

**Wisconsin Department of Workforce Development**

**WIA**

***Workforce  
Investment  
Act***

***Annual Report for Program Year 2004***

# **Wisconsin WIA Annual Report Program Year 2004**

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## Grow Wisconsin

Wisconsin's workforce development efforts for the Workforce Investment Act (WIA) Title I program year 2004 (PY04) continue the forward progress of Governor Jim Doyle's economic plan for the state, *Grow Wisconsin*. Specific projects and activities summarized in this report complement the Governor's eight strategic economic development goals:

- Retain and create high-wage jobs;
- Prepare workers for tomorrow's economy;
- Add value to Wisconsin's economic base;
- Create and unleash knowledge to build emerging industries;
- Tap Wisconsin's full urban potential;
- Implement strategies regionally;
- Lower regulatory burdens, keep standards high; and
- Build a world class infrastructure.

In the past year, the state's Council on Workforce Investment (CWI) has played a key role in advancing *Grow Wisconsin*, most epitomized by the abbreviated and succinct vision of: ***Qualified Workers for Quality Jobs***. This recognizes the following:

- Workforce development and economic development go hand-in-hand.
- We serve employers as well as workers. Both are our customers, and we want employers to turn to Job Centers in search of good workers, eager, able and trainable.
- However, when we say "Qualified Workers for Quality Jobs," we are talking about employers who value workers and provide good-paying, family-supporting jobs.

Another way we have embraced the *Grow Wisconsin* goals is to work at making sure our workforce development system and Job Center services are more responsive, driven by the demands of employers looking for quality workers.

This overall *Grow Wisconsin* objective, ***Qualified Workers for Quality Jobs***, involves a number of goals. We must:

- Better connect workers and employers;
- Aid worker advancement, encourage upward mobility – career ladders; and
- Target more resources to the high-end economy; be strategic, selective, smart investors.

This is a collaborative effort, in keeping with Governor Doyle's emphasis on service integration, making government more efficient, more effective, and providing the best possible service.

Specifically, the Department of Workforce Development (DWD), in concert with the CWI, has steered the policies and use of the WIA Title I funds to advance the *Grow Wisconsin* "Invest in People" strategies. Examples include:

- The CWI established a new process for advancing proposals using \$500,000 in WIA discretionary funds. A key criterion for considering a project concept is that it advances CWI goals that support *Grow Wisconsin*.
- A CWI State Interagency (staff) Team has been formed to enhance cooperation and collaboration on state workforce development policy and other common goals.
- The development of policies and program components for the entire public workforce system that allow for upward mobility and career ladder opportunities.
- Focusing resources in targeted high-growth, high-demand industries such as healthcare, construction and advanced manufacturing technology.

### **Wisconsin's Labor Market**

Wisconsin's labor market finally began recovery during calendar year 2004. For a three-year period, the labor market in Wisconsin was shedding jobs. In 2000, Wisconsin had an average monthly nonfarm wage and salary job count of 2,833,800. For 2001, the total was 2,813,900. For 2002 the job count had fallen to 2,782,400. For 2003, the average monthly job count was 2,775,300. For 2004 it had recovered to 2,803,200. The 27,900 jobs that were added between 2003 and 2004 was a very positive change, particularly related to the prior three years. For the first six months of 2005 the recovery has continued, and the pace of change is positive, although not yet robust.

Over the past four years, there have been very slight changes in the state's labor force. In 2001, there were 3,032,129 average monthly labor force participants in Wisconsin. That figure increased to 3,037,200 for 2002, grew to 3,068,700 for 2003 and dropped to 3,048,700 for 2004. There are two factors limiting the number of labor force participants in Wisconsin's labor market.

- The first is the generally slow pace of recovery the state experienced from 2001 through 2003. It should be mentioned that the Midwest in general, but Wisconsin in particular, is dependent on manufacturing. Wisconsin entered the 2001 recession with 20.8 percent of its jobs in the manufacturing sector. As the state entered 2004, it found 17.7 percent of its jobs in the manufacturing sector. The manufacturing sector provided 595,000 jobs in 2000/2001 but that total had dropped to about 504,000 by 2003. Some recovery has started in manufacturing jobs, but they have not returned to the levels seen in the late 1990s, nor are they expected to.
- The second is the increasing number of retirees moving out of the labor market, and the decreasing number of entrants into the labor market. Once more, the Midwest, in general, and Wisconsin, in particular, had a very large portion of its labor force born in the baby-boom years of 1946 to 1964. The leading edge of that baby-boom cohort, which has now reached 60 years of age, was beginning to exit the labor market, especially as jobs began to become scarce. And while the rest of the United States was experiencing very fast labor force growth, particularly from a new immigrant population, Wisconsin's repopulation was not nearly as robust, leading to a shortage of entry-level workers.

Job growth appeared to be fairly strong in the June through November 2004 period as Wisconsin employers added almost 40,000 jobs over the prior year's totals during that six-month stretch. During December and throughout the next six months, however, job growth slowed somewhat. There were still positive gains over the previous year's figures, but the gains were about 27,900 per month.

Although, as mentioned above, manufacturing continues to be somewhat soft in the state, and is still down 93,000 jobs from its peak in 1999 and 2000, many other industries in the state are growing rapidly and experiencing some shortages of skilled workers. Manufacturers around the state are beginning to express difficulty in attracting highly-skilled occupational sets, such as tool and die makers, designers, etc.

Construction has been growing throughout the state, although commercial construction has been somewhat flat. The financial activities industry has shown steady increases over the past two to three years. Health care and educational services has increased by about 36,000 jobs during that timeframe and would likely have increased more robustly had there been skilled and trained workers available. The leisure and hospitality industry has expanded over the past three or four years, and the other services sector has also increased in job count over that period.

The slow growth in the job market and a slightly higher unemployment rate that has characterized the State of Wisconsin over the past four years is masking and perhaps exacerbating a long-term difficulty the state is facing over the next two decades. Labor force growth for the state is getting very close to nonexistent and will be very slow for most of the next several years.

There are several factors contributing to the lack of growth in the state's labor force. These include:

- A very large baby boom cohort presently employed, and generally possessing great skills and experience, but moving very rapidly to retirement age;
- A much decreased number of entrants tied to dramatically reduced birth numbers over the past 40 years;
- An exodus of college graduates moving to the larger and more dynamic metropolitan labor markets – Minneapolis/St. Paul, Seattle, Chicago, Denver, Portland, Atlanta, etc.; and
- A much smaller cohort of foreign born immigrants than the nation, i.e., about 4.3 percent for Wisconsin compared to 12.5 percent for the U.S.

Of considerable difficulty for the State of Wisconsin is the uneven geographic labor market dynamics that the state faces. There are generally four areas in the state that are seeing robust job and population growth. These include the southeastern border counties to the rapidly expanding Chicago metro area, the Madison metropolitan area, the combined Green Bay and Appleton metro areas, and the northwestern counties in Wisconsin that find themselves to be part of Minneapolis/St. Paul metro area. At the same time, areas in the state that have large urban populations, such as Milwaukee/Waukesha, Racine and Janesville/Beloit have seen much less robust expansion of job opportunities. Thus, while the state saw an average unemployment rate of 4.9 percent for 2004, and there were many places in the state with an annual

unemployment rate of 4.1 percent, the most urbanized areas of the state were still experiencing annual unemployment rates of 5.5 percent and higher.

### **Council on Workforce Investment**

The themes of *Grow Wisconsin* are integrated into the mission, vision, goals, objectives, strategies and action steps that the CWI has developed over the past year. This strategic direction has framed CWI activities toward achieving "Qualified Workers for Quality Jobs" as the ultimate goal. The CWI has focused on advancing *Grow Wisconsin* through strengthening the state's workforce investment system. This is highlighted by the Committees' emphases.

The **Executive Committee** has focused on economic/workforce metrics and benchmarks, and related program reviews; the **Workforce Strategies Committee** has honed in on identifying existing and future regional workforce and skill needs, and upgrading the demand to advance a high-wage, high-growth economy; and the **Workforce System Development Committee** has concentrated on ensuring a comprehensive, effective and accountable workforce system to deliver education and training services.

Specific activities in PY04 by the full CWI and its Committees included:

- Presentations on Wisconsin labor market projections, industry clusters, the workforce development service delivery system and regional economic areas.
- Surveys of key local workforce investment system leaders, site visits to local Job Centers and listening sessions sponsored by the Workforce System Development Committee to learn from those who are on the front lines of planning and delivering services. The key focus of these efforts has been to identify the vital challenges facing the workforce investment services delivery system statewide, and the potential opportunities available to address those challenges. An Ad Hoc Committee on Southeastern Wisconsin was also established to assist the CWI in identifying and making recommendations on issues specific to Milwaukee and the Southeast region of the state.
- The creation of a State Interagency Team (SIT) to help advance CWI recommendations across state agencies. The SIT is comprised of the Executive Assistants of each of the state agencies on the CWI and meets quarterly.
- Review of state workforce investment program funding trends and state cabinet and educational agency initiatives, such as the Wisconsin Technical College System's Advanced Manufacturing Solutions Initiative and the University of Wisconsin/Technical College System Board Joint Committee on Baccalaureate Expansion.
- The establishment of a subcommittee to provide ongoing advisory support to the Department of Health and Family Services *Bridges to Work - - Federal Medicaid Infrastructure Grant* efforts. The grant is intended to facilitate enhancements to state Medicaid programs and services, to promote linkages between Medicaid and employment-related service agencies, and to develop a comprehensive system of employment supports for people with disabilities.
- Review of the WIA state and local plans that create the foundation of the state's workforce system, and the *One-Stop Labor Market Information (LMI) State Grant*. This grant provides funds to support development and maintenance of Wisconsin's public-facing LMI systems, as well as development of LMI products

and education efforts to improve LMI services to customers and ensure trained service delivery staff.

### **Workforce Investment Act State Set-Aside Funds**

The CWI had \$500,000 available, and recommended the following projects:

#### **Grow Regional Opportunities in Wisconsin Region by Region (\$390,500)**

In June, Governor Doyle announced the availability of competitive grants to promote regional approaches to linking economic and workforce development throughout Wisconsin. The *Growing Regional Opportunities in Wisconsin* (GROW) “Region by Region” grants, funded through the CWI and administered by DWD, were established to advance *Grow Wisconsin*.

Six partnerships have now been awarded GROW grants through this funding for a total of \$315,500 awarded thus far out of the \$390,500 total available. In the near future the remaining funds, and possibly some additional funding from the current year, will be awarded to support a southeastern Wisconsin grant. Three of the current grants will go to existing partnerships seeking to broaden their scope, implement specific program activities, or both.

These three current grants are summarized below:

- \$120,500 to a partnership between the South Central Wisconsin Workforce Development Board and the Southwest Wisconsin Workforce Development Board to expand South Central’s innovative Jobs With a Future program into southwestern Wisconsin.
- \$80,000 to the West Central Wisconsin Workforce Development Board to continue developing regional strategies for capitalizing on west central Wisconsin’s proximity to the Twin Cities.
- \$40,000 to a partnership between the Bay Area Workforce Development Board and the Fox Valley Workforce Development Board for entrepreneurship and “new economy” skill-building efforts recommended by the recent Northeast Wisconsin Economic Opportunity Study.

Three other GROW grant applicants will receive \$25,000 each in GROW “starter” funding. These starter grants are intended to enable new partnerships to complete the initial process of regional partnership-building, and begin their strategic planning efforts. The three recipients of this starter funding are:

- The Western Wisconsin Workforce Development Board, to fund a tri-state “7 Rivers” workforce and economic development partnership with agencies in Minnesota and Iowa.
- The Northwest Wisconsin Workforce Development Board, to initiate a “Northland Works” cross-border partnership for employment training and business development in the Duluth-Superior area.
- The North Central Wisconsin Workforce Development Board, to build strategic economic and workforce development partnerships among key Wisconsin river valley and north woods communities and industries.



### **The Milwaukee Task Force – Helping to Build a Greater Milwaukee**

Over the next several years, there will be various major construction projects occurring in Milwaukee. The Milwaukee Task Force was convened in September 2004 to inform and connect Milwaukee residents to employment opportunities in the construction trades. It is comprised of partner agencies including the Department of Corrections (DOC), Wisconsin Regional Training Partnership (WRTP), Wisconsin Works (W-2) agencies, Urban League, Milwaukee Area Technical College (MATC), United Migrant Opportunity Services (UMOS), the Milwaukee Private Industry Council (PIC), MAXIMUS and Job Service. Particular emphasis is placed on connecting women and persons of color to careers in the industry. Some of the challenges the Task Force faces include determining how best to assist individuals with driver licensing issues, how and where a person can receive skills testing, and funding for training.

DWD recently entered into a Memorandum of Understanding (MOU) with the DOC and the Wisconsin Regional Training Partnership to serve ex-offenders in Milwaukee that are jointly enrolled in the Community Corrections Employment Program (CCEP). The MOU provides that DWD and DOC pay 50% of the individual's training when admitted into any of the WRTP construction trades training programs. WRTP offers such classes as Entry Level Utility Certification, Asbestos Worker Training, Commercial Driver License (CDL) training and other classes related to the construction industry.

DWD has allocated \$50,000 in WIA state set-aside money to pay for training with a \$40,000 match by the DOC. The remaining \$10,000 will be used to assist persons who are not eligible for training under current programs. DOC identifies persons who are willing to receive training and are job ready. The individuals are then referred to WRTP where they complete skills testing and undergo drug screening. Persons who are enrolled and receive training receive the minimum wage from DOC for hours spent in class and hands-on training. After successfully completing training, individuals who pass the exam are included in the list of eligible workers and receive job placement assistance through WRTP. Approximately 26 people will be served through this project.

### **Establish Milwaukee Job Development, Inc.**

This project funded a new organization that will bring an innovative approach incorporating both a demand-driven and family supporting philosophy to increase the number of people trained and placed in jobs that offer career advancement potential. This demonstration project will provide \$700,000 in funding to Milwaukee Job Development, Inc. (MJD) to enable them to serve the African American community in Milwaukee County.

Goals include:

- Develop relationships and a referral network with the Milwaukee Job Center Network Partners, community and neighborhood organizations, churches, etc.;
- Provide initial assessment, job readiness training, short-term education and job skill training if needed, job placement; and
- Develop relationships with the business community for ongoing mutually beneficial job development and placement activities, and bring a strong “demand-driven” employer focus to the workforce development program mix for lower skilled, economically disadvantaged job seekers.

Performance outcomes include providing referrals and initial assessment to 3,000 persons in the coming year, providing job readiness training (1,920), education and training (400), and job placement (1,260).

### **Beloit Project to Serve Youth**

Another cross-agency collaboration project has been developed to provide \$150,000 to focus on teenage minority males in Beloit, Wisconsin, a Rock County community just north of Rockford, Illinois. Beloit has been hard hit with manufacturing layoffs in recent years that have left a gaping hole in blue-collar employment for Beloit’s African-American community. The Rock County Opportunity Industry Council program, led by African-American leaders, will be the core of a collaborative program to work with the Southwest WDB, the Rock County Job Center, and other business, government and educational partners to connect this target group to mentors, life skills and secondary and post-secondary opportunities to prevent them being “lost to the streets.” Reserve funds are also being used to leverage local WIA funds in addition to local private and community funds.

### **General Motors (GM) in Janesville**

This GM incumbent worker training grant started in 2003 and was completed in this past program year with an additional \$150,000. This project was a collaboration with Wisconsin’s Department of Commerce to support key businesses in high-wage, high-growth sectors and in areas of high unemployment. The project assisted GM to upgrade its workforce to prepare for building new vehicles with updated manufacturing equipment. Wisconsin continues to support this company in the hopes of keeping highly-skilled, well-paid jobs in Wisconsin even as GM looks at downsizing their worldwide workforce.

### **Wisconsin Forward Award**

DWD continues to provide support for the state’s quality improvement award program in the decreasing amount of \$100,000. A grant requirement is to provide support to assist the state’s workforce development boards and job center system. This relationship has developed over the past several years and provides a unique opportunity for quality continuous improvement. The CWI continues to highlight this in the newly created Governor’s Executive Order for this Council. It is also related to the Baldrige self-assessment project, summarized below, funded by the CWI this year to ensure an improvement focus for our workforce boards.

### **Workforce Development System Staff Credentialing (\$22,000)**

Workforce Development Boards (WDB) will be provided with seed dollars for systemic training of WIA staff and managers for continuously improving the quality of Job Center services. This tool is a new professional credentialing program that certifies staff who, through education, training, and experience improve work-related skills and knowledge.

### **Workforce Development Board Baldrige Express Self-Assessment (\$27,000)**

While two WDBs successfully completed this program with their own funding, this project will ensure that all WDBs participate. It is a tool for assessing WDB leadership effectiveness and identifying key opportunities for improvement using the National Baldrige Criteria for Performance Excellence.

### **Milwaukee Workforce Investment Landscape Assessment (\$60,000)**

The CWI Ad Hoc Committee on Southeastern Wisconsin, referenced earlier, is overseeing this project. A major survey effort of Milwaukee's workforce development service providers and key stakeholders has begun. The end result will be recommendations on improving coordination, and creating an electronic portal of information on Milwaukee's workforce development services.

Projects that have been completed in PY04 are summarized below.

### **Wisconsin Incentive Awards and Technical Assistance and Training (TAT)**

Wisconsin allocated \$300,000 of PY04 funds for incentive awards for Workforce Development Areas (WDAs) that met or exceeded all PY03 WIA performance standards, and to support statewide and local TAT efforts. A majority (7) of Wisconsin's WDAs received incentive awards for a total of \$101,577. The remaining funds are being used to support corrective action TAT for four WDAs that consecutively failed the same performance standards, to fund and to support state and local TAT efforts in PY04 as a continuation of the efforts begun in PY03. The statewide TAT Plan also provided the following activities:

- **Wisconsin Technical Assistance and Training Work Group** -- Established a state TAT Work Group to assist in the development and implementation of statewide technical assistance and training. The group meets monthly to discuss TAT related issues and plan TAT events. Membership is comprised of WDB and DWD/Division of Workforce Solutions (DWS) staff, and includes members who also serve on the Wisconsin Automated System Support for Employment and Training (ASSET) User Group and WIA Youth Council.
- **WIA Performance Enhancement Workshops** -- On March 29-30, 2005, DWS and the U.S. Department of Labor (DOL) co-sponsored performance workshops to help Wisconsin's local and state policy makers and program designers enhance the follow-up and retention services of their adult, dislocated worker and youth programs. Led by Social Policy Research Associates, the training covered case manager and contractor issues, while participants are in programs, as well as during the follow-up phase. A primary objective of the training was to help participants understand the connections between retention, successful outcomes and follow-up for program performance tracking purposes. Participants were asked to identify a range of potential barriers to high-quality retention services and then shown ways to address them. The workshops also drew on a wide range of promising practice examples. At the end of both days, DOL Region V staff provided a Common Measures update and briefing. These performance

- workshops were targeted to WIA adult, dislocated worker, and youth program planners and managers. Participants included WDB directors and staff, WDB service provider managers, WDB Youth Council members, and state staff. A total of 150 participants attended the workshops; 70 participants attended the WIA older and younger youth workshop on March 29, 2005 and 80 participants attended the WIA adult and dislocated worker workshop on March 30, 2005. All of the participants received a materials notebook that included follow-up and retention related reference information on the WIA adult, dislocated worker and youth programs. Conference evaluations indicated that this training was a success, with a majority of participants responding that the workshops were useful and relevant, conducive to successful learning, and well organized.
- **WIA Youth Program Assessment Training** -- Two assessment training sessions were provided by DWS staff for WIA local, state, and youth service provider staff on the required common measures assessments tools. One session was held in Wausau on June 14, 2005 and another session was held in Madison on June 15, 2005. A total of 32 participants from around the state attended these sessions. The majority of evaluations rated the training as either good or excellent. The training included discussions on Common Measures, Test of Adult Basic Education (TABE), Administer and Interpret TABE, and Basic English Skills Test and O\*NET Interest Profiler. Topics covered included the following: test name, web site address, what is measured, target groups, how test is normed, qualifications required to administer, how administered, how test is scored, reliability and validity, cost and contact information for the test publishers. One session was held in Wausau on June 14, 2005 and another session was held in Madison on June 15, 2005. A total of 32 participants from around the state attended these sessions. The majority of evaluations rated the training as either good or excellent.
  - **WIA Worker Training Web Site** -- Continued to update and enhance this on-line technical assistance and training resource for staff working on WIA Title I programs that was developed in PY03. This included incorporating field staff feedback on the three main content areas: ASSET and reporting system functionality; WIA Performance Management; and Case Management. The target audience for this website is field staff, primarily case managers and workforce development board staff.

## **Strategies for Service Improvement**

### **WIA Training and Roundtable**

DWS sponsored this combined training and roundtable in an effort to strengthen partnerships and improve communication among the WIA programs. The event was held in Madison on May 25 and 26, 2005. It was an expansion of Wisconsin's dislocated worker and Job Center roundtables. The target audience for this event was staff and managers of Wisconsin's WIA adult and youth program. While the first day primarily offered training for WIA staff, the second day was more of an information exchange on the WIA adult and youth programs.

Session topics included: WORKnet demonstration (a user-friendly DWD website that provides workforce, economic, labor market and skills information), ASSET updates and issues, case file management and data validation, universal access (hard-to-serve populations: corrections and customers/clients with disabilities), financial literacy, creating a demand-driven workforce system (DOL Business Relations Group meets

*Grow Wisconsin*), and Wisconsin's labor market and overall economy shaped by demographics. Roughly 125 participants attended. Participants included WDB directors and staff, WIA adult and youth programs staff and managers, and state staff. A majority of the evaluations rated the training and roundtable content as either good or excellent.

Examples of other strategies are summarized below:

- Job Center Resource Rooms are available at all 78 Job Centers for job seekers to access both electronic and hardcopy tools to assist with career decisions and job search activities that also include accessible workstations and ongoing training of resource staff.
- WORKnet (DWD's interactive web query application explained above) enhances the availability of core services by providing a hybrid of information on workforce, economic, labor market, and skills of local, regional, state and national areas. In addition, staff training is being offered using LMI information in their day-to-day service delivery activity.
- Staff training in Milwaukee Job Centers about construction opportunities and on job-seeker orientations to recruit trainees as a response to the efforts in high-growth, high-demand occupations.
- Offering assistance in obtaining jobs in areas society considers nontraditional for women and men with tools being developed for Job Center staff.

### **Assessments and Evaluations**

The DWD helps local areas identify needed improvements through on-site monitoring, customer satisfaction surveys and self-assessments. Technical assistance is provided based on need and the pervasiveness of the issue. Single-site issues are dealt with on a one-on-one basis. Multi-site issues may be dealt with through group training.

The formal on-site monitoring was conducted in PY 04 by DWS's four staff called Local Program Liaisons (LPL). Each LPL is assigned specific WDBs for which they provide WIA program oversight, technical assistance and monitoring. This annual review included:

- Developing and revising the monitoring guide;
- A monitoring survey being completed by the WDBs prior to the LPL's site visits;
- A desk review of the monitoring survey and interviews with WDB staff;
- The issuance of a monitoring report with findings requiring corrective action steps, observations, and comments;
- Monitoring the corrective action implementations; and
- Producing a final summary of monitoring results that are shared with state managers and policy staff.

### **Job Service (JS) Operations Center Plan**

With a new program year beginning July, 2005, with looming legislative changes governing Job Service and Job Center operations, and with obligations to fulfill customers' (business and workers) and taxpayers' needs, Wisconsin's Job Service Bureau needed to make changes to its program operations. These changes included operating as demand-driven, performance-based, and customer-focused service providers in all of the programs. Improving Job Service expertise and intensifying the application of "demand-driven" strategies, and other likely directions resulting from possible new legislation, was essential.

The resulting Job Service Operations Plan:

- Focuses Job Service resources on customer needs and federal, state, and local directions;
- Emphasizes a demand-driven mode of service provision; and
- Ensures performance measures are being met.

The plan does the above in the context of local priorities, goal setting, and service alignment. The pillars of the Job Service Operations Plan are supporting *Grow Wisconsin*, and the previously implemented Program Focus Areas. The Job Service statewide emphases are strengthening services to business, promoting jobs with a future, and reducing the costs of unemployment. The plan works collaboratively with WDB staff and partners to achieve goals of mutual importance.

### **Goals**

- **Grow Wisconsin/Demand-Driven** -- Job Service will prioritize work with our business customers, especially those in high growth, high wage industries. Job Service staff will develop and maintain expert knowledge about the job economy and today's workplace requirements, especially in *Grow Wisconsin* occupational areas. This knowledge will be applied in serving both business and jobseeker customers.
- **Performance Based** -- Job Service statewide, and within each district, will be responsible for meeting both federal measures and newly created measures to track performance in *Grow Wisconsin* and the "Job Service Focus Areas" (Veterans Services, Claimant Re-employment Services, Business Services, Trade Adjustment Assistance, Workshops, and Resource Room). Performance will be tracked through our "report card" goals and quarterly performance reports.
- **Local Collaboration** -- Up-front and continuous involvement of partners is absolutely paramount. This is both a Job Service Operations Plan and a plan that creates and enhances working linkages with partner agencies and joint planning processes.

## Overview

### Section 1: Collaboration Elements

- **Partner Collaboration Summary** -- Focus on partner discussions, alignment with other local planning processes, and identifying service gaps.
- **Proposed Staffing Responsibilities** -- Focus on demand-driven priorities, any planned staff deployment changes, and increasing staffing flexibility via the broad usage of generic position descriptions for Job Service staff.
- **Business Services Close Up** -- Identify time spent on business service functions, propose new efficiencies, and identify promising partner strategies.
- **Other Key Implementation Strategies** -- Identify liaisons, clarify management's role in plan implementation, develop a communication plan, and identify staff training needs.

### Section 2: Supporting Grow Wisconsin

- **Focus on Health Care Industry** -- Conduct a WDA scan of industry (including LMI, major employers, and partner initiatives), identify liaisons, and articulate partner collaboration strategies.
- **Focus on a Second Targeted Industry** -- Conduct a WDA scan of industry (including LMI, major employers, and partner initiatives), identify liaisons, and articulate partner collaboration strategies.
- **Focus on "Sustainable Wage Plus" Employment Opportunities** -- Define sustainable wage and set regional standards, identify liaisons, create a sustainable wage business tool, and identify partner collaboration strategies.

### Section 3: Implementing Focus Area Emphases

- **Business Services** -- Provide demand driven pre-screening services, improve job order quality, increase use of JobNet direct order entry system, increase percentage of job orders with wage information, and generate new business accounts.
- **Workshops** -- Prioritize first tier workshops, develop attendance building strategies, and ensure partner collaboration.
- **Veterans Program** -- Develop Local Veterans' Employment Representative (LVER) employer relations and partner relations, improve Disabled Veterans' Outreach Program (DVOP) case management.
- **Unemployment Insurance (UI) Claimant Re-employment Services** -- Provide high level services, including job referrals, to claimants.
- **Trade Adjustment Assistance (TAA)** -- Improve placement services and access to training, improve coordination with dislocated worker programs, and plan at least one class-sized project (if applicable).
- **Resource Room** -- Develop initiatives that ensure accessibility, ease of use, and meet our customers' diverse needs.

**Job Service Report Card: Bottom Line Goals**

**Public Labor Exchange Program**

Entered employment rate 56%  
 Employment retention rate 70%

**Migrant Seasonal Farm Worker (MSFW)**

MSFWs outreached 51%  
 Equity indicators 4/5  
 Minimum service level indicators 4/7

**Reemployment Services (RES)**

Pool penetration rate 55.7%  
 Service completion rate 85%  
 UI trust fund savings \$1,000/claimant  
 UI claimant exhaustion rate 50.4%

**TAA Program**

Entered employment rate 70%  
 Employment retention rate 88%  
 Earnings replacement rate 90%

**Veterans Programs Performance Measures**

**All Vets**

Entered Employment 51%  
 Retention 75%

**Disabled Vets**

Entered Employment 45%  
 Retention 72%

**Veterans Programs: Grant-Based**

**DVOP**

Entered Employment (EE) 61%  
 EE excluding retention 55%

**LVER**

Entered Employment (EE) 62%  
 EE excluding retention 57%

**Job Service Report Card: Grow Wisconsin Goals**

**Health Care and Second Targeted Industry**

Job Order Totals 10% increase over baseline  
 Workshops ≥ 4 new workshops and 40 attendees  
 Resource Room ≥ 5 new initiatives  
 Business Penetration 10% increase over baseline

**Sustainable Wage "Plus"**

Business Tool 1 business tool for WDA  
 Workshops ≥ 4 new workshops and 40 attendees  
 Resource Room ≥ 5 new initiatives

**Job Service Report Card: Focus Area Implementation**

**Business Services**

Applicant prescreening Service offered to ≥10 new businesses  
 Job order direct entry 15% increase over baseline  
 Job order wage info 15% increase over baseline

**New Business Accounts**

WP Business Rep Staff ≥ 10 new accounts/Bus. rep FTE/year  
 LVER Staff ≥ 10 new accounts/LVER FTE/year  
 Other JS Staff ≥ 10 new accounts/FTE/year



### **Jobseeker Services**

First tier workshops	≥ 6 additional workshops/year
First tier workshops	≥ 60 additional attendees/year
DVOP case management	≥ 150 cases/DVOP/year
Vets intake assessment	65% of registered vets
RES job referrals	100% of Orientation participants
TAA class projects	≥ 1 project per WDA
Resource room diversity	Must meet at least 5 items on list

The major focus area for assessment activities was the performance system. Those activities are described under "Performance Measures."

### **Dislocated Worker Program**

In calendar year 2004, Wisconsin received 106 notices of mass layoffs or plant closings covering nearly 7,300 workers. So far in 2005, 62 notices covering almost 7,500 workers have been filed. Wisconsin's traditionally large manufacturing sector continues to experience many layoffs. In particular, many workers in automotive related firms have lost jobs in the 2004-2005 period.

In PY04 there were 105,000 eligible dislocated workers in the state. Services were provided to over 19,500 dislocated workers. The WIA local dislocated worker program served 8,400 individuals. Another 5,300 dislocated workers were provided assistance through state reserve funds and National Emergency Grants. The Trade Adjustment Assistance program covered over 5,800 workers. Total funding for all programs was \$52.8 million.

The CWI's Dislocated Worker Subcommittee improved the process by which WDBs can request Special Response project funds. The new process increases the emphasis on performance outcomes. The changes implemented will improve the state's efforts to ensure program effectiveness, facilitate coordination and maximize the potential for federal support to assist dislocated workers.

### **State Program and Product Development**

#### **Employer Benefits Booklet**

The booklet shows the universe of benefits employers offer that helps job seekers understand what a potential employer is offering including the total pay package. Selected Job Centers are offering the guidebook as a seminar to persons receiving Unemployment Insurance and others. In addition, the guide will be used as part of a Financial Education Training program for the Dislocated Worker Program.

#### **Financial Literacy**

- **Money Conferences:** DWD was the co-sponsor of four Money Conferences. The Money Conferences were marketed to low to moderate income families associated with Wisconsin Job Centers service areas. Over 1500 families attended the conferences to learn about such topics as "Four Smart Money Rules," "Spending Plans and Savings Plans," "Understanding Credit," "Investment Basics" as well as many other financial education topics. Those

- eligible received a free copy of their credit report with a score, a free credit report review and the opportunity to learn more about improving their financial situation in an unbiased and marketing free environment.
- **Apprenticeship Financial Education:** Provided a curriculum and supporting materials to the Milwaukee Area Technical College Apprenticeship Training Program.
  - **Dislocated Worker Financial Education:** Provided Financial Education training to Dislocated Worker case managers. The training included an in-depth investigation of how to discuss money and finances with difficult to reach clients, how to teach about money to adult learners as well as money management, debt management, credit education, credit management and how to make sound money decisions. The training took place in November of 2004 and January of 2005.
  - **Dislocated Worker Focus Groups:** A series of focus groups were conducted in October of 2004 to investigate the specific needs of Dislocated Workers as it pertains to the Dislocated Worker Financial Education Interactive DVD. The DVD will be made available to all Dislocated Workers and will address such topics as how and what benefits to sign up for when you learn you will be dislocated from a job, managing money between jobs, developing a spending plan that accommodates employment retraining, contacting creditors, restructuring debt, laws and protections regarding pension or other employer sponsored investment accounts as well as many other topics. The DVD will be interactive and will accommodate different adult learning styles -- including a discussion by a field expert as well as showing a family managing a particular problem or situation.
  - **WIA Case Manager Training:** Provided training throughout the year to various WIA case manager groups on Financial Education. Approximately 350 staff were trained in the importance of understanding money management, debt management, credit education and credit management as well as the importance of banking.

### **DWD Employee Assistance Program Financial Education**

DWD staged a one-day conference for Temporary Assistance for Needy Families (TANF) and WIA program participants. The conference attracted over 200 people. The Governor, the DWD Secretary, the Mayor of Milwaukee and the Milwaukee County Executive all participated to demonstrate their support for the conference. Sessions offered at the conference were of three tracks: Life Skills (Financial Education, Nutrition, Parenting), Career Enhancement (Wisconsin Careers, How to Use Labor Market Information, Career Ladders) and Employment Issues (Employee Benefits, The Employers Perspective, Equal Rights and Urban Legends).

### **Job Order Quality Improvement**

A statewide Quality Job Order Assurance Program is in operation to monitor and improve the quality of job orders placed in Wisconsin JobNet and uploaded to America's Job Bank. The program has established criteria for assessing the quality of job orders and monitoring new job orders as they are input.

Periodically a statewide review is conducted to monitor progress. This identifies issues and staff training needs for continuous improvement. The most recent review identified several areas to be targeted for improvement. One is to increase the amount of information provided to the job seeker. Improving the information on compensation is

being targeted. Another is to add better information on the hours of work. A significant number of job orders were found to be requesting levels of education that are not consistent with the duties of the job. This can have a negative impact on some applicants and can produce poor job matches for employers. Efforts will be made to educate staff and employers on this issue.

The Quality Assurance Program assesses job orders for 5 areas of quality:

- Completeness of the information on the job provided to the job seeker;
- Clarity of this information including such things as use of common occupational titles, avoiding abbreviations and company jargon;
- Formatting of the job order to include standard layouts, spelling and grammar;
- Legal issues such as avoiding discriminatory wording and minimum wage errors, including the use of mandatory statements in the job order to inform the public of applicable labor law issues; and
- Policy issues related to consistent statewide job order processing.

### **Wisconsinjobcenter.org**

In an effort to reach job seeker and business customers with information and services that meet their needs when they need it, a redesign has begun of the [wisconsinjobcenter.org](http://wisconsinjobcenter.org) web site. The launch is scheduled prior to the end of 2005. Focus groups of staff, business and job seeker customers were consulted in the design effort.

### **Bureau of Workforce Information (BWI) publication series**

A series of publications mirroring the Career Posters published by the BWI are in development, with the inaugural effort featuring the Construction industry. Details on the industry with forecasts for regions of Wisconsin through 2012 are included. The publishing date is scheduled prior to the end of 2005. The career areas of Education, Finance and Insurance, Health Care, Info-Tech and Manufacturing will follow.

### **Mail distribution list**

Wisconsin Job Center staff can now receive timely updates on matters of concentrated topical specificity via subscription to a series of mail distribution lists. Email messages are delivered to subscribers as needed for matters of essential communication from DWD-based subject matter experts.

### **Individual Training Account conversion**

Wisconsin's Statewide List of Eligible Training Programs and Providers is shifting to a database platform that will allow more rapid and specific comparisons of programs. The development of this platform was completed in PY04, and the system will be launched when the current data has been converted, expected to be prior to the end of 2005.

### **Interagency collaboration**

DWD has collaborated to provide information from its sister agencies relevant to our shared customer base. The Department of Health and Family Services now distributes its Access brochure through Wisconsin Job Centers. The Department of Commerce has conducted a series of trainings to Wisconsin Job Center staff concerning its WIFrontDoor Housing database. The Department of Revenue annually publishes information about Wisconsin Job Center locations and services in its personal income tax booklet.

### **New publication development and distribution**

Among the brochures developed and released in the last year were: Jobline (telephone job search), two Veterans' hiring-oriented publications (one each for business customers and for veterans), and brochures promoting the Fidelity Bonding and Work Opportunity Tax Credit/Welfare-to-Work tax credit programs. All of these are available in Wisconsin Job Center Resource Rooms.

### **Disability Program Manager**

The following are just a few examples of how the Navigator project has impacted the local Job Center. The examples demonstrate the three focus areas for the Navigator: Working with individuals; system change; and working with employers.

The Disability Program Navigator (DPN) collaborated with the Veterans Employment Representatives to create the Veterans Job Support Network, a bi-weekly workshop and networking session in which curriculum from *Cultivating True Livelihood* will be used. The name of the Workshop is "Your Skills are Transitional...Collecting on Your Military Experience."

The participants will complete a true/false survey in which they determine if certain duties that they performed in the military are applicable to the civilian workforce and if so, how they can relay this experience to prospective employers. In the second half of the workshop, participants will be read current job orders and then be given time to network with other vets about other job opportunities. Each workshop will feature a different employment subject from the *Cultivating True Livelihood* curriculum

Navigators are working in collaboration with the Social Security Administration (SSA) on the new Medicare Prescription Drug program, Improvement and Modernization Act of 2003 (P.L. 108-173), enacted December 8, 2003. Navigators assist SSA and the Centers for Medicare & Medicaid Services (CMS) to collaboratively provide persons with limited income and resources extra help paying for their prescription drugs. The role of SSA and the Navigators in this partnership is to help the public understand how they may qualify and apply.

Navigators help businesses create a mental health friendly work environment. Companies that proactively address overall mental health in the workplace can realize significant benefits. Mental health friendly practices can bring greater productivity, reduced insurance costs, and improved retention. They can, in fact, affect the entire culture of the company.

The DPN program has brought a level of service to the population that is traditionally served through DVR. Because of funding restrictions and waiting lists currently with DVR, the DPN program has afforded the flexibility for disabled customers to gain access to case management and employment related services and advocacy through the DPN program, where they may have to otherwise wait for the service for a period of time.

Through collaboration with Wisconsin Women's Health Foundation and the National Kidney Foundation DWS participated in an informational luncheon for African-American women and health issues. There was a wealth of information on mental health, medical benefits, social security and various testing facilities for blood pressure and glaucoma. The Navigator booth gave information on disability related tax credits and deductions for employers and employees, federal bonding, and various

resources within the community and Job Centers. We also ran the new video on resources within the Job Centers across several states

**Strengthening Connections Between UI and One-Stop Delivery Systems Project**  
("Wisconsin Reemployment Connection—A Network of Connections to Return to Work")  
Funded by DOL in June 2003, and scheduled to conclude in December 2005, the Department of Labor, Employment and Training Administration and DWD continued to jointly conduct the *Strengthening Connections Between UI and One-Stop Delivery Systems* demonstration project in PY04.

Efforts to reconnect UI services and Job Center services by implementing a limited demonstration of new operational linkages encompassing three Job Centers and two UI call centers have realized the following new organizational and operational features:

- Integration of UI and Job Center computer systems such that demonstration UI claimants are automatically registered for work;
- Job Center staff making personal contact via telephone with UI claimants selected for Worker Profiling and Reemployment Services (WPRS) demonstration services;
- Development of strong working relationships between UI call center staff and Job Center staff. While in the rest of the state, call center staff and Job Center staff have limited interactions, the demonstration's call center staff assist in the reemployment orientation sessions conducted at the Wisconsin Job Centers, and return at the end of participants' service periods to conduct a joint UI/Job Center staff Review of Employment Plan (REP) – a type of UI eligibility review;
- Expanded reemployment workshops (e.g., job search assistance and referral to skill training, as appropriate) and new curricula, such as "Introduction to Computers";
- Provision of reemployment services expanded to all UI WPRS claimants who are referred from the WPRS pool; and
- Provision of at least one staff-assisted job referral to *all* demonstration participants who participate in the reemployment workshops. (This is a service unique to the demonstration project. Such referrals do not happen elsewhere in the state.)

### **Connecting UI Claimants to Job Center Services**

The demonstration began providing services in Oshkosh in July 2004 and in two Milwaukee Job Centers in September 2004, using an expanded model of the Worker Profiling Reemployment Services (WPRS) system currently provided nationwide to UI claimants most likely to exhaust their benefits. Project staff contacts all claimants in each month's profiling pool by letter and by phone, informing them that they have been selected for services. At the required orientation to Job Center services, demonstration staff sort participants into two groups based on their preparedness for conducting a job search, knowledge of the local labor market, and knowledge of job search skills and strategies. Group A consists of individuals who have more relevant and/or transferable work skills and/or job search skills; they receive "light touch" reemployment services. Group B is made up of those who are less prepared for a job search; members receive more intensive services than Group A. Members of both groups are required to register for work, and as of April 2005, all Group B members receive a referral to an appropriate job opening.

Members of Group B, as well as many Group A members, are directed to attend concentrated job search workshops that may last up to four weeks from beginning to end of project participation. Those who fail to attend any of the sessions are subject to a suspension of their UI benefits. Another requirement of participation is that claimants must make at least five job contacts per week, although their benefits are not affected if they fail to do so.

The workshop includes resume development, interviewing skills, preparation for job fairs, career change, networking skills, labor market projections of “hot jobs,” budgeting, and stress management. The staff in Milwaukee has discovered that many participants have no experience using a computer, and have added a three hour “Introduction to the Computer” session to their curricula. The last session of the workshop is a formal, individual Review of Employment Plan (REP) with each participant who has not yet found a job. Beginning in March 2005, demonstration staff began conducting follow-up contacts with participants 30 days after the REP, to get a status up-date regarding their job search efforts.

### **Connecting UI and Job Service Divisions**

Mechanisms to facilitate linkages between UI and Job Service staff include improved data-sharing between the two agencies’ computer systems, resulting in automatic registration for work upon filing a UI claim. This seemingly straightforward task has involved staff from all levels of both agencies in joint agency workgroups, mapping electronic data processes, and troubleshooting as the electronic interchange of data has been developed. Another strategy that has brought the two divisions together has been the inclusion of UI staff in the demonstration’s reemployment service orientation to the Job Center. UI staff also participates in the post-reemployment services REP with the project’s Job Service staff and demonstration participants.

### **Progress To-Date**

Based on a consultant’s interim evaluation report, through May 2005, the three demonstration sites had served a total of 731 participants, with just over half (383) being members of Group B. The results below focus on a smaller number of participants—those served during the first five months of the demonstration, through November 2004. The evaluation relies on UI wage records to document employment and earnings, and since employers are required to report their workers’ earnings 90 days after the end of the calendar quarter, the November 2004 cohort is the most recent group of participants for whom complete UI wage records are available. The total number of demonstration participants included in these analyses was 486. To assess the impact of the demonstration on participants, their outcomes were compared with those of the comparison group using three models:

- **Model 1** used all 486 of the claimants in the demonstration site profiling pools through the November 2004 cohort, including those who: entered employment before the date of the orientation, received employment services from another program, or failed to respond to contacts from project staff. The corresponding comparison group numbered 1,302 members. This model takes into account the potential impact that the letter and telephone call from the project might have on claimants in the profiling pool who did not actively participate in demonstration services.

- **Model 2** used only claimants in the demonstration site profiling pools through November 2004 who had WPRS scores of 47% or higher. This cutoff was chosen based on the lowest WPRS score of comparison group members who attended a Job Center orientation (most likely those required to attend reemployment services). These 413 individuals represented the participants most in need of reemployment services. Their matched comparison group totaled 1,110 members.
- **Model 3** narrowed the demonstration and comparison groups further. The demonstration group included only those claimants who actually received services from the project, the 237 members of Groups A and B served through the November 2004 cohort. Their comparison group consisted of the 390 claimants at the comparison sites who attended a Job Center orientation. This model provides a comparison between individuals who received RES under the existing model of services (the comparison group) and those who participated in the demonstration.

Overall, interim findings suggest that demonstration services are indeed having a positive effect on the employment and UI benefit outcomes of participants. The fact that the results of all three models document similar types of impact on participant outcomes is especially encouraging. The project's final evaluation report will include the results of the above analyses using data for participants served through December 2005. Working together, DOL and DWD are providing additional citizen-centric services to better connect UI claimants with existing, and available, "re-employment" services.

## **Workforce Development Area Activities**

### **Fox Valley Workforce Development Area**

The Fox Valley Workforce Development Board, Inc. (FVWDB) has organized a Health Care Alliance group which is comprised of representatives from the local technical colleges, County Health and Human Service Departments, the four-year college and universities in the area, and local healthcare providers. The purpose of the Fox Valley Health Care Alliance (FVHCA) is "to ensure an adequate supply of high quality healthcare workers in our region by working collaboratively with all stakeholders." Full member FVHCA meetings are held every month with subcommittee groups meeting as well. The group strives to provide valuable and easy to understand information on the health care field to educate both the adult and youth populations in the Northeast Wisconsin region. The group is in the process of organizing a job shadowing program, a speakers' and mentors bureau, and a website which can link interested parties to scholarship opportunities, educational sites, and other various resources. The group will host a "Kick-Off Event" in October 2005. At this event, projects worked on during the past year will be showcased, including a survey that will gather research regarding retirement trends and workforce needs in the healthcare industry, information about a grant proposal to improve the clinical placement process, and how to get involved in the group will be discussed.

FVWDB held an Alumni Recognition Reception in March 2005 to acknowledge the accomplishments of individuals enrolled in our programs for the year. Board members, County Local Elected Officials, and staff and employers were invited to attend this reception. Fourteen people, representing Wagner-Peyser, Veterans Services, the Trade Act Agreement, WIA Adult, WIA Dislocated Worker, and WIA Youth, were nominated and received awards. The reception also educated partners on the services and

programs that other agencies were offering, helping to solidify the relationship with other partners who are working to a common goal of getting participants trained and employed. Recipients were encouraged to invite family and friends, along with their employers or case workers. Everyone witnessed the accomplishments of these individuals, their hard work and perseverance. Awardees were able to recognize their families, case managers, and the workforce development system for their support and encouragement.

In order to address economic challenges in the Northeast (NE) Wisconsin region, the Fox Valley and Bay Area WDBs, along with economic development and business and education partners worked together to create a study addressing these challenges. An Economic Summit, with 400 attendees mostly from private sector businesses, was held in October 2004 to unveil the study and discuss next steps. The study is now in the implementation stage, and partners continue to work together to implement changes based on the study's recommendations. From this effort, the Northeast Wisconsin Coalition on the Regional Economy (NEW CORE) group was established, and meetings were held every two weeks throughout the year. Accomplishments and ongoing projects related to NEW CORE include:

- A Regional Stewardship Award from the Alliance for Regional Stewardship was granted in recognition of the collaborative regional efforts by NEW CORE and its partners;
- Development of the first annual Business Plan Competition for entrepreneurs in NE Wisconsin;
- Formation of a regional K-12 Steering Committee;
- A metrics project for tracking progress of regional economic activities;
- A proposal was submitted to inventory communications technology assets in the area;
- A diversity task force for NE Wisconsin was established;
- A brand for NE Wisconsin is being developed;
- An angel investing network for the area is being established;
- Cooperative learning experiences on lean organization development are being worked on; and
- Funding from Governor Doyle was awarded to help sponsor the branding process, as well as recruit and retain businesses in NE Wisconsin.

NEW CORE has grown and is now evolving into a regional Economic Development Council, which will be known as NEW North. NEW CORE members have helped develop the structure for the board of the new corporation and are serving on the hiring committee for the corporation's first director.

FVWDB, in partnership with Fox Valley Technical College (FVTC) and Moraine Park Technical College, has laid the groundwork for offering Licensed Practical Nursing (LPN) Training to dislocated workers who need special accommodations, such as different class start dates, as well as eliminating up to a five year wait for the program. Eighteen individuals are enrolled in the program which will officially begin in August of 2005 with a completion date of August 2006.

FVWDB has contracted with Profiles International out of Waco, Texas, to implement the Works JobFit program. Works JobFit focuses on soft skills and measures thinking and reasoning styles, occupational interests, and behavioral traits of each individual. It then



generates a individual Personal Assessment for the job seeker that can be matched up to the specific needs of what participating companies are looking for when they hire for new positions. JobFit provides companies the opportunity to evaluate and select from a Regional Talent Pool of candidates that best match their most talented and productive employees. Currently we are working with 10 companies. To date, JobFit has help place 62 people. We anticipate there will be an additional 150 people placed through JobFit by the end of September 2005. It is also anticipated that 30 more companies will be added in the next 6 months. There are 2392 active candidates in the JobFit Regional Talent Pool.

The Career Changers Network (CCN) of the FVWDB is a collective gathering of salaried business professionals, business leaders, and volunteer supporters with the common goal of re-establishing or changing individual career paths for the benefit of the career changer, businesses, and the community at large. The majority of members involved has been dislocated from management level positions and had worked at their previous positions for over ten years. The focus of this group is on collaborative, win-win, professional networking that creates sustainable long term career success and solutions such as networking, employer outreach, weekly meetings, entrepreneurial training, and transferable skill evaluations. Currently, 210 people are actively pursuing employment while 48% of past active participants in the CCN program are already back to work. CCN has worked directly with 596 people. CCN also has 61 area companies that support CCN by recruiting and placing active members. CCN has also co-sponsored 3 Entrepreneurial Training classes, (E-Seed), with the UWO Small Business Development Council through FVTC. To date, 43 people have attended E-Seed with 31 going on to start their own business. Interested people may access CCN's website, which is [www.careerchangers.org](http://www.careerchangers.org).

The WDA has a projected welder labor shortage of 312 welders by 2007. In response to this immediate need, FVWDB has coordinated an accelerated welder training program (length is 5 to 9 weeks), with Fox Valley Technical College and Moraine Park Technical College. The course is made up of 160 hours of training which includes: Blue print reading and symbols, Measurements, GMAW - MIG welding, GTAW – TIG welding, Working with exotic metals – carbon steel, aluminum, and stainless steel. Thirty local companies have been contacted to try to get welder candidates placed by the end of training. The first welding training was conducted by FVTC from March to April 2005 with 6 people completing the course. The second course started on August 23, 2005, with 12 people enrolled. A third session with MPTC started on September 15, 2005 and concluded on November 19, 2005 with an enrollment of 15 people. The goal is to provide training to over 90 participants over the next 2 years which represents approximately 30% of the anticipated welder shortage.

During PY04, the Fox Valley area had announced layoffs of 1,703 workers from 16 companies. The 1,351 jobs lost were less than the announced layoffs due to call-backs, positions found elsewhere, etc. The Rapid Response activity included 22 Worker Orientations which were attended by 759 workers, or about 35 workers on average in attendance. The Rapid Response Team includes the following partners: DWS, Job Service, area technical colleges (FVTC and Moraine Park Technical College), Unemployment Insurance, Department of Veterans Affairs and County Veterans Service Officers, AFL-CIO Labor Education Training Center, United Way of the Fox Cities, FISC (Financial Information & Service Center), and CareerPros, Inc.

In its efforts to successfully continue serving youth, the Youth Program provided the opportunity for staff to attend the Ruby Payne “A Framework for Understanding Poverty” training. This past year, the Youth Program Director and other FVWDB, Inc. staff were certified as trainers.

They gained insights about the culture of poverty. FVWDB, Inc. will collaborate with local partners to sponsor/facilitate this training to area businesses, schools, and communities. In August 2005, the Berlin Area School District is hosting a seminar open to the general public and in October 2005, FVWDB, Inc. and UW-Oshkosh CCDET will be conducting a seminar at a local Youth Worker Coalition meeting. Future plans are being made to speak at other youth conferences in the Fox Valley WDA.

The Adult Program Director and Case Managers have developed forms which help customers role play through possible “trigger situations” in the workplace. These forms are filled out during one-on-one sessions, and the customers take them home to use as a reference if needed. The forms provide assistance on how to act as a professional in the workplace, and give guidance to individuals on re-entering the workforce after an extended absence, or to those who have never been employed and are uncertain on how to respond to situations which they have not faced before.

In August 2004, the Partners in the Oshkosh Area Workforce Development Center (OAWDC) completed a MOU with the Wisconsin DOC – Drug Abuse Correctional Center (DACC). The agreement provided inmates from the DACC access to services in the OWDA Resource Room. One morning each week, DACC staff bring 6-7 inmates to the OAWDC (only if the Resource Room is fully staffed). Staff work with each inmate to complete a resume and register on JobNet before they leave. In addition, staff provide inmates with the address of the nearest Job Center in the community to which they will be returning. From August 2004 to June 30, 2005, 206 inmates received assistance. This project was so successful with a large demand for inmate services that a similar MOU was developed in July 2005 for future activities.

In February 2005, the Waushara Co. Job Center signed a MOU with the DOC – Redgranite Correctional Institution (RGCI). This agreement complemented the RGCI reintegration program for inmates to be released within 120 days, at the medium security prison. With the signing of the agreement, RGCI correctional officers escort a maximum of six inmates each Friday morning to the Waushara Job Center (prior to the opening of the center to the public). Staff provide inmates with an overview of Job Center services and the address of the nearest Job Center in the community to which they will be returning. After the orientation, staff, in cooperation with FVTC, assist inmates in registering and conducting a job search on JobNet. From March through June 2005, nineteen inmates have been provided services. It is our understanding this agreement is the first of its kind entered into by the State DOC which allows inmates from a medium security prison access to services outside the prison.

## Northwest Wisconsin Workforce Development Area (CEP) Success Stories

- A newly-divorced mother of two with learning disabilities, and no work history outside of the home, returned to her hometown to try to make a new start. Needing a fast transition for job placement to support her family, she came to CEP for help with training and employment. After taking the Talent Profiling System assessment and matching very closely with Certified Nursing Assistant (CNA), she decided to enter into the CNA training at Wisconsin Indianhead Technical College. The clinical portion of her training was conducted at the local hospital, which offered her a full-time job upon completion of the 8-week training. She is now earning \$8.96 an hour. According to the client, "The CEP program's existence has given me the opportunity to better my life and thus the lives of my children as well."
- A non-custodial mother of three left several positions with salaries around \$7.00 an hour over the course of three years. She came to CEP for help getting her life on track with a better career plan. Although non-traditional for a female, she wanted a truck driving job after confirming her interest with the Talent Profiling System assessment. She attended an eight-week training course that turned into full-time employment as a long-haul trucker at \$16.20 an hour with full medical benefits enabling her to help support her children and spend her weekends with them.
- A dislocated worker reported that Job Club was particularly helpful to him. As a CEP customer, he attended a Job Club on interviewing. He stopped back the following day to report that he just had an interview and was offered the job. He said, "I used the things I learned yesterday, and I know that they made a difference." He was later offered employment with his original employer, where he had spent seventeen years, but he decided to stay with his new employer because the match was so good.
- An Employment Specialist and Business Consultant worked together to assist a client to obtain employment in her career field. She had just graduated from UW-Stevens Point with a degree in Interior Architecture and wanted to find employment locally. She completed the Talent Profiling System assessment and matched very well to the architectural field. CEP provided her with several employment opportunities that resulted in an interview. CEP followed up with the owner of the company and was able to offer an On-the-Job training contract. She continues to be an Interior Designer/Administrative Assistant at \$12.00 an hour with benefits, and thoroughly enjoys it.
- A hardware business in the region closed due to economic conditions. A former employee came into the Job Center for career counseling and assistance with school. He obtained an Associate's Degree in Business Administration/Finance and Accounting and has successfully, and happily, started a new career in the field.
- A woman working as a part-time factory worker came to CEP as she wanted to prepare to make a career change to nursing. She was concerned about her husband's employment security at a local mill. CEP funded her for mileage reimbursement, classroom training and her RN Board Exam. The Business Consultant spoke to the local hospital about hiring her as a CNA while attending

school, and she not only received that job, but was upgraded to a RN when she passed her boards. She is now earning \$18.68 an hour.

### **Private Industry Council of Milwaukee, Inc. (PIC)**

- WIA Youth participants benefited from two partnerships in the hospitality industry. The PIC collaborated with leading Wisconsin Dells summer destinations to train and place central-city young people in lucrative summer jobs. PIC program staff briefed the youth on the challenges of adult life, including personal budgeting, microwave cooking, grooming and interpersonal communications, while Tommy Bartlett's Noah's Ark and Chula Vista resort trained them as lifeguards and for other duties. All three employers reported great satisfaction with the program and asked for more youth workers next year. Youth who remained for the entire summer season received a \$1 per hour bonus for every hour worked.
- The Culinary Arts Program for State Fair Park is a partnership among Milwaukee Area Technical College, State Fair Park and the PIC to provide youth food-service workers during the two weeks of State Fair in August. Urban youth meet their rural counterparts and discover they have more in common than they thought. After 60 hours of classroom training leading to a Serve Safe Certificate, the young people gain six weeks of hands-on experience in food preparation, cooking and industrial kitchen cleanup. Perks of the job include State Fair tickets for friends and family, transferable skills and the sense of accomplishment in preparing over 18,000 meals in a two-week period.

The crucial connection between workforce development and education was the impetus for two other youth programs, The Milwaukee Career Center (MCC), the specialty Job Center for youth, houses personnel from the University of Wisconsin-Milwaukee, Milwaukee Area Technical College (MATC) and Marquette University. This gives former dropouts easy access to a range of post-secondary options and financial aid information. MATC administers the Accu-Placer technical-college entrance exam to high school/GED students in order to pinpoint academic challenges while youth still have time to address them.

- A unique partnership in Urban Agriculture is flourishing between Vincent High School in Milwaukee and UW-River Falls in the northwest corner of the state. Urban youth study agricultural topics in Vincent's science lab and greenhouse during the regular school year, then attend the UW for an intensive summer course. A number of at-risk students have finished high school and entered into the UW system or the River Falls agricultural program as a result of this exposure.

Relating to Adult and Dislocated Worker services, Customized Skills Trainings connected high-growth, high-wage employers with unemployed or entry-level workers:

- **Manufacturing:** The Help in Re-Employment (HIRE) Center Dislocated Worker specialty Job Center sponsored a condensed computerized numeric control (CNC) machining class targeted to individuals with low basic skills. CNC is such a high demand occupation. (A recent placement success was with an ex-offender who was hired after class completion.) Another CNC cohort was tailored to the needs of Adult Limited English Proficient speakers of Hmong, both

long-time Wisconsin residents and newly arrived refugees. An innovative mix of bilingual VESL and hard-skills training led to promising placement rates and positive feedback from employers.

- **Healthcare:** The PIC expanded its nationally recognized Healthcare Consortium with local hospital systems, including Covenant, Aurora Health Care, Columbia-St. Mary's and Froedtert Hospital. About 50 incumbent workers at these hospitals were recruited from entry-level food service, maintenance and nursing assistant positions, where salaries hover around \$8.00 per hour. Through WIA CST funds, the PIC facilitated a cooperative arrangement among the hospital systems to provide an intensive nine-month training in surgical technology. The program resulted in a 100% hire rate and nearly doubled participants' wage, to \$15.88 per hour.
- **Education:** The Milwaukee Teacher Education Center Teacher Training program assists incumbent Teacher's Aides and Para-Professionals to gain full teacher certification. Milwaukee Public Schools, UW-Milwaukee, Milwaukee Area Technical College and the Milwaukee Teachers Education Association have collaborated with the PIC to develop this intensive program that has moved 72 participants from wages of \$8.00-\$12.00 to a Milwaukee Public Schools position paying \$19.13 per hour.

### **Southwest Wisconsin Workforce Development Area Success Stories**

- A success story written by a Southwest Workforce Development Area participant, Tanya: "Ever since I started working at Southwest Opportunities Center, I found out a lot of new things about myself. I noticed that I can be independent, and not dependent on others. I'm starting to learn how to get along with others, even if that is hard to do with that particular person. I made a lot of new friends and I also enjoy working under my employer's supervision. I actually feel like I completely fit in. Every day I walk in the building, my friends always greet me with hellos, smiles, or even, sometimes, a hug. I can tell people respect me there, especially my bosses. Each workday, when I wake up, there's a smile on my face. I look forward to all of the challenges the day might bring. Then, before bed each night, I am thankful of the successful day I just had. I may not be the fastest worker there, but I feel like I accomplished a lot. In case I did not explain it in the above paragraphs, my job means the world to me. So far, I have learned a lot of lifelong lessons and hope those lessons grow more and more as time goes on. I would love to thank all of the people who made it possible for me to work there. This job is by far the best job that I have ever had."
- A WIA instructor at Southwestern high School shared his experience about Tracy's success: "Tracy is one of three children. Her mom works in Platteville and her father is a truck driver. They do not have a lot of money to spend on 'extras.' She started working in the WIA Program as an 8th grader during the summer of 2003. The money that she made in the program at times was used to help pay the monthly bills. Last summer (2004) she wanted to do something different and decided to put her money towards a family computer. She saved virtually every cent that she made during the summer and at the end of the summer she purchased a home computer for her family. Her parents then signed up for the internet so the children would have access to this during the

school year. The condition was that she had to keep her grades up to a certain level. She managed to do this throughout the school year even though school does not come easy to her. To me this is a shining example of what this program can do for some of our students."

- Amanda was enrolled in the Older Youth/WIA program. Prior to the enrollment, Amanda was given two assignments to complete to validate her motivation to become employed. She diligently completed both the 5011 work application and her draft resume within 4 working days. Amanda was enrolled in December 2004. Although she had some work history (working in a circus) she had no local references and lacked the self esteem needed when presenting oneself to employers. Due to CNA classes not beginning until February of 2005, Amanda agreed to attend Adult Education classes through Southwest Technical College (a partner of the Job Center) to brush up her reading, math and science skills. Amanda began to blossom! She came to classes 4 days per week, finished updating her resume, and committed herself to working on curriculum related to the upcoming CNA class.

Amanda enjoyed the contact with the Job Center staff; smiles and joke-telling showed the mutual pleasure in seeing one another. She completed the training in Muscoda, the lab work in Fennimore, and clinicals in Boscobel. The WIA program assisted with the cost of travel, job uniforms and housing. Amanda took the State exam and passed with flying colors. She is working with a local agency providing home care services to adults with physical or cognitive challenges working full-time earning \$7.50 per hour. She enjoys her job and is now making plans to work on an registered nurse degree while working full-time.

- Ellen was referred to the Rock County Job Center by Rock Valley Community Programs. When meeting with Ellen in the Resource Room in May 2005, she expressed an interest in educational options and work search assistance. She attended several workshops, and focused on writing a resume for an active job search. Having been out of the workforce for a number of years, her desire to continue her cosmetology training, obtain licensure and have gainful employment was impressive. Ellen expressed her delight at the assistance and array of resources provided toward her self-sufficient efforts. After she was released from the Rock Valley Alternative Program, she obtained work immediately with the Madison Factory Motor Parts earning \$9.00 an hour. She continued to use JobNet and the resource room for promotional opportunities. After 2 months, she was hired at Frito-Lay with a salary increase at \$13.77 an hour with benefits. (Frito-Lay was much closer to home.) Ellen insisted on paying for her own training after she had been working for awhile. She is ready to take charge of her life and take care of herself. She now has her own apartment and has gone grocery shopping for the first time in 15 years.
- Tiffany was referred to the job center by the WINGSPAN Program at Blackhawk Technical College (BTC) in December 2004. As an unemployed single mother of two, she realized that in order to take care of her family she needed training to upgrade her job situation as a prep cook. She started the Medical Assistant Program at BTC and by the time she was ready to start her last semester she was in dire need of housing and living expense assistance. Thanks to the aid of

a Pell Grant and WIA support, she graduated and immediately obtained employment with Family Health Associates earning \$10.50 an hour with benefits.

### **West Central Wisconsin Workforce Development Success Stories**

- The firm of OEM Fabricators of Woodville, Wisconsin, started a MIG Welding training session for graduating high school students. Twelve recently graduated seniors were awarded scholarships to participate in a 12 week summer training session at the Wisconsin Indianhead Technical College. These 12 students were located and were funded to receive the training with the assistance of Workforce Resource, Inc. The students finishing the program then had the option of interviewing for positions at OEM Fabricators. Most accepted employment at OEM and jumpstarted their careers because of this accelerated program. Starting wages for these new hires began at \$15 per hour with complete health benefits which by far exceeds the average wage for new high school graduates. OEM is investigating a yearly summer program such as this to encourage high school graduates to enter skilled manufacturing jobs such as welding. OEM is also highly involved in promoting Welding Careers to youth in the West Central Wisconsin region. OEM has partnered with Career Valley to create a hands-on welding station at a youth career fair. This past year over 2000 8<sup>th</sup> through 12<sup>th</sup> graders tried welding at Career Valley for the first time. Many have expressed interest in welding as a career.
- In response to local plant closings, Workforce Resource, Inc. and the Chippewa Valley Technical College (using National Emergency Grant and Trade Adjustment Assistance funds) partnered to provide specialized Licensed Practical Nurse (LPN) training to individuals dislocated from Celestica, Rockwell Automation, and Pleasant Company. Since all of the students were individuals who had no educational experience beyond high school, great care was taken to provide a two-day orientation which addressed all of their specific concerns regarding their return to school. All classes were attended as a group, and all students actively engaged in supporting and encouraging each other to complete the year and a half long program. In addition, the training was augmented by weekly group meetings with a staff person from Workforce Resource, Inc. At these meetings, students were encouraged to share experiences and voice any difficulties they were having. It is through this shared group effort, and the resources and services of WIA supported by other programs that 18 students are expected to graduate in May of 2006.

### **Western Wisconsin Workforce Development Area Success Stories**

- Stephanie was referred by a high school teacher to the youth program funded by WIA. The teacher and Stephanie's WIA youth coordinator from Wisconsin Literacy Services provided a support system for Stephanie. They worked together to help her develop a plan for her career development. When Stephanie was offered services, she took advantage of them and followed through. At the local Job Center, she attended a career exploration workshop, completed assessments, completed work readiness training that included mock interviews, resume development, and completing applications. She attended a leadership activity, gained some work experience during the summer, toured the technical

school campus, accepted help with applying to the technical college, and worked hard to complete a Certified Nursing Assistant (CNA) certification. She found that she needed to improve her math skills in order to attend the technical college, so she attended classes during the summer. Soon after she started the class she found out that she was pregnant. She was unsure how she would handle school and the pregnancy so she put her education on hold until after she gave birth to her baby girl in April 2005. Stephanie is currently working full time, attending Chippewa Valley Technical College in the radiography technician program, and is the proud mother of a four month old daughter. The services that were provided to Stephanie helped her to make good career decisions. She was given the encouragement she needed to be successful. The financial support she received made it possible for her to complete her education, she may not have been able to do without it. Stephanie's teacher in high school was also very instrumental in helping in her educational achievements. Stephanie's Youth Coordinator states, "Stephanie is a young woman who has overcome several barriers in her life. The program was a compass that set her on the right path, but it is Stephanie's strength and determination that will cause her to be a success at whatever she chooses to do with her life."

- Desiring to become a nurse, Lacy was working part time as a CNA in Madison and attending Southwest Technical College in Fennimore when she discovered that she was pregnant with her first child. The long commute and financial stresses caused her to quit her school and move back in with her parents. When Lacy came to Workforce Connections, Inc., she had a three-week-old baby and was not able to support herself. Her desire was to complete her training so that she could obtain employment that paid enough to support herself and her child. Lacy and Workforce Connections, Inc. staff developed a plan for her to take a 3 credit class in the fall and 10 credits during the spring semester in order for her to complete her LPN training. Workforce Connections, Inc. provided tuition assistance and covered book costs through WIA funds. Lacy obtained part time employment as a cook, waitress, and dishwasher at the Vale Inn in Boscobel, so that she could pay for child care, transportation, and other needs while attending school. Program staff provided encouragement and support as she worked on completing the LPN Program. Lacy is totally thrilled with her job and says, "Without the program I couldn't have completed my training, and I would not be where I am today." And where is Lacy today? She graduated from Southwest Technical College in May of 2005 with honors. She passed her State Boards on July 11, 2005. She was applying for work before she graduated and started working at the American Red Cross immediately upon graduation. She and her son are now able to live on their own rather than with her parents. Lacy's determination and pleasant demeanor have enabled her to be a success in her job and in her life.
- Catherine was a Community Services Program Manager at Long Term Care Facility when she was told that her employer was going through some cutbacks and her position would be eliminated. Catherine had difficulty with her job search and eventually turned to Western Wisconsin Technical College to see what she needed to do to upgrade her skills. She was referred to Workforce Connections, Inc. She attended a series of Job Center workshops where she learned how to do an effective job search, improve her resume, and practice interviewing. Catherine still had problems landing a job, so she worked with her Employment



Coordinator at Workforce Connections, Inc. and together they developed a plan for her to turn her previous Associate Degree into a Bachelors of Science Degree. She earned her Bachelors of Science Degree in December 2004, making the Dean's list in the process. She completed a social work certification in June 2005. While she was taking college courses, Catherine worked part time and also worked hard to improve her computer skills, which she felt were lacking. Workforce Connections, Inc. provided the support and funding through WIA that were necessary for her to gain the skills she needed in order to become employable. Besides encouragement, her Employment Coordinator provided assistance with her resume, cover letters and thank you notes. In a thank you note to her Employment Coordinator Catherine says, "Even though I know it is your job, I do believe you are going above and beyond to help me get back on my feet, Thank you so much!"

### **Waukesha-Ozaukee-Washington Counties Workforce Development Area (WOW)**

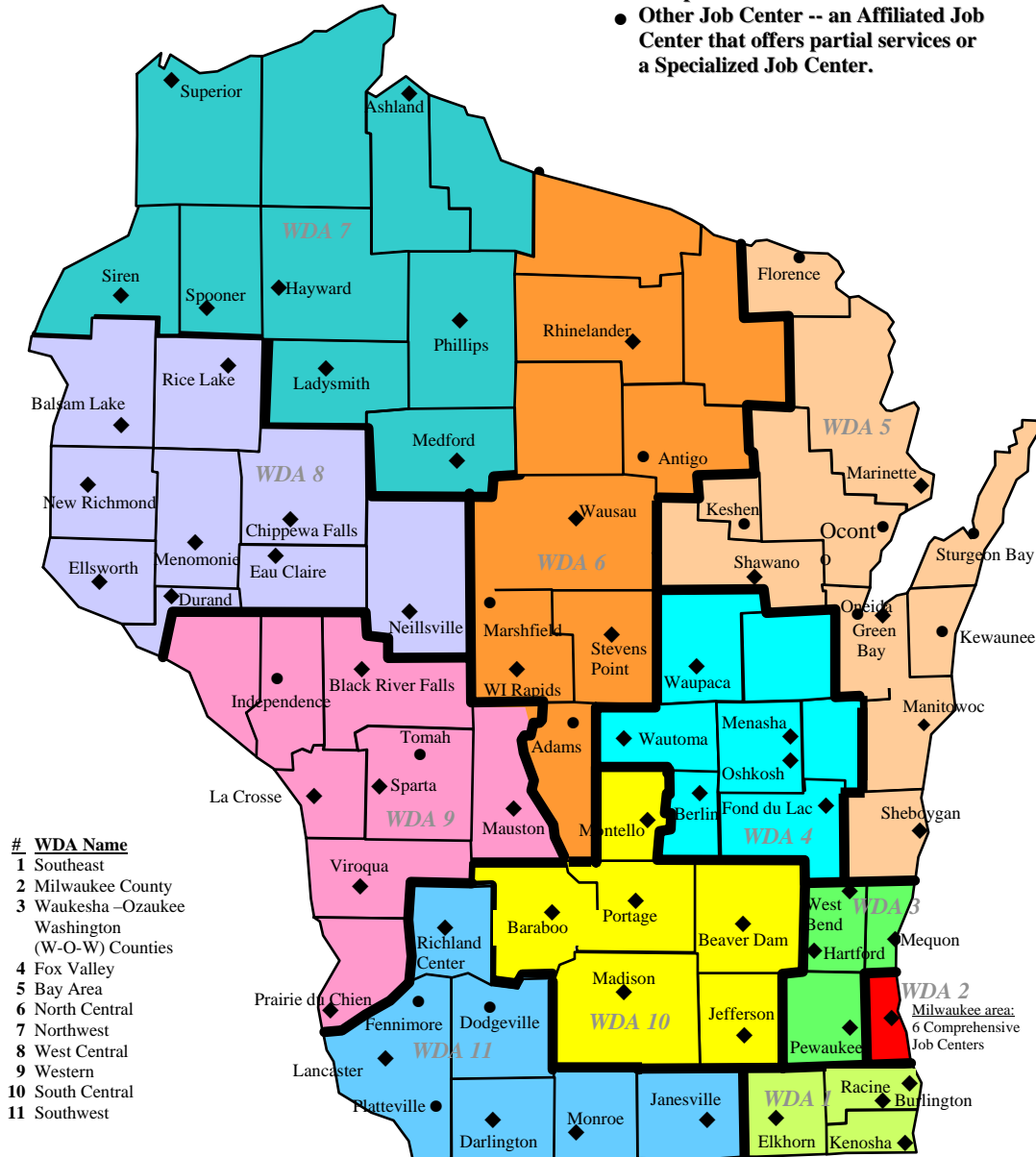
- In an effort to address the growing shortage of health care workers in the region, funds from a WIA Incentive Grant were used to provide approximately 38 previously licensed registered nurses with RN refresher training. The program consisted of a nine-week, 178-hour course taught at Waukesha County Technical College. The training included classroom instruction in medical and technical skills plus on-site clinical training, which allowed the students to re-enter the workforce with updated skills.
- In addition to the successful semi-annual job fairs that target the general job seeker population, the Workforce Development Center in Pewaukee has expanded recruitment opportunities for employers by hosting industry-specific job fairs. Recruitment events for the health care, manufacturing, construction/landscaping and transportation industries were held on the campus of Waukesha County Technical College. Feedback from participating companies was overwhelmingly positive. Employers were impressed with the number of job seekers at the events and appreciated the face-to-face contact with individuals looking for employment in their specific field.
- The Waukesha County Department of Health and Human Services considered moving its economic support staff back to the county facility as a cost-savings measure. Ultimately, the Waukesha County Board of Supervisors voted to keep the economic support function integrated within the Workforce Development Center. This decision to support the Job Center concept was a very positive one and helps maintain the convenience and efficiency that job seekers have come to expect from the local workforce system.
- In January 2005, WOW Workforce Development Inc. implemented a one-year Job Seeker Referral Pilot Project designed to enhance and expand the work experience and job placement options of WIA program participants. Through a contractual agreement with Nissen Staffing Continuum Inc., the goal of the program is to place WIA participants into full-time unsubsidized employment through either direct hire or temporary-to-permanent hire methods. Nissen shares revenue with the Workforce Development Center of Waukesha County as a result of referral placements.

- Through the Disability Navigator program, education opportunities have been offered to Job Center staff through audio-conferences addressing the following topics:
  - Working with employers to hire people with disabilities;
  - Disability inquires in the workforce development system;
  - Legal obligations—assisting job seekers with disabilities to find employment;
  - Disability awareness for front line staff; and
  - Welcoming customers with disabilities to the Job Center.
  
- The WOW marketing department launched a five-part direct mail campaign to employers that began with a letter from Governor Doyle. The initiative reached 5,000 companies in Waukesha, Ozaukee and Washington Counties that had not previously used the Job Centers' services. The campaign was modeled after a DOL project that effectively increased employer awareness and use of local workforce system services.
  
- Issue number six of the *WORK* publication was distributed to area employers through direct mail and as an insert in the *Small Business Times*. This eight-page, color publication focused on success stories and services of the WOW Workforce Development Centers and included articles written by local manufacturing and health care experts as well as center partner organizations.
  
- WOW WDA staff and board members continue to be actively involved in the workforce development system at both the regional and state levels:
  - The Milwaukee/WOW Coordination Committee, comprised of Workforce Development Board members from the two areas, first met in 2000 to discuss collaborative efforts that would maximize the limited financial resources of a regional demand-driven workforce development system.
  - In January 2005, the committee listened to key business leaders address short and long-term workforce needs. Session participants agreed to support a project to coordinate local workforce investment with broader regional workforce and economic development strategies and activities. It is the intention of the committee to extend this regional collaboration to all of southeastern Wisconsin in the future.
  - The WOW WDA coordinated a collaborative proposal to the Wisconsin Department of Commerce for the establishment of a network of entrepreneurial and technology transfer centers. All of Wisconsin's workforce development areas contributed to the development of the application, which was submitted by the Wisconsin Association of Job Training Executives (WAJTE), an organization comprised of the 11 workforce development area directors.
  - The WOW Workforce Development Centers operations manager made a presentation entitled, "Building a Business Services System: How One-Stops can become Demand-Driven" at the 2005 Heartland Professional Development Symposium in St. Louis, Missouri.

- The Workforce Development Centers in West Bend and Mequon hosted sessions to connect with local community-based organizations in order to facilitate more referrals between agencies and foster workforce development activities in the two counties.

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

- ◆ Comprehensive Job Center
- Other Job Center -- an Affiliated Job Center that offers partial services or a Specialized Job Center.



## WIA Financial Statement, 2004 Annual Report

Operating Results			%	Remaining
<b>Total All Fund Sources</b>	Available	Expended	Expended	Balance
<b>Adult Program Funds</b>	41,695,160	39,488,316	94.71%	2,206,844
<b>Carry In</b>	1,395,232	1,395,232	100.00%	0
<b>Dislocated Worker Program Funds</b>	42,562,350	39,700,543	93.28%	2,861,807
<b>Carry In</b>	433,817	433,817	100.00%	0
<b>Youth Program Funds</b>	57,548,101	44,185,998	76.78%	13,362,103
<b>Carry In</b>	491,656	491,656	100.00%	0
<b>Subset of Youth Program Funds - not included in totals below</b>				
<b>Out of School Youth</b>	17,411,927	16,212,872		1,199,055
<b>In School Youth</b>	40,627,830	28,610,562		12,017,268
<b>Summer Employment</b>		8,966,979		
<b>Local Administration Funds</b>	15,756,179	13,609,618	86.38%	2,146,561
<b>Carry In</b>	218,321	218,321	100.00%	0
<b>Rapid Response Funds</b>	19,704,793	18,038,742	91.54%	1,666,051
<b>Carry In</b>	0	0		0
<b>Statewide Activity Funds</b>	31,282,337	26,548,530	84.87%	4,733,807
<b>Carry In</b>	683,181	683,181	100.00%	0
<b>Total</b>	211,771,127	184,793,954	87.26%	26,977,173

## SUMMARY OF WIA EXPENDITURES as of June 30, 2005

Source: Federal Financial Status Reports

		TOTAL	Yr 6, PY	Yr 5, FY	Yr 5, PY	Yr 4, FY	Yr 4, PY	Yr 3, FY	Yr 3, PY	Yr 2, FY	Yr 2, PY	Yr 1, FY	Yr 1, PY	JTPA 1999	JTPA 1998
Adult	Current	39,488,316		5,349,777	1,999,512	7,566,613	1,996,720	6,503,498	2,188,146	5,035,421	1,683,189	5,370,309	1,795,131		
	Carryin	1,395,232												1,395,232	
Dislocated Worker	Current	39,700,543		4,957,014	3,069,027	7,674,627	2,786,107	5,642,859	2,610,739	4,636,810	2,109,591	4,150,920	2,062,849		
	Carryin	433,817												433,817	
Youth	Current	44,185,998	0	0	8,989,482	0	10,291,967	0	9,901,923	0	7,633,191	0	7,369,435		
	Carryin	491,656												135,848	355,808
Out of School (30% min)		16,212,872	0	0	3,914,710	0	3,801,481	0	3,290,108	0	2,572,095	0	2,471,002	56,734	106,742
In School (70% max)		28,610,562	0	0	5,423,256	0	6,486,484	0	6,413,957	0	5,061,096	0	4,897,589	79,114	249,066
Summer Employment		8,966,979	0	0	1,979,330	0	1,954,940	0	1,802,495	0	1,674,064	0	1,472,343	0	83,807
Local Administration	Current	13,609,618	0	755,249	1,850,770	1,693,471	1,674,977	1,349,595	1,635,906	1,074,692	1,269,552	1,057,915	1,247,491		
	Carryin	218,321												218,321	
Rapid Response	Current	18,038,742		1,953,774	1,420,846	3,553,068	1,289,864	2,612,435	1,208,675	2,146,672	976,663	1,921,722	955,023		
	Carryin	0												0	
Statwide 15%	Current	26,548,530	0	2,012,105	3,288,584	2,857,431	3,183,465	2,842,656	3,100,188	2,275,340	2,412,739	2,206,035	2,369,987		
	Carryin	683,181												575,479	107,702
<b>TOTAL</b>		<b>184,793,954</b>	<b>0</b>	<b>150,027,919</b>	<b>20,618,221</b>	<b>23,345,210</b>	<b>21,223,100</b>	<b>18,951,043</b>	<b>20,645,577</b>	<b>15,168,935</b>	<b>16,084,925</b>	<b>14,706,901</b>	<b>15,799,916</b>	<b>2,758,697</b>	<b>463,510</b>

**SUMMARY OF WIA FUNDS AVAILABLE as of June 30, 2005**

		TOTAL	Yr 6, PY	Yr 5, FY	Yr 5, PY	Yr 4, FY	Yr 4, PY	Yr 3, FY	Yr 3, PY	Yr 2, FY	Yr 2, PY	Yr 1, FY	Yr 1, PY	JTPA 1999	JTPA 1998
Adult	Current	41,695,160		7,556,621	1,999,512	7,566,613	1,996,720	6,503,498	2,188,146	5,035,421	1,683,189	5,370,309	1,795,131		
	Carryin	1,395,232												1,395,232	0
Dislocated Worker	Current	42,562,350		7,818,821	3,069,027	7,674,627	2,786,107	5,642,859	2,610,739	4,636,810	2,109,591	4,150,920	2,062,849		
	Carryin	433,817												433,817	
Youth	Current	57,548,101	10,740,849		11,588,394		10,291,967		9,924,265		7,633,191		7,369,435		
	Carryin (30% min)	491,656												135,848	355,808
Out of School Summer Employment Local Administration	(70% max)	17,411,927	3,222,255		3,476,518		3,087,590		2,977,280		2,289,957		2,210,831	40,754	106,742
	Current	40,627,830	7,518,594		8,111,876		7,204,377		6,946,986		5,343,234		5,158,605	95,094	249,066
Rapid Response	Current	15,756,179	1,193,428	1,708,382	1,850,770	1,693,471	1,674,977	1,349,595	1,635,906	1,074,692	1,269,552	1,057,915	1,247,491		
	Carryin	19,704,793		3,619,825	1,420,846	3,553,068	1,289,864	2,612,435	1,208,675	2,146,672	976,663	1,921,722	955,023		
Statwewide 15%	Current	0													
	Carryin	31,282,337	2,106,048	3,653,585	3,516,803	3,615,491	3,183,465	2,842,656	3,100,188	2,275,340	2,412,739	2,206,035	2,369,987	575,479	107,702
<b>TOTAL</b>		<b>211,552,806</b>	<b>14,040,325</b>	<b>24,357,234</b>	<b>23,445,352</b>	<b>24,103,270</b>	<b>21,223,100</b>	<b>18,951,043</b>	<b>20,667,919</b>	<b>15,168,935</b>	<b>16,084,925</b>	<b>14,706,901</b>	<b>15,799,916</b>	<b>2,540,376</b>	<b>463,510</b>

## **Performance Measures**

Over the past two years, DWD/DWS has watched as performance improved in all performance measures. For PY04, Wisconsin exceeded all of its negotiated performance goals except the Dislocated Worker Earnings Replacement rate, which was met. A number of factors contributed to these improvements. The following summarizes key activities in PY04.

### **Corrective Action Plans**

Four local boards implemented corrective action plans with assistance from State staff and Social Policy Research Associates (SPRA). A number of activities including data entry improvement, implementation of quality assurance reviews by local board staff, and individualized technical assistance and data analysis based on performance problem areas have yielded positive results as this year's performance outcomes demonstrate.

### **Quarterly Performance Reviews**

DWS performance policy staff continued to conduct extensive quarterly reviews of participant data and case files to monitor improvements as a result of technical assistance activities that occurred in PY03. Only at the end of PY04 do we begin to see the results of the training activities that were provided under our PY03 corrective action plan. This delay is a result of the substantial lag inherent in the performance measures because of the time frames for each measure and the availability of UI wage data, which is needed to compute all employment-based outcomes.

### **Performance Measure Training**

SPRA was invited back for a second statewide training event to focus on performance improvement, concentrating on the earnings change measures. Workforce Enterprise Services was contracted to provide four training sessions in the state specifically to discuss earnings improvements, with an eye toward the PY05 changes in performance measure methodology. These activities were well-received and helped prepare local boards and service providers for implementation of U.S. DOL's common measures policy on July 1, 2005.

### **Implementation of Supplemental Employment Data Reporting**

The State's participant reporting system was upgraded in PY04 to capture supplemental employment data. This enhancement includes an on-line system report that is updated each quarter following the production of the quarterly reports. Local staff can review this report and enter supplemental data when Unemployment Insurance (UI) and Wage Record Interchange System (WRIS) cross matches fail to yield positive results.

Supplemental employment data reporting is subject to local discretion. The immediate impact of its inclusion is to show an increase in entered employment rates. However, it confers an obligation on local boards to ensure that supplemental employment data is also available in the second and third quarters after exit to avoid an adverse impact on employment retention and earnings change measures.

### **Program Year 2004 Performance Measure Results**

This year, more than half of the 11 WDBs are likely to qualify for performance incentive awards. Improved outcomes are the result of higher quality data, increased understanding of how the measures are computed, and a growing acknowledgement that a more appropriately selected customer base with a demonstrated commitment to full program participation yields improved performance results.



### Wisconsin Cost Effectiveness Program Year 04

	<b>Total Federal Spending</b>	<b>Number of Participants</b>	<b>Average Cost per Participant</b>	<b>Number of Exiters</b>	<b>Average Cost per Exiter</b>	<b>Average Wage at Entry into Employment</b>	<b>Average 12 Month Earnings / Change Replacement Rate *</b>
<b>Adult</b>	\$10,267,528	6,178	\$1,662	2,740	\$3,747	\$3,846	\$2,366
<b>Dislocated Worker</b>	\$11,255,736	10,984	\$1,025	4,413	\$2,551	\$6,428	96.0%
<b>Youth **</b>	\$11,934,672	4,622	\$2,582	480	N/A	\$2,736	\$3,363

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

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

## Performance Measures Data

**Table A: WIA Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Employers	70%	74.3%	623	33,428	675	92.3%
Job Seekers	70%	72.6%	542	7,905	840	64.5%

**Table B: Adult Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level
<b>Entered Employment Rate</b>	72.0%	77.5%
<b>Employment Retention Rate</b>	81.0%	82.3%
<b>6 Months Earnings Gain</b>	\$ 3,000	\$ 3,330
<b>Employment and Credential Attainment Rate</b>	63.0%	70.3%

**Table C: Outcomes for Adult Special Populations**

	Public Assistance Recipients Receiving Intensive or Training Services	Veterans	Individuals With Disabilities	Older Individuals
<b>Entered Employment Rate</b>	68.0%	80.3%	66.3%	79.1%
<b>Employment Retention Rate</b>	81.6%	81.4%	77.7%	79.6%
<b>6 Months Earnings Gain</b>	\$ 3,150	\$ 2,757	\$ 2,835	\$ 2,162
<b>Employment and Credential Attainment Rate</b>	64.7%	67.8%	63.4%	64.6%

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

	<b>Individuals Who Received Training Services</b>	<b>Individuals Who Received Only Core and Intensive Services</b>
<b>Entered Employment Rate</b>	76.6%	78.5%
<b>Employment Retention Rate</b>	85.7%	79.4%
<b>6 Months Earnings Gain</b>	\$ 3,872	\$ 2,854

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

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	80.0%	90.5%
<b>Employment Retention Rate</b>	90.0%	92.3%
<b>6 Months Earnings Replacement Rate</b>	95.0%	94.5%
<b>Employment and Credential Attainment Rate</b>	65.0%	77.7%

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

	<b>Veterans</b>	<b>Individuals with Disabilities</b>	<b>Older Individuals</b>	<b>Displaced Homemakers</b>
<b>Entered Employment Rate</b>	84.1%	85.2%	81.2%	92.3%
<b>Employment Retention Rate</b>	90.4%	88.5%	88.9%	90.2%
<b>6 Months Earnings Replacement Rate</b>	88.2%	91.6%	72.6%	122.0%
<b>Employment and Credential Attainment Rate</b>	67.7%	77.1%	68.3%	82.0%

**Table G: Other Outcome Information for the Dislocated Worker Program**

	<b>Individuals Who Received Training Services</b>	<b>Individuals Who Received Only Core and Intensive Services</b>
<b>Entered Employment Rate</b>	90.4%	90.8%
<b>Employment Retention Rate</b>	92.8%	91.7%
<b>6 Months Earnings Replacement Rate</b>	93.4%	96.0%

**Table H: Older Youth Results At-A-Glance**

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	65.0%	74.9%
<b>Employment Retention Rate</b>	80.0%	84.8%
<b>6 Months Earnings Gain</b>	\$ 3,000	\$ 3,561
<b>Credential Attainment Rate</b>	55.0%	60.1%

**Table I: Outcomes for Older Youth Special Populations**

	<b>Public Assistance Recipients</b>	<b>Veterans</b>	<b>Individuals With Disabilities</b>	<b>Out-of-School Youth</b>
<b>Entered Employment Rate</b>	69.7%	100.0%	80.3%	73.3%
<b>Employment Retention Rate</b>	79.6%	100.0%	71.2%	85.9%
<b>6 Months Earnings Gain</b>	\$ 2,347	\$ 3,438	\$ 2,579	\$ 3,502
<b>Credential Attainment Rate</b>	53.8%	100.0%	76.3%	56.9%

**Table J: Younger Youth Results At-A-Glance**

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Skill Attainment Rate</b>	72.0%	85.6%
<b>Diploma or Equivalent Attainment Rate</b>	59.0%	80.4%
<b>Retention Rate</b>	58.0%	76.7%

**Table K: Outcomes for Younger Youth Special Populations**

	<b>Public Assistance Recipients</b>	<b>Individuals With Disabilities</b>	<b>Out-of-School Youth</b>
<b>Skill Attainment Rate</b>	82.1%	81.9%	67.5%
<b>Diploma or Equivalent Attainment Rate</b>	77.3%	88.8%	34.2%
<b>Retention Rate</b>	72.8%	74.0%	70.9%

**Table L: Other Reported Information**

	<b>12-Month Employment Retention Rate 10/1/01 - 9/30/02</b>	<b>12-Month Earnings Change (Adults &amp; Older Youth) 10/1/01 - 9/30/02</b>	<b>Placements in Nontraditional Employment 10/1/02 - 9/30/03</b>	<b>Wages At Entry into Employment 10/1/02 - 9/30/03</b>	<b>Entry into Training Related Employment 10/1/02 - 9/30/03</b>
<b>Adults</b>	75.7%	\$ 2,366	1.1%	\$ 3,846	47.5%
<b>Dislocated Workers</b>	91.2%	96.0%	2.6%	\$ 6,428	56.3%
<b>Older Youth</b>	81.0%	\$ 3,363	2.1%	\$ 2,736	n/a

**Table M: Participation Levels**

	<b>Total Participants Served</b>	<b>Total Exiters</b>
<b>Adults</b>	6178	2740
<b>Dislocated Workers</b>	10984	4413
<b>Older Youth</b>	1146	480
<b>Younger Youth</b>	3476	1298

**Table N - Cost of Program Activities**

<b>Local Adults</b>		10,267,528
<b>Local DLW</b>		11,255,736
<b>Local Youth</b>		11,934,672
<b>Rapid Response</b>		5,013,735
<b>Statewide Required Activities</b>		1,686,119
<b>Statewide Allowable Activities</b>	<b>Program Activity</b>	
(Up to 25%) (134(a)(3):	State Administration	732,868
	CWI Activities	78,355
	State Selected Activities	5,519,562
	Grants	199,000
<b>Total of All Federal Spending Listed Above</b>		<b>46,687,575</b>

**Table O: Local Performance**

<b>Local Area Name WDA 001</b>	Total Participants Served	Adults	635
		Dislocated Workers	402
		Older Youth	75
		Younger Youth	300
<b>ETA Assigned #55030</b>	Total Exiters	Adults	255
		Dislocated Workers	205
		Older Youth	48
		Younger Youth	103
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	77.2%
	Employers	70.0%	75.7%
<b>Entered Employment Rate</b>	Adults	72.0%	68.8%
	Dislocated Workers	80.0%	84.0%
	Older Youth	65.0%	72.3%
<b>Retention Rate</b>	Adults	81.0%	79.6%
	Dislocated Workers	90.0%	91.5%
	Older Youth	80.0%	82.5%
	Younger Youth	58.0%	80.5%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 3,123
	Dislocated Workers	95.0%	112.9%
	Older Youth	\$ 3,000	\$ 3,806
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	51.0%
	Dislocated Workers	65.0%	64.2%
	Older Youth	55.0%	67.2%
	Younger Youth	59.0%	89.7%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	85.4%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	4	13

**Table O: Local Performance**

<b>Local Area Name WDA 002</b>	Total Participants Served	Adults	2006
		Dislocated Workers	2611
		Older Youth	280
		Younger Youth	1011
<b>ETA Assigned #55015</b>	Total Exiters	Adults	1050
		Dislocated Workers	984
		Older Youth	139
		Younger Youth	377
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	77.0%
	Employers	70.0%	65.8%
<b>Entered Employment Rate</b>	Adults	72.0%	69.6%
	Dislocated Workers	80.0%	88.7%
	Older Youth	65.0%	57.9%
<b>Retention Rate</b>	Adults	81.0%	77.2%
	Dislocated Workers	90.0%	89.7%
	Older Youth	80.0%	77.1%
	Younger Youth	58.0%	70.1%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 2,500	\$ 2,701
	Dislocated Workers	95.0%	84.1%
	Older Youth	\$ 3,000	\$ 3,709
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	68.0%
	Dislocated Workers	65.0%	73.4%
	Older Youth	55.0%	40.6%
	Younger Youth	59.0%	73.1%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	89.9%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	1	7	9



**Table O: Local Performance**

<b>Local Area Name WDA 003</b>	Total Participants Served	Adults	261
		Dislocated Workers	953
		Older Youth	52
		Younger Youth	133
<b>ETA Assigned #55045</b>	Total Exiters	Adults	49
		Dislocated Workers	449
		Older Youth	17
		Younger Youth	42
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	70.5%
	Employers	70.0%	72.2%
<b>Entered Employment Rate</b>	Adults	72.0%	80.9%
	Dislocated Workers	80.0%	95.8%
	Older Youth	65.0%	87.5%
<b>Retention Rate</b>	Adults	81.0%	79.4%
	Dislocated Workers	90.0%	91.7%
	Older Youth	80.0%	100.0%
	Younger Youth	58.0%	66.7%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 3,147
	Dislocated Workers	89.0%	87.0%
	Older Youth	\$ 3,000	\$ 3,071
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	72.4%
	Dislocated Workers	65.0%	83.0%
	Older Youth	55.0%	78.6%
	Younger Youth	59.0%	90.0%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	90.9%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	2	15

**Table O: Local Performance**

<b>Local Area Name WDA 004</b>	Total Participants Served	Adults	140
		Dislocated Workers	804
		Older Youth	40
		Younger Youth	179
<b>ETA Assigned #55090</b>	Total Exiters	Adults	22
		Dislocated Workers	320
		Older Youth	9
		Younger Youth	70
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	72.6%
	Employers	70.0%	77.8%
<b>Entered Employment Rate</b>	Adults	72.0%	69.2%
	Dislocated Workers	80.0%	93.0%
	Older Youth	64.0%	85.7%
<b>Retention Rate</b>	Adults	81.0%	90.0%
	Dislocated Workers	90.0%	89.6%
	Older Youth	74.0%	100.0%
	Younger Youth	58.0%	79.2%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000.00	\$ 1,510
	Dislocated Workers	89.0%	92.0%
	Older Youth	\$ 2,700.00	\$ 4,741
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	66.7%
	Dislocated Workers	65.0%	84.8%
	Older Youth	55.0%	81.8%
	Younger Youth	59.0%	84.7%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	85.5%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	1	2	14

**Table O: Local Performance**

<b>Local Area Name WDA 005</b>	Total Participants Served	Adults	721
		Dislocated Workers	1623
		Older Youth	90
		Younger Youth	507
<b>ETA Assigned #55095</b>	Total Exiters	Adults	232
		Dislocated Workers	532
		Older Youth	34
		Younger Youth	227
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	80.6%
	Employers	70.0%	75.9%
<b>Entered Employment Rate</b>	Adults	72.0%	75.6%
	Dislocated Workers	80.0%	90.8%
	Older Youth	65.0%	72.7%
<b>Retention Rate</b>	Adults	81.0%	89.6%
	Dislocated Workers	90.0%	96.2%
	Older Youth	80.0%	81.2%
	Younger Youth	58.0%	70.8%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 5,729
	Dislocated Workers	95.0%	95.0%
	Older Youth	\$ 3,000	\$ 2,294
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	67.7%
	Dislocated Workers	65.0%	81.8%
	Older Youth	55.0%	76.2%
	Younger Youth	59.0%	86.1%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	81.1%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	1	1	15

**Table O: Local Performance**

<b>Local Area Name WDA 006</b>	Total Participants Served	Adults	182
		Dislocated Workers	593
		Older Youth	71
		Younger Youth	201
<b>ETA Assigned #55100</b>	Total Exiters	Adults	56
		Dislocated Workers	169
		Older Youth	31
		Younger Youth	99
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	90.1%
	Employers	70.0%	77.7%
<b>Entered Employment Rate</b>	Adults	72.0%	88.0%
	Dislocated Workers	80.0%	91.4%
	Older Youth	65.0%	86.4%
<b>Retention Rate</b>	Adults	81.0%	82.4%
	Dislocated Workers	90.0%	96.3%
	Older Youth	80.0%	73.9%
	Younger Youth	58.0%	90.6%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 3,658
	Dislocated Workers	95.0%	100.3%
	Older Youth	\$ 3,000	\$ 3,993
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	75.0%
	Dislocated Workers	65.0%	87.7%
	Older Youth	55.0%	80.0%
	Younger Youth	59.0%	83.3%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	76.7%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	1	16

**Table O: Local Performance**

<b>Local Area Name WDA 007</b>	Total Participants Served	Adults	504
		Dislocated Workers	309
		Older Youth	101
		Younger Youth	183
<b>ETA Assigned #55040</b>	Total Exiters	Adults	408
		Dislocated Workers	153
		Older Youth	57
		Younger Youth	41
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	84.7%
	Employers	70.0%	79.7%
<b>Entered Employment Rate</b>	Adults	70.0%	90.2%
	Dislocated Workers	80.0%	89.8%
	Older Youth	71.0%	89.7%
<b>Retention Rate</b>	Adults	86.0%	89.8%
	Dislocated Workers	90.0%	89.3%
	Older Youth	82.0%	100.0%
	Younger Youth	58.0%	83.3%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,512	\$ 4,200
	Dislocated Workers	95.0%	97.9%
	Older Youth	\$ 3,000	\$ 5,631
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	82.5%
	Dislocated Workers	65.0%	71.1%
	Older Youth	55.0%	75.9%
	Younger Youth	58.0%	95.2%
<b>Skill Attainment Rate</b>	Younger Youth	73.0%	78.7%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	1	16

**Table O: Local Performance**

<b>Local Area Name WDA 008</b>	Total Participants Served	Adults	791
		Dislocated Workers	971
		Older Youth	139
		Younger Youth	360
<b>ETA Assigned #55065</b>	Total Exiters	Adults	236
		Dislocated Workers	308
		Older Youth	36
		Younger Youth	81
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	83.3%
	Employers	70.0%	77.2%
<b>Entered Employment Rate</b>	Adults	72.0%	86.2%
	Dislocated Workers	80.0%	94.2%
	Older Youth	65.0%	87.5%
<b>Retention Rate</b>	Adults	81.0%	88.6%
	Dislocated Workers	90.0%	92.9%
	Older Youth	80.0%	78.8%
	Younger Youth	58.0%	80.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 3,594
	Dislocated Workers	95.0%	106.5%
	Older Youth	\$ 3,000	\$ 3,861
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	77.4%
	Dislocated Workers	65.0%	79.5%
	Older Youth	55.0%	75.0%
	Younger Youth	59.0%	82.2%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	94.9%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	1	16

**Table O: Local Performance**

<b>Local Area Name WDA 009</b>	Total Participants Served	Adults	259
		Dislocated Workers	756
		Older Youth	82
		Younger Youth	125
<b>ETA Assigned #55085</b>	Total Exiters	Adults	76
		Dislocated Workers	357
		Older Youth	14
		Younger Youth	34
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	75.2%
	Employers	70.0%	78.0%
<b>Entered Employment Rate</b>	Adults	72.0%	80.5%
	Dislocated Workers	80.0%	88.7%
	Older Youth	65.0%	85.7%
<b>Retention Rate</b>	Adults	81.0%	89.8%
	Dislocated Workers	90.0%	96.6%
	Older Youth	80.0%	77.8%
	Younger Youth	58.0%	87.9%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 6,313
	Dislocated Workers	95.0%	103.3%
	Older Youth	\$ 3,000	\$ 2,732
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	78.8%
	Dislocated Workers	65.0%	82.6%
	Older Youth	55.0%	90.9%
	Younger Youth	59.0%	76.0%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	78.7%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	2	15

**Table O: Local Performance**

<b>Local Area Name WDA 010</b>	Total Participants Served	Adults	432
		Dislocated Workers	1611
		Older Youth	117
		Younger Youth	225
<b>ETA Assigned #55105</b>	Total Exiters	Adults	170
		Dislocated Workers	667
		Older Youth	48
		Younger Youth	95
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	76.3%
	Employers	70.0%	72.9%
<b>Entered Employment Rate</b>	Adults	75.0%	86.1%
	Dislocated Workers	85.0%	89.0%
	Older Youth	65.0%	80.0%
<b>Retention Rate</b>	Adults	83.0%	89.1%
	Dislocated Workers	92.0%	93.3%
	Older Youth	80.0%	90.5%
	Younger Youth	58.0%	74.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 2,196
	Dislocated Workers	95.0%	95.6%
	Older Youth	\$ 3,000	\$ 2,174
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	72.0%
	Dislocated Workers	68.0%	73.7%
	Older Youth	55.0%	45.2%
	Younger Youth	59.0%	59.7%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	70.9%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	2	2	13



**Table O: Local Performance**

<b>Local Area Name WDA 011</b>	Total Participants Served	Adults	247
		Dislocated Workers	351
		Older Youth	99
		Younger Youth	252
<b>ETA Assigned #55110</b>	Total Exiters	Adults	186
		Dislocated Workers	269
		Older Youth	47
		Younger Youth	129
		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	Program Participants	70.0%	78.5%
	Employers	70.0%	80.5%
<b>Entered Employment Rate</b>	Adults	72.0%	89.1%
	Dislocated Workers	80.0%	93.2%
	Older Youth	65.0%	84.1%
<b>Retention Rate</b>	Adults	81.0%	80.1%
	Dislocated Workers	90.0%	94.1%
	Older Youth	80.0%	84.4%
	Younger Youth	58.0%	77.1%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$ 3,000	\$ 3,317
	Dislocated Workers	95.0%	116.0%
	Older Youth	\$ 3,000	\$ 3,306
<b>Credential/Diploma Attainment Rate</b>	Adults	63.0%	80.8%
	Dislocated Workers	65.0%	78.2%
	Older Youth	55.0%	60.3%
	Younger Youth	59.0%	94.9%
<b>Skill Attainment Rate</b>	Younger Youth	72.0%	82.1%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	1	16