requirements of WIA Section 172 that will necessitate DWD to assess the cost and value of adding this second-tier as an evaluation methodology.

ASSET has a number of limitations as a base for system-wide evaluation data that will require improvements in data collection, quality, and reporting from the WDBs. COWS recommended a comprehensive technical review of ASSET conducted in consultation with the ASSET User Group and the Wisconsin Workforce Development Association (WWDA).

Second, the CWI commissioned the Public Policy Forum (PPF) to provide an analysis of all of the major workforce programs for purposes of potential program alignment, braided funding and cross-program evaluation/performance assessment. The Public Policy Forum report is provided the in the following link:

http://www.publicpolicyforum.org/pdfs/2012WorkforceMap.pdf

At a CWI meeting, PPF summarized the data with conclusions including: there had been improvements with workforce program alignment although there is still some fragmentation; new organizations with public and private funders had been increased to work in tandem with the workforce system; and, the continued heavy reliance on federal funds needed to be examined. From this evaluation, there will be discussions with the CWI and other Gubernatorial Councils on follow up action steps.

## Table B – Adult Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|---|---|---|---|
| Entered Employment Rate | 72 | 69.5 | 1,279 |
| | | | 1,839 |
| Employment Retention Rate | 84 | 82.7 | 1,534 |
| | | | 1,856 |
| Average Earnings | 9,800 | 11,044.4 | 16,831,694 |
| | | | 1,524 |
| Employment and Credential Rate | | 43.1 | 689 |
| | | | 1,598 |

## 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 | 63.6 | 126 | 71.6 | 78 | 55.4 | 56 | 62.5 | 100 |
| | | 198 | | 109 | | 101 | | 160 |
| Employment Retention Rate | 74.7 | 109 | 83.8 | 67 | 79.7 | 63 | 84.6 | 110 |
| | | 146 | | 80 | | 79 | | 130 |
| Average Earnings Rate | 9,221.00 | 1,005,086 | 12,348.7 | 827,362 | 10,847.4 | 683,388 | 11,340.8 | 1,247,487 |
| | | 109 | | 67 | | 63 | | 110 |
| Employment and Credential Rate | 40.5 | 62 | 37.3 | 31 | 28.0 | 23 | 31.9 | 23 |
| | | 153 | | 83 | | 82 | | 72 |

## 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 | 72.3 | 803 | 65.3 | 476 |
| | | 1,110 | | 729 |
| Entered Retention Rate | 84.6 | 1,004 | 79.2 | 530 |
| | | 1,187 | | 669 |
| Average Earnings Rate | 11,461.90 | 11,427,489 | 10,254.70 | 5,404,205 |
| | | 997 | | 527 |

## Table E – Dislocated Worker Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|---|---|---|---|
| Entered Employment Rate | 84 | 83.9 | 4,091 |
| | | | 4,877 |
| Entered Retention Rate | 93.0 | 93.1 | 3,844 |
| | | | 4,131 |
| Average Earnings Rate | 14,400.00 | 16,803.10 | 64,288,579 |
| | | | 3,826 |
| | | | |

## Table F – Outcomes for Dislocated Worker Special Populations

| Reported Information | Veterans | | Individuals with Disabilities | | Older Individuals | | Displaced Homemakers | |
|---|---|---|---|---|---|---|---|---|
| Entered Employment Rate | 77.2 | 304 | 71.2 | 99 | 67.9 | 495 | 77.4 | 41 |
| | | 394 | | 139 | | 729 | | 53 |
| Employment Retention Rate | 91.3 | 264 | 90.6 | 106 | 88.9 | 457 | 89.6 | 43 |
| | | 289 | | 117 | | 514 | | 48 |
| Average Earnings Rate | 16,868.3 | 4,402,618 | 13,056.0 | 1,383,935 | 16,104.3 | 7,295,238 | 12,271.8 | 515,417 |
| | | 261 | | 106 | | 453 | | 42 |
| Employment and Credential Rate | 48.4 | 106 | 38.0 | 30 | 45.1 | 144 | 54.1 | 21 |
| | | 219 | | 79 | | 319 | | 37 |

## Table G – Other Outcome for the Dislocated Worker Program

| Reported Information | Individuals Who Received Training Services | | Individuals Who Only Received Core and Intensive Services | |
|---|---|---|---|---|
| Entered Employment Rate | 86.6 | 2,356 | 80.4 | 1,735 |
| | | 2,720 | | 2,157 |
| Entered Retention Rate | 93.7 | 2,158 | 92.3 | 1,686 |
| | | 2,304 | | 1,827 |
| Average Earnings Rate | 16,509.0 | 35,411,895 | 17,178.3 | 28,876,684 |
| | | 2,145 | | 1,681 |

## Table H.1 – Youth (14-21) Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|---|---|---|---|
| Placement in Employment or Education | 58 | 70.5 | 510 |
| | | | 723 |
| Attainment of Degree or Certificate | 67.9 | 76.1 | 488 |
| | | | 641 |
| Literacy and Numeracy Gains | 30.0 | 41.1 | 132 |
| | | | 321 |

## Table L – Other Reported Information

| Reported Information | 12 Month Employment Retention Rate | | 12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers) | | Placement in Non-traditional Employment | | Wages At Entry into Employment for Those Individuals Who Entered Unsubsidized Employment | | Entry into Unsubsidized Employment Related to the Training Received of Those who Completed Training Services | |
|---|---|---|---|---|---|---|---|---|---|---|
| Adults | 83.4 | 1,518 | 4,337.4 | 7,838,730 | 0.3 | 4 | 4,969.5 | 6,326,185 | 27.1 | 218 |
| | | 1,820 | | 1,807 | | 1,279 | | 1,273 | | 803 |
| Dislocated Workers | 93.5 | 3,843 | 102.4 | 66,074,874 | 0.6 | 26 | 7,794.8 | 31,794,833 | 17.3 | 408 |
| | | 4,112 | | 64,508,867 | | 4,091 | | 4,079 | | 2,356 |
| Older Youth | 79.6 | 183 | 4,694.1 | 1,051,471 | 0.0 | 0 | 2,981.1 | 578,343 | | |
| | | 230 | | 224 | | 198 | | 194 | | |

Table M – Participation Levels

| Reported Information | Total Participants Served | Total Exiters |
|---|---|---|
| Total Adult Customers | 17,686 | 7,444 |
| Total Adult Self-Service only | 0 | 0 |
| WIA Adult | 5,681 | 2,250 |
| WIA Dislocated Worker | 12,255 | 5,290 |
| Total Youth (14-21) | 3,357 | 1,218 |
| Younger Youth (14-18) | 2,258 | 713 |
| Older Youth (19-21) | 1,099 | 505 |
| Out-of-School Youth | 1,219 | 532 |
| In-School Youth | 2,128 | 686 |

**WIA Program Year 2011 Annual Report**
**Table N - Cost of Program Activities**

| Program Activity | | Total Federal Spending |
|---|---|---|
| **Local Adults** | | 9,179,782 |
| **Local Dislocated Workers** | | 10,105,102 |
| **Local Youth** | | 11,478,740 |
| **Local Administration** | | 2,952,653 |
| **Rapid Response** (up to 25%) WIA Section 134(a)(2)(B) | | 2,793,166 |
| **Statewide Required Activities** (up to 15%) WIA Section 134(a)(2)(B) | | 1,047,893 |
| **Statewide Allowable Activities** WIA Section 134(a)(3) | | |
| Program Activity Description | | |
| State Administration | | 1,146,253 |
| CWI Activities | | 5,585 |
| State Selected Activities | | 2,474,403 |
| Manufacturing Skills Standard Certification | 74,383 | |
| Careers 101 | 35,681 | |
| Skilled Trades Apprentice Mentoring Project | 19,678 | |
| Youth Apprenticeship | 454,685 | |
| WIA Supplement | 6,736 | |
| Skills Jump Start | 54,591 | |
| Entrepreneurial Technical Assistance Grant | 185,614 | |
| Skilled Trades Apprentice Recruitment & Retention Project | 35,396 | |
| Technical Assistance for Industry Partnership | 57,451 | |
| Industry Partnership Convening Tourism | 9,159 | |
| Industry Partnership Training: | | |
| Advanced Manufacturing | 2,229 | |
| Healthcare | 416,885 | |
| Energy | 182,964 | |
| Transportation | 134,549 | |
| Bio Energy | 17,309 | |
| Agri-Business | 106,697 | |
| Marine Manufacturing | 385,204 | |
| Food Manufacturing | 42,162 | |
| Power Controls | 137,358 | |
| Discretionary Projects Staff and Other Costs | 106,034 | |
| Wisconsin Worker Wins | 3,882 | |
| Verterans in Piping | 5,299 | |
| Sector Convening | 458 | |
| State Selected Activities sub-total | 2,474,403 | |
| **Total of All Federal Spending Listed Above** | | **41,183,576** |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Southeast WDA 1 | Total Participants Served | Adults | 442 |
| | | Dislocated Workers | 586 |
| | | Older Youth (19-21) | 65 |
| | | Younger Youth (14-18) | 176 |
| ETA Assigned Number<br><br>55030 | Total Exiters | Adults | 150 |
| | | Dislocated Workers | 307 |
| | | Older Youth (19-21) | 12 |
| | | Younger Youth (14-18) | 39 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 78.0 | 70.2 |
| | Dislocated Workers | 90.4 | 81.1 |
| Retention Rates | Adults | 86.0 | 81.6 |
| | Dislocated Workers | 93.0 | 87.6 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,800 | 12,338.0 |
| | Dislocated Workers | 14,985.0 | 18,000.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 78.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 83.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 60.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 4 | 5 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Milwaukee WDA 2 | Total Participants Served | Adults | 1,222 |
| | | Dislocated Workers | 2,894 |
| | | Older Youth (19-21) | 333 |
| | | Younger Youth (14-18) | 617 |
| ETA Assigned Number<br><br>55015 | Total Exiters | Adults | 710 |
| | | Dislocated Workers | 1,297 |
| | | Older Youth (19-21) | 200 |
| | | Younger Youth (14-18) | 233 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 69.7 | 58.8 |
| | Dislocated Workers | 79.0 | 75.5 |
| Retention Rates | Adults | 80.0 | 76.5 |
| | Dislocated Workers | 88.8 | 90.9 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,500.0 | 9,886.0 |
| | Dislocated Workers | 14,363.0 | 15,352.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 59.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 66.0 | 73.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 30.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 4 | 5 |

## Table O: Local Performance

| Local Area Name<br><br>Waukesha Ozaukee Washington WDA 3 | Total Participants Served | Adults | 459 |
|---|---|---|---|
| | | Dislocated Workers | 962 |
| | | Older Youth (19-21) | 95 |
| | | Younger Youth (14-18) | 358 |
| ETA Assigned Number<br><br>55045 | Total Exiters | Adults | 167 |
| | | Dislocated Workers | 540 |
| | | Older Youth (19-21) | 30 |
| | | Younger Youth (14-18) | 87 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 80.0 | 83.5 |
| | Dislocated Workers | 90.4 | 88.4 |
| Retention Rates | Adults | 85.0 | 85.7 |
| | Dislocated Workers | 96.8 | 94.6 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 12,952.0 | 12,409.0 |
| | Dislocated Workers | 15,497.0 | 17,588.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 80.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 80.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 52.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 3 | 6 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Fox Valley WDA 4 | Total Participants Served | Adults | 184 |
| | | Dislocated Workers | 1,070 |
| | | Older Youth (19-21) | 74 |
| | | Younger Youth (14-18) | 113 |
| ETA Assigned Number<br><br>55090 | Total Exiters | Adults | 73 |
| | | Dislocated Workers | 470 |
| | | Older Youth (19-21) | 18 |
| | | Younger Youth (14-18) | 23 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 87.5 | 78.6 |
| | Dislocated Workers | 90.4 | 85.3 |
| Retention Rates | Adults | 94.0 | 95.8 |
| | Dislocated Workers | 95.7 | 95.1 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,800.0 | 11,688.0 |
| | Dislocated Workers | 14,400.0 | 18,899.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 68.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 79.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 33.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 3 | 6 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Bay Area WDA 5 | Total Participants Served | Adults | 639 |
| | | Dislocated Workers | 1,915 |
| | | Older Youth (19-21) | 105 |
| | | Younger Youth (14-18) | 28 |
| ETA Assigned Number<br><br>55095 | Total Exiters | Adults | 213 |
| | | Dislocated Workers | 713 |
| | | Older Youth (19-21) | 41 |
| | | Younger Youth (14-18) | 4 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 81.0 | 57.3 |
| | Dislocated Workers | 85.0 | 83.6 |
| Retention Rates | Adults | 85.0 | 82.5 |
| | Dislocated Workers | 94.0 | 92.0 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 10,300.0 | 11,509.0 |
| | Dislocated Workers | 13,700.0 | 18,179.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 68.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 56.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 100.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 1 | 4 | 4 |

## Table O: Local Performance

| Local Area Name<br><br>North Central WDA 6 | Total Participants Served | Adults | 305 |
|---|---|---|---|
| | | Dislocated Workers | 1,292 |
| | | Older Youth (19-21) | 66 |
| | | Younger Youth (14-18) | 211 |
| ETA Assigned Number<br><br>55100 | Total Exiters | Adults | 148 |
| | | Dislocated Workers | 349 |
| | | Older Youth (19-21) | 35 |
| | | Younger Youth (14-18) | 76 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 84.9 | 83.8 |
| | Dislocated Workers | 84.3 | 80.4 |
| Retention Rates | Adults | 97.9 | 94.8 |
| | Dislocated Workers | 95.8 | 92.6 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 12,230.0 | 11,945.0 |
| | Dislocated Workers | 14,386.0 | 15,760.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 76.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 84.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 40.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 5 | 4 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Northwest WDA 7 | Total Participants Served | Adults | 491 |
| | | Dislocated Workers | 278 |
| | | Older Youth (19-21) | 80 |
| | | Younger Youth (14-18) | 178 |
| ETA Assigned Number<br><br>55040 | Total Exiters | Adults | 215 |
| | | Dislocated Workers | 151 |
| | | Older Youth (19-21) | 37 |
| | | Younger Youth (14-18) | 53 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 85.1 | 87.6 |
| | Dislocated Workers | 92.0 | 84.6 |
| Retention Rates | Adults | 89.4 | 86.3 |
| | Dislocated Workers | 94.0 | 95.4 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 11,116.0 | 12,490.0 |
| | Dislocated Workers | 11,901.0 | 12,595.0 |
| Placement in Employment or Education | Youth (14-21) | 48.0 | 77.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 77.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 48.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>West Central WDA 8 | Total Participants Served | Adults | 343 |
| | | Dislocated Workers | 1,043 |
| | | Older Youth (19-21) | 63 |
| | | Younger Youth (14-18) | 229 |
| ETA Assigned Number<br><br>55065 | Total Exiters | Adults | 143 |
| | | Dislocated Workers | 473 |
| | | Older Youth (19-21) | 21 |
| | | Younger Youth (14-18) | 63 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 94.9 | 83.9 |
| | Dislocated Workers | 93.6 | 90.6 |
| Retention Rates | Adults | 86.3 | 83.1 |
| | Dislocated Workers | 95.7 | 94.8 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,800.0 | 10,413.0 |
| | Dislocated Workers | 14,400.0 | 14,711.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 83.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 61.0 | 78.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 57.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 4 | 5 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Western WDA 9 | Total Participants Served | Adults | 168 |
| | | Dislocated Workers | 336 |
| | | Older Youth (19-21) | 30 |
| | | Younger Youth (14-18) | 75 |
| ETA Assigned Number<br><br>55085 | Total Exiters | Adults | 78 |
| | | Dislocated Workers | 200 |
| | | Older Youth (19-21) | 55 |
| | | Younger Youth (14-18) | 52 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 72.0 | 77.6 |
| | Dislocated Workers | 84.0 | 88.7 |
| Retention Rates | Adults | 86.0 | 80.7 |
| | Dislocated Workers | 93.0 | 95.0 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,800.0 | 9,887.0 |
| | Dislocated Workers | 14,400.0 | 15,124.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 62.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 65.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 42.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>South Central WDA 10 | Total Participants Served | Adults | 1,154 |
| | | Dislocated Workers | 1,318 |
| | | Older Youth (19-21) | 129 |
| | | Younger Youth (14-18) | 149 |
| ETA Assigned Number<br><br>55105 | Total Exiters | Adults | 309 |
| | | Dislocated Workers | 525 |
| | | Older Youth (19-21) | 40 |
| | | Younger Youth (14-18) | 53 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 78.0 | 81.9 |
| | Dislocated Workers | 87.6 | 89.3 |
| Retention Rates | Adults | 87.5 | 86.9 |
| | Dislocated Workers | 95.7 | 93.7 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,800.0 | 11,288.0 |
| | Dislocated Workers | 14,400.0 | 17,680.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 76.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 75.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 31.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

## Table O: Local Performance

| | | | |
|---|---|---|---|
| Local Area Name<br><br>Southwest WDA 11 | Total Participants Served | Adults | 274 |
| | | Dislocated Workers | 561 |
| | | Older Youth (19-21) | 59 |
| | | Younger Youth (14-18) | 124 |
| ETA Assigned Number<br><br>55110 | Total Exiters | Adults | 44 |
| | | Dislocated Workers | 265 |
| | | Older Youth (19-21) | 16 |
| | | Younger Youth (14-18) | 30 |
| Reported Information | | Negotiated Performance Level | |
| Entered Employment Rates | Adults | 70.0 | 75.0 |
| | Dislocated Workers | 80.0 | 91.4 |
| Retention Rates | Adults | 84.0 | 92.0 |
| | Dislocated Workers | 93.0 | 94.4 |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth) | Adults | 9,800.0 | 10,289.0 |
| | Dislocated Workers | 12,000.0 | 16,786.0 |
| Placement in Employment or Education | Youth (14-21) | 58.0 | 96.0 |
| Attainment of Degree or Certificate | Youth (14-21) | 68.0 | 85.0 |
| Literacy or Numeracy Gains | Youth (14-21) | 30.0 | 42.0 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 0 | 9 |