

Program Year 2002

Annual Report



W I A

Workforce Investment Act

*Wisconsin Department
of Workforce Development*

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State of Wisconsin
Department of Workforce Development
Jim Doyle, Governor
Roberta Gassman, Secretary

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

Like most other states, Wisconsin's economy had another difficult year. In addition to ongoing job losses in higher-paying fields like manufacturing, Wisconsin also continued to face labor shortages in a number of areas such as health care.

These twin issues required new strategies to enhance the future of both employers and workers in the state. They required dealing with industry clusters, rather than individual communities, as well as improved collaboration among the many WIA partners that went beyond program and geographic boundaries. They also required greater participation of the labor and employer communities.

With the change of administration in January 2003, a new multi-level approach called "Grow Wisconsin" was unveiled by the newly-elected Governor Jim Doyle. It is further described in this report.

The proposals in "Grow Wisconsin", as well as creative thinking and activities by the local workforce development boards, are helping Wisconsin, its businesses, and workers, weather difficult days and work toward a better future. Changes proposed in the WIA reauthorization legislation also may give Wisconsin and other states more tools to deal with their individual needs and more effectively serve their communities and constituents.

Although it has been a difficult year, the innovative and creative Wisconsin spirit is evidenced by the efforts undertaken at the state and local levels that we share with you in this report.

Sincerely,

A handwritten signature in black ink that reads "Roberta Gassman".

Roberta Gassman
Secretary

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Wisconsin's Labor Market

Wisconsin's labor market has been uncharacteristically flat during Program Year (PY) 02 (July 1, 2002 to June 30, 2003.) Unemployment claims, initial and continued, have been very high throughout the period. Private sector industry employment has been very flat, and particularly hard hit industries have included the manufacturing industry, a mainstay of Wisconsin's labor market and heavy construction, where the State has seen very sluggish activity.

The civilian labor force for the state has averaged 3,061,795 for the twelve months. The state's labor force participation rate has generally been about 72.9 according to Bureau of Labor Statistics estimates. Although quite high by national standards, that is down a bit by Wisconsin standards. The slightly reduced labor force participation rate over the past two years has been a function of the sluggish labor market, which has played out in more disgruntled and discouraged job seekers.

The number of residents employed has averaged 2,894,035 during PY 02. This is a small increase of 34,610 from one year earlier. Demographically, Wisconsin is still at a place where the labor market and employment should be growing by some 55,000 per year. The labor force reflected nearly that level of growth, but employment didn't keep up.

Unemployment for the state averaged 167,761 for the year, the highest level of unemployment for the state since the mid-1980s. For the prior 12 months, the State's unemployment totals averaged 153,623, which was also very high by Wisconsin standards.

The labor force statistics reported above resulted in an average monthly unemployment rate of 5.5 percent, compared to 5.1 percent one year earlier and 4.0 percent two years earlier. This included many of the highest monthly unemployment rates the state has experienced since the devastating national recession of the early 1980's.

Unemployment Insurance (UI) claims have been very high for Wisconsin for most of the past 30 months, including PY 02. Initial claims have been about 12,750 per week compared to a norm of 7,500 per week. Continued claims have been averaging about 92,750 per week compared to a norm of about 62,000 per week. Many of these claims for unemployment insurance have come from the hard hit manufacturing and heavy construction industries in the State.

The construction industry has also seen some employment losses, particularly in heavy construction. Although home building and residential construction has been quite robust throughout the State, the construction industry reported a 5,000 job per month reduction between July 1, 2001 through June 30, 2002, and between July 1, 2002 through June 30, 2003. Heavy construction employment activity usually is based on private industry investment in plants and government construction projects. Both of these initiatives were slowed by fear in corporate boardrooms and budget shortfalls in the government sector.

Retail trade employment and transportation employment was also slow during PY 2002. Retail trade, which had expanded almost unabated from 1985 through 2000, actually

decreased by some 4,000 jobs during PY 02 after a loss of over 10,000 jobs in PY 01. Transportation, warehousing, and public utilities also experienced slight job losses in both program years.

All told, after about eight years of growth and dynamic activity in its labor markets, Wisconsin had a very lackluster job market in Program Years 2001 and 2002. After peaking in PY 02 with a monthly average of 2,833,900 nonfarm wage and salary jobs, Wisconsin dropped to 2,789,700 for PY01 and 2,781,000 for PY02. The state job total had not decreased from one year to the next since the early 1980s. Wisconsin has not previously had two successive Program Years of decreasing job totals.

The difficulties Wisconsin has been experiencing in its labor markets are hard to assess long term. The State's difficulties holding on to its scarce young people will no doubt be exacerbated as young people continue their migration to the more dynamic metropolitan centers.



Grow Wisconsin

The Link between Workforce Development and Economic Development

The connection between workforce development and economic development has never been more important than in the past year as Wisconsin's economy has seen a downturn, especially in manufacturing, and joined other states with a budget deficit. Even prior to the election of Governor Jim Doyle in the fall of 2002, leaders in the state had begun studying the challenges Wisconsin was facing with an aging workforce rooted in manufacturing, agriculture and tourism. More and more, the answers pointed to the need to proactively develop our workforce to be better prepared for technological changes global competition.

Both at the state and local level, the Department of Workforce Development (DWD) and local workforce development boards (WDB) began working more closely than ever with economic development and education partners to collaborate on strategies that could raise educational achievement levels and wages. To assist this transition, the department was invited to speak to over half of the workforce boards and numerous other community groups about the state strategies to grow the economy. After the Governor's inauguration in January 2003, the statewide effort took on the official name of Grow Wisconsin, a comprehensive effort to focus our collective energy on economic growth.

There were a variety of efforts tied to this increased focus on economic growth. The biggest change was a subtle shift from helping the individuals served in workforce programs to thinking about how those resources can also assist the communities and regional economies to grow and prosper in the future. The concept of linking workforce training efforts to key growth industries in a region became commonplace and several areas took part in, or led, efforts to identify important and growing industries. By late summer 2002, the state Council on Workforce Investment (CWI) began factoring in some of the state's overall economic growth goals when making decisions about grant awards, particularly in the targeting of incumbent worker training grants.

Several members of the CWI participated in some of the state's economic growth discussions and brought this new perspective to the table at the council meetings.

In addition, several WDBs convened or began planning for conferences and regional events in partnership with their economic development and education counterparts. For example, the Northwest Wisconsin Workforce Investment Board co-hosted with the University of Wisconsin Small Business Development Center, a "Growing your Business in Northwest Wisconsin" conference in April. The West Central Wisconsin Workforce Investment Board took a lead role in convening a "Synergy" conference that focused on the future and began looking at the region's key industry clusters. As the 2002 program year came to a close, they were planning "Synergy 2003" for the fall.

The Fox Valley WDB co-hosted a "Fox Valley Economic Crossroads Conference" in April of 2003. It then joined the Bay Area WDB along with their economic development and business partners to plan "A Creative Future" event with Richard Florida, author of "Rise of the Creative Class" to be held at Lambeau Field in October of 2003. The Waukesha-Ozaukee-Washington WDB planned and hosted special meetings on health care. The Southeast Wisconsin and Western Wisconsin WDBs participated as full partners in regional studies to identify economic growth strategies. The Milwaukee Private Industry Council has partnered with the UW-Milwaukee Center on Workforce Development to develop innovative approaches to training.

The Southwest WDB has embarked on a study on its important industries and North Central is completing a comprehensive strategic plan that will help define the connection between the business community and the workforce system. The South Central WDB developed Manufacturing and Health Care Industry Partnerships that involve consortiums with employers. All of the boards have become more involved in thinking about how their efforts and the one-stop Job Center system can be part of the solution to their region's economic growth.

As a result of the changing WIA role envisioned for workforce boards and in part due to the development of regional economic growth partnerships, Wisconsin's workforce development boards and the Job Center system have become a more integral part of regional and local economic growth efforts. As we move into the 2003 Program Year, there is continuing evidence that workforce development will be the important focus in Wisconsin and that the workforce development system will play a key role at all levels.



Council on Workforce Investment

The Governor's Council on Workforce Investment focused much of its early efforts in Program Year 02 overseeing implementation of the Council's statewide program initiatives funded with WIA PY 01 and PY 02 Governor's discretionary (state set-aside) funds. Through these funds, the CWI was able to address several of its key priorities:

- provide training services to incumbent workers to improve the skill level of the current workforce that would in turn promote business success and contribute to the state's economic development;

- improve education/training services and collaboration across agencies to assist the unemployed and underemployed adults and youth with significant employment barriers to obtain and advance in high-demand, higher wage jobs; and
- form partnerships with and help local WDBs improve their local leadership capabilities and local service delivery systems, including WIA program performance.

These activities were carried out through CWI's four program committees, each of which conducted critical reviews of early implementation results and the priorities, guidelines and processes used to develop and implement programs. This review served to help the Committees begin to identify the changes/refinements in current program initiatives that would be needed to ensure alignment between CWI priorities and expected program results.

The CWI also sponsored its second statewide leadership training session in October 2002 for Council and WDB members to facilitate further improvement in state and local council leadership capacity. This training session incorporated an extensive pre-training dialogue between state and local board members to begin identifying statewide workforce system issues of concern and to develop partnership strategies for addressing those issues.

Finally, the CWI focused attention on the incumbent Governor and Governor-elect's initiatives to strengthen Wisconsin's economy, using information gathered to initiate discussion about changes that could/should be incorporated into its statewide program initiatives. Its meetings in PY 02 included presentations from the Wisconsin Manufacturers Extension Partnership, the Wisconsin Employers Network and the Wisconsin Forward Award, all of which contribute to modernizing Wisconsin's business processes and effectiveness, enhancing the skills of Wisconsin's workforce and strengthening the competitive position of Wisconsin industries. In addition, Council members participated in the University of Wisconsin Economic Summit and the Governor's Healthcare Workers Taskforce, two statewide activities directly contributing to Governor's efforts to improve the state's economy and workforce.

In January 2003, Wisconsin's newly elected Governor took office. While select committees met as needed for the remainder of the program year to ensure that essential business was completed, such as review of dislocated worker program fund requests, the full CWI did not meet pending review and selection of new CWI members by the Governor.



State Set-Aside Funds

With guidance from the Council on Workforce Investment, the Division of Workforce Solutions (DWS) has used state set-aside funds for a variety of activities. These funds gave the state and workforce development areas the opportunity to initiate incumbent worker training programs, to assess new service models, to upgrade performance measurement system, to improve pre-employment skills and broaden the scope of the boards. The following provides a summary of key program activities that were operational or initiated in PY 02.



The Incumbent Worker Training Grant Program. Under the direction of the CWI, \$450,000 in PY 01 funds and \$500,000 in PY 02 funds were used to initiate a new program for incumbent workers. The Incumbent Worker Grant program was developed to provide incentives to employers to institute or continue programs to address the skill/education requirements of the existing workforce and workplace restructuring efforts. Grants were required to address three CWI priorities:

- ❑ Significant upgrade in employee skills
- ❑ Significant layoff avoidance strategies
- ❑ Significant industry/labor shortages

The grant program was implemented at the end of PY 01, with grants funded monthly through March 2003, at which time all funds available for the program were obligated. A total of 60 grants to businesses, non-profit organizations, or to workforce development boards on behalf of businesses were funded. Most programs continued operation into PY 03. A midterm assessment of this grant program was conducted in late PY 02, results of which are reported under the "Assessment" section of this report.



Labor Force Expansion Training/Education Program. Wisconsin used \$450,000 in PY 2001 set-aside funds to provide training and related services to minimally employed and unemployed adults and youth with significant employment barriers to assist them in gaining, retaining or advancing in employment in high demand occupations.

Grant funds supported three separate programs. The first was a business/education partnership that served at-risk high school students to prepare them for jobs in high demand jobs in manufacturing. The second, a desktop publishing certificate program for at-risk youth and minority women, provided specialized career planning, pre-employment skills building and on-the job mentoring.

Finally, a Skills Enhancement Program helped unemployed and minimally employed adults, including those with limited English proficiency, secure employment and/or advance in high demand occupations in the healthcare industry. These programs operated throughout the year with two continuing operation into PY 03. A final report on these grant activities is pending final completion of all grant activities.



Workforce Partnership Enhancement Program. This program provided PY 01 funds totaling \$440,000 to each of Wisconsin's 11 WDBs to promote board leadership development and market the workforce development system. Implemented at the beginning of the program year, most grants were completed, though some were extended into PY 03. These grants enabled WDBs to initiate new projects or expand upon existing activities, among them strategic planning, analysis of industry clusters, improved interaction with economic development and other entities, sponsorship of business development and regional industry sector conferences, and Job Center marketing. A final report on these grant activities is pending completion of all projects in the next program year.



Capacity Building for Performance Improvement Program. The DWD Division of Workforce Solutions (DWS) provided \$350,000 in carryover set-aside funds to each of Wisconsin's eleven WDBs to support system capacity building and technical assistance to improve WIA program performance within the context of the Job Center system. Funded activities were implemented in PY 02. Priorities for fund use were: (a) data collection improvement; (b) identification and sharing of best practices demonstrating improvement in performance results; (c) analysis and implementation of innovative/new service models to improve performance, including improvement in coordination activities.

Final reports of closed grants indicate system-wide improvement has been accomplished in the following: data collection and reporting; improved coordination of services; and Malcolm Baldrige based training/quality improvement for enhanced service delivery.



Performance Incentives/Technical Assistance and Training. DWS reserved \$300,000 for performance incentives and technical assistance to WDBs based on their PY 01 WIA performance. When none qualified for performance incentives, all funds were directed to statewide and WDB technical assistance and training (TAT) to improve results in WIA performance standards. DWS assessed statewide and WDA specific performance to identify specific performance issues and related TAT needs, following which a comprehensive TAT plan was developed in late PY 02, with implementation beginning in PY 03. The plan includes statewide TAT activities geared to state and local WIA administrative and service delivery staff.

Statewide TAT focused on the new ASSET (Automated System Supporting Employment and Training) system, youth program services, WIA case management training, WIA performance standards, and earnings and career advancement training, as well as web-based training vehicles for on-line WIA program and performance management training, and a WIA Performance Accountability Technical Assistance web page. In addition, each WDB will receive funds to implement a locally designed TAT program specific to the region's performance improvement needs.



Additional Activities Funded with PY 02 WIA Set-Aside Funds. Continuing past efforts, Wisconsin directed a portion of set-aside funds to improve its WIA automated program information system. This included contributing to the reengineering of the ASSET WIA data collection system and information technology enhancements to enable collection of performance data by which performance standards for individual training accounts (ITAs) can be finalized and implemented.

- ❑ \$30,000 in set-aside funds contributed to a state interagency effort involving DWD/Division of Vocational Rehabilitation to conduct assessment of Job Centers for accessibility to people with disabilities. Assessments began in late PY 02 and continued into early PY 03.

- DWS continued to supplement services to dislocated workers through special response projects funded through Governor's set-aside funds. Approximately \$1.0 million was dedicated to dislocated worker special response projects in PY 02
- DWS continued efforts to enhance the leadership capacity of state and local board members. It planned and implemented its second leadership development training session in October 2002. Over 50 state and local WDB members including private sector members and staff from across the state participated in the session.

❖ Assessments & Evaluations

Business Services Initiative. The Wisconsin Job Service Labor Exchange Program has always viewed state employers as very important customers, and has viewed their support and cooperation as a critical component of its program's success in Job Centers. However, only about 10% of Wisconsin businesses in any given year utilize Job Service. Some employers tend to be low paying with limited or no worker benefits. Indeed, the wages, identified in a review of job orders, are far below the average wages paid to Wisconsin workers in general.

As a major attempt to revitalize service provision to the business community in Wisconsin, Job Service launched its Business Services Initiative in April 2003. A workgroup was charged with developing a full set of programmatic recommendations that would better align Job Service and Job Center resources to meet the needs of Wisconsin businesses. Using focus groups and surveys as a starting point, the workgroup's ongoing activities include:

- Conducting a detailed review of business services currently offered in Wisconsin's Job Centers and by whom;
- Analyzing research and planning efforts conducted by various groups focused on employer needs and perceptions of the Job Center system both within Wisconsin and elsewhere;
- Implementing a series of focus groups and surveys of employers designed specifically for this project conducted throughout the summer of 2003;
- Hosting a statewide conference of Job Center partners focusing on best practices and strategies for better serving Wisconsin businesses;
- Developing a plan, for statewide implementation, for a new approach to business services, including marketing, staffing, staff training, core services, intensive services, targeting strategies, partnership issues, and outcome measurement.

When the workgroup's charge is completed later in PY 03, it is expected that the recommendations will bring about an increase in business use of Wisconsin Job Centers, and an increase in services to businesses that pay higher wages and provide benefits. The recommendations also will ensure that Job Center partners' interests are taken into account, that Job Service does not duplicate partner efforts, and that the initiative meets the differing needs of businesses across the state.



Incumbent Worker Training. Under the direction of the CWI, DWS conducted a mid-year review of the Incumbent Worker Training Program funded through WIA set-aside funds. This interim review was intended to assess the extent to which the new program was meeting CWI goals and identify program changes that would be needed to improve the program. The review focused on projects that had been funded and completed, as well as a general overview of all programs funded at the time of the review. The interim assessment indicated that while projects were producing positive results for businesses and workers, including development of worker skills and productivity improvements for business, several improvements were needed and were incorporated into the next funding cycle. Among the improvements were the following:

- ❑ Strengthened requirements for quantifiable outcome data
- ❑ Revised program definitions to clarify service priorities and aligned outcome data requirements with those priorities.
- ❑ Strengthened the focus on use of funds for training programs and ensuring non-duplication of funding
- ❑ Strengthen the linkage with the Governor's statewide economic development initiatives.



Service Integration. Efforts to reach a higher level of service integration among the WIA partners and Job Centers continued during the year. A committee worked to better integrate Baldrige-based performance management principles with an updating of the Job Center standards. A Technical Assistance Guide is planned for the new program year to aid the local areas in this task.



State Program and Product Development

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

Employer Benefits Booklet. This booklet was created through a partnership with Asset Builders of America and the UW School of Human Ecology Financial Planners. The booklet shows the universe of benefits employers offer and helps job seekers understand what an employer or potential employer is offering. Job seekers can better decide whether to take a job after learning about everything that makes up the total pay package. A curriculum to accompany the guidebook was developed and selected Job Centers are offering a seminar based on the "Benefits Guide to Job Service Customers." The Guide has been translated into Spanish and is being offered as a seminar in Spanish at selected Job Centers.



Employer-Sponsored Financial Education Demonstration Projects: Two of the largest employers in Milwaukee, Aurora Family Service and Manpower, Inc., offered Financial Education training to entry level staff. The six-hour curriculum included credit education, spending plan strategies and debt management /reduction education. In addition, the Manpower, Inc. Project includes the opportunity for "unbanked" employees to attend the "Get Checking" program at no charge. "Get Checking" provides banking education for individuals who have been frozen out of the economic mainstream through forced closure of their bank accounts.



TANF Financial Education Project: DWD is interested in having its TANF recipients receive their entitlement payments through an electronic funds transfer. DWD conducted research to find that most TANF recipients wanted Financial Literacy Education and were "unbanked" because they were unsure and/or suspicious of financial institutions. Over 100 TANF recipients received Financial Literacy Education and will receive their TANF payments via electronic funds transfer.



Foster Care System. DWD received a grant to provide job training services to approximately 40 young adults who have aged out of the foster care system. DWD negotiated with a national bank to provide these young adults with over 10 hours of financial literacy and banking education. The national bank also waived their usual fee and allowed the participants to have a free bank account.



DWD EAP Financial Education Program. The DWD also provided Financial Education for its staff. Approximately 400 staff attended the highly rated seminars taught by industry professionals in such topics as Credit Education, Identity Theft, Cyclical Investment Strategies, Advanced Banking, Spending Plan Strategies, Beginning and Advanced Investing. DWD plans to offer additional sessions on Estate Planning and Money and Credit Education for College Students.



DWD is partnering with the Wisconsin Department of Health and Family Services (DHFS) on issues related to **older workers** as defined under the WIA Title V program. A staff member has been identified to help with this coordination. In addition, three DWD staff currently serve on the Older Worker Network Board (OWN). The OWN board includes representatives of both national and local private agencies that provide services to mature workers.



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

Based upon feedback from 90 percent of the Job Centers, the workgroup designed a final project that included curriculum development, training and future service delivery enhancements. The goal of the planning group was to keep the focus on the top priorities identified in the focus groups. These included consistent statewide training in three key areas: marketing/promoting Job Center services, team-building/partnership development, and employer/business services.

The workgroup reviewed several curricula then combined, modified, augmented existing curricula when appropriate and developed new curriculum to create the final products. Results were comprehensive consistent training programs presented in several locations across the state.

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



Serving Customers with an Offender Background: DWD and the State Department of Corrections (DOC) formed a 10-person task force to improve communications and to explore tools and strategies to serve offenders in Job Centers. The task force met several times to brainstorm and prioritize the efforts of the group. The number one issue and strategy developed by the group was the need to educate staff on how to serve offenders.

A five module, 3 ½ hour training was developed for employment and training staff. Training goals were to provide the essential information to increase the knowledge of direct service staff to effectively serve offenders and to provide the resources and methods to develop partnerships with DOC staff at the local level. The five modules include Customer Overview, Employment Rights, Employment Restrictions, Employment Resources, and Offender Placement.

DWD in consort with the Division of Vocational Rehabilitation (DVR) and the State Independent Living Council have conducted program and facilities accessibility reviews on the 78 Wisconsin Job Centers. Reports are due out in early PY 03 and corrective actions to begin in 2004. This activity is a result of Workforce Incentive Grants.

DWD received funding to hire 11 Disability Navigators who will help improve accessibility of persons with disabilities to the Job Center system. Implementation is scheduled for the fall of 2003.



Equity Website for Job Centers. The Department and DWS sponsored a Nontraditional Occupations (NTO) Project Assistance Team to design and develop an equity website for Job Center and partner staff to use in providing employment and training services and other employment and training programs to WIA participants. The purpose of the website is to make available information and tools on nontraditional occupations for women and men. The team includes the Wisconsin Technical College System and individual technical colleges, Department of Public Instruction, and other Job Center Partners.

The U.S. Department of Labor defines nontraditional occupations in which 25% or less of the workers are either men or women. For women, this means information on training and jobs that traditionally have been considered "men's work," such as mechanic, carpenter, electrician. Economically for women, this means obtaining family supporting jobs. For men, this means information on training and jobs that traditionally have been considered "women's work," such as nursing, child-care, elementary schoolteacher. The web site is scheduled to be on-line in the fall of 2003.



Statewide Reemployment Services. The Wisconsin Unemployment Insurance (UI) Profiling and Reemployment Services (WPRS) program helps individuals move from dislocation and claimant status to employed status as quickly as possible. Based on partnerships between Job Service and local dislocated worker program service providers, Wisconsin has a service structure that makes claimants aware of the variety of services, programs and tools available to help them become reemployed. This program isn't a whole new set of services. Instead, it simply helps individuals take advantage of services that are already provided in a community. The UI Division and Job Service work closely together to implement WPRS and improve reemployment services in Wisconsin.

One of the principal aims of the profiling system is to provide reemployment services to certain claimants through an "early intervention" process. Claimants who are unlikely to return to their previous jobs or occupations are identified and given assistance early in their claims series. This approach serves to facilitate an early return to employment and savings to the state UI fund.

The Job Service Bureau established a workgroup to address program planning, staffing, financial allocations, and service delivery issues. Staff worked closely with the UI Division in identifying areas for improvement. Changes included a new claimant notification letter. Also planned is a review of the selection statistical model to determine ways to target claimants, based on local area workforce changes. For the year ending in June 2003, Job Service profiled 22,452 UI claimants and referred them to 44 Job Center locations across the state, an increase of 44% from the previous year. 7,248 claimants reported to services.

Job Center staff perform the orientation sessions, assess the claimants' employment needs and develop a reemployment service plan. While most services occur in the Job Center (job search, workshops, self-help tools, etc.), claimants may be referred elsewhere as appropriate. The process of selecting appropriate claimants is automated and uses a "match" process to select those with certain characteristics. This involves coordination by many partners: UI, Job Service, and WIA Dislocated Worker Program staff, Job Center partners, and the profiled claimants.

The success of this system rests heavily in three main areas: proper participant selection, expeditious entry into appropriate employment and training services, and adequate monitoring of outcomes.

Proper Participant Selection: When a new UI claim is filed, UID identifies those who do not have a recall to work, are not in school and are not affiliated with a union hiring hall. UID identifies the primary employer and gathers additional information on occupation; job tenure and education level for these claimants and a profiling record is built on the UI database. In general, those selected for profiling are permanently separated from their jobs and have a high likelihood of exhausting unemployment benefits.

Payment of the first UI check triggers the selection process. The system uses the information gathered from the initial claim to calculate a probability factor for exhaustion of UI benefits. If there is no first payment within five weeks, the system no longer considers the claimant a potential candidate. Active WIA Dislocated Worker Program participants are eliminated based on their receiving similar services.

Expeditious Entry into Services: Scheduling for the UI Profiling program is automated. This facilitates a quick entry into program services. However, local offices have the responsibility of rescheduling individuals unable to attend the initially scheduled sessions. This initial session is primarily an orientation to the UI Profiling program - thus, the need to move individuals into workshops, work registration, and other services as quickly as possible remains constant throughout the program.

Monitoring of Outcomes: The people selected for UI Profiling and Reemployment Services are required to participate in the activities identified as necessary by Job Center staff as a condition of continuing eligibility for UI. Job Center staff provide UI with information on claimant activities through automated reporting and case management tools. Job Center staff understand that their decisions on service plans, the quality of documentation and reporting, and the manner in which compliance/non-compliance with program rules is determined, have a monetary and eligibility effect on the claimants.



Trade Adjustment Act. Wisconsin Job Service, in cooperation and coordination with the Dislocated Worker staff, administers the Trade Adjustment Assistance (TAA) Program, and has officially designated a program “focus area” to deliver these services. TAA offers a variety of benefits and reemployment services to assist unemployed workers, whose employment is adversely affected by increased imports, prepare for, and obtain suitable employment. Staff developed program initiative improvements, including scheduled monthly conference calls, dislocated worker staff roundtable, new staff orientation and basic skills training session and an updated program manual.



DWD offered a one-day conference for Job Center staff and partners that focused on “**Service Integration =TANF and WIA**”. This information exchange was an opportunity to share best practices and innovations in Job Center Management partner relations, employer services and job seeker services. Breakout sessions included: Resource Bundling, Your Key to Economic Survival; Improving Job Center Seamless Synergistics; Making Workforce Development Economic Development; What’s Happening with Individual Training Accounts; How to Develop Job Center Advocacy; and Youth in Action. A special meeting for Job Center managers and lead program contacts was held the following day to begin a review draft Job Center standards and discuss program partnering issues.

The second roundtable of the year addressed both job seeker and employer issues through the following programs: “Bridges Out of Poverty”; “The New Face of the Unemployed”; “Making WAA Successful”; DWD Information Technology System Overview”; “JobNet Re-engineering Project” and “Build Wisconsin”.

WIA youth issues were addressed in a special half-day session with Job Center Youth Coordinators participating. A special meeting for Job Center Managers and lead program contacts followed on the second day. The draft Job Center Standards were reviewed and issues related to partnering were discussed.

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Workforce Development Area Activities

Limited English Proficient Program. The Islamic Society of Milwaukee was a training program subcontractor for the **Private Industry Council (PIC) of Milwaukee**. The training is targeted to Limited English Proficient individuals, primarily Urdu and Arabic speakers. The training instructors are qualified bicultural and bilingual medical and professional staff, including practicing physicians at various local hospitals and clinics.

The Director of the Muslim Women Coalition commented on the program: "Dialogue with the students regarding the program has truly been the highlight of this project. All of the students are either unemployed or employed at low paying jobs. The program has given them a tremendous sense of self-esteem, the drive to achieve, and hope for the future. Many have spoken about a great improvement in their children's self-esteem and aspirations as they are watching their parents study and prepare. Several widows in class expressed feeling "in control of their lives". Many are excited about being back in a professional setting and being stimulated intellectually. Overwhelmingly, the students are looking forward to a financially healthier family."

"One participant was the "mother of six adult children, who got married at 16 years of age. She had never finished high school and her family had struggled all the time to make ends meet. She had always held very menial jobs and floated on and off public assistance. She is in the process of completing her GED requirements. She is enrolled in the MA program and is clearly one of our top students. Her grades rival those who had been pharmacists, MA's and nurses in their country of origin. Her dedication and commitment is truly incredible. She is one of the first students to be placed for internship. She will be placed at the very busy 16th St. Clinic on the South Side of Milwaukee. She is not only bilingual but also trilingual. We believe she will be very successful and we are thrilled that she had this opportunity."

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"STEP UP TO THE PLATE" — A Business Seminar. The Milwaukee Job Center Network (MJCN) presented a business seminar promoting services to employers in Milwaukee County. The event called "*Step Up to the Plate*", was held on June 5, 2003. Participants included a number of state and local workforce and educational agencies as well as private organizations.

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Intensive Services Directory. After identifying the major barriers to employment for WIA adult, dislocated and youth participants in Milwaukee County, the PIC developed an approved Intensive Services Provider Directory for use by case managers in all three program areas eliminating the dependence on contracts driven by class size and minimum enrollments. Similar to the ITA voucher, the funding follows the participant.

Applications to deliver services were solicited, reviewed and approved by the PIC over the course of the year in the areas of GED, HSED, ABE, ESL, Basic Computer Skills, Specialized Assessment, AODA, Mental Health, Temporary Housing, Legal Assistance, Short Term Child Care, Soft Skills, Life Skills and Driver's Education.

The directory contains descriptions of 150 services, and WIA will reimburse providers up to \$2,000 per participant. These vouchered services may be provided to participants independently or in conjunction with occupational skills training.



HELP WANTED! Recently the PIC helped launch a summer jobs program called **Hot Summer...Cool Cash** that provided job opportunities for many Milwaukee youth in need of summer employment.

Program partners include the City of Milwaukee; the Greater Milwaukee Committee, the Metropolitan Milwaukee Association of Commerce, Milwaukee County and Robert W. Baird Inc. The program committed 275 additional subsidized jobs for youth, ages 14 to 18, made possible by \$300,000 in block grant (HUD) funding and a private donation from Baird. The private sector partners committed to providing unsubsidized opportunities for youth via the PIC Youth Job Source website.

To expedite the process, the PIC dedicated its Youth JobSource website (<http://www.milwjobs.com/youthjobs/>) to help connect employers with job seekers. A total of 1100 unsubsidized jobs were funded by the PIC for youth in 2003.



Health Care Jobs. Recent labor market data indicates that the healthcare field dominates Milwaukee County, and two of the top ten largest health services employers in the area are Aurora and Covenant Health Care. Two major providers had a need for nearly 50 surgical technologists in the Milwaukee area, but expect more when an ambulatory care center and a new heart hospital open next year.

Surgical technologists assist in operations and can be involved in setting up operating rooms, preparing and transporting patients and providing surgeons with instruments and other supplies. The average hourly pay for a surgical technologist in metropolitan Milwaukee was \$16.60 in 2001, according to the Bureau of Labor Statistics, 12% higher than the national average of \$14.77.

The demand is expected to surge. The Wisconsin Department of Workforce Development projects a statewide need for 80 surgical technologists a year for at least the next five years. This occupation's growth rate is more than three times the expected rate of 13% for all occupations.

Twenty-five current entry level hospital workers from the two employers are currently enrolled in a nine-month WIA funded Customized Training sponsored by the Private Industry Council of Milwaukee County to advance their careers and ease the shortage of trained surgical technicians for these employers. All of the participants were recruited from "entry-level jobs such as secretaries, nursing assistants, security guards, etc. but, by year's end, they expect to be surgical technologists.

Of the 25, 22 have completed the training and clinical cohort and will be placed in the open technologist positions at their respective employers as of December. The average earnings gain for the participants is over \$5 per hour. One of the employers commented: "With the support of the PIC this ground breaking collaborative to train entry level workers became a reality. This program is an opportunity for Covenant to better meet the need for healthcare workers in the surgical technician field and for our employees to embark on a lifelong career."

This partnership has also proposed a \$3.2 million two-year program that would train 120 certified nursing assistant as licensed practical nurses, expand training for radiological technicians, and additional classes for surgical technologists.



The **Wisconsin Employability Skills Certificate Program** is administered through the Wisconsin Department of Public Instruction and the **North Central Wisconsin Workforce Development Board's** (NCWWDB) Youth Council.

The Youth Council's current program was rooted in the attempt to find a solution for a NCWWDB's strategic issue: "Many people (youth) come to the workplace lacking fundamental work skills necessary for job success. These essential skills include basic reading, writing, grammar, and math (reading a ruler and counting change); a positive work ethic (punctuality, good attendance and high productivity); and soft skills (courtesy, ability to work in a team and take direction). It also provided a link between that issue and the Youth Council's mission to "foster collaboration among youth workforce development systems that leads to attainment of lifelong learning habits, job skills, and successful adulthood" for all youth in our area.

The Wisconsin Employability Skills Certificate Program was developed by the state Department of Public Instruction to help encourage and recognize a youth's mastery of employability skills valued by employers. The program was designed around the implementation of the U.S. Department of Labor Secretary's Commission on Achieving Necessary Skills (SCANS).

In addition to focusing on Basic SCANS skills such as reading, writing, math, listening, and speaking skills; the certificate program also asks that employers evaluate youth in areas of Personal / Interpersonal (soft) Skills, Thinking/Information Processing Skills, and Systems / Technology Skills. The Youth Council added evaluations for attendance, punctuality and good grooming.

WIA Youth Service Providers are asked to support WIA youth participants in achieving an Employability Skills Certificate. The youth must work at least 180 hours in an employment setting, doing a paid work experience, either subsidized or unsubsidized, in order to qualify for certificate consideration. Then, he or she must achieve an acceptable rating on an evaluation of 22 skills. If the youth achieves an acceptable level of competence, he or she is awarded an Employability Skills Certificate. Youth are encouraged to add this certificate to their portfolios and employers are encouraged to give recognition to those youth who have earned this certificate. With an Employability Skills Certificate, the employer has reassurance that the youth understands what good employability skills are and has proven competent in using good employability skills in a work setting.

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Wisconsin Employability Skills Certificate Award. Forward Service Corporation, the local TANF agency, recently awarded a Wisconsin Employability Skills Certificate a WIA-qualified youth in Laona. The certificate is a special achievement for his having proven his competence in a set of 22 employability skills ranging from basic reading and writing to teamwork, leadership, decision-making and organization. He also developed specific occupational skills in the vehicle maintenance area.

He worked through Forward Service Corporation's Rhinelander office and Laona High School to develop his skills in the classroom. He also worked well over the required 180 hours necessary to apply skills in an actual job and be evaluated by the employer. He began his work experience in maintenance for the High School and then advanced to auto body repair with a private company. He showed both interest and aptitude in vehicle maintenance and these work-based learning experiences helped him define his career direction. He completed his work experience with another firm where he performed maintenance on trucks and trailers and now plans to pursue a career as an automotive technician.

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NorthEast Wisconsin (NEW Economy) Over the past 24 months, the **Fox Valley and Bay Area Workforce Development Areas** (WDA) have seen a rapid decline in their manufacturing industry of approximately 35%. In addition, other industry markets have also struggled to maintain the level of business experienced in prior years. These displaced workers find new employment opportunities a challenge and replacement wage rates are below 85% in available job markets.

To address this economic challenge, the Board and the Local Elected Officials of the Fox Valley and Bay Area WDAs are working with regional and local Economic Development partnerships in creating solutions. The Boards are providing the key resources to develop and implement an economic study addressing rural and urban geographical regions, including counties and cities, Fox Valley and Lakeshore corridors, county clusters, and/or MSAs. This encompasses seven counties in the Fox Valley WDA; one from South Central WDA; and eight from Bay Area WDA.

A Fox Valley Workforce Development Board (FVWDB) AdHoc Committee, made up of Economic Development partners, East Central Planning Commission, UW County Extension Offices, private sector business, chambers, etc, developed the strategy for the study and invited NorthStar Economics, Inc., a private consulting firm specializing in community economic development, to the table.

Bay Area Workforce Development Board (BAWDB) has agreed to be a partner with this project. BAWDB area members will include the Bay Lake Regional Planning Commission, UW County Extension Offices, private business, chambers of commerce, county economic development corporations, as well as regional partners. The working premise: Workforce development and economic development are interrelated and interdependent for a strong creative economy.

This study will be done in three phases and provides opportunity to

- Build partnerships, including cooperation and coordination between area business organizations, municipalities, and metropolitan areas

- Incorporate results of study into future strategic planning
- Create stronger linkages between companies for doing business within this region
- Develop sound future economic and workforce strategies, creating jobs that pay well and have bright futures.

Phase I (provided by Planning Commissions)

Analysis of historical employment, income and selected demographic trends at the two and/or three digit standard industrial code classification level.

Phase II (provided by UW-Madison/Extension)

- Trend analysis with projections to the year 2020, including national, state, and regional projections. These projections will identify growing, declining and stable sectors and a snapshot and forecast of economic and demographic data.
- Review of the structure of the Northeast Wisconsin Regional Economy, and where future growth is occurring as well as identification of key industries with high growth, high income potential.
- Detailed description of industry linkages and gaps for the targeted industries, high growth industry opportunities based on national level growth rates and benchmarking of economic measures

Phase III (provided by NorthStar Economics, Inc.)

NorthStar will work with economic development committees and local stakeholders to create an economic development strategy for the region that utilizes the current strengths in the area while addressing the region's weaknesses and challenges for the development of future strong economy.

Activities will include analysis of county clusters and employment corridors, an accurate assessment of the challenges and opportunities facing the region, an analysis of per capita income for 2020 based on effective strategies implemented in relationship to trends, tendencies and goals, and identification of local key industries and how they fit with the Midwest, national, and international economic markets.

Other assignments include Identification of growth potential for the key industries and industry clusters and the potential for new industry start-up given the national and international economic picture, as mapping the interconnections of industries and communities in the economic region.

Northstar will then facilitate planning sessions for local communities in the development of strategies to remain competitive and recommend actions that will foster future economic prosperity of the region.

Expected Outcomes

- Present an economic development strategy for implementation to build a future strong economy for the Northeast Wisconsin Region.
- Provide an impetus for municipalities to develop policies geared toward a strong economy, such as creating living wage jobs through key business replacement strategies and land use practices.

- Effective use of resources for developing a skilled workforce to match needs of key industry and industry clusters.

Project Funding

Fox Valley WDB and Bay Area WDB have agreed to sponsor the major portion of the cost for this project up to \$150,000. Local economic development partners have agreed to bring funding to the table to offset the expenses of this project. The study was due for completion as the program year ended.



Business Development. After launching the new menu of business services to the region, the **Northwest Wisconsin Workforce Investment Board** co-hosted the two-day Northwest Wisconsin Business Development Conference in April 2003. Together with Johnson Bank, CenturyTel, and UW-Superior Small Business Development Center, the well-received agenda was developed, with topics ranging from economic development to information technology, from human resources to marketing. Nationally recognized speaker Ed Barlow, kicked off the business-to-business conference filled with information and tools to help build business, increase profitability and network. Attendees, representing the majority of industry sectors and economic development organizations, provided positive feedback, leading to another conference being planned for 2004.



The **Western Wisconsin WDB** provides success stories in the adult, youth and dislocated worker and incumbent worker training programs as well as reports on other Board activities.

In the summer of 2002, a woman was recovering from emergency surgery that had required her to discontinue nursing classes at Western Wisconsin Technical College in La Crosse. Two days prior to enrolling in the **WIA Adult program** through the Prairie du Chien Job Center, she had secured a part-time motel housekeeping position. As a single mother of a 14 month-old, she had returned to her parents' home, as money was very limited.

She wanted to return to her Registered Nursing classes, but needed to complete her Certified Nursing Assistant (CNA) program first. She requested help with tuition costs. With the assistance of the WIA Adult program, she completed her CNA training and is employed at Fennimore Community Good Samaritan Center. She completed the CNA training on target and secured a position in the field within a month. The WIA Adult program provided help with training, mileage and uniform expense, along with resume and cover letter development.



A young woman was having difficulty in school and enrolled in the **WIA Youth program**. She was facing barriers that limited school attendance as well as keeping up with her grades. She needed assistance to complete high school and gain work experience.

The program provided an opportunity to collaborate with her high school to provide alternative school for her. She is completing her high school diploma requirements by Virtual School and attending classes at Western Wisconsin Technical College with guidance from a WIA Youth Coordinator and other Job Center staff. She is also employed as a General Technical Assistant.



A woman had been employed with a corporation for 22 years where she did assembly work and injection molding. Along with that, she and her husband operate a farm in rural Elroy. Being employed for the same organization for a number of years provided a challenge for finding new work.

After a sudden change with a layoff, she enrolled in the **WIA Dislocated Worker program** and developed a one-year training plan with Western Wisconsin Technical College at the Regional Training Facility for Machine Tool Operation. After connecting with all the necessary resources, she enrolled into the Machine Tool program, graduated and had a job waiting for her in machine tool at a local Mauston company. She now is employer there. Her drive to succeed, along with the services and resources assisted her in finding the right path.



LogicTech is a U.S. Department of Labor initiative designed to increase the technology skills of western Wisconsin's workforce. The program is designed to benefit local workers and businesses alike. Workforce Connections, Inc.'s LogicTech program works with businesses to training recently hired **dislocated workers** who require additional technology skills to meet program eligibility requirement. The goal of the program is to reduce skill shortages in the field of technology. Workers who have lost their jobs due to layoffs or business closings may be eligible to receive assistance with the cost of training in current and emerging technologies to fill positions in western Wisconsin. The WDB has worked with a number of companies to train incumbent workers in a variety of computer and technology skills.



To deal with **worker shortages** in fields like **health care and transportation**, the WDB also co-sponsored a workshop on employee retention with the La Crosse Medical Health Science Consortium, and conducted a utilization assessment for a health care career information packet that was distributed to high school counselors, Job Center personnel and other interested parties.

In the transportation field, the WDB is sponsoring a Transportation Expo at the La Crosse Center, highlighting as a career field at job fairs; and sponsoring a workshop on strategies that employers can use to promote the values of communication and respect to their employees.



In December of 2001, a Youth Council member attended the USDOL Region Five Youth Development Conference. At the conference she attended a workshop on an activity called the **Reality Store**. She was provided with a binder to help make the activity happen in our area. The Youth Council and two La Crosse high schools agreed to pilot the activity.

After the initial Reality Store, it was offered to other schools, and students began to understand the pressures of paying for monthly living expenses. They spent a day buying homes, cars, insurance, clothes, vacations, entertainment, supplies, and paying for taxes, speeding tickets, broken water pipes, etc.

It was a taste of reality as they prepared for their future. Participants, parents, teachers, school staff, and the community volunteers all thought it was a great success. It challenged the youth to be prepared and to plan for the future.

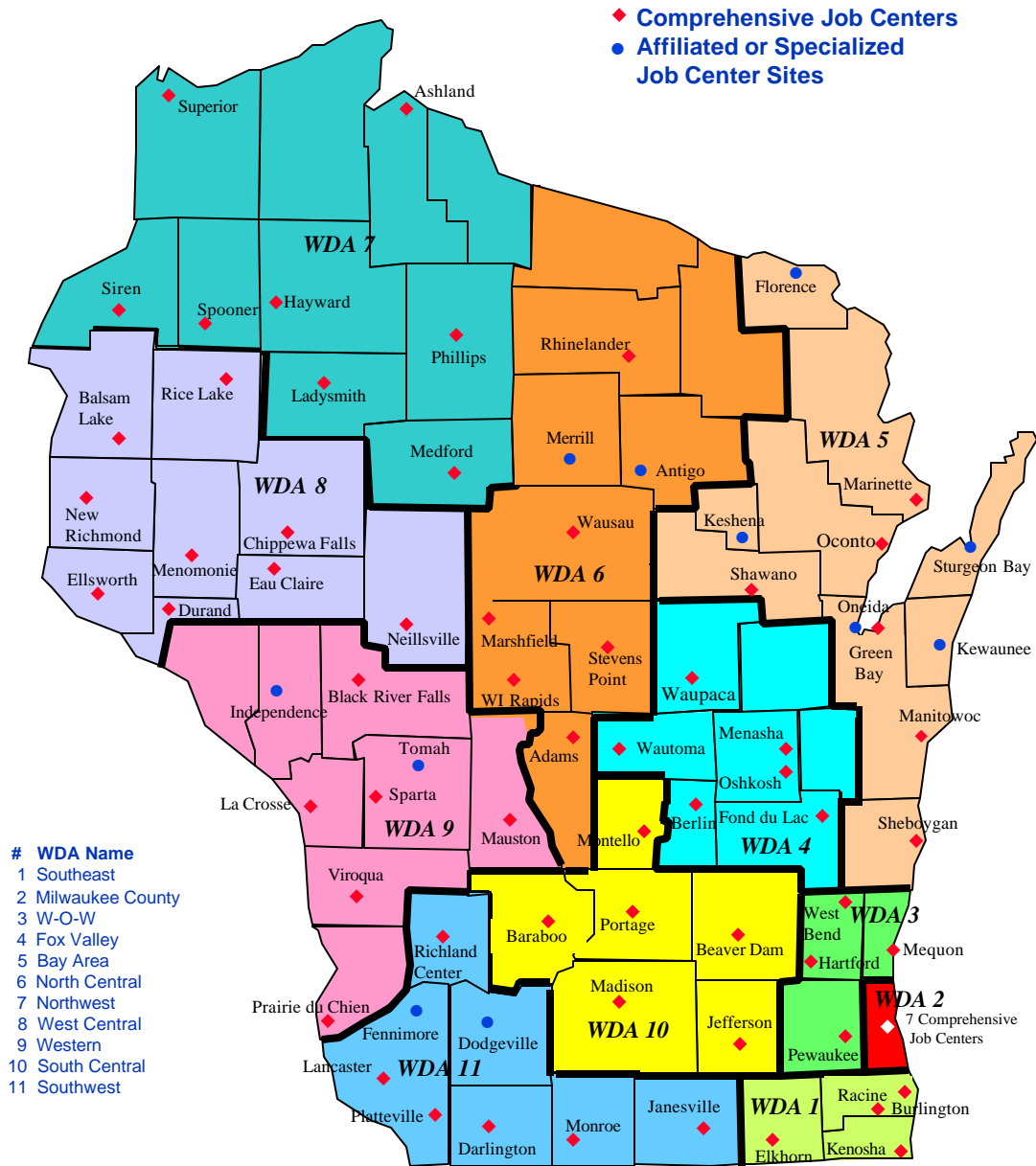
During the year, more than 700 students from area schools, and more than 90 businesses, participated in the Reality Store. The program is being expanded to schools in other counties within the WDA.



WIA Financial Statement

Operating Results Total All Fund Sources	Available	Expended	%	Remaining Balance
Adult Program Funds	22,575,694	20,303,867	89.94%	2,271,827
Carry In	1,395,232	1,395,232	100.00%	0
Dislocated Worker Program Funds	21,213,768	19,845,324	93.55%	1,368,444
Carry In	433,817	433,817	100.00%	0
Youth Program Funds	35,218,858	22,327,894	63.40%	12,890,964
Carry In	491,656	491,656	100.00%	0
Out of School Youth	4,648,285	6,236,747		-1,588,463
In School Youth	10,845,997	14,424,575		-3,578,577
Summer Employment	0	4,154,789		
Local Administration Funds	8,778,703	6,946,512	79.13%	1,832,191
Carry In	218,321	218,321	100.00%	
Rapid Response Funds	9,821,189	8,752,067	89.11%	1,069,122
Carry In	0	0		
Statewide Activity Funds	17,224,978	11,666,187	67.73%	5,558,791
Carry In	683,181	683,181	100.00%	0
Total	118,055,397	93,064,058	78.83%	19,824,299

ONE-STOP COMPREHENSIVE JOB CENTERS AND AFFILIATED SITES OR SPECIALIZED JOB CENTERS IN WISCONSIN'S 11 WORKFORCE DEVELOPMENT AREAS



❖
Cost Effectiveness

Wisconsin Cost Effectiveness PY 2002

	Total Federal Spending	Number of Participants	Ave. Cost per Participant	Number of Exiters	Ave. Cost per Exiter	Ave. Wage at Entry into Employment	Ave. 12-mo. Earnings/Change Replacement Rate*
Adult	\$8,048,263	7,975	\$1,009	5,107	\$1,576	\$3,085	\$2,108
Dislocated Worker	\$8,035,057	11,319	\$710	4,275	\$1,880	\$6,180	93.8%
Youth**	\$8,241,749	4,592	\$1,795	442	N/A	\$2,508	\$3,242

* Earnings change for Adult and Older Youth, replacement rate for Dislocated Worker

** Number of Exiters, Employment entry wage and 12 month earnings for older youth only

❖ Performance Measures

On April 1, 2003, the DWS launched its new ASSET data collection system. This system is less costly to support, has greater stability and has a number of safeguards in it to control the quality of WIA participant data as it gets entered into the system. State and local staff continue to work diligently to improve the data that was carried over from the system's predecessor and our confidence level in the overall data quality is much higher than it has been for the past two program years. System users were surveyed in November 2003. Customer reaction to the new system was overwhelmingly positive with over 80% of the 291 respondents rating the ASSET's features as "Good" to "Excellent".

The DWS completed its PY03-04 performance negotiations with the USDOL in June 2003. Nearly all of the WDB-level performance negotiations have likewise concluded. Local boards were given the option to adopt the State's negotiated goals, or propose alternative goals. Six of the eleven boards adopted the state level goals. The remaining boards offered a mix of proposals based on local economic conditions, past program performance and other circumstances.

Wisconsin continues to feel the impact of the economic downturn as evidenced in our earnings gain results for adults, dislocated worker and older youth. While participants are highly successful in retaining employment, they are far less successful in achieving the earnings gains that our negotiated performance goals require. DWS will be examining the earnings data in greater depth during PY03 to determine if there are local economic factors and employer characteristics contributing to lower performance results.

Table A - Workforce Investment Act Customer Satisfaction Results						
Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	70.0	66.1	578	7,727	910	63.5
Employers	69.0	73.9	678	28,627	780	86.9

Table B- Outcomes for Adults		
	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	74%	64.3
Employment Retention Rate	82%	79.6
Earnings Change in Six Months	\$2,900	\$2,280
Employment and Credential Rate	61%	54.4

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	66.1	68.4	64.1	58.4
Employment Retention Rate	82.7	75.8	79.8	76.9
Earnings Change in Six Months	\$2,476	\$1,618	\$2,600	\$1,418
Employment and Credential Rate	25.0	51.4	59.2	34.8

Table D - Other Outcome Information for the Adult Program		
Reported Information	Individuals Who Received Training Services	Individuals Who Only Received Core and Intensive Services
Entered Employment Rate	75.7	61.9
Employment Retention Rate	84.0	78.3
Earnings Change in Six Months	\$3,005	\$2,071

Table E - Dislocated Worker Program Results At-A-Glance		
	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	84%	84.7
Employment Retention Rate	93%	92.9
Earnings Replacement in Six Months	94%	88.5
Employment and Credential Rate	61%	56.9

Table F - Outcomes for Dislocated Worker Special Populations				
Reported Information	Veterans	Individuals With Disabilities	Older Individuals	Displaced Homemakers
Entered Employment Rate	81.7	79.0	74.5	82.2
Employment Retention Rate	91.5	94.6	90.0	86.5
Earnings Replacement Rate	80.6	85.4	73.6	108.7
Employment And Credential Rate	57.0	55.2	38.3	50.0

Table G - Other Outcome Information for the Dislocated Worker Program		
Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	85.1	84.4
Employment Retention Rate	93.2	92.6
Earnings Replacement Rate	88.3	88.6

Table H - Older Youth Results At-A-Glance		
	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	73%	70.63%
Employment Retention Rate	79%	79.17%
Earnings Change in Six Months	\$2,900	\$2,634
Credential Rate	32%	38.11%

Table I - Outcomes for Older Youth Special Populations				
Reported Information	Public Assistance Recipients	Veterans	Individuals With Disabilities	Out-of-School Youth
Entered Employment Rate	70.6	0.0	58.0	75.5
Employment Retention Rate	84.8	0.0	82.4	78.5
Earnings Change in Six Months	\$3,030	\$0	\$2,207	\$2,319
Credential Rate	46.0	0.0	59.2	36.1

Table J - Younger Youth Results At-A-Glance		
	Negotiated Performance Level	Actual Performance Level
Skill Attainment Rate	70.0	79.2
Diploma or Equivalent Attainment Rate	57.0	59.7
Retention Rate	55.0	67.6

Table K - Outcomes for Younger Youth Special Populations			
Reported Information	Public Assistance Recipients	Individuals With Disabilities	Out-of-School Youth
Skill Attainment Rate	76.9	79.3	65.9
Diploma or Equivalent Attainment Rate	44.3	71.6	16.7
Retention Rate	61.9	64.8	75.3

Table L - Other Reported Information					
	12 Month Employment Retention Rate	12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)	Placements for Participants in Nontraditional Employment	Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment	Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services
Adults	74.7	\$2,108	1.6	\$3,085	50.2
Dislocated Workers	90.6	93.8	5.8	\$6,180	45.1
Older Youth	84.2	\$3,242	3.4	\$2,508	

Table M - Participation Levels		
	Total Participants Served	Total Exiters
Adults	7,975	5,107
Dislocated Workers	11,319	4,275
Older Youth	1,004	442
Younger Youth	3,588	1,224

Table N - Cost of Program Activities		
Program Activity		Total Federal Spending
Local Adults		\$8,048,263
Local Dislocated Workers		\$8,035,057
Local Youth		\$8,241,749
Rapid Response (up to 25%) 134 (a) (2) (A)		\$3,355,346
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$2,097,610
Statewide Allowable Activities 134 (a) (3)	Incumbent Worker '01	\$418,695
	Incumbent Worker '02	\$488,957
	Capacity Building	\$304,428
	Skills Enhancement	\$73,479
	Partnership Enhancement	\$348,591
Total of All Federal Spending Listed Above		\$31,412,175

Table O - Local Program Activities				
Local Area Name	Southeast WI Workforce Development Board 55030			
	Total Participants Served	Adults	396	
		Dislocated Workers	750	
		Older Youth	109	
		Younger Youth	281	
	Total Exiters	Adults	211	
		Dislocated Workers	433	
		Older Youth	58	
		Younger Youth	75	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	67.0	meet
	Employers	69.0	74.4	exceed
Entered Employment Rate	Adults	74.7	72.1	meet
	Dislocated Workers	82.8	80.5	meet
	Older Youth	72.1	63.2	meet
Retention Rate	Adults	83.1	85.0	exceed
	Dislocated Workers	88.6	91.6	exceed
	Older Youth	79.7	77.8	meet
	Younger Youth	55.0	63.6	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	3,319	2,158	fail
	Dislocated Workers	96.0	83.5	meet
	Older Youth	2,430	2,002	meet
Credential/Diploma Rate	Adults	61.0	63.3	exceed
	Dislocated Workers	61.0	62.1	exceed
	Older Youth	52.0	48.8	meet
	Younger Youth	57.0	63.0	exceed
Skill Attainment Rate	Younger Youth	73.0	65.0	meet
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance.")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	9	7

Table O - Local Program Activities				
Local Area Name	Milwaukee Co. Workforce Development Board 55015			
	Total Participants Served	Adults	4,347	
		Dislocated Workers	2,744	
		Older Youth	113	
		Younger Youth	1,219	
	Total Exiters	Adults	3,410	
		Dislocated Workers	972	
		Older Youth	32	
		Younger Youth	495	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	70.0	meet
	Employers	69.0	65.8	meet
Entered Employment Rate	Adults	71.0	59.4	meet
	Dislocated Workers	85.6	82.3	meet
	Older Youth	64.7	57.9	meet
Retention Rate	Adults	78.2	75.4	meet
	Dislocated Workers	94.5	90.7	meet
	Older Youth	78.8	63.6	meet
	Younger Youth	55.0	66.4	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	3,607	1,909	fail
	Dislocated Workers	96.0	80.8	meet
	Older Youth	3,196	457	fail
Credential/Diploma Rate	Adults	61.0	45.0	fail
	Dislocated Workers	61.0	46.3	fail
	Older Youth	52.0	47.4	meet
	Younger Youth	57.0	48.2	meet
Skill Attainment Rate	Younger Youth	73.0	84.5	exceed
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	11	2

Table O - Local Program Activities				
Waukesha-Ozaukee-Washington Workforce Development Board				
55045				
Local Area Name				
	Total Participants Served	Adults	137	
		Dislocated Workers	990	
		Older Youth	26	
		Younger Youth	77	
	Total Exiters	Adults	69	
		Dislocated Workers	358	
		Older Youth	9	
		Younger Youth	24	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	72.8	exceed
	Employers	69.0	72.7	exceed
Entered Employment Rate	Adults	88.5	81.6	meet
	Dislocated Workers	91.9	86.9	meet
	Older Youth	88.2	58.3	fail
Retention Rate	Adults	92.9	87.5	meet
	Dislocated Workers	95.6	92.2	meet
	Older Youth	79.7	70.0	meet
	Younger Youth	55.0	62.5	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	3,400	3,867	exceed
	Dislocated Workers	97.3	80.2	meet
	Older Youth	3,383	1,704	fail
	Younger Youth	57.0	42.9	fail
Credential/Diploma Rate	Adults	61.0	18.8	fail
	Dislocated Workers	61.0	31.6	fail
	Older Youth	52.0	29.4	fail
	Younger Youth	57.0	42.9	fail
Skill Attainment Rate	Younger Youth	73.0	49.6	fail
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		7	6	4

Table O - Local Program Activities				
Local Area Name	Fox Valley Workforce Development Board 55090			
	Total Participants Served	Adults	194	
		Dislocated Workers	1,035	
		Older Youth	44	
		Younger Youth	199	
	Total Exiters	Adults	85	
		Dislocated Workers	365	
		Older Youth	23	
		Younger Youth	71	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	73.2	exceed
	Employers	69.0	75.7	exceed
Entered Employment Rate	Adults	72.7	80.0	exceed
	Dislocated Workers	91.2	89.7	meet
	Older Youth	70.0	55.6	fail
Retention Rate	Adults	85.7	88.5	exceed
	Dislocated Workers	97.0	93.7	meet
	Older Youth	71.4	71.4	exceed
	Younger Youth	54.5	63.9	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	4,710	3,069	fail
	Dislocated Workers	87.2	80.2	meet
	Older Youth	2,000	546	fail
Credential/Diploma Rate	Adults	61.0	65.9	exceed
	Dislocated Workers	61.0	66.7	exceed
	Older Youth	50.0	3.7	fail
	Younger Youth	56.0	82.7	exceed
Skill Attainment Rate	Younger Youth	73.0	96.6	exceed
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	3	10

Table O - Local Program Activities

Table O - Local Program Activities				
Local Area Name	Bay Area Workforce Development Board 55095			
	Total Participants Served	Adults	660	
		Dislocated Workers	1,142	
		Older Youth	174	
		Younger Youth	538	
	Total Exiters	Adults	231	
		Dislocated Workers	418	
		Older Youth	72	
		Younger Youth	83	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	76.1	exceed
	Employers	69.0	76.2	exceed
Entered Employment Rate	Adults	75.8	81.3	exceed
	Dislocated Workers	87.4	83.8	meet
	Older Youth	80.0	66.7	meet
Retention Rate	Adults	87.0	90.2	exceed
	Dislocated Workers	92.3	94.9	exceed
	Older Youth	76.7	83.3	exceed
	Younger Youth	55.0	54.9	meet
Earnings Change/Earnings Replacement in Six Months	Adults	4,066	4,941	exceed
	Dislocated Workers	93.2	98.0	exceed
	Older Youth	3,614	2,354	fail
Credential/Diploma Rate	Adults	61.0	51.2	meet
	Dislocated Workers	61.0	52.1	meet
	Older Youth	52.0	34.7	fail
	Younger Youth	57.0	65.7	exceed
Skill Attainment Rate	Younger Youth	73.0	78.9	exceed
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	5	10

Table O - Local Program Activities				
Local Area Name	North Central Workforce Development Board 55100			
	Total Participants Served	Adults	190	
		Dislocated Workers	679	
		Older Youth	84	
		Younger Youth	382	
	Total Exiters	Adults	39	
		Dislocated Workers	152	
		Older Youth	35	
		Younger Youth	186	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	85.9	exceed
	Employers	69.0	76.4	exceed
Entered Employment Rate	Adults	77.5	69.7	meet
	Dislocated Workers	87.6	91.0	exceed
	Older Youth	77.8	79.0	exceed
Retention Rate	Adults	81.2	90.7	exceed
	Dislocated Workers	94.3	97.5	exceed
	Older Youth	71.4	81.0	exceed
	Younger Youth	55.0	80.2	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	5,510	4,084	fail
	Dislocated Workers	92.4	88.9	meet
	Older Youth	5,758	2,261	fail
Credential/Diploma Rate	Adults	61.0	45.0	fail
	Dislocated Workers	61.0	63.8	exceed
	Older Youth	52.0	17.2	fail
	Younger Youth	57.0	81.7	exceed
Skill Attainment Rate	Younger Youth	73.0	54.8	fail
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		5	2	10

Table O				
Local Area Name	Northwest WI Workforce Development Board 55040			
	Total Participants Served	Adults	332	
		Dislocated Workers	251	
		Older Youth	62	
		Younger Youth	173	
	Total Exiters	Adults	234	
		Dislocated Workers	154	
		Older Youth	45	
		Younger Youth	65	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	81.3	exceed
	Employers	69.0	75.9	exceed
Entered Employment Rate	Adults	67.2	86.1	exceed
	Dislocated Workers	79.6	85.7	exceed
	Older Youth	71.4	72.0	exceed
Retention Rate	Adults	86.1	92.9	exceed
	Dislocated Workers	89.2	95.1	exceed
	Older Youth	81.6	81.5	meet
	Younger Youth	55.0	87.5	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	3,512	4,626	exceed
	Dislocated Workers	83.9	110.1	exceed
	Older Youth	2,824	3,903	exceed
Credential/Diploma Rate	Adults	61.0	73.6	exceed
	Dislocated Workers	61.0	66.7	exceed
	Older Youth	52.0	44.4	meet
	Younger Youth	57.0	78.6	exceed
Skill Attainment Rate	Younger Youth	73.0	96.5	exceed
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	15

Table O - Local Program Activities				
Local Area Name	West Central Workforce Development Board 55065			
	Total Participants Served	Adults	752	
		Dislocated Workers	850	
		Older Youth	120	
		Younger Youth	194	
	Total Exiters	Adults	299	
		Dislocated Workers	271	
		Older Youth	47	
		Younger Youth	52	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	80.4	exceed
	Employers	69.0	77.3	exceed
Entered Employment Rate	Adults	67.3	79.6	exceed
	Dislocated Workers	86.4	91.5	exceed
	Older Youth	83.3	74.1	meet
Retention Rate	Adults	80.6	84.7	exceed
	Dislocated Workers	88.7	93.5	exceed
	Older Youth	75.9	80.0	exceed
	Younger Youth	55.0	59.5	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	3,923	2,202	fail
	Dislocated Workers	96.0	103.1	exceed
	Older Youth	3,679	2,410	fail
Credential/Diploma Rate	Adults	61.0	59.7	meet
	Dislocated Workers	61.0	73.0	exceed
	Older Youth	52.0	34.2	fail
	Younger Youth	57.0	44.0	fail
Skill Attainment Rate	Younger Youth	73.0	80.4	exceed
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance	Not Met	Met	Exceeded	
	4	2	11	

Table O - Local Program Activities				
Local Area Name	Western WI Workforce Development Board 55085			
	Total Participants Served	Adults	182	
		Dislocated Workers	890	
		Older Youth	47	
		Younger Youth	134	
	Total Exiters	Adults	64	
		Dislocated Workers	362	
		Older Youth	13	
		Younger Youth	29	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	82.4	exceed
	Employers	69.0	79.2	exceed
Entered Employment Rate	Adults	81.1	85.7	exceed
	Dislocated Workers	78.4	92.2	exceed
	Older Youth	75.0	63.6	meet
Retention Rate	Adults	89.1	86.5	meet
	Dislocated Workers	97.4	93.3	meet
	Older Youth	83.3	58.3	fail
	Younger Youth	55.0	83.3	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	3,839	4,594	exceed
	Dislocated Workers	93.0	101.3	exceed
	Older Youth	5,634	1,465	fail
Credential/Diploma Rate	Adults	61.0	80.7	exceed
	Dislocated Workers	61.0	77.2	exceed
	Older Youth	52.0	50.0	meet
	Younger Youth	57.0	50.0	meet
Skill Attainment Rate	Younger Youth	73.0	72.6	meet
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	6	9

Table O - Local Program Activities				
Local Area Name	South Central Workforce Development Board 55105			
	Total Participants Served	Adults	388	
		Dislocated Workers	1,407	
		Older Youth	110	
		Younger Youth	191	
	Total Exitters	Adults	182	
		Dislocated Workers	536	
		Older Youth	39	
		Younger Youth	69	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	81.9	exceed
	Employers	69.0	75.1	exceed
Entered Employment Rate	Adults	83.0	72.7	meet
	Dislocated Workers	87.3	84.7	meet
	Older Youth	71.4	77.8	exceed
Retention Rate	Adults	88.7	87.9	meet
	Dislocated Workers	96.8	94.0	meet
	Older Youth	88.9	73.7	meet
	Younger Youth	55.0	80.0	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	6,412	1,478	fail
	Dislocated Workers	95.9	87.9	meet
	Older Youth	5,469	1,872	fail
Credential/Diploma Rate	Adults	61.0	35.1	fail
	Dislocated Workers	61.0	61.2	exceed
	Older Youth	52.0	50.0	meet
	Younger Youth	57.0	47.5	meet
Skill Attainment Rate	Younger Youth	73.0	51.6	fail
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	8	5

Table O - Local Program Activities				
Local Area Name	Southwest WI Workforce Development Board 55110			
	Total Participants Served	Adults	397	
		Dislocated Workers	581	
		Older Youth	115	
		Younger Youth	200	
	Total Exiters	Adults	283	
		Dislocated Workers	254	
		Older Youth	69	
		Younger Youth	75	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70.0	81.9	exceed
	Employers	69.0	78.6	exceed
Entered Employment Rate	Adults	82.2	74.3	meet
	Dislocated Workers	81.7	79.0	meet
	Older Youth	74.4	85.7	exceed
Retention Rate	Adults	81.0	81.8	exceed
	Dislocated Workers	82.4	91.8	exceed
	Older Youth	76.6	87.7	exceed
	Younger Youth	55.0	58.5	exceed
Earnings Change/Earnings Replacement in Six Months	Adults	2,865	2,071	fail
	Dislocated Workers	96.0	108.4	exceed
	Older Youth	2,553	4,361	exceed
Credential/Diploma Rate	Adults	61.0	51.2	meet
	Dislocated Workers	61.0	49.5	meet
	Older Youth	52.0	47.0	meet
	Younger Youth	57.0	56.8	meet
Skill Attainment Rate	Younger Youth	73.0	116.8	exceed
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")	N/A			
Indicator Description				
Indicator Description				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	6	10

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Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance - Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	70	66.1	578	7,727	910	63.5
Employers	69	73.9	678	28,627	780	86.9

Table B: Adult Program Results At-A-Glan

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	73.5	64.5	2,174
			3,373
Employment Retention Rate	82.4	79.6	2,317
			2,910
Earnings Change in Six Month	2,900	2,277	6,625,902
			2,910
Employment and Credential Rate	61	56.9	464
			816

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	66.2	294	68.4	108	64.3	173	58.9	53
		444		158		269		90
Employment Retention Rate	82.7	321	76.5	101	79.8	193	77.3	51
		388		132		242		66
Earnings Change in Six Months	2,462	955,189	1,645	217,125	2,589	626,602	1,380	91,100
		388		132		242		66
Employment and Credential Rate	27.8	158	56.8	21	59.2	58	37.5	9
		569		37		98		24

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	75.8	438	62.1	1,736
		578		2,795
Employment Retention Rate	84.1	545	78.3	1,772
		648		2,262
Earnings Change in Six Months	3,005	1,947,373	2,068	4,678,529
		648		2,262

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	84.4	84.7	3,011
			3,554
Employment Retention Rate	93.2	92.8	2,795
			3,011
Earnings Replacement in Six Months	94	88.5	36,613,903
			41,364,406
Employment and Credential Rate	61	64.8	994
			1,535

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	81.7	316	79	203	74.4	300	82.2	37
		387		257		403		45
Employment Retention Rate	91.5	289	94.6	192	90	270	86.5	32
		316		203		300		37
Earnings Replacement Rate	80.7	3,946,278	85.4	2,001,669	73.7	3,184,401	108.6	341,235
		4,892,317		2,343,592		4,320,183		314,071
Employment And Credential Rate	61.5	83	57.8	67	51.1	72	55	11
		135		116		141		20

Table G: Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Core and Intensive Services	
	Entered Employment Rate	85.2	1,306	84.4
1,533			2,021	
Employment Retention Rate	93	1,215	92.7	1,580
		1,306		1,705
Earnings Replacement Rate	88.2	15,665,513	88.8	20,948,390
		17,767,406		23,597,000

Table H: Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	73.3
Employment Retention Rate	79.1	79.5	264
			209
Earnings Change in Six Months	2,900	2,647	696,103
			263
Credential Rate	52	38	139
			366

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	72.5	37 51	0	0 1	60.2	50 83	76
Employment Retention Rate	85.1	40 47	0	0 1	83.6	56 67	78.8	175 222
Earnings Change in Six Months	2,901	136,334 47	0	0 1	2,268	151,984 67	2,333	517,866 222
Credential Rate	44.4	28 63	0	0 1	65.5	76 116	35.5	105 296

Table J: Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	70	80.4	3,953
			4,917
Diploma or Equivalent Attainment Rate	57	64.6	489
			757
Retention Rate	55	68.5	601
			878

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals Disabilities		Out-of-School Youth	
Skill Attainment Rate	78.9	771	82.1	1,721	69	341
		977		2,095		494
Diploma or Equivalent Attainment Rate	53.3	73	77.3	232	19.2	15
		137		300		78
Retention Rate	62.6	92	66.7	258	76.3	122
		147		387		160

Table L: Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	74.8	1,294	2,108	3,643,891	2.2	47	3,077	6,689,883	50.2	317
		1,729		1,729		2,174		2,174		631
Dislocated Workers	90.6	1,710	93.8	22,581,568	5.8	13	6,184	18,619,926	45.1	535
		1,887		24,062,982		224		3,011		1,185
Older Youth	84.9	135	3,246	516,103	4.8	9	2,504	473,226		
		159		159		189		189		

Table M: Participation Levels

	Total Participants Served	Total Exiters
Adults	8,010	5,113
Dislocated Workers	11,362	4,278
Older Youth	1,018	439
Younger Youth	3,617	1,226

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$8,048,263.00
Local Dislocated Workers		\$8,035,057.00
Local Youth		\$8,241,749.00
Rapid Response (up to 25%) 134 (a) (2) (A)		\$3,355,346.00
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$2,097,610.00
Statewide Allowable Activities 134 (a) (3)	INCUMBENT WORKER '01	\$418,695.00
	INCUMBENT WORKER '02	\$488,957.00
	CAPACITY BUILDING	\$304,428.00
	SKILLS ENHANCEMENT	\$73,479.00
	PARTNERSHIP ENHANCE	\$348,591.00
Total of All Federal Spending Listed Above		\$31,412,175.00

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Table O: Summary of Participants

Local Area Name: Bay Area Workforce Development Board, Inc.	Total Participants Served	Adults	666
		Dislocated Workers	1,186
		Older Youth	175
		Younger Youth	539
	Total Exiters	Adults	228
		Dislocated Workers	420
		Older Youth	68
		Younger Youth	83

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	76.1
	Employers	69	76.2
Entered Employment Rate	Adults	75.8	83.8
	Dislocated Workers	87.4	83.9
	Older Youth	80	70
Retention Rate	Adults	87	89.4
	Dislocated Workers	92.3	94.9
	Older Youth	76.7	85.7
	Younger Youth	55	56.3
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,066	4,913.5
	Dislocated Workers	93.2	98
	Older Youth (\$)	3,614	2,476.43
Credential / Diploma Rate	Adults	61	48.8
	Dislocated Workers	61	50.8
	Older Youth	52	34
	Younger Youth	57	73.5
Skill Attainment Rate	Younger Youth	73	80.8
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	4	11

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State Name: WI

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Table O: Summary of Participants

Local Area Name: Fox Valley Workforce Development Board, Inc.	Total Participants Served	Adults	195
		Dislocated Workers	1,034
		Older Youth	47
		Younger Youth	198
	Total Exiters	Adults	86
		Dislocated Workers	364
		Older Youth	23
		Younger Youth	71

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	73.2	
	Employers	69	75.7	
Entered Employment Rate	Adults	72.7	81.4	
	Dislocated Workers	91.2	89.6	
	Older Youth	70	52.9	
Retention Rate	Adults	85.7	88.6	
	Dislocated Workers	97	93.7	
	Older Youth	71.4	69.2	
	Younger Youth	54.5	66.7	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,710	2,874.68	
	Dislocated Workers	87.2	80.5	
	Older Youth (\$)	2,000	463.46	
Credential / Diploma Rate	Adults	60.5	80.5	
	Dislocated Workers	60	74.3	
	Older Youth	50	0	
	Younger Youth	56	84.6	
Skill Attainment Rate	Younger Youth	73	100	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	4	9

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State Name: WI

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Table O: Summary of Participants

Local Area Name: North Central Wisconsin Workforce Development Board, Inc.	Total Participants Served	Adults	197
		Dislocated Workers	680
		Older Youth	86
		Younger Youth	388
	Total Exiters	Adults	51
		Dislocated Workers	152
		Older Youth	35
		Younger Youth	180

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	85.9
	Employers	69	76.4
Entered Employment Rate	Adults	77.5	70.6
	Dislocated Workers	87.6	91
	Older Youth	77.8	78.9
Retention Rate	Adults	81.2	90.9
	Dislocated Workers	94.3	97.5
	Older Youth	71.4	81
	Younger Youth	55	80.4
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	5,510	4,183.66
	Dislocated Workers	92.4	88.9
	Older Youth (\$)	5,758	2,260.52
Credential / Diploma Rate	Adults	61	55
	Dislocated Workers	61	65.7
	Older Youth	52	17.2
	Younger Youth	57	89.3
Skill Attainment Rate	Younger Youth	73	61.9
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	3	4	10

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State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Northwest Wisconsin Workforce Investment Board	Total Participants Served	Adults	332
		Dislocated Workers	251
		Older Youth	61
		Younger Youth	173
	Total Exiters	Adults	234
		Dislocated Workers	154
		Older Youth	45
		Younger Youth	65

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	81.3	
	Employers	69	75.9	
Entered Employment Rate	Adults	67.2	86	
	Dislocated Workers	79.6	86.6	
	Older Youth	71.4	72	
Retention Rate	Adults	86.1	92.9	
	Dislocated Workers	89.2	94.2	
	Older Youth	81.6	81.5	
	Younger Youth	55	84.8	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,512	4,626.13	
	Dislocated Workers	83.9	110.1	
	Older Youth (\$)	2,824	3,903	
Credential / Diploma Rate	Adults	61	72.5	
	Dislocated Workers	61	66.7	
	Older Youth	52	44.4	
	Younger Youth	57	82.9	
Skill Attainment Rate	Younger Youth	73	94.4	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	15

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State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Southeastern Wisconsin Workforce Development Board	Total Participants Served	Adults	412
		Dislocated Workers	745
		Older Youth	113
		Younger Youth	283
	Total Exiters	Adults	210
		Dislocated Workers	430
		Older Youth	58
		Younger Youth	75

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	67	
	Employers	69	74.4	
Entered Employment Rate	Adults	74.7	72.1	
	Dislocated Workers	82.8	80.5	
	Older Youth	72.1	63.2	
Retention Rate	Adults	83.1	85.5	
	Dislocated Workers	88.6	91.6	
	Older Youth	79.7	77.8	
	Younger Youth	55	64.6	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,319	2,253.5	
	Dislocated Workers	96	83.4	
	Older Youth (\$)	2,430	2,001.89	
Credential / Diploma Rate	Adults	61	64.2	
	Dislocated Workers	61	64.2	
	Older Youth	52	46.3	
	Younger Youth	57	66.7	
Skill Attainment Rate	Younger Youth	73	66.8	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	9	7

WIA Annual Report Data

State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Southwest Wisconsin Workforce Development Board, Inc.	Total Participants Served	Adults	402
		Dislocated Workers	581
		Older Youth	116
		Younger Youth	219
	Total Exiters	Adults	285
		Dislocated Workers	255
		Older Youth	70
		Younger Youth	83

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	81.9
	Employers	69	78.6
Entered Employment Rate	Adults	82.2	74.4
	Dislocated Workers	81.7	78.9
	Older Youth	74.4	85.7
Retention Rate	Adults	81	81.9
	Dislocated Workers	82.4	91.8
	Older Youth	76.6	87.7
	Younger Youth	55	64.6
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,865	2,103.51
	Dislocated Workers	96	108.4
	Older Youth (\$)	2,553	4,361.11
Credential / Diploma Rate	Adults	61	52.3
	Dislocated Workers	61	48.5
	Older Youth	52	43.9
	Younger Youth	57	62.5
Skill Attainment Rate	Younger Youth	73	100
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	4	11

WIA Annual Report Data

State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Waukesha-Ozaukee-Washington WOW Workforce Development Board, Inc.	Total Participants Served	Adults	139
		Dislocated Workers	990
		Older Youth	26
		Younger Youth	77
	Total Exiters	Adults	70
		Dislocated Workers	359
		Older Youth	9
		Younger Youth	24

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	72.7	
	Employers	69	72.8	
Entered Employment Rate	Adults	88.5	78.4	
	Dislocated Workers	91.9	87	
	Older Youth	79	63.6	
Retention Rate	Adults	92.9	86.8	
	Dislocated Workers	95.6	92	
	Older Youth	81	70	
	Younger Youth	55	62.1	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,102	3,996.61	
	Dislocated Workers	97.3	79.9	
	Older Youth (\$)	3,383	1,703.5	
Credential / Diploma Rate	Adults	61	40	
	Dislocated Workers	61	62.5	
	Older Youth	52	41.2	
	Younger Youth	57	50	
Skill Attainment Rate	Younger Youth	73	48	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	8	5

WIA Annual Report Data

State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: West Central Wisconsin Workforce Development Board, Inc.	Total Participants Served	Adults	753
		Dislocated Workers	851
		Older Youth	121
		Younger Youth	193
	Total Exiters	Adults	300
		Dislocated Workers	270
		Older Youth	47
		Younger Youth	52

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	80.4	
	Employers	69	77.3	
Entered Employment Rate	Adults	67.3	79.6	
	Dislocated Workers	86.4	91.4	
	Older Youth	83.3	74.1	
Retention Rate	Adults	80.6	85.1	
	Dislocated Workers	88.7	93.4	
	Older Youth	75.9	80	
	Younger Youth	55	61.1	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,923	2,290.33	
	Dislocated Workers	96	103.3	
	Older Youth (\$)	2,679	2,409.53	
Credential / Diploma Rate	Adults	61	65.1	
	Dislocated Workers	61	78.4	
	Older Youth	52	39.5	
	Younger Youth	57	68.4	
Skill Attainment Rate	Younger Youth	73	82.6	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	2	13

WIA Annual Report Data

State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Workforce Connections, Inc and Workforce Development Board	Total Participants Served	Adults	181
		Dislocated Workers	887
		Older Youth	47
		Younger Youth	134
	Total Exiters	Adults	65
		Dislocated Workers	361
		Older Youth	13
		Younger Youth	29

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	82.4
	Employers	69	79.2
Entered Employment Rate	Adults	81.1	85.7
	Dislocated Workers	78.4	92.2
	Older Youth	75	70
Retention Rate	Adults	89.1	86.5
	Dislocated Workers	97.4	93.3
	Older Youth	80	58.3
	Younger Youth	55	83.3
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,838.52	4,423.81
	Dislocated Workers	93	100.9
	Older Youth (\$)	3,114	1,465.33
Credential / Diploma Rate	Adults	61	77.4
	Dislocated Workers	61	82.4
	Older Youth	52	35.3
	Younger Youth	57	50
Skill Attainment Rate	Younger Youth	73	71.9
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	3	5	9

WIA Annual Report Data

State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Workforce Development Board of Milwaukee County, Inc.	Total Participants Served	Adults	4,354
		Dislocated Workers	2,757
		Older Youth	114
		Younger Youth	1,220
	Total Exiters	Adults	3,411
		Dislocated Workers	981
		Older Youth	33
		Younger Youth	495

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	70
	Employers	69	65.8
Entered Employment Rate	Adults	71	59.5
	Dislocated Workers	85.6	82.2
	Older Youth	64.7	60
Retention Rate	Adults	78.2	75.4
	Dislocated Workers	94.5	90.6
	Older Youth	78.8	66.7
	Younger Youth	55	66.4
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,607	1,900.11
	Dislocated Workers	96	80.8
	Older Youth (\$)	3,196	454.17
Credential / Diploma Rate	Adults	61	47
	Dislocated Workers	61	66.2
	Older Youth	52	30
	Younger Youth	57	50.8
Skill Attainment Rate	Younger Youth	73	83.1
Description of Other State Indicators of Performance			
Overall Status of Local Performance		Not Met	Met
		4	10
		Exceeded	3

WIA Annual Report Data

State Name: WI

Program Year: 2002

Table O: Summary of Participants

Local Area Name: Workforce Development Board of South Central Wisconsin, Inc.	Total Participants Served	Adults	379
		Dislocated Workers	1,400
		Older Youth	112
		Younger Youth	193
	Total Exiters	Adults	173
		Dislocated Workers	532
		Older Youth	38
		Younger Youth	69

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	81.9	
	Employers	69	75.1	
Entered Employment Rate	Adults	83	72.3	
	Dislocated Workers	87.3	84.6	
	Older Youth	71.4	77.8	
Retention Rate	Adults	88.7	87.5	
	Dislocated Workers	96.8	94.2	
	Older Youth	88.9	73.7	
	Younger Youth	55	80.4	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	6,412	1,331.62	
	Dislocated Workers	95.9	88	
	Older Youth (\$)	5,469	1,871.68	
Credential / Diploma Rate	Adults	61	35.3	
	Dislocated Workers	61	60	
	Older Youth	52	66.7	
	Younger Youth	57	57.1	
Skill Attainment Rate	Younger Youth	73	57.3	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	7	6