



# **WISCONSIN**

## **Workforce Investment Act**

### ***ANNUAL REPORT***

**Program Year 14**  
**July 1, 2014 - June 30, 2015**

**Department of Workforce Development  
Secretary's Office**

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

December 4, 2015

Ms. Christine Quinn  
Regional Administrator  
U.S. Department of Labor – Employment and Training Administration  
John C. Kluczynski Federal Building  
230 South Dearborn Street, 6<sup>th</sup> Floor  
Chicago, IL 60604

Dear Administrator Quinn,

I am pleased to submit Wisconsin's Workforce Investment Act (WIA) Annual Report for Program Year 2014.

Program Year 2014 was an exciting year for us, as we began implementation of the Workforce Innovation and Opportunity Act (WIOA) under Governor Scott Walker's vision of one talent development system. We have ensured that our daily activities are driven by employer demand and managed by government agencies working together, coordinating the use of resources and more efficiently serving business and job seeking customers. Our state has many local best practices, proven by outcomes and ready to be promulgated and scaled to the regional and state level. We have refined program policies and increased the alignment of data systems to ensure maximum return on investment of federal and state funding.

Perhaps most notable is that the Governor's Council on Workforce Investment issued a strategic plan in December of 2014. That plan, described in this report, provides our talent development system with innovative recommendations for proceeding with the needs of Wisconsin's employers, educators, and economic development leaders.

Wisconsin's talent development system is stronger than ever, and we believe you'll see through this report that we are poised to successfully administer WIOA as One System.

Sincerely,

A handwritten signature in black ink that reads "Reginald J. Newson".

Reggie Newson, Secretary

CC:

S. Mark Tyler, Chair, Governor's Council on Workforce Investment  
Scott Jansen, Administrator, DWD Division of Employment and Training  
Cathy Brooks, Federal Program Officer, DOL-ETA  
Tommy Ouyang, Performance Specialist, DOL-ETA

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## Executive Summary

Under Governor Scott Walker's leadership, the State of Wisconsin invested over \$135 million in the previous two-year state budget to develop the state's workforce and equip workers with the skills needed to fill jobs in the modern economy.

The bold and innovative strategies supported through these investments will advance a robust and well-trained talent pipeline to help employers stay competitive in the nation and world. In addition to spurring demand-driven workforce models that develop talent through career pathways, the State has laid the foundation to implement the new federal Workforce Innovation Opportunity Act (WIOA), which calls for the integration of existing Workforce Investment Act (WIA) programs into market-driven services.

Wisconsin has 26 comprehensive Job Centers that provide WIA core and service-related support to Wisconsin's job seekers across 11 workforce development areas (WDA). 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 (DW) and Youth WIA programs.

In Program Year (PY) 2014, Wisconsin's Title 1-B programs served 9,606 participants. This report provides a description of performance measures for the PY and then discusses statewide strategies that will improve services for all job seeking clients, as well as employers. The success stories and highlights provided by Wisconsin's 11 WDBs provide a unique glimpse into Wisconsin's workforce development ecosystem.

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, DW and Youth) to the United States Department of Labor (USDOL) Secretary. This report covers activities for PY covering July 1, 2014, to June 30, 2015. The state of Wisconsin assures the USDOL that all required elements of the PY 2014 WIA Annual Report have been reported accurately and uniformly to permit state-by-state comparisons across WIA programs. Additionally, the state assures DOL that the WIA Annual Report complies with the act and federal regulations.

Report data has been generated by the WIA 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 40.

## Economic Environment

### Economic Overview

Wisconsin's economy continued to grow through 2014. Wisconsin's unemployment rate declined steadily from 6.3% in December of 2013, to 5.2% in December of 2014. In addition, 2014 was the state's best year of private-sector job creation in a decade, according to quarterly data. Total employment is up, and employers are seeking talent for open positions.

Wisconsin private sector wages showed a 5% increase over the year with large gains in mining (up 23%), construction (up 11%), and management of companies (up 11%).

Additional indicators of the state of Wisconsin's economy include:

- Average Initial Unemployment Insurance (UI) claims for the first 32 weeks of 2015 dropped to the lowest point since 1990, and the annual average weekly continued UI claims are at their lowest levels since 2000.
- Department of Financial Institutions new business formation: The number of new business entities formed in Wisconsin in the first seven months of 2015 grew by 3.4% compared to same period in 2014.
- Chief Executive Magazine ranked Wisconsin the "12th Best State for Business" in its annual survey of Chief Elected Official's (CEO), an increase of two spots over the 2014 ranking, and a big increase over 2010, when the state ranked 41st.

Employers, however, continue to express concerns about finding qualified talent to fill open positions in Wisconsin's improving economy. To this end, Wisconsin remains committed to advancing flexible, innovative solutions that develop talent and fill jobs that employers have available.

## Governor Walker's Workforce Initiatives

### Wisconsin Fast Forward (WFF)

Governor Scott Walker signed the WFF program into law in March of 2013 with near-unanimous support of the State legislature to: 1) Develop an expanded labor market information (LMI) system; and 2) Address Wisconsin's skills gap through grants for customized skills training to fill current job openings and ongoing skill requirements. As evidenced in the pages that follow, these two critical strategies are fundamental to Wisconsin's WIA program success and enhancement of existing programs and services.

WFF legislation provided the necessary state funding to create an enhanced online job posting board. The new Job Center of Wisconsin (JCW) will provide access to more job openings, improve the tracking job vacancies by geography and skill set, link unemployed workers to openings that match their skill qualifications and direct job seekers to training opportunities that will assist with achieving desired employment goals. Furthermore, the new JCW will be accessible to high school students, parents, school counselors and educators and provide the latest labor market data to help them make informed decisions about career opportunities and the training that is needed for in-demand jobs.

The Department of Workforce Development (DWD) - Office of Skills Development (OSD) oversees the administration of the \$15 million WFF grant program. The state funding available during Fiscal Years 2013-2015, allowed employers and their workforce and economic development partners to develop and deliver demand-driven training opportunities to incumbent workers and job seekers. An additional \$15 million in state funding is authorized in the Governor's budget for Fiscal Years 2015-2017.

The program solicits customized proposals for short- and medium-term skilled worker training projects that are not currently addressed by other training programs via Grant Program Announcements (GPAs). Qualifying proposals must be supported by current and projected LMI, demonstrate the need for training, and state the intent to hire trainees or raise incumbent worker wages. In Fiscal Years 2013-2015, OSD issued letters of intent to award of over \$12.5 million in WFF grants to more than 140 projects across the state to increase the skills capacity for 13,500 workers.

In addition, OSD administered another \$35.4 million in state funds authorized by Governor Walker's WFF – Blueprint for Prosperity initiative to reduce student wait lists in the technical college system; support school-to-

work programs for high school pupils; and provide skill based employment for persons with disabilities, including veterans with service-related disabilities.

### Summer Youth Employment Initiative

The Milwaukee Area Workforce Investment Board (MAWIB) received a \$422,400 grant from DWD for PY 2014 to serve Milwaukee County youth 14 – 24 years old who are low-income (200% of the Federal Poverty Guidelines) during the summer of 2014.

Through funding from DWD, the collaboration with MAWIB and the Boys and Girls Club of Milwaukee has enhanced the program design for the Governor's Summer Youth Employment Program with three areas: Work Readiness Training, Career Enrichment, and Work Experience Components through the Community Work Experience and Private Sector.

For the Governor's Summer Youth Employment Program, MAWIB conducted 20 hours of Work Readiness training to the youth participants which offered engaging workshops that covered the following topics:

1. Assessment – Test of Adult Basic Education and WISCareers;
2. Soft skills development;
3. Resume writing and development;
4. Professional dress;
5. Interviewing skills;
6. Financial Literacy; and
7. Completing forms, which included work permits, I-9, and W-4 forms.

For the Youth Community Work Experience Component, youth were able to participate in unique career enrichment activities throughout the summer. With the Junior Achievement program, youth were exposed to personal finance where they received family and income scenarios to create a budget, allocated utility expenses and made personal investments. Youth experienced four to five classroom hours of how to prepare a limited budget and work the budget without overspending. After completing the hours, the youth visited the Junior Achievement Finance Park to demonstrate what they had learned. Pre and post surveys were administered and collected on feedback on the activities.

For the Private Sector component, the Boys and Girls Club of Milwaukee offered enhanced career enrichment activities through soft skill development that was conducted every Thursday and Friday with the youth through the Crucial Conversation Curriculum: Tools for Talking When Stakes Are High. This curriculum discussed how to handle disagreements and high staked communication in any situation. The purpose of conducting this was designed to equip the youth with examples and activities that would assist their development of effective communication in work and personal relationships.

Two hundred and twenty youth were placed with 60 community based work experience agencies and 50 youth were placed with private sector companies within the following sectors:

- Healthcare;
- Construction;
- Computer/Information Technology (IT);
- Finance; and
- Retail

Pre and post-test surveys were collected from the Governor's Summer Youth Employment program with great feedback and results. The surveys assessed the work skills that youth began and ended with, what the experience taught them, and how they wanted to use this experience to further their development as workers. As a result of this program, MAWIB achieved a 95% retention rate of completion. Through the Private Sector component, the Boys and Girls Club of Milwaukee had employers hire numerous youth for unsubsidized employment.

## Governor's Council on Workforce Investment (CWI)

The 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 CWI's Executive Committee is the standing committee overseeing the subcommittees for strategic planning and the coordination of committees.

In PY 2014, CWI completed a major strategic planning process to develop a vision for Wisconsin's future workforce and talent development system. The strategic plan was delivered to the Governor in the winter of 2014 and is posted publicly at <http://www.wi-cwi.org/resources.htm>. The strategic planning subcommittees were:

- Alignment of Workforce Programs Subcommittee:
- Development of Sustainable Partnerships
- Education for Workforce and Talent Development
- Talent Development, Attraction, and Retention

The Dislocated Worker Subcommittee advised CWI on State special response (SR) funding and the DW program.

### Task Force on Minority Unemployment

The Task Force on Minority Unemployment was established in 2012 as a Subcommittee of CWI by Governor Walker to coordinate efforts across agencies and programs with the ultimate goal of reducing minority unemployment in the Milwaukee area. Lieutenant Governor Kleefisch and State Senator Lena Taylor co-chair the task force.

During PY 2014, the Task Force continued to develop and execute solutions to Wisconsin's minority unemployment problem. The important work includes the below highlights:

- Supporting pathways to employment in growing sectors, including urban forestry, urban agriculture, community health, IT, and energy.
- Bringing private sector and community-based partners into growing collaborations between DWD and the Wisconsin Department of Corrections (DOC).
- Aligning LMI with Academic and Career Planning (ACP), designed to empower students to travel career pathways into adulthood through education and training. About \$1.1 million will be provided for ACP development in the 2017-2018 school year, allowing students in grades 6 through 12 to create a plan based on their individual interests.

### Reconstitution of the State CWI

In March of 2015, Governor Scott Walker issued Executive Order #152, which established a new state workforce board that was compliant with WIOA. In addition to carrying out all duties and functions required by WIOA, the Executive Order requires that the Council do the following:

- Recommend strategies that align workforce development resources to support economic development, encouraging the development of career pathways that support high-demand industry sectors;
- Identify and implement best practices that will strengthen the Wisconsin Job Center system to support employer-driven training needs and encourage individual self-reliance; and
- Promote programs that increase the number of skilled workers and provide resources to all Wisconsin workers seeking work, including persons with disabilities and youth.

## Implementation of the Workforce Innovation and Opportunity Act (WIOA)

### DWD Leadership on WIOA Implementation

Charged with leading Wisconsin's transition from WIA to WIOA, DWD Secretary Newson tasked the Division of Employment and Training (DET), which administers Title I of WIA and WIOA, with implementation. Of the core programs of WIOA, Wagner-Peyser and Vocational Rehabilitation (VR) services are administered by DWD, and Title II services are administered by the Wisconsin Technical College System (WTCS). A WIOA Executive Committee was formed. Members of this committee included: DWD Secretary Newson, WTCS President Morna Foy, Administrators from DWD-DET, Division of Vocational Rehabilitation (DVR), and UI, and the WTCS Provost.

### One System

DWD Secretary Newson and WTCS President Foy spoke to nearly 200 stakeholders from around the state at the February 2015 WIOA Kickoff, galvanizing staff of the core programs, local WDB staff and members, and stakeholders from the economic development system. The event served as a means of communicating to partners that Wisconsin has One System of talent development.

In that vein, Secretary Newson convened cabinet level leadership from seven additional state agencies in March of 2015 to discuss WIOA implementation. Information about the WIOA and what opportunities for collaboration and coordination it presents was provided. Those who administer potential combined state plan programs were asked if they wished to pursue inclusion in a combined state plan. Following the meeting, the WIOA Executive Committee decided that Wisconsin would prepare to submit a combined state plan for WIOA in March of 2016, with additional programs being the Trade Adjustment Act (TAA) and the Jobs for Veterans State Grant (JVSF) all of which are administered by Wisconsin DWD.

### Combined State Plan Program Leadership

Wisconsin's implementation plan also included the WIOA Review Committee, which included leadership of the state plan programs and served in a steering committee capacity. Legislation review workgroups were established to methodically review every section of the WIOA. Workgroup membership was open to all state plan partner programs and the 11 WDBs, so that the groups' work would be informed by a variety of viewpoints. Following the issuance of proposed rulemaking, those workgroups reviewed the proposed regulations. Additionally, ten functional workgroups reviewed the legislation and proposed regulation reports and developed operational recommendations for the WIOA Review Committee's consideration.

### WIOA Compliance

Wisconsin's compliance with those WIOA provisions that took effect on July 1, 2015, was guided by the workgroups formed to review the legislation, the functional workgroups that drafted materials, including technical assistance tools and state policies, and the management of the WIOA Review and Executive Committees. State policies on local governance and the Eligible Training Provider List were developed and new multi-agency teams, including a Performance Advisory Council and a State Youth Committee were formed. Monthly calls between the DWD and the 11 WDBs facilitate an in-depth exchange of ideas and reiterate salient points during a busy implementation timeline.

## DWD Strategic Partnerships

In PY 2014, DWD signed a Memorandum of Understanding (MOU) with the Wisconsin Department of Public Instruction (DPI) around academic and career planning. The MOU included the below points of mutual agreement.



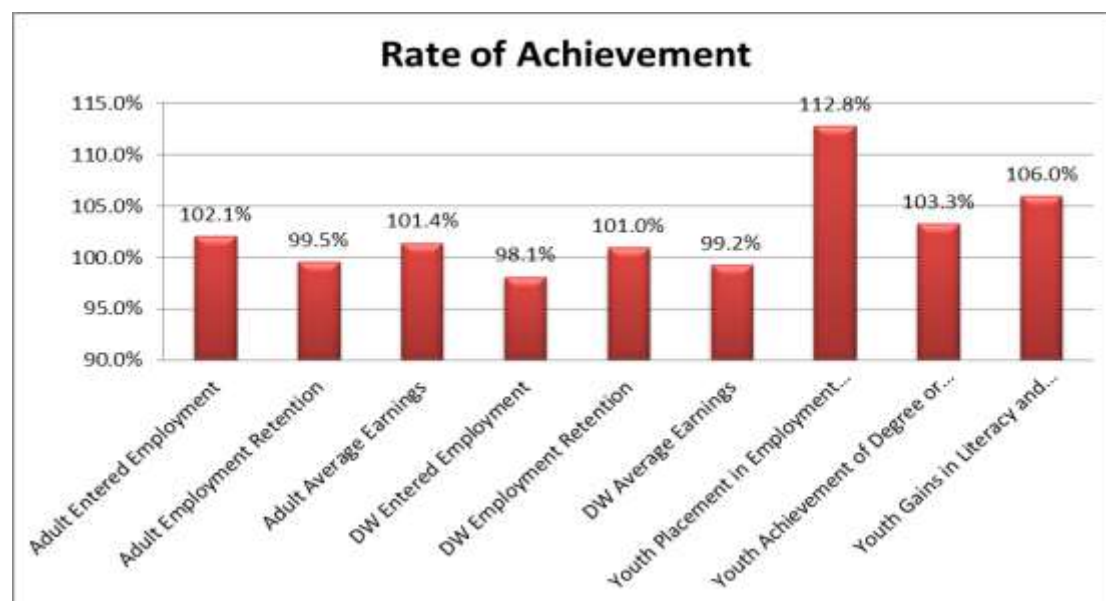
Pictured: DWD Secretary Reggie Newson and State Superintendent Tony Evers.

- DWD and DPI agree to jointly develop an annual event or series of events to educate and inform school district ACP coordinators on the use of labor market data in the provision of ACP services. DWD will develop and issue a credential to individuals who attend the aforementioned event and demonstrate mastery of the concepts presented. DPI will notify and invite the appropriate school district coordinators to the event
- DWD and DPI agree to jointly create a "toolkit" that provides information on labor market trends and other relevant workforce and economic development information. The toolkit will be developed for use by K-12 education professionals and will be updated on an annual basis by DWD.
- DWD will coordinate a survey of employers and other industry stakeholders about their perceptions of ACP services offered through DPI and local school district coordinators. DWD will collate, interpret, and analyze the results as necessary and will provide the information to DPI. DWD may engage the Wisconsin Manufacturers & Commerce (WMC) and other regional/local workforce partners to engage employers and industry leaders.
- DWD will provide any other assistance mutually determined by the Secretary of the Wisconsin DWD and the State Superintendent of DPI to be necessary to the implementation or continued provision of ACP services.

## WIA Statewide Performance

For PY 2014, Wisconsin met or exceeded all nine negotiated performance levels for common measures. States are required to maintain performance levels of at least 80% of their negotiated goals. If a state reaches 80% of a goal, it is considered to have met that goal. The following table presents a summary of Wisconsin's PY 2014 WIA performance for the Adult, DW, and Youth Programs.

Summary of Wisconsin's WIA Performance for PY 2014				
	Negotiated Goal	80% of Negotiated Goal	Actual Performance	Performance Status
<b>Adult</b>				
Entered Employment Rate	77.2%	61.76%	78.8 %	exceeded
Retention Rate	85.7%	68.56%	85.3%	met
Six Months Earnings Increase/Change	\$11,600	\$9,280	\$11,765	exceeded
<b>Dislocated Worker</b>				
Entered Employment Rate	85%	68%	83.4%	met
Retention Rate	93%	74.4%	93.9%	exceeded
Six Months Earnings Increase/Change	\$16,200	\$12,960	\$16,078	met
<b>Youth (Ages 14 - 21)</b>				
Attainment of a Degree or Certificate	71%	56.8%	82.6%	exceeded
Placement in Employment or Education	80%	64%	80.1%	exceeded
Literacy and Numeracy Gain	40%	32%	42.4%	exceeded



## WIA Program Management

### Waivers

Wisconsin requested and was granted several WIA waivers by the USDOL for PY 2014. Implementation of these waivers is fully aligned with a number of the President's Job-Driven elements, including increased accessibility to training, increased accountability, active engagement with the private sector, utilizing the best information in decision-making, and strengthening regional partnerships. Utilization of the following waivers continues throughout the state:

- Common performance measures, WIA Section 136(b). This waiver was requested to increase accountability across programs with more comparable data for evaluation and continuous improvement strategies. DWD-DET staff continue to provide technical assistance related to the common performance measures on an as-needed basis. In PY 2014, Wisconsin exceeded performance goals for six of the nine common performance measures, while meeting the goals for the other three. Implementation of this waiver is aligned with two of the President's job-driven elements - "Smart Choices" and "Measuring Matters."
- On-the-Job Training (OJT) 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 OJT with small and medium-sized businesses, and lower the employer requirement to pay for not less than 50% of the cost of the training. These waivers expand employers' 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 state policies in place detailing both training strategies for WDB implementation. The WDBs using these training modalities continue to take advantage of these waivers as incentives to hire, particularly for small businesses. This waiver is particularly important in Wisconsin where 95% of employers have less than 50 employees. One WDB using this waiver reported that 90% of the 105 total OJTs done in PY 2014 used the waiver. Implementation of these waivers is significantly aligned with two of the President's job-driven elements – "Earn and Learn" and "Engaging Employers."
- 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. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities and facilitates more customer choice for eligible participants. Implementation of this waiver is aligned with the "Smart Choices" element of the President's job-driven elements.

The following waivers were available to WDBs, pending waiver plan approval by DET, but were not used in PY 2014:

- Transfer authority up to 50% between the Adult and DW funding streams allocated to a local area, WIA Section 133(b)(4).
- The use of up to 10% of local Adult funds and up to 10% of local DW 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.

### WIA Performance Incentive Awards

In accordance with WIA requirements for statewide activities funding, in March of 2015, DWD Secretary Newson awarded \$75,000 to WDBs who exceeded performance goals for the common measures in PY 2013 and \$25,000 to the WDB with the highest credential attainment rate. Three WDBs received the awards for their exemplary achievements: North Central Wisconsin WDB, Northwest Wisconsin WIB, and West Central Wisconsin WDB. The state policy for these performance incentive awards was set prior to the enactment of WIOA and was based in

DWD's understanding of the significance of credential attainment, as reinforced by Employment and Training Administration Training and Employment Guidance Letter No. 15-10. DWD Secretary Newson's foresight in including credential attainment as a performance incentive measure served as a means of preparing the local WDBs for that measure under WIOA.

### WIA Customer Satisfaction

Participants are defined as individuals who were served by programs funded by the WIA; employers are operationally defined as business entities who posted job openings through the Division. Representatives of these groups were randomly selected to be included in a survey measuring their satisfaction with their services. Questions used in the PY14 surveys were identical or nearly identical to those used in the PY13 surveys to ascertain if any improvement had occurred.

#### *Sample:*

Participants are defined as individuals who were served by programs funded by the WIA; employers are operationally defined as business entities who posted job openings through the Division. Representatives of these groups were randomly selected to be included in a survey measuring their satisfaction with their services. There were 1,706 clients and 500 businesses sampled. A stratified random sample was completed to properly sample from WIA's three program streams: youth, adults and DWs. Each group was independently sampled to provide a level of precision of plus or minus 5% with 99% confidence.

#### *Response Rates:*

Of the 1,706 participants sampled, 219 responded, a response rate of 12.8%. There were 34 employers who responded, or a response rate of 6.8%. The department felt that the participant survey results were generalizable to the general participant population. The employer survey results are less representative of the general employer customer population, due to a low response rate.

#### *Summary of Participant Survey Results:*

- Of those questions asked in both PY13 and PY14 with a "very well" and "well" option, the results for PY14 were greater than those of PY13.
- 90.36% of WIA participants surveyed stated they would be "very likely" or "likely" to recommend services through Wisconsin Job Centers to other job seekers. This result is up from an already high 85.5% for the same question in PY13.
- 81.73% of WIA participants surveyed stated that the local Job Center staff understood their needs "very well" or "well."

#### *Summary of Employer Survey Findings:*

- 74.19% of employers surveyed stated that the local Job Center staff understood their business needs "very well" or "well."
- 51.51% of employers surveyed stated they would be "very likely" or "likely" to recommend business services through Wisconsin Job Centers to other employers.

Following discussion and analysis by DWD management, the results of the customer satisfaction surveys for WIA participants and employers were shared with WDBs at the monthly DWD-WDB call in September of 2015. During analysis, the department discussed renewed efforts to provide state guidance and standards to Business Service Teams throughout the state as a method of increasing employer satisfaction.

### WIA Evaluation

Transform Milwaukee Initiative Evaluation: In PY14, DWD continued its engagement with the "Transform Milwaukee Initiative" (TMI), a multi-agency initiative aimed at promoting economic development in a section of the city of Milwaukee. This initiative began in 2012 as a partnership among the Wisconsin Housing and Economic Development Authority (WHEDA), Wisconsin Economic Development Corporation (WEDC), Wisconsin Departments of Workforce Development, Children and Families, Health Services, Transportation, and Corrections, as well as

partners from the region. Governor Scott Walker's development of this initiative aimed at evaluating methods that public and private interests can collaborate to strengthen Milwaukee is in keeping with his vision of using fact and outcome-based data to drive better alignment of resources.

Transform Milwaukee's evaluation component assesses how the TMI area compares with the state of Wisconsin and other areas within the state in terms of the coverage of WIA Title I programs relative to the approximate estimated need of the communities. In other words, the evaluation seeks to determine the extent to which TMI area is served, given its potential needs, relative to the state and other areas within the state.

The data for the evaluation come from three sources, namely, (1) the Automated System Support for Employment and Training (ASSET) report system, which tracks WIA program performance, including the WIA Title I programs for adults, DW and youth; (2) the American Community Survey (ACS), which provides estimates of different economic and demographic characteristics of residents at the state, regional and local levels; and (3) the Enhanced Quarterly UI file, which offers employment and wage data at the establishment level.

Analytical efforts have so far concentrated on a detailed exploratory comparison between the TMI area and different areas within the state of Wisconsin. Additional questions the evaluation seeks to address are whether and to what extent a correlation exists between higher WIA outcomes and supplemental community investments, coordinated at the regional level; incorporation of feedback from participants, residents and businesses; and the extent to which investments from the state workforce investment system facilitate greater neighborhood stability in designated tracks of the city of Milwaukee.

The state and local workforce development boards will be informed of the final report and other deliverables upon completion. Due to the large scope of the evaluation and the number of partners involved, the evaluation will not be complete until after PY15. The most consistent finding from the evaluation components completed in PY14 was that the Transform Milwaukee Area is underserved relative to the state as a whole. Stakeholders have been made aware of that determination, and the Governor's Task Force on Minority Unemployment continues to take a great interest in convening and aligning stakeholders in the region with the workforce investment activities undertaken by the Milwaukee Area Workforce Investment Board (MAWIB).

#### WIA Performance Evaluations

As is described later in this report under State Workforce Information Delivery Systems, the development of Performance Dashboards provides the state and local workforce development boards with a user-friendly tool by which performance outcomes can be viewed and analysis can be conducted. These scorecards will not only facilitate better oversight of the programs' outcomes but will allow for "drilling down" to ensure best practices are deemed so by relevant data. Further, the detailed data will enable staff to better understand the methods and program design elements in place that facilitated high outcomes, so that scaling and promulgation can occur. The Governor's Council on Workforce Investment has viewed potential versions of balanced scorecards that will be used to provide quarterly briefings to the CWI on program outcomes as well as economic realities. These scorecards will pull from the data warehouse and performance dashboards.

## Dislocated Worker Program

Wisconsin received over \$12.6 million from DOL for WIA DW Program funding in PY 2014. The PY 2014 allocation represented a decrease of \$1.7 million from the prior year's allocation. The funding covers the provision of Rapid Response assistance to laid off workers as well as training, re-employment and support services for individuals who meet state and federal DW eligibility criteria and enroll in the DW Program.

Consistent with WIA Sections 133 (a)(2) and 134 (a)(2)(A)(ii), the State reserves 25% of the USDOL's annual DW formula allocation for statewide Rapid Response activities, which may include the provision of funding for "additional assistance." The State continued to use its Rapid Response reserve to provide additional assistance to local WDAs experiencing increased unemployment by funding DW Program services to laid-off workers from larger dislocation events. Additional assistance funding supplements the WDBs' DW formula allocation. The WDBs may request additional assistance funding based on projected need through the State's SR grant program. The State awarded over \$2.7 million in SR grants during PY 2014, with eight WDBs receiving some level of assistance. The SR grants funded DW Program services to 1,004 DW from 61 employers. Approximately 32% of the SR grant funding was unexpended at the close of PY 2014, remaining in the State's Rapid Response reserve for future use.

During PY 2014, 6,506 participants were served in the DW program. Of the 6,506 participants served in PY 2014, 14% received one or more National Emergency Grants (NEG)-funded services and 15% received one or more SR-funded services. Approximately 13% of the DW program participants were also co-enrolled in the TAA program.

### Formula & Additional Assistance Funding During PY 2014

	DW Formula Allocations	Additional Assistance	Total Program Funding
Southeast	\$742,840	\$402,240	\$1,145,080
Milwaukee	\$1,834,930	\$871,875	\$2,706,805
W-O-W	\$610,493	\$135,000	\$745,493
Fox Valley	\$860,741	\$283,925	\$1,144,666
Bay Area	\$1,737,338	\$0	\$1,737,338
North Central	\$908,372	\$290,939	\$1,199,311
West Central	\$521,299	\$475,000	\$996,299
Northwest	\$365,133	\$0	\$365,133
Western	\$294,003	\$173,250	\$467,253
South Central	\$1,253,031	\$116,190	\$1,369,221
Southwest	\$503,401	\$0	\$503,401

Note: This table shows program costs only. Administrative costs, and any carry over formula funding is not included.

During PY 2014, Wisconsin had four active NEG's funded by DOL. NEG's temporarily expand DW Program service capacity to States and local areas experiencing large dislocations.

Active NEG's During PY 2014

	Total Award	Cumulative Expenditures	Expenditure Rate	Period of Performance	Cumulative Number Served	WDAs
DW Training	\$2,073,935	\$1,334,552	64%	06/26/2013 to 06/30/2016	411	All WDAs Except Fox Valley & Northwest
Kewaunee Power Station	\$807,193	\$472,411	59%	07/01/2013 to 06/30/2016	202	Bay Area
Milwaukee Multi-Company	\$1,510,320	1,060,721.54	70%	12/01/2013 to 12/31/2015	333	Milwaukee
Oshkosh Defense	471,629	174,260.44	37%	07/01/2014 to 06/30/2016	103	Fox Valley

Layoff Notices & Rapid Response

A total of 89 new Worker Adjustment Retraining and Notification (WARN) notices were filed during PY 2014 year, covering 9,020 workers. The WDAs most impacted by filed notices were Milwaukee (23% of all covered workers), North Central (9%) and Bay Area (7%). Manufacturing was hit hardest with 32% of all covered workers falling within the industry. The table, below, summarizes the number of notices filed and total number of workers covered by the notice, based on industry in PY 2014.

NAICS Code (2-digit)	NAICS Industry Category	Notices	Workers Covered
31-33	Manufacturing	30	2,986
62-63	Health Care	16	1,246
44-45	Retail	16	1,171
52	Finance & Insurance	6	2,191
48-49	Transportation & Warehousing	6	423
71-72	Hospitality/Leisure/Food Service	4	500
42	Wholesale	4	151
54	Professional, Scientific & Technical	3	97
61	Education	2	72
56	Telemarketing	1	153
21	Mining	1	30
	<b>TOTAL</b>	<b>89</b>	<b>9,020</b>

## Wagner-Peyser

PY 2014 was a busy time for DWD / Job Service, with a flurry of activities, innovative new initiatives and outreach to the citizens of Wisconsin.

Business Services

During PY 2014, DWD actively engaged in the beginning phases of development of an updated, refreshed version of the JobCenterofWisconsin.com website, with phase one launching in September 2015. As planning and

development of the new system was underway, the existing jobs database continued to serve large numbers of employers and job seekers, helping to match quality jobs with Wisconsin talent. Some statistical data from that time period included the following:

- New employer registrations that included at least one job posting – 1,410
- Number of job orders posted – 162,617
- Number of job openings associated with job orders posted – 327,976

Additional business services provided during PY 2014 included:

- In-depth WorkKeys / National Career Readiness Certificate testing for business customers
- ACT job profiling services for business customers
- Coordinated a wide range of specialized services to businesses, including assistance with registration, job order processing, career fair involvement, tax credit assistance, OJT, on-site recruitment facilities and applicant-pre-screening services
- Continued with the State's Commercial Driver initiative. During PY 2014, 784 applicants applied for the program with the goal to work toward attainment of Commercial Driver License licensure and employment in the transportation industry
- Began work on an Energy Industries page that will be released in PY 2015

### Job Seekers

Over the 12-month period, job seeker registrations totaled 302,722. PY 2014 job seeker registrations increased by 13,245 from PY 2013.

Job Service coordinated many job fairs and career expos throughout the State during the year. Four large-scale Career Expos were held in Green Bay, Milwaukee, Stevens Point and Oshkosh. These Career Expos included applicant pre-screen ticketing for event admission. Dozens of additional large and medium scale job fairs were held throughout the State, as well as hundreds of individualized employer recruitments held at Job Centers.

Job Service continued to provide a vast array of job seeking workshops throughout the State, with topics that ranged from computer literacy, social media, resume development, and application / interviewing skills, to in-depth Career Counseling activities and events.

### Re-Employment Services (RES)

PY 2014 was a time of great innovation for the RES program. The RES program was re-designed to provide greater efficiencies, and some highlights included:

- All eligible claimants began completion of an assessment and viewed online orientation materials that provided an overview of various services and resources available
- Claimants began to be referred to appropriate services based on assessment results
- Claimants invited to participate in in-person services received new, enhanced technological functionality that allowed them to self-schedule for convenience.

During this time, 19,233 UI claimants received services in the Worker Profiling and Re-Employment Services (WPRS) program, and 13,297 UI claimants received Initial Eligibility Assessment through Re-Employment Eligibility Assessment (REA) programming, all under the RES program umbrella.

Additionally, DWD entered into a study sponsored by the USDOL with its REA program, which began in April 2015. The study is being conducted over a 12-month interval, and is looking at re-employment successes in individuals who receive services in a full-service model versus a partial-service model or non-staff-based service model.

### Trade Adjustment Act

DET administers the TAA program and works closely with local workforce boards to serve dislocated workers who are certified as being affected by foreign trade. During PY 2014, eight new companies were certified as trade-eligible and 1,870 participants were served, with 840 co-enrolled in the DW Program.

Job Service TAA case managers continued to be involved in promoting the Department's Career Pathway efforts in conjunction with DOL grants to the Technical College System that target TAA participants, veterans and other DWs.

### Assessment Instruments Analysis

In PY 2014, DET's Bureau of Job Service (BJS) continued its pilot program with the DVR that began in PY 2013. Through this pilot program, BJS staff in Job Centers provide soft skill assessments and other services to DVR clients.

Building on collaboration and partnership, BJS has been engaged with the DOC in development of a pilot project to allow inmates nearing release to access various assessment and career exploration tools in order to better prepare them for the job market. It is the intention of both DWD and DOC to see this project expand to all of Wisconsin's state correctional facilities. The work on this partnership with DOC has created interest with DOC's Division of Juvenile Corrections to create similar program in nature and scope. Meetings with the Division of Juvenile Corrections have taken place and discussions are ongoing.

Due to increased employer demand for a workforce with better soft skills, DET upgraded its ACT KeyTrain program to ACT Career Ready 101. This enhanced package of testing and assessment tools helps job seekers prepare for the National Career Readiness Certificate. It also has course offerings in resume writing, career exploration and financial awareness. In addition, it includes the Soft Skills Suite to help individuals enhance and develop the skill sets needed to be successful and competitive in today's job market and meet employer needs.

The expanded variety of assessment tools used at DET includes, ACT Career Ready 101, ACT WorkKeys, Career Cruising, CareerLocker, Skill Explorer, and USDOL products (my skills/my future, My Next Move, etc.). During PY 2014, the DET Call Center handled 3,744 WorkKeys related calls. Six thousand six hundred and eighty-two (6,682) WorkKeys tests were scheduled, proctored and monitored during this timeframe. One thousand nine hundred and seventeen (1,917) National Career Readiness Certificates were awarded. (306 Bronze, 1,093 Silver, 509 Gold, and 9 Platinum.)

### Migrant Seasonal Farmworker Services (MSFW)

In Wisconsin, services to migrant and seasonal farmworkers follow both federal and state laws. The DET-BJS provide staff to support MSFW employers and job seekers following federal regulations. The Bureau also provides staff to enforce the Migrant Labor Law in our state.

As required in federal regulations, staff are assigned to conduct outreach to MSFWs across the State who are not being reached by normal intake activities conducted by local job center offices. We also provide services in person through the Job Centers, website and trilingual call center.

The Wisconsin Migrant Labor Law, enacted in 1977, protects individuals who come to Wisconsin for 10 months or less and work in agriculture, horticulture or food processing. The law provides standards for wages, hours and working conditions of migrant workers, certification and inspection of migrant labor camps, recruitment and hiring of migrant workers and guarantees the right of free access to migrant camps to ensure that migrant workers and their families have access to the rights and services to which they are legally entitled.

Highlights from PY 2014 are as follows:

- 3,321 MSFW workers were contacted
- 68 migrant labor camps were certified
- Seven post-occupancy inspections were conducted

- Work agreement reviews were performed at five employers where staff reviewed 65 worker agreements and interviewed 42 workers
- One field sanitation inspection was conducted
- The Foreign Labor Certification Program runs from October to September
  - 22 H2A applications were received and processed for 416 workers
  - 6 H2B orders have been received and processed for 120 workers
- In collaboration with the WIA-167 National Farmworker Jobs Program (NFJP) provider United Migrant Opportunity Services (UMOS), MSFW staff held and All Staff MSFW Pre and Post Season meeting for all staff in Madison
- In collaboration with the WIA-167 NFJP provider UMOS we held five pre-season meetings across the state in: Madison, Wautoma, Racine, Black River Falls and Wausau. MSFW service providers and employers were invited to review services available, provide updates and discuss expected issues for the season.
  - Post-Season meetings are planned on these locations in October / November at the end of the season.
- The State Monitor Advocate (SMA) participates in a Cross-Agency Quarterly Agricultural Forum.
- The State Monitor Advocate and Foreign Labor Coordinator (FLC) attended the Agricultural Safety Education Seminar January 8.
- The State Monitor Advocate, Foreign Labor Coordinator and Migrant Law Enforcement attended MAFO (National Farmworker Alliance) conference April 26 – 29 in Albuquerque, New Mexico
- In collaboration with UMOS Migrant Headstart and Childcare Programs, staff participated in community partner inter-agency meeting May 22 in Wautoma.
- The State Monitor Advocate, Foreign Labor Coordinator, Migrant Law Enforcement and outreach workers from both significant offices of Beaver Dam and Wautoma attended Region 5 MSFW Peer to Peer Roundtable May 27-28 in Chicago.
- In collaboration with UMOS Migrant Headstart, staff participated in Migrant Headstart Training June 22 in Oshkosh.
- The State Monitor Advocate and Migrant Law Enforcement attended the WIA-167 NFJP Annual Staff Training and Anniversary celebration July 23-24 in Milwaukee.
- The State Monitor Advocate, Foreign Labor Coordinator and Migrant Law Enforcement participate in quarterly Migrant Labor Coalition meetings in Milwaukee.
- The State Monitor Advocate, Foreign Labor Coordinator and Migrant Law Enforcement participate in quarterly Governor's Council on Migrant Labor meetings at the Wisconsin Capitol.

## Labor Market Information

During PY 2014, several projects were undertaken by the Bureau of Workforce Information and Technology Services (BWITS) to meet the needs of the Wisconsin DWD's partners in the workforce development and economic development system. Highlights of these projects are listed below:

- Collaborated with Wisconsin Fast Forward (WFF) jobs training grant programs to provide occupational wage data to assist with wage determination and placement of applicants.
- Coordinated efforts with WFF staff to assure grant recipients could meet reporting guidelines.
- Provided staffing pattern and wage information to various new businesses considering locating in Wisconsin.
- Provided data to Rapid Response program to assist with re-employment of at-risk employees.
- Participated in community outreach activities to identify needs to better serve the business community of Wisconsin.
- Hosted conference with community stakeholders (WDBs, educators, and private businesses) to outline the needs of community and businesses and the possible uses of the LMI data and tools.

- Provided employer mailing lists to the UI Labor Law Clinics.
- Worked with WDB to identify industry trends as a result of WDB funding decisions.
- Provided data for the use in various internal and external research projects such as the Milwaukee County Transportation Study, UI analysis, Department of Revenue financial modeling, DW service provision, and other data requests.
- Provided monthly Veterans employment information to the Office of Veterans Affairs (OVS).
- Designated Targeted Employment Areas and provided certification letters to potential new businesses and development grants.
- Collaborated with Job Service to highlight specific careers and related occupations using LMI data.
- Assisted the Wisconsin Youth Apprenticeship (YA) Program in identification of industries that may benefit from participation in the Apprenticeship Program.
- Provided analytical and technical support for the Wisconsin 2014 License Practical Nurse Workforce Report.
- Produced local wage information using Electronic Data Systems software to meet the needs of employers and job seekers.

## Veterans

The mission of DWD's OVS is to "*Advance Veterans into the workforce through targeted business engagement and effective employment services.*" OVS ended PY 2104 meeting or exceeding 12 of 13 DOL negotiated performance standards. In PY 2014, the roles of LVER (Local Veterans Employment Representative) and DVOP (Disabled Veterans Outreach Program) staff have been refocused by the DOL Veterans Employment and Training. LVER staff is now fully engaged within the Job Center Business Services team and promote veteran hiring to Wisconsin employers. They assist in the organization of veteran job fairs and the facilitate employer workshops that describe the value veterans bring to the workforce.

The DVOP staff now provides services only to veterans that area identified to have significant barriers to employment. The Wisconsin Job Center staff utilizes a screening tool to determine the needs of veterans at registration. Once the registration process identifies the veteran has a significant barrier to employment, the veteran is referred to DVOP staff for intensive services. The DVOP completes a comprehensive assessment, develops an individualized employment plan, and conducts the necessary follow-up necessary to assist the veteran gain employment.

During PY 2014 3,142 Veterans with a significant barrier to employment (SBE) received staff assisted services by DVOP staff within the Wisconsin Job Center Offices.

- 1,320 SBE veterans had campaign badges
- 1,162 SBE veterans were Disabled veterans
- 792 SBE veterans were Special Disabled,
- 369 SBE were recently separated from military service
- 410 were female veterans
- 126 were homeless veterans
- 2,506 veterans received intensive services and case management follow-up services
- 1,368 veterans were referred to employment
- 1,920 veterans entered employment at 73% employment rate with an average starting wage of 15.34 per hour.

The Office of State Employment Relations (OSER) and the Wisconsin Department of Workforce Development (DWD) worked together to develop the website [WiscJobsforVets](http://WiscJobsforVets). Veterans can register on the site, which sends

their information to DWD's Office of Veterans Services (OVS), where Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program Specialists (DVOPs) can assist them in their job search. Since launching in December of 2014, the site has aided 34 special disabled vets with a 30% or greater service-connected disability to employment in a state agency. The average wage of those veterans is \$19.50/hour.

## Statewide Strategies for Success

### Business Services in Wisconsin

During PY 2014, Wisconsin continued to enhance our business services efforts as part of our USDOL Workforce Innovation Fund (WIF) grant. Due to the WIF grant and these activities, Wisconsin is well-positioned to implement the business services related aspects of WIOA. The multiple components of these recent efforts include: 1) the shared use of a shared cloud-based system called Salesforce, 2) the development of an annual business services conference called Collabor8, 3) new or enhanced 36 Industry Sector efforts, 4) the planning and development of a statewide business services training curriculum, and 5) continued strengthening of the 11 WDB-based business services teams.

- The business Customer Relationship Management (CRM) tool, Salesforce was launched in January 2013 but the PY 2014 period was when its use really became embedded in the work of almost 400 staff. All staff has been trained, teams established protocols on how they would use the tool, and began tracking business engagement on a more routine basis. Licensed user staff includes WDB/WIOA staff, Job Service DVR, Temporary Assistance for Needy Families, Community College, and other Community Based Organization contracted staff. From 7/1/14 to 6/30/15, businesses outreach and more details services were tracked in all WIB areas totally 29,700 activities and services. The CRM platform has 86,075 Business Accounts and 57,990 business contacts listed on those account. The WIF grant goals were met for employer profile completion, outreach activities, and others. As we head into the final year of the grant, sustainability challenges are being addressed with a new lower cost license level, a video training library, and additional training for “superuser” in each WDA.
- The 2<sup>nd</sup> Annual Collabor8 Business Services Summit was held in April 2015. The first summit was planned and held in April of 2014 with 200 attendees for the local business services teams. The planning committee consisted of staff from the state agency and from a few WIBs. The summit was a rousing success leading to the second annual summit that was held during PY 2014, again with 200 attendees. The summits are planned with a mix of general speakers, breakout sessions, and structures time for local teams to meet and work on improvements to their operations. Planning is already underway for spring of 2016.
- Industry sector and career pathway efforts have been a large part of the advanced business services efforts. There are 36 unique efforts in all areas, many of them building on partnerships developed earlier under projects supported by the USDOL or the state DWD, such as WIRED (Workforce Innovation in Regional Economic Development), H-1B, and state sector resources. There are partnerships in place in our large sectors such as manufacturing and health care but also in construction, transporting, IT, and sustainable foods. These efforts have also tied in well with the WFF training opportunities funded by state workforce funds through DWD.
- Planning began in PY 2014 for a statewide business services training curriculum to provide a standardized foundation for training for all business services staff. An RFP (Request for Proposal) was issued in December 2014, due in January and a contract was signed in April 2014. Development is underway with train the trainer sessions and the first cohort training on September 22 and 23, 2015. This one day training will be accompanied by workforce leaders and non-business service webinar training to ensure that all levels and roles in the workforce system are aware of the shift to see businesses as a primary customer.

- Lastly, Wisconsin has had local business services teams for several years and they were charged with the local implementation of the WIF grant activities while continuing their ongoing outreach and collaboration efforts. Over the past few years these teams have strengthened and targeted their focus. The above activities and the ongoing opportunity for more coordination and collaboration push the teams and the workforce agency members to find more and better ways to work together to better serve Wisconsin businesses and as a result, our state's job seekers.

#### Employment & Training and Unemployment Insurance System Alignment

Previously, DWD's business model for services to jobseekers and UI claimants relied more heavily on manual interactions with internal and external staff to access and schedule services. Since 2011, DWD has been striving to implement and sustain a streamlined user experience that is customer focused so that internal program boundaries are invisible to the customer. To do this, the agency is implementing systems which facilitate self-service and personal responsibility whenever possible, including robust assessment tools to identify the appropriate level of service intervention.

Examples of projects covered under this effort include:

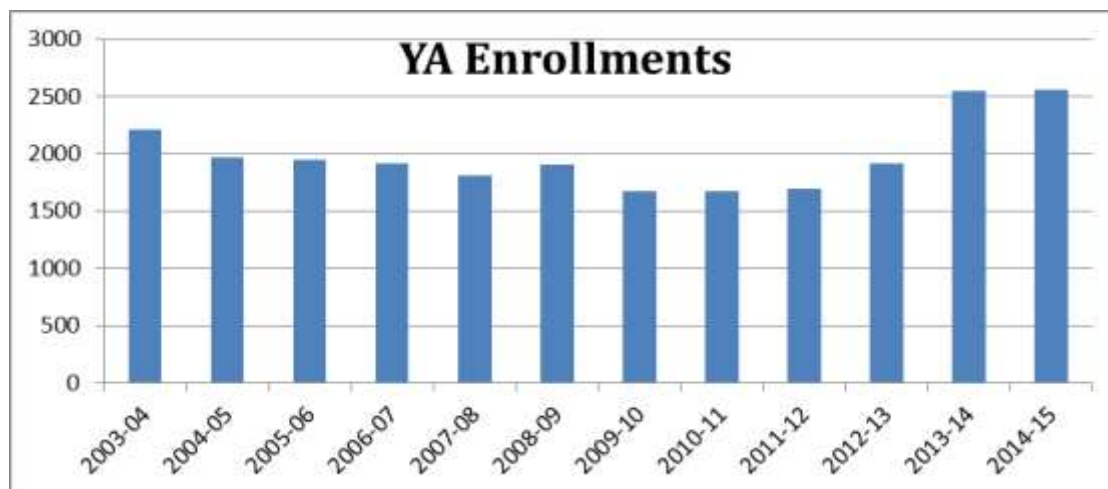
- New JCW – This is an improvement to Wisconsin's existing self-service job search tool, jobcenterofwisconsin.com (JCW). This tool will focus on making job matches based on skills rather than on job titles. It includes reflection of services on a jobseeker dashboard within JCW (My JCW), provision of information about compliance, a modernized look and feel, improved usability, integrated LMI, personalized information for both job seekers and employers, and staff tools to match Wisconsin's service delivery model.
- RES Redesign – Job seekers who are UI claimants are now triaged online or in person to determine service needs. They are then referred to the appropriate next service based on their needs; no services, one to five online tutorials, or in-person sessions. The redesigned RES system was implemented in March 2015.
- Visual Integration – DWD now provides a seamless online experience for the UI claimant to move from filing their initial claim through the job seeker functionality of JCW so that internal program boundaries are invisible to the customer. This visual integration was completed in 2014.
- UI Compliance, Monitoring, and Enforcement – To support personal responsibility and encourage participation in the online training opportunities, DWD made statutory and administrative law changes to mandate claimants who are not waived from work search requirements to complete the online assessment and required training modules as a condition of on-going eligibility. This project ensures that the UI technical systems monitor and enforce compliance of the RES requirements. Enforcement of compliance began in June 2015.
- UI Initial Claims Redesign – Rewrites of UI's Internet Inquiries and Initial Claim Applications were completed in November 2014, improving the ability of claimants to initiate and complete claims online, and providing a seamless transition between the UI Claims and JCW web pages.

#### Youth Apprenticeship

Wisconsin's model YA program allows students to explore their career of interest through a paid job integrated with classroom instruction, all while still in high school. The YA program offers work-based learning programs in 43 career pathways, representing 10 of the 16 national Career Clusters. Students work for at least 450 hours per year and must master competencies established by industry partners to demonstrate a broad knowledge of the field.

- Enrollment for the 2014-15 school year reached 2,559, a 10-year high for the program.
- Youth apprentices earned total estimated wages of almost \$12 million over the 2014-15 school year, at a state cost of only \$2.3 million.
- 84% of the youth apprentices enrolled in the program in 2013-14 successfully completed the program and received a state skill certificate.

- 76% of two-year graduates in 2013-14 were offered continued employment by the employer that provided their on-the-job training.



### Registered Apprenticeship

Wisconsin's Registered Apprenticeship (RA) program plays an important role in the development of skilled workers in Wisconsin. For 2014, Wisconsin saw an 8% increase in the overall pool of active apprentices, which exceeded 10,000 active apprentices, statewide.

The Walker Administration has continued to provide funding to support the administration of the RA program. In addition, funding was provided to support partial reimbursement of costs for tuition, books, materials, and other course fees directly associated with related instruction. Eligible recipients include apprentices, employers and program sponsors.

In January 2015, an Apprenticeship Summit was sponsored by the DWD and the Johnson Foundation at Wingspread in Racine, WI to evaluate and discuss current research and operating models in order to enhance Wisconsin's apprenticeship strategies. Wisconsin recognized the need for a more comprehensive strategy to build awareness and familiarity with the apprenticeship system among employers, workforce and economic development stakeholder, and the secondary and post-secondary education system. Industry executives, labor leaders, innovative apprenticeship policy makers, and experts in workforce, economic and education were convened. The key outcome of the Summit is an ambitious statewide action plan that outlines priority improvement strategies for Wisconsin's apprenticeship system.

The Wisconsin Apprenticeship Advisory Council, in partnership with the DWD, developed standards to be used in evaluating the quality and industry-linkages of Wisconsin's pre-apprenticeship programs. The standards were modeled upon the existing framework of the USDOL and Oregon State Apprenticeship and Training Council "Pre-Apprenticeship Program Requirements" criteria. DWD and the Advisory Council will use the standards to publicly identify programs which meet the standards. This will allow apprenticeship stakeholders to operate from a common scale, moving pre-apprenticeship programs toward more productive outcomes and facilitating their partnerships with industry. It is anticipated that a primary use of the standards will be to ensure that pre-apprenticeship programs who receive public funding meet the pre-established standards.

### Disability Employment Initiative (DEI)

As a Round 2 DEI grant recipient, Wisconsin completed this 3-year, \$2,330,000 demonstration project designed to determine if having additional human and capital resource supports improves the employment outcomes of job seekers with disabilities. Wisconsin received a 6-month extension beginning October 1, 2014, and concluded the grant on March 31, 2015.

During the extension period, DEI focused on developing post-DEI capacity in job seeker accessibility and staff development within the Job Centers of Wisconsin.

Cumulative numbers for the DEI grant implementation include:

- 1,637 Job Center and community partner staff training contacts conducted, with 449 of them reported as being for individuals external to the Job Centers;
- 81 individuals being served in the Social Security Administration's Ticket to Work (TTW) program. Two of the pilot WDBs continue to provide the service through their own robust Employment Networks;
- 643 employer training contacts were made, with 301 of them occurring in the extension period;
- 781 referrals for or provision of asset development services. Formal, full benefits analysis reports account for 344 of those services.

### Wisconsin Career Pathways

In April of 2012, the Wisconsin DWD and the WTCS received a third 2-year grant award, Regional Industry Skills Education (RISE) 3.0, from the Joyce Foundation to further expand Career Pathway and Bridge program offerings. Completed in November of 2014, RISE 3.0 reported the following outcomes:

RISE 3 Outcomes	Proposed	Actual
Create Embedded Technical Diplomas or Career Pathway Certificates	80 to 100	167 Embedded Technical Diplomas approved 26 Career Pathway Certificates Approved
Create Career Pathway Bridges	80 overall	89
Enroll adults in the ISIS (Innovative Strategies to Increase Self-Sufficiency) evaluation of Career Pathway Bridges	250	251
Bridge learners credential completion with at least 2 post-secondary credits	800	1,015 completed a Bridge, 467 earned one additional credit beyond those earned in the Bridge, 254 enrolled in 12 additional credits beyond the Bridge
Adult learners in a Career Pathway Bridge	1,000	1,370 (in 12 of 16 Colleges)

The Wisconsin Career Pathways Steering Committee, formerly the RISE 3 Steering Committee, is comprised of key staff from WTCS, DWD, the Wisconsin Economic Development Corporation (WEDC), the Wisconsin DPI, and the statewide association of WDBs and Executives (WWDA) and will continue to collaborate to create systemic change at the state and regional levels. The state level collaboration, policy improvement, capacity building and data activities will continue utilizing the resources of several state agencies, a TAACCCT (Trade Adjustment Assistance Community College and Career Training) round four grant, participation in Moving Pathways Forward and participation in the Alliance for Quality Career Pathways (AQCP) 2.

## State Workforce Information Delivery Systems

State operating systems that support implementation of state strategies and that are used for all programs and activities present in the One-Stop Career Centers (Job Centers) include the following:

### ASSET

ASSET is an internet-accessible participant reporting and data collection system that all case managers and WDBs use to report WIA Title 1 and partner services for performance measures and WIA Standardized Record Data reporting. ASSET is the official data source for all performance and program management data and also serves as the case management tool for WIA, Wagner-Peyser, TAA, Youth and Adult services, and DW activities. ASSET has been designed to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in USDOL Training and Employment Guidance Letter (TEGL) 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues.

### Job Center Systems (JCS) Data Warehouse

In addition to ASSET, DWD maintains a Job Center Systems Data Warehouse that contains data and reports requested by local boards and other state staff. The warehouse is Internet-accessible and available to state and local staff who have secured access to the site on which the warehouse resides. Performance staff also prepare reports and data sets for local boards' use and provide extensive performance measure analysis of the results for each quarterly and annual report. Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual reporting requirements. This warehouse is developed using Business Objects and Web Intelligence (WEBI) software applications. The warehouse has numerous reports that track targeted populations based on services received, participant characteristics, co-enrollment, and caseload management. The reports are updated and refreshed on a daily basis and allow staff to monitor program and participant activities for active as well as exited participants. This data is used by local boards to apply for grants and by state and partner staff to develop and manage programs designed to address and improve service delivery, program design, and participant outcomes. It is also used by local staff to help them monitor and continuously improve their participant reporting and performance outcomes. A user-friendly web-based reporting tool called JCS Management Reports was implemented at the end of August 2014. This tool makes real-time report generation possible and delivers management data in a dashboard format.

### JCW

JCW is operated by the Wisconsin DWD and the Wisconsin Job Center system. It is a Wisconsin-centered employment exchange, linking employers in all parts of the state and in communities that border Wisconsin with anyone looking for a job. It can be accessed online at [JobCenterOfWisconsin.com](http://JobCenterOfWisconsin.com) and is available at no-cost to both employers and job seekers 24 hours per day, seven days per week. There are computers at every Job Center where JCW can be accessed. Job Center of Wisconsin.com (JCW) continues to perform very well and exceed expectations. There are plans to upgrade and enhance JCW job matching analytics to offer job matches based on skills and will provide a revised user experience for job seekers and employers. The first phase of this project was completed in fall of 2015.

### JobNet Business

To track services provided to businesses, Job Centers use JobNet Business and the Job Center Systems Data Warehouse to evaluate services to employers, provide reports to manage the Job Centers, and demonstrate accountability to business services. The use of JobNet Business is required for all Job Centers. JobNet Business will be enhanced as part of the New JCW project mentioned above.

### WORKnet

WORKnet is the State of Wisconsin's workforce and LMI site. It has information on the number and type of job openings in Wisconsin, high-growth occupation information, wage comparisons, and business tools.

### BWITS Workspace

The BWITS Workspace is a dedicated server for the LMI area and for OEA (Office of Economic Advisors) staff. The primary purpose of this dedicated server is to give select LMI and OEA staff a workspace in which they can directly

access and analyze data available from various sources to create and modify products for public consumption and create system prototypes using tools on user workstations.

### Skill Explorer

This web-based application was implemented in 2013 and is located at SkillExplorer.Wisconsin.gov. This application allows the user to search for skills-related occupational data by entering an occupation code, occupation title or free format text. It displays skill related occupations based on this data and displays LMI for each occupation result. It also displays skill group data, links to JCW job orders, and Workforce Information Database data. It allows the user to customize results and reports by projections, wage, job openings, industry, skills, related occupations and available geographic data. Going forward, this application will be modified to link it with other DWD products and services.

### RES Online

A new automated RES tool was implemented in 2014. This tool revised the method of placing claimants into in-person RES sessions. Previously, attendees were chosen from the pool of Unemployment claimants who are statutorily required to look for work. Due to staffing levels and the number of claimants, not all claimants could be served in in-person RES sessions, so attendees were chosen by being selected from the pool by a formula based on their likelihood to exhaust and geographic area. The chosen attendees were then manually scheduled into RES sessions and sent a letter informing them of their assigned session time and location.

The new RES Online application triages all Unemployment claimants who are required to do a job search by presenting them with a series of questions to determine how they can best be served. Based on their answers to the questions, claimants are either determined to be job-ready and will need no additional services, are determined to have some deficits that can be addressed by the online tutorials that are part of this application, or are determined to need in-person RES services. Those determined to need in-person services can then self-schedule for RES sessions. The goal of this application is to serve all applicable claimants and to serve them at the level most appropriate to their needs.

## WDA #1: Program Year 2014 Highlights

This past year was a great year for Southeast Wisconsin (SE)! With the opening of Amazon's Distribution Center and Fulfillment Warehouse, UNFI (United Natural Foods Incorporated) (largest distributor of organic and natural foods in the nation) continued growth, Meijer Retail Operations and continued growth of the Meijer Distribution Center, as well as several manufacturing companies like Kenall Manufacturing, Niagara Bottling Company and FNA Group, the WDB was able to provide targeted recruitments geared towards meeting the unique needs of each company. By providing detailed information sessions with company human resource staff present, job readiness workshops based off of employer culture and employer handbooks, almost 3,000 jobs were filled from not only SE WDA, but also surrounding WDAs. Partnerships with these companies for recruiting from the local American Job Centers in the WDA are planned to continue with all of the companies to ensure that qualified and trained candidates are available.

As several of the companies have regional and national foot prints, their new site set-up and human resources teams, plan to ask WDBs in other areas to use the models developed and implemented by SE WDB. The companies found the models we developed to be efficient and effective processes to screen large numbers of candidate and hire those who were most qualified to meet their specific staffing requirements and unique corporate cultures.

The Walworth County Job Center was remodeled and moved locations on the Gateway Technical College Campus in Elkhorn. The new space is warm and welcoming and now has the latest of technology for consumers and staff alike. Larger more private offices for staff to meet with participants and access to shared conference space are now available.

SE WDA has seen continued success working together with DWD's Fast Forward and Gateway Technical College to hold several informational sessions for companies within our region and have seen an increase in applications and awards due to not only the sessions but by inviting successful companies back to talk about their experience with the program.

Computer Numeric Control (CNC) Bootcamps have continued to show that advanced manufacturing is a continued need in the WDA. In partnership with Gateway Technical College Foundation, SC Johnson Foundation, MAWIB Water Accelerator Grant and local WIA, funding has been braided together from both private and public entities to meet local employer needs.

### Boot-camp outcomes since 2011:

- 89% Completion Rate
- 98% Entered Employment Rate
- 95% Placement in Occupation Rate
- 52% of participants are minorities
- 32% had major barriers
- \$12.89 avg. wage (high wage of \$20.00/hr.)

The SE WDB looks toward the future with excitement, hoping to further leverage talent development resources in order to continue serving growing sectors in the area and to provide youth and job seekers with access to career pathways that will provide them with the tools they need to become and remain self-sufficient.

## WDA #2: Program Year 2014 Highlights

In PY 2014, the MAWIB, welcomed new leadership and a new strategic focus. As the largest WIB in the state of Wisconsin, serving the most racially and economically diverse area in the state, MAWIB's mission is to build a strong workforce development system by planning, coordinating, collaborating and monitoring workforce initiatives with businesses, partners and community stakeholders at the local, regional and state level to ensure a skilled and productive workforce for the 21st Century.

MAWIB launched COMPETE MILWAUKEE, a comprehensive workforce strategy to coordinate between both sides of the workforce system (supply and demand) with a goal of connecting people to employment for a lifetime. MAWIB's Industry Advisory Boards are employer-driven and committed to providing labor demand expertise in regional growth sectors including healthcare, manufacturing, construction, hospitality, and financial services. Representing labor supply is the MAWIB Coordinating Council, a formal network of more than 90 community-based organizations that provide specialized services to address barriers to employment for residents. Compete Milwaukee leverages local, state, and federal resources and engages new private- and public-sector collaborations and partnerships to create an innovative approach to workforce development.

MAWIB is successfully administering numerous REENTRY programs, and is receiving recognition and awards for its innovative and collaborative reentry strategy. Highlights include:

- MAWIB and the DOC were competitively selected by the *Justice Center*, Council of State Governments as one of two cities nationwide to receive technical assistance in the implementation of the *Integrated Reentry and Employment Strategies* model. This is designed to test innovative strategies for enhancing job readiness and reducing recidivism for adults under correctional supervision.
- The USDOL awarded MAWIB and the Milwaukee County House of Correction (HOC) \$500,000 to establish an American Job Center within the HOC.

Year four of the HEALTH PROFESSIONS OPPORTUNITY GRANTS (HPOG) Program, received prestigious recognition from the White House when Vice President Joe Biden highlighted MAWIB's partnership with Aurora Sinai in his workforce report, *Ready to Work: Job-Driven Training and American Opportunity Report 2014*. Program highlights for year four include 210 participants obtaining employment in healthcare, with more than 84 different healthcare employers, and 533 participants actively enrolled in healthcare training.

YOUTH programs provided essential skills training, education and job opportunities for young people. Highlights include:

- The Earn & Learn Summer Youth Employment Program celebrated its 10<sup>th</sup> anniversary. Since 2005, more than 22,000 young people have been placed into summer employment.
- MAWIB's youth reentry strategy has evolved to be more inclusive and innovative, resulting in new awards, including a grant from the Safer Foundation based in Chicago.
- *Focused On My Future*, funded by the USDOL, has been highly successful. Serving young people involved in the juvenile justice system, it exceeded its performance benchmarks, including job placement and participant attainment of degree/certificate.

MAWIB dramatically increased EMPLOYER ENGAGEMENT by hosting the Premier Hiring Event with 91 employers, 1,700 job openings and 2,000 job seekers in attendance. MAWIB also partnered with DWD on the successful Milwaukee Career Expo.

## WDA #3: Program Year 2014 Highlights

### Helping Job Seekers Master Their Interview Techniques

To further enhance employment-related services offered to WIA participants, InterviewStream was launched as a resource to assist job seekers with interview preparation and skill building. Participants utilized InterviewStream to practice their interview technique in a no-pressure environment through the web-based mock interview program. Interviews were conducted by webcam at the Workforce Development Centers or from the comfort of the participants own home. The addition of this program adds another dynamic of how we help job seekers develop the skills needed to become job-ready and marketable within the workforce.

### Meeting Employers Needs While Connecting Job Seekers to Employment Opportunities

The Waukesha-Ozaukee-Washington (WOW) WDB planned and coordinated three premier job fairs within the tri-county area including the Washington/Ozaukee Job Fair, Autumn Recruitment Fair and Spring Job Fair. In PY 2014, more than 2,000 job seekers made meaningful employment connections with 360 employers from across the region at the events. Job seekers met with company recruiters and hiring managers from in-demand industries including: customer service, healthcare, hospitality, IT, logistics, manufacturing, sales and more. Survey results indicated that 81% of employers rated their experience at the events as a nine or higher, and provided comments such as: "This is always a great event!", "Large quantity of candidates – met with over 200!" and "The variety of people we meet at these fairs to fulfill our open positions is helpful in meeting our human resources needs!"

### Narrowing the Skills Gap through OJT

During PY 2014, the WOW WDB continued to be a leader in developing WIA participants' skills through OJT contracts. One hundred and five (105) contracts were written with wages ranging from \$12.00 per hour to \$34.61 per hour. Contracts were issued in a variety of occupations including CNC, sales, accounting, customer service and engineering. Christopher, a PY 2014 WIA participant, lost his job of five years when doors at his company suddenly closed. He enrolled into the WIA Program and through collaboration between his Employment Specialist and the WOW WDB's Employer Relations Unit, completed an OJT as an inside sales representative at a pay rate of \$21.63 per hour. Christopher expressed his gratitude for all of the help he received through the WIA program and the new opportunity it provided him.

### Summer Youth Work Experience Program

In PY 2014, 207 youth were placed at worksites throughout Waukesha, Ozaukee and Washington Counties through the Summer Youth Work Experience Program. Participants developed valuable work skills and were provided the opportunity to plan for their future career by attending a My Life! My Plan! workshop. The workshop allowed youth to complete various assessments to help them determine careers that aligned with their skills and interests and provided guidance on how to develop their career plan. Participants of this program were able to work up to 30 hours per week at their assigned worksite and received a wage of \$7.25 per hour. At the completion of the program, 18 youth were hired on permanently by their worksites, nine youths were looking into completing apprenticeships with their worksites, and three had possible internships.

## WDA #4: Program Year 2014 Highlights

Fox Valley (FV) WDB successfully administered a WFF grant to train 70 skilled IPC J Standard technicians. At the conclusion of the grant, FVWDB and partners Plexus and Fox Valley Technical College (FVTC) were awarded the annual Partnership Award from Fox Cities Gannett Media. Given the level of community partnership available in the area, FVWDB saw this award as evidence of the importance that workforce development is receiving in the local economy.

Working in collaboration with employers in the South Industrial Park in Neenah, FVWDB facilitated discussions with Valley Transit that has resulted in a first-of-its-kind pilot project to offer public transportation that is outside of the regular transit route at times that align with shift changes at local manufacturing facilities. Funding sources for the expanded route included Valley Transit, Plexus, Menasha Corp., City of Neenah and the Community Foundation.

FVWDB hosted a job fair in April in Oshkosh with other fair sponsors, FVTC, Oshkosh Chamber of Commerce, DWD and Woodward Communications. The fair featured 97 booths and outreach included radio, TV, billboard and online ads. Despite a relatively low unemployment rate in that community, 475 job seekers attended the fair and learned more about the great jobs available.

The WDA 4 Business Services team continues to align strategic efforts across the WDA and has participated in tours to local businesses to increase awareness of opportunities available to job seekers. On-going team communication is facilitated by the use of Salesforce Chatter and currently includes 147 registered users and gives all users a technological interface to share information and business intelligence.

Addressing the need for skilled labor, FVWDB facilitated conversations with a number of local companies to create a new industrial maintenance technical college certification program with FVTC; this program served as the basis for a Fast Forward application for 11 local companies that see this course offering as a foundation for building additional capacity for this skill set.

In the fall of 2014, FVWDB implemented a new Rapid Response model to streamline the process and improve communication flow to impacted workers. The initial meeting for dislocated workers is scheduled as soon as possible after the WARN announcement and gives workers a high level overview of services available. Closer to the actual layoff date, staff meets with workers and provide additional details for UI and other services. In addition to the actual presentations, staff have a renewed 'sense of urgency' that has given us the ability to schedule and hold sessions in as little as two days from the time of WARN notice.

In PY 2014, FVWDB participated in and led many strong workforce partnerships in the region. These include, but are not limited to; Amplify Oshkosh, Ignite!, IT Alliance, CNC Welding/Training Partnerships, Fox Valley Healthcare Alliance, NEWMA, ORDIDI and State Health Care Alliance Summit.

Lastly, in PY 2014, FVWDB sponsored or co-sponsored three job fairs with 178 businesses and 1,110 job seekers in attendance and there were 528 on-site recruiting events held by employers at our job centers.

## WDA #5: Program Year 2014 Highlights

In PY 2014, Bay Area WDB provided almost \$900,000 for the provision of Core Services in six regional job centers and four service centers. Funding provided computer literacy training, assistance with resumes and cover letters, interviewing skill development and a wide range of job seeking assistance to the general public. In addition, 832 DW, 441 Adults, and 223 Youth were enrolled in WIA services throughout the region. One noteworthy case received considerable media attention and involved an OJT contract with Manitowoc Cranes that assisted a veteran to transfer his military skills to civilian employment. Bay Area also initiated an effort that resulted in an 23% enrollment increase in the WIA Youth program. All WIA performance standards were met or exceeded in PY 2014.

The fully staffed Menominee Tribal Job Center was officially opened on November 12, 2014, at the College of the Menominee Nation in Keshena WI.

Bay Area WDB partnered with the Hispanic Chamber of Commerce in PY 2014 to provide welding training to three cohorts of Spanish speaking trainees that achieved noteworthy job placement outcomes.

In preparation for the new WIOA, Bay Area WDB has been convening a group of agencies who serve at-risk youth, especially those “aging out of foster care.” After receiving an initial planning grant of \$25,000 to support this effort, Bay Area WDB received a grant of \$300,000 from the Greater Green Bay Community Foundation in June 2015 in the name of the partnership to increase the quality of services to at-risk youth.

Bay Area excels in the quality of our industry sector partnerships. The Northeast Wisconsin (NEW) Manufacturing Alliance grew to over 100 dues-paying members and 30 Associate members. The Alliance sponsored its third annual Excellence in Manufacturing/K-12 partnership Awards Banquet on October 21, 2014, with 360 business leaders and educators in attendance, and co-sponsored the fourth annual Manufacturing First Expo and Conference on October 22, 2014, with over 1,000 attendees. Bay Area WDB was able to sponsor a keynote speaker at the conference with a Skills Wisconsin grant. The Alliance provided \$30,000 in scholarships to postsecondary students this year, and has received statewide, national, and international attention--this as part of a study of best practices by the Organization for Economic Cooperation and Development (OECD) in Paris. The Alliance director, a Bay Area WDB contractor, was a presenter at the Future Focus conference in Udine, Italy to speak about the work of the Alliance in November 2014.

Our North Coast Marine Manufacturing Alliance has achieved success through their North Coast brand with increased recognition driving business to their companies. Members received over \$200,000 in WFF grants. In May 2015, North Coast sponsored the SeaPerch program with several area middle schools participating in an underwater robotics competition. The Greater Green Bay Health Care Alliance held its first ever Clinical Summit on October 9, 2014, to address a key need in healthcare training. Its second annual job fair was held on April 7, 2015.

Bay Area WDB also provided leadership in key industry sector initiatives for IT and Insurance Customer Care that moved forward during the program year. Bay Area WDB co-funded the Northeast Wisconsin Educational Resource Alliance (NEW ERA) IT Survey that was released on April 29, 2015. The study focused on specifying IT skill needs in NEW North, identifying key barriers to training and recruiting IT professionals, and raising awareness of career opportunities in the IT sector.

## WDA #6: Program Year 2014 Highlights

**Short Term Training Success:** In PY 2014, North Central Wisconsin (NCW) WDB held its 13th short term manufacturing training. The Central Wisconsin Metal Manufacturer's Alliance (CWIMMA) provided input on a new curriculum that included Manufacturing Readiness, a soft skills course specific to the manufacturing industry. Sixteen WIA participants started the Machine Tool/Manufacturing Readiness class in January of 2015. Participants who gained employment in manufacturing are now earning an average wage of \$14.10 per hour. The living wage in the north central workforce area is \$12.66.

Jacki S. worked many part-time positions through staffing agencies barely making ends meet. She learned about the CNC short term training opportunity by an email from JCW. Jacki jumped at the opportunity to increase her skills to find full-time employment. Jacki's motivation and enthusiasm, along with assistance from WIA, resulted in a full-time Machinist position earning over \$17.00 an hour, plus benefits. Congratulations Jacki!



The CWIMMA has begun working with the K-12 system to create pipeline in metal fabrication careers. Activities include a regional Virtual Welding Competition, a K-12 Summit, and the Heavy Metal Tour. In 2014, the Heavy Metal Tour received national recognition as the largest tour of its kind, encompassing 46 manufacturers and over 3,200 students learning about career opportunities in manufacturing.

The Central Wisconsin Information Technology Alliance (CWITA) formally launched in June of 2015, with 24 members and is growing quickly. CWITA's mission is to attract, skill, and retain an exceptional IT workforce in central Wisconsin. They aim to grow collaborative pathways and partnerships with the K-16 educational systems, enhance the image of IT careers, and position central Wisconsin as a hub for IT opportunities.

The goal of the HealthCARE (H-1B) Grant was to serve 200 participants over the life of the four year grant. Currently, H-1B has served 265 healthcare professionals and their employers. Due to the final months of the grant, enrollments will cease December 2015.

The North Central Wisconsin Healthcare Alliance (NCWHA) completed a website for high school students to access career exploration events with a variety of healthcare employers. [www.ncwha.net](http://www.ncwha.net) is also accessible to college students to obtain student clinical placement forms.

NCWWDB and DWD/DVR joined forces to pilot Lifeskill\$, a WIOA career basics project for in-school youth. Twenty-three young consumers began the two-week course in early July, with plans to finish out the project with a temporary work experience in late August. Outcomes and highlights of the pilot will be shared in PY 2015.

North Central Job Centers received additional resources to enhance digital literacy and financial literacy services to job seekers due to a performance incentive award. NCWWDB and its WIA-contracted providers worked extra hard with participants enrolled in the Youth, Adult and DW Programs to earn the award. The award will assist job center partners in WIOA transition activities and career basic services.

## WDA #7: Program Year 2014 Highlights

### WIA

During PY 2014, the Northwest Wisconsin Workforce Investment Board (NWWIB) served 595 individuals through WIA funds. A primary focus during this PY was enhancing employers' workforce and developing WIA participants' skills through OJT Contracts. Sixty-five OJT Contracts were written with an average wage of \$12.54. Contracts were issued in the manufacturing, transportation, and healthcare industries. Crex Meadows Youth Conservation Camp had 60 campers attend representing 25 out of 31 high schools in WDA 7. The camp employs at-risk youth, economically disadvantaged youth, and youth with special education needs and gives them the opportunity to experience a unique hands-on approach to environmental education, skill development, and career exploration.

### Northwest Wisconsin Regional Skills Gap Report

A skills gap analysis survey was conducted throughout WDA 7 to identify the current and future needs of employers and the skills possessed by the available and upcoming workforce. This survey was developed in partnership with UW-Superior's Department of Business and Economics, who conducted the analysis, Visions Northwest, a nine county economic development region, and the WEDC, who provided the funding for the project. Findings from this report will be critical in assisting regional workforce, education and economic development entities in developing data-driven strategies to address the region's challenging skills gap paradox.

### Industry Partnerships

Many industry sector partnerships have been strengthened or established during this PY through grant funded initiatives and events. NWWIB's involvement in the healthcare sector has expanded through receiving a grant from the Health Resources and Services Administration to formalize the *Northwest Wisconsin Healthcare Network* and conduct a specialized Workforce Needs Assessment to identify factors contributing to the region's healthcare workforce challenges as well as community and provider strengths and resources to address member needs. Additionally, at the end of the *HealthCARE Project's* third year, 526 unemployed and underemployed individuals have been served throughout 26 counties in northern and central Wisconsin. This project is in partnership with the Fox Valley and North Central Wisconsin WDBs.

A regional demand in part of WDA 7 for an increase in local food production by small, family farms has been identified. A *Consumer Food Survey* was conducted to understand attitudes, perceptions, and purchasing preferences of consumers with regard to local foods. Strong partnerships have been established with national and statewide industry groups, including Farm Beginnings and Wisconsin Tribal Conservation Advisory Council, who will be instrumental in assisting with implementing an upcoming project during the next program year, which was recently funded by the US Department of Agriculture.

Exposing youth to industries and careers was a key focus of NWWIB's industry engagement. During this PY, youth participated in successful reoccurring programs, including: *Mythbusting Manufacturing*, *Medical Discovery Days*, and *Operation HealthCareers*. A new program launched this year was *Rescue Divas*, a five day residential camp experience, focused on educating middle school age girls about careers (or volunteer positions) in Emergency Medicine. Throughout the week, girls participated in exploratory, hands-on activities focusing on a variety of skills and knowledge needed in Emergency Medical careers.

## WDA #8: Program Year 2014 Highlights

### Addressing Industry Sector Needs

Workforce Resource, Inc. continued to nurture its partnerships with local business representatives and training institutions in addressing identified industry sector needs in the region. Plans were implemented and are currently being initiated to assist in meeting the demands of the following areas: healthcare; transportation and logistics; skilled trades; IT; manufacturing; financial services and customer service; and hospitality. Short-term, customized training opportunities have been developed and executed to expose customers to and train them in high-demand occupations for the above-mentioned fields.

### Utilization of WFF

Use of the WFF program helped Workforce Resource bolster the regional workforce. In manufacturing, Workforce Resource utilized three grants totaling \$337,160 to train 137 unemployed and incumbent workers for companies in St. Croix, Polk and Eau Claire Counties. Workforce Resource also received one Blueprint for Prosperity Grant and partnered on two others to assist in training high school youth for high-demand jobs. Using a partner network that includes area high schools, healthcare facilities, the region's technical colleges, local businesses, CESA (Coop Education Service Agency) #11, the University of Wisconsin-Stout and the Chippewa Valley Council of the Boy Scouts of America, 170 high school students are in the process of being trained as nursing assistants, construction workers and hospitality employees. Another 15 will be trained in manufacturing in the near future.

### Maintaining Excellence in Performance

West Central has again achieved high levels of success in its workforce investment activities. We anticipate exceeding seven and meeting two of the required DOL performance standards. This performance, among the state's highest, continues the West Central trend of being a leader in assisting individuals in attaining and retaining employment while meeting and exceeding earnings standards. The area served 433 Adults, 578 DW and 320 Youth in its WIA programs. Traffic in area's eight Job Centers continued to be high with 50,875 visits recorded.

### Aiding Youth in Career Exploration

The highlight of this year's Youth Program was once again our highly successful Career Venture Career Fair, which attracted nearly 2,406 young people from 26 school districts this past May. These students, and the educators that accompanied them, were able to learn of regional careers from 67 highly interactive, employer and educational exhibits and activities. Career Academies focusing on manufacturing, healthcare, financial services, IT, customer service and construction trades supplemented our work experience programs and provided area youth with training and awareness of opportunities in these critical areas of regional employment.

### Broadening the Scope of Services

Workforce Resource was chosen to operate the FoodShare Employment and Training (FSET) program and integrated these services into the Job Center Network in a 19-county region that includes the counties of the West Central and Northwest WDAs. As new law states that all able-bodied adults without dependents receiving FoodShare benefits must participate in FSET to maintain those benefits, Workforce Resource is introducing those individuals, as well as voluntary participants to the benefits and services of the Job Center and helping to create attainable employment plans that will lead to sustainable work and eliminate their need for public assistance. This addition of this program, coupled with the previous integration of Wisconsin Works (W-2) services, will position the region well for addressing the WIOA priority of serving public aid recipients.

## WDA #9: Program Year 2014 Highlights

Workforce Partners in Western Wisconsin started PY 2014 off by settling in to the new Workforce Development Center in La Crosse at the end of June 2014. The partners welcomed the public to the new center and geared up to show off the new space during Workforce Development Month in September and Disability Awareness Month in October.

September began with a Business-After-Five hosted by the La Crosse Area Chamber of Commerce, Borton Construction and Three-Sixty Real Estate Solutions. Workforce Center partner staff greeted the businesses and offered tours of the new center. The Business Services Team highlighted services offered to our business community.

On September 18<sup>th</sup>, the partners planned a day-long Open House to community members, businesses and organizations. Local business leaders gave presentations including “The Power of Positive Leadership,” offered by Viterbo University lecturer and “Building a Winning Culture,” by the CEO of Festival Food Stores, and “Five Ways to Stay Motivated while Searching for a Job” by Western Technical College.

The last week in September was dedicated to industry sectors. Each day featured presentations on career pathways as well as presentations by prominent businesses in the featured sectors of Healthcare, Transportation, Customer Services and Manufacturing.

During the first week of October, the Workforce Development Center highlighted Diversity Awareness month. The Diversity Council hosted a presentation by WDA 9 DVR Business Services Consultant and DVR Vocational Rehabilitation Counselor. “Attracting and Retaining a Diverse Workforce: How the Workforce Center Assists Employers” was a hit with employers. Later that week, Independent Living Resources displayed a variety of assistive technologies so employers, partners and job seekers could learn more about available resources.

Later in October, the workforce and economic development partners participated in a manufacturing tour for Equipment and Metal Manufacturing Association (EMMAtristate.org), a non-profit organization with membership representation from Western Wisconsin, Eastern Minnesota and Northeast Iowa. More than 30 people participated in the tour of McNeilus Steel in Dodge Center, Minnesota. During the bus ride to the facility, the workforce partners gave an overview of their respective roles and services within the workforce system.

The partners in Western Wisconsin continue to be active with our business community by participating in community-led initiatives that focus on workforce development, providing input to proposals for grant funding centering on Workforce Development, and helping businesses find employees to fit their workforce needs. In April and May, partner staff organized four job fairs in the rural areas including Vernon, Monroe, Jackson and Crawford Counties. The cumulative total number of regional employers and job seekers who participated was 75 and 250+ respectively.

*Active partners in Western Wisconsin include the Western Wisconsin WDB, Inc. DWD Divisions including Job Service, Veterans, Vocational Rehabilitation, DWD Office of Economic Advisors, Western Technical College and Workforce Connections, Inc. The Mississippi Regional Planning Commission also participated in the EMMA tour. The job fairs would not have been possible without community support and in-kind donations from counties, economic development corporations and businesses.*

## WDA #10: Program Year 2014 Highlights

### Career Pathways

The WDB of South Central Wisconsin (WDBSCW) continues to build on its innovative career pathway work to allow low-skilled youth and adults opportunities to combine work and education while obtaining in-demand postsecondary credentials. Our sector partnerships help to align and drive our work on the career pathway platform. Innovations in our career pathway work include:

*Middle College:* More than 300 students have developed in-demand skills in postsecondary education through Middle College with funding from WIA (now WIOA) and a \$150,000 WFF High School Pupil grant. Recent program data indicates that:

- 85% of Middle College graduates have also graduated from high school
- 70% of students found employment or continued on to postsecondary education after completing Middle College
- 83.33% of students with documented disabilities graduated from both high school and Middle College
- 3,360.25 postsecondary credits have been attempted by Middle College students

*Pathways to Prosperity Network:* We're partnering with Madison Metropolitan School District, Madison College and the Madison Chamber of Commerce, as part of this nationally-recognized initiative of Jobs for the Future, to expand offerings to prepare youth for postsecondary education and the workforce.

*Manufacturing:* We've invested nearly \$75,000 to offer 15 training offerings to prepare 132 incumbent workers for the changing skills needs of nine manufacturers through a WFF grant.

*Construction:* With support from WIA/WIOA funding and a \$75,000 WFF grant, we've prepared more than 40 workers with the foundational skill needs demanded by the construction trades industry through the Foundations for the Trades Academy--a collaborative project with partners of the City of Madison-funded Construction Employment Initiative (CEI).

*Sector-focused career academies:* New sector-focused short-term trainings will offer industry-supported credentials to help train our out-of-school youth clients and also accommodate persons with disabilities engaged in the new pre-transition program available through the DVR.

*Jail-Based Job Center:* A \$500,000 grant award from the USDOL is supporting our offender re-entry work. The Dane County Jail Job Center aims to serve 100 individuals with the pre- and post-release employment and training services needed to transition back into the community.

### System-Level Work

We've reengineered our system-level work to further support the career pathways design. The decentralization of service delivery from Job Centers to also support community-based sites is helping our barriered client populations gain access to workforce services and resources across our region. These new community sites hold permanent staff (WIOA-funded contractors) and provide flexible options for customer support. Our system's new staff dichotomy allows for training delivery via our WorkSmart Network Training Navigators (contracted technical college staff) and employment/placement delivery via our WorkSmart Network Employment Specialists. The responsiveness of the Skills Wisconsin-funded Salesforce platform has been pivotal in our success in business service engagements locally and statewide.

### Emerging Work

We're collaborating with registered apprenticeship programs in nontraditional occupations to create a link between career opportunities and registered apprenticeships in areas of healthcare, IT and biotechnology.

## WDA #11: Program Year 2014 Highlights

### Disability Employment Initiative

The DEI Grant operations in Wisconsin closed March 31, 2015. However, the Southwest Wisconsin (SW) has been able to sustain key DEI provisions throughout WDA 11 including the retention of key staff. The TTW Program, Work Incentive Benefit Counseling, Resource Coordination and workforce services navigation remain available and assessable to job seekers with disabilities. Close to 150 people are served annually through this office.

### Work Today

SWWDB continues to convene the Work Today Alliance (WTA). This partnership of local employers and community partners encourages job growth by moving low-income individuals and job-seekers with limited work experience into meaningful employment. The Work Today model is very straightforward: convene employers, identify workforce needs, and development and implement solutions that are assessable to struggling individuals. It focuses short-term occupational skills training, aggressive job coaching, work readiness instruction, team building and work experience. In 2013, the WTA was the impetus behind Rock County's first CNC Boot Camp. This summer, ten job-seekers are participating in the CNC program while an additional ten are participating in a Welding Boot Camp. These boot camps are achieving a 100% completion rate!

### Transportation, Warehousing and Logistics (TWL) Industry Partnerships

Resulting from comments made during a series of meetings in 2011-12, SWWDB developed a new industry partnership related to supply chain management careers. Approximately 60 employers and service providers participated in one or more of these initial meetings. The ultimate goal is to create a 'pipeline' of job-seekers equipped with the skills and knowledge critical to the transportation and logistics industry. The initial product of this partnership was the development of the Supply Chain Management program at SW Technical College. In April, 2015, SWWDB partnered with SW Technical College (SWTC) and Prosperity SW to promote the Supply Chain Management program to local employers. This new career pathway provides that credits earned in the Materials Management Pathway certificate and Logistics Pathway certificate may be applied toward technical diplomas and/or associate degrees. All training can be done on-line. The next steps will be the secure feedback and solicit changes to maintain and improve this critical factor of future workforce needs.

### Working with Incarcerated Clients

The SWWDB works closely with area courts and judges to ensure that those needing remedial assistance due to drug or substance abuse or needing to change their thinking patterns are served. The SWWDB Drug Court program involves alternative sentencing for youth convicted on drug charges. SWWDB enrolls participants in WIOA and they are monitored by a designee of the court. Participants attend court on a regular basis and report on their activities in lieu of jail time. If they do not make progress, they are returned to incarceration.

This past year, we're citing two positive examples who were able to turn their lives around. Britney, who was addicted to heroin, took the Xyte assessment, which revealed she needed positive 'cheerleaders' in her life and peer acceptance. She completed her career cruising activities and decided she wanted to work in a medical setting as a Medical Assistant (so she wouldn't be tempted by narcotics). She's enrolled at SWTC and her charges will be expunged in November if she keeps clean and meets her goals. Jarrod, a high school dropout, earned his HSED while incarcerated and changed his thinking patterns through the Windows to Work program and Thinking for Change (T4C). He recently completed SWTC's welding program and is working at Cummings Emission Solutions in Mineral Point.

## Performance Measurement and Reporting

There are a number of tools used to determine the effectiveness of Wisconsin's programs. All of these tools and training activities have contributed to the continuous improvement of our performance outcomes and have informed program management decisions over the past several years.

### Employment and Training Administration (ETA) Reports

Monthly ETA reports are made to the USDOL for participation in WIA Adult, DW, NEGs (ETA-9148 Report), and WIA Youth (ETA-9149) programs.

### WIASRD

There is a quarterly report, the WIASRD, submitted to the USDOL, reporting all WIA deliverables. These deliverables include the Entered Employment Rate, Average Earnings, Retention Rate, and Employment and Credential Attainment Rate for Adults and DWs. The deliverables for Youth include Attainment of a Degree or Certificate, Placement in Employment or Education, and Literacy and Numeracy Gain.

ASSET is an internet-accessible participant reporting and data collection system that all case managers and WDBs use to report WIA Title 1 and partner services for both performance measures and WIA Standardized Record Data reporting. ASSET is the official data source for all performance and program management data. ASSET has been designed to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in USDOL TEGL 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues.

### Performance Monitoring Tools

DWD has developed a number of tools to assist state and local staff in monitoring performance throughout each program year. These tools include:

- Technical Assistance Guides for each group of performance measures for Adult, DWs, Older and Younger Youth, and TAA have been developed to help local boards understand and navigate the performance measurement system. These guides explain how each measure works, how data must be reported in ASSET, how and when supplemental employment data is brought into performance measures, and provide an example of how each measure is computed using a sample set of data.
- A Performance Measure Map details the performance measurement system as it relates to ASSET. Each of the participant-related performance measures is broken down into its individual components. The guide describes which components are factors in the numerator and denominator, and describes exactly where in ASSET this data is drawn from.
- A WIA Policy Update System is used to communicate state interpretation of Federal policies where states are given discretion and flexibility. Any published policy that affects performance includes a section designed specifically to describe how data is to be entered to ensure that performance is reported properly.
- Performance measures are a regular component of our technical assistance and training activities throughout the year. In addition to specific performance measure training conferences held each year, staff participate in roundtables and provide locally customized training upon request.

Local staff is provided with quarterly performance reports and data that help them monitor and continuously improve their participant reporting and performance outcomes. In addition to locally customized reports that coincide with the USDOL's quarterly performance reporting formats, DET staff computes program-year-to-date performance outcomes so that local boards can monitor their progress toward meeting their negotiated performance goals.

DET developed a Performance Achievement Report that is updated each year following submission of the WIA Annual Report. The report contains the most recent seven program years of performance outcome data broken down by WDA. The report shows performance outcomes by participant characteristics, targeted populations, and other views. Because the reports are produced based on program year (i.e., July 1 - June 30), instead of performance measure year dates (which vary according to the measure), the data provides local boards with another perspective on how program participants fare in their programs. This data is used by local boards to apply for grants and to develop programs designed to address and improve service delivery, program design, and participant outcomes.

Wisconsin refined the data warehouse and created a user-friendly web-based reporting tool called JCS Management Reports to make reports more useful and easier to understand. This product was completed at the end of August 2014. More fields were added to the data warehouse and data is refreshed daily instead of weekly. This tool makes real-time report generation possible in a dashboard format.

#### Data Validation

The Data Validation effort that USDOL oversees has also been a useful resource for helping Wisconsin fine-tune its reporting processes and program policies.

## WIA Financial Statement and Cost Effectiveness

<b>WIA Financial Statement: PY 2014</b>						
	PY 14		Total Funds Available	Total Expended	Remaining Balance	Percentage Expended
	Carry In	Allotments				
<b>Adult</b>	3,368,605	9,659,933	13,028,538	9,177,502	3,851,036	70.4%
<b>Youth</b>	2,855,255	11,138,470	13,993,725	9,963,291	4,030,434	71.2%
<b>Dislocated Worker</b>	3,545,034	9,651,580	13,196,614	10,034,439	3,162,175	76.0%
<b>State Rapid Response</b>	3,160,547	4,046,783	7,207,330	2,610,638	4,596,692	36.2%
<b>Local Administration</b>	1,247,895	3,383,329	4,631,224	3,290,417	1,340,807	71.0%
<b>Statewide Activities</b>	617,407	3,632,337	4,249,744	2,515,839	1,733,905	59.2%
<b>Total</b>	14,794,743	41,512,432	56,307,175	37,592,126	18,715,049	66.8%

<b>Cost Effectiveness Summary: PY 2014</b>			
	Total Federal Spending	Total Participants Served	Cost per Participant
Adult	\$9,177,502.00	5,058	\$1,814
Dislocated Worker	\$10,034,439.00	6,774	\$1,481
Youth	\$9,963,291.00	2,844	\$3,503

## Performance Results

USDOL developed common performance measures to replace the original WIA legacy measures. Wisconsin has a waiver to be assessed by the Common Measures. The TEGLs 17-05 and 17-05, Change 2 provide information on the methodology and management of these performance requirements.

Wisconsin DWD negotiates the performance levels with DOL Region 5 Employment and Training Administration each year based on analysis of the State's economic circumstances, past performance, and national performance level while considering continuous improvement in setting levels.

Wisconsin's WIA Performance Measure Goals for PY 2014		
Adult	Entered Employment	77.2%
	Retention	85.7%
	Six-Months Average Earnings	\$11,600
Dislocated Worker	Entered Employment	85.0%
	Retention	93.0%
	Six-Months Average Earnings	\$16,200
Youth	Attainment of a Degree or Certificate	80.0%
	Placement in Employment or Education	71.0%
	Literacy and Numeracy Gains	40.0%
Employment Services	Entered Employment	58.0%
	Retention	85.0%
	Six-Months Average Earnings	\$13,500

**Table B – Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	77.2%	78.8%	1,110
			1,408
Employment Retention Rate	85.7%	85.3%	1,446
			1,696
Average Six Month Earnings	\$11,600	\$11,765	\$16,812,793
			1,429

**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	75.8%	609	73.3%	55	77.0%	77	68.2%	131
		804		75		100		192
Employment Retention Rate	81.5%	731	84.7%	61	82.6%	76	83.7%	149
		897		72		92		178
Average Six Month Earnings Rate	\$10,143.4	\$7,353,998	\$12,825	\$718,223	\$8,736	\$646,452	\$11,718	\$1,734,272
		725		56		74		148

**Table D – Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Received Training Services	
Entered Employment Rate	70.6%	24	74.5%	423	82.5%	657
		34		568		796
Entered Retention Rate	60.0%	15	84.7%	498	86.5%	925
		25		588		1,069
Average Six Month Earnings Rate	\$8,992	\$134,875	\$11,078	\$5,428,371	\$12,226	\$11,199,075
		15		490		916

**Table E – Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0%	83.4%	2,527
			3,031
Entered Retention Rate	93.0%	93.9%	3,009
			3,205
Average Six Month Earnings Rate	\$16,200	\$16,078	\$48,218,339
			2,999

**Table F – Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	78.4%	199	73.0%	89	71.0%	483	88.5%	23
		254		122		680		26
Employment Retention Rate	93.9%	216	92.4%	97	91.5%	473	89.7%	35
		230		105		517		39
Average Six Month Earnings Rate	\$18,240	\$3,939,906	\$12,567	\$1,218,994	\$14,389	\$6,791,485	\$13,333	\$466,640
		216		97		472		35

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

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	100%	6	80.3%	1,132	86.0%	1,388
		6		1,409		1,614
Entered Retention Rate	77.8%	7	93.8%	1,239	94.0%	1,757
		9		1,321		1,869
Average Six Month Earnings Rate	\$15,591	\$109,138	\$16,348	\$20,206,495	\$15,895	\$27,816,016
		7		1,236		1,750

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	71.0%	80.1%	617
			770
Attainment of Degree or Certificate	80.0%	82.6%	599
			725
Literacy and Numeracy Gains	40.0%	42.4%	134
			316

**Table H.1.A – Outcomes for Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education	77.1%	243	80.2%	251	82.5%	193
		315		313		234
Attainment of Degree or Certificate	80.2%	235	87.5%	279	71.6%	68
		293		319		95
Literacy and Numeracy Gains	39.2%	67	47.8%	43	42.4%	134
		171		90		316

**Table L – Other Reported Information**

	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional 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	85.5%	1,550	\$5,167	\$9,259,307	0.7%	8	5,547	\$6,106,833	29.4%	193
		1,813		1,792		1,110		1,101		657
Dislocated Workers	93.7%	3,051	\$104	\$49,884,474	0.2%	4	7,742	\$19,471,523	13.1%	182
		3,258		47,789,141		2,527		2,515		1,388
Older Youth	80.3%	192	\$5,928	\$1,393,132	0.0%	0	3,570	\$546,147		
		239		235		155		153		

**Table M – Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	298,887	265,484
Total Adult Self-Service only	287,144	259,864
WIA Adults	292,202	262,106
WIA Dislocated Workers	6,774	3,426
Total Youth (14-21)	2,844	1,084
Out-of-School Youth	1,101	396
In-School Youth	1,743	688

Table N - Cost of Program Activities		
Program Activity		Total Federal Spending
Local Adults		\$9,177,502
Local Dislocated Workers		\$10,034,439
Local Youth		\$9,963,291
Local Administration		\$3,290,417
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$2,610,638
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$1,342,017
Statewide Allowable Activities WIA Section 134(a)(3)		
Program Activity Description		
State Administration		\$966,810
CWI Activities		
State Selected Activities		\$207,012
Manufacturing Skills Standard Certification		
Careers 101		
Skilled Trades Apprentice Recruitment & Retention Project	-	
Talent Dividend		
WIA Incentives	\$100,000	
Dual Employment Tuition and Fees	\$61,878	
Entrepreneurial Technical Assistance Grant		
Skilled Trades Apprentice Recruitment & Retention Project		
Technical Assistance for Industry Partnership		
Industry Partnership Convening Tourism		
Industry Partnership Training		
Discretionary Projects Staff and Other Costs	\$45,134	
Wisconsin Worker Wins		
Veterans in Piping		
Sector Convening		
State Selected Activities sub-total	\$207,012	
Total of All Federal Spending Listed Above		<b>\$37,592,126</b>

**Table O: Local Performance**

<b>Local Area Name</b>  <b>Southeast WDA 1</b>	Total Participants Served	Adults	26,214
		Dislocated Workers	358
		Older Youth (19-21)	67
		Younger Youth (14-18)	97
<b>ETA Assigned Number</b>  <b>55030</b>	Total Exiters	Adults	23,560
		Dislocated Workers	177
		Older Youth (19-21)	17
		Younger Youth (14-18)	28
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	78.5%	80.2%
	Dislocated Workers	83.5%	77.1%
<b>Retention Rates</b>	Adults	89.5%	85.3%
	Dislocated Workers	94%	88.1%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$13,100	\$11,435.3
	Dislocated Workers	\$17,000	\$16,971.6
<b>Placement in Employment or Education</b>	Youth (14-21)	79%	84.2%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	85%	85.5%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	56.5%	55.6%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	6	3

**Table O: Local Performance**

<b>Local Area Name</b>  <b>Milwaukee WDA 2</b>	Total Participants Served	Adults	42,557
		Dislocated Workers	1979
		Older Youth (19-21)	183
		Younger Youth (14-18)	391
<b>ETA Assigned Number</b>  <b>55015</b>	Total Exiters	Adults	39,524
		Dislocated Workers	977
		Older Youth (19-21)	60
		Younger Youth (14-18)	135
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	70%	66.5%
	Dislocated Workers	79%	73.6%
<b>Retention Rates</b>	Adults	80%	74.3%
	Dislocated Workers	90%	92.0%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$9,900	\$10,190.3
	Dislocated Workers	\$15,352	\$14,429.9
<b>Placement in Employment or Education</b>	Youth (14-21)	63%	76.2%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	68%	74.6%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	35%	41.0%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	4	5

**Table O: Local Performance**

<b>Local Area Name</b>  <b>Waukesha-Ozaukee-Washington WDA 3</b>	<b>Total Participants Served</b>	Adults	17,583
		Dislocated Workers	655
		Older Youth (19-21)	62
		Younger Youth (14-18)	373
<b>ETA Assigned Number</b>  <b>55045</b>	<b>Total Exiters</b>	Adults	16,392
		Dislocated Workers	343
		Older Youth (19-21)	37
		Younger Youth (14-18)	138
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Number</b>
<b>Entered Employment Rates</b>	Adults	83%	89.7%
	Dislocated Workers	89.4%	91.9%
<b>Retention Rates</b>	Adults	87.5%	89.8%
	Dislocated Workers	90%	95.1%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$13,000	\$14,617.9
	Dislocated Workers	\$17,300	\$19,342.2
<b>Placement in Employment or Education</b>	Youth (14-21)	77%	87%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	78%	89.6%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	52.2%	53.9%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	0	9

**Table O: Local Performance**

<b>Local Area Name</b>  Fox Valley WDA 4	Total Participants Served	Adults	32,622
		Dislocated Workers	499
		Older Youth (19-21)	57
		Younger Youth (14-18)	53
<b>ETA Assigned Number</b>  55090	Total Exiters	Adults	29,213
		Dislocated Workers	233
		Older Youth (19-21)	26
		Younger Youth (14-18)	22
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	82%	86.1%
	Dislocated Workers	83%	86%
<b>Retention Rates</b>	Adults	90%	88.2%
	Dislocated Workers	94.1%	93.6%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$12,000	\$11,011.9
	Dislocated Workers	\$16,400	\$15,131
<b>Placement in Employment or Education</b>	Youth (14-21)	63%	63.2%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	74%	81.8%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	37%	48%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	4	5

**Table O: Local Performance**

<b>Local Area Name</b>  <b>Bay Area WDA 5</b>	Total Participants Served	Adults	45,798
		Dislocated Workers	826
		Older Youth (19-21)	111
		Younger Youth (14-18)	78
<b>ETA Assigned Number</b>  <b>55095</b>	Total Exiters	Adults	40,130
		Dislocated Workers	338
		Older Youth (19-21)	19
		Younger Youth (14-18)	17
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	77%	84.9%
	Dislocated Workers	88%	89%
<b>Retention Rates</b>	Adults	85%	86.3%
	Dislocated Workers	92.5%	94.4%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$11,900	\$11,453.7
	Dislocated Workers	\$17,000	\$16,262.8
<b>Placement in Employment or Education</b>	Youth (14-21)	73%	93.8%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	73%	77.3%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	55%	51.9%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	3	6

**Table O: Local Performance**

<b>Local Area Name</b>  <b>North Central WDA 6</b>	<b>Total Participants Served</b>	Adults	30,426
		Dislocated Workers	571
		Older Youth (19-21)	71
		Younger Youth (14-18)	173
<b>ETA Assigned Number</b>  <b>55100</b>	<b>Total Exiters</b>	Adults	25,942
		Dislocated Workers	304
		Older Youth (19-21)	23
		Younger Youth (14-18)	78
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	84.8%	76.6%
	Dislocated Workers	87%	79.2%
<b>Retention Rates</b>	Adults	89%	89.2%
	Dislocated Workers	93%	95.8%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$11,823	\$13,967.8
	Dislocated Workers	\$15,800	\$17,602.1
<b>Placement in Employment or Education</b>	Youth (14-21)	74%	75%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	84%	84.3%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	40%	37.1%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	3	6

**Table O: Local Performance**

<b>Local Area Name</b>  <b>Northwest WDA 7</b>	Total Participants Served	Adults	8,547
		Dislocated Workers	95
		Older Youth (19-21)	43
		Younger Youth (14-18)	146
<b>ETA Assigned Number</b>  <b>55040</b>	Total Exiters	Adults	7,657
		Dislocated Workers	44
		Older Youth (19-21)	15
		Younger Youth (14-18)	82
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	88%	83.7%
	Dislocated Workers	87%	95.7%
<b>Retention Rates</b>	Adults	88%	92.2%
	Dislocated Workers	91.5%	95.3%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$13,000	\$13,199.0
	Dislocated Workers	\$12,595	\$15,340.0
<b>Placement in Employment or Education</b>	Youth (14-21)	77%	67.3%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	78%	85.5%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	50%	50.0%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	3	6

**Table O: Local Performance**

<b>Local Area Name</b>  <b>West Central WDA 8</b>	<b>Total Participants Served</b>	Adults	17,611
		Dislocated Workers	581
		Older Youth (19-21)	56
		Younger Youth (14-18)	242
<b>ETA Assigned Number</b>  <b>55065</b>	<b>Total Exiters</b>	Adults	15,125
		Dislocated Workers	274
		Older Youth (19-21)	19
		Younger Youth (14-18)	80
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	87%	88.7%
	Dislocated Workers	89.6%	90.1%
<b>Retention Rates</b>	Adults	86.8%	91.0%
	Dislocated Workers	94%	96.5%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$10,600	\$9,559.7
	Dislocated Workers	\$15,000	\$14,917.6
<b>Placement in Employment or Education</b>	Youth (14-21)	84%	90.4%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	79%	87.1%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	50.8%	48.0%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	3	6

**Table O: Local Performance**

<b>Local Area Name</b>  <b>Western WDA 9</b>	<b>Total Participants Served</b>	Adults	11,824
		Dislocated Workers	142
		Older Youth (19-21)	21
		Younger Youth (14-18)	116
<b>ETA Assigned Number</b>  <b>55085</b>	<b>Total Exiters</b>	Adults	10,827
		Dislocated Workers	153
		Older Youth (19-21)	17
		Younger Youth (14-18)	51
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	82%	78%
	Dislocated Workers	89%	85.4%
<b>Retention Rates</b>	Adults	84%	93.9%
	Dislocated Workers	95%	95.4%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$12,000	\$12,077.4
	Dislocated Workers	\$14,999	\$14,345.3
<b>Placement in Employment or Education</b>	Youth (14-21)	66%	67.6%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	71%	92%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	55%	84.6%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	3	6

**Table O: Local Performance**

<b>Local Area Name</b>  <b>South Central WDA 10</b>	Total Participants Served	Adults	33,635
		Dislocated Workers	682
		Older Youth (19-21)	99
		Younger Youth (14-18)	197
<b>ETA Assigned Number</b>  <b>55105</b>	Total Exiters	Adults	30,417
		Dislocated Workers	389
		Older Youth (19-21)	49
		Younger Youth (14-18)	90
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	82.5%	85.5%
	Dislocated Workers	90%	86.2%
<b>Retention Rates</b>	Adults	87%	91.7%
	Dislocated Workers	93.7%	93.5%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$11,300	\$11,659.6
	Dislocated Workers	\$17,680	\$15,574.3
<b>Placement in Employment or Education</b>	Youth (14-21)	78%	86%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	76%	71.6%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	37.5%	15.6%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	1	4	4

**Table O: Local Performance**

<b>Local Area Name</b> <b>Southwest WDA 11</b>	Total Participants Served	Adults	16,484
		Dislocated Workers	386
		Older Youth (19-21)	74
		Younger Youth (14-18)	134
<b>ETA Assigned Number</b> <b>55110</b>	Total Exiters	Adults	14,808
		Dislocated Workers	194
		Older Youth (19-21)	28
		Younger Youth (14-18)	53
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	Adults	78%	75.6%
	Dislocated Workers	90%	86.7%
<b>Retention Rates</b>	Adults	92%	87.9%
	Dislocated Workers	95%	96.2%
<b>Average Six Month Earnings (Adults/DWs)</b>	Adults	\$10,956	\$11,651.1
	Dislocated Workers	\$16,036	\$15,855.1
<b>Placement in Employment or Education</b>	Youth (14-21)	86%	83.1%
<b>Attainment of Degree or Certificate</b>	Youth (14-21)	87%	87.2%
<b>Literacy or Numeracy Gains</b>	Youth (14-21)	46%	44.4%
<b>Overall Status of Local Performance</b>	Not met	Met	Exceeded
	0	6	3

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