



WISCONSIN

Workforce Investment Act

ANNUAL REPORT

Program Year 15

July 1, 2015 – June 30, 2016

STATE OF WISCONSIN
**DWD**
Department of Workforce Development

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Scott Walker, Governor
Raymond Allen, Secretary

October 3, 2016

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

Dear Administrator Quinn:

I am pleased to submit Wisconsin's Workforce Investment Act (WIA) Annual Report for Program Year 2015.

Along with the transition from the Workforce Investment Act to the Workforce Innovation and Opportunity Act, Program Year 2015 brought many challenges, but as you will see from the following report, Wisconsin has met those challenges and continued to build upon our previous successes. Under Governor Scott Walker's vision of one talent development system, the Wisconsin Department of Workforce Development continues to ensure that our daily activities are driven by employer demand and managed by government agencies working together, coordinating the use of resources and more efficiently serving business and job seeking customers. Wisconsin has many local best practices, proven by outcomes, and those best practices will continue to be identified and promulgated and scaled to the regional and state level.

Talent development is economic development, and Wisconsin's talent development system is stronger than ever. We continue to build upon our accomplishments and move our workforce, and the entire state of Wisconsin, forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Ray Allen".

Ray Allen
Secretary

CC:

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

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Executive Summary

Wisconsin has a great story to tell. Unemployment is down, employment is up, discouraged job seekers are eager to join the labor force and we have an improved business climate.

Governor Scott Walker is strongly committed to ensuring that Wisconsin's workers are among the most prosperous in the nation. To maintain our strong momentum with talent development and economic growth, we will continue to do the following:

- Provide employers with access to demand-driven, nimble and flexible skilled talent.
- Develop strong strategic alliances, partnerships and collaborations at every level of the educational, economic development and workforce delivery system.
- Align and integrate the workforce and economic development strategies of the state.

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

Wisconsin's 26 comprehensive Job Centers provide WIA core and service- job seekers across 11 workforce development areas (WDA). Within each WDA is a local workforce development board (WDB), Adult, Dislocated Worker (DW) and Youth WIA programs. As we continue to, we are ensuring that all WIOA required partners are included in the planning and implementation process.

Wisconsin's Title 1-B programs served 12,161 participants in Program Year 2015 (PY15). This report provides a description of performance measures for the Program Year and discusses statewide strategies that will improve services for all job seeking clients, as well as employers.

This report fulfills the WIA Title 1-B, Section 136(d) requirement to submit an annual report on the performance progress for WIA Title I-B programs (Adult, DW and Youth) to the United States Department of Labor (USDOL) Secretary. This report covers activities for PY covering July 1, 2015, to June 30, 2016.

Report data has been generated by the WIA Standardized Record Data (WIASRD) file. Required by DOL, WIASRD is an electronic reporting file that combines data about each client's activities and outcomes in various programs. Data from across programs are reported to DOL in a single record. A detailed breakdown of state and local performance results is included. All state performance results and local performance results are included in the included in the Performance Results section, beginning on page 40.

Wisconsin's Economy and Labor Force

Economic Advancement

Wisconsin's economy continues to expand. According to the Bureau of Labor Statistic's monthly estimates for the month of August, Wisconsin's unemployment rate is at 4.2%, a 15 year low, the state's labor force participation rate consistently ranks in the top 10 nationally, and total employment continues to hover around near-record levels. Total private sector jobs as based on QCEW data increased by over 37,000 from the first quarter of 2015 to the first quarter of 2016. Construction jobs increased by almost 6,000 - a vibrant six percent growth over the

period and Professional & Business Services jobs increased almost 12,000. Healthcare jobs continued their steady increase as well, adding almost 10,000 jobs.

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

- Wisconsin was one of only 10 states with an annual average unemployment rate in 2015 lower than 2007, the year that the Great Recession began.
- As of September, initial unemployment insurance claims were running at their lowest levels since 1989 and continuing unemployment insurance claims were running the lowest rate in 30 years.
- Wisconsin had the sixth-highest rate of growth in average weekly private sector wages from December 2014 to December 2015, according to Quarterly Census of Employment and Wage data.

Employers continue to seek skilled talent, and with the latest 10 year projections showing an average of nearly 100,000 positions becoming available annually. Wisconsin continues to remain committed to providing top class workforce solutions and continuing to implement innovative programs to link job seekers with open positions.

Governor Walker's Workforce Initiatives

Job Center of Wisconsin

Wisconsin's public labor exchange system, the Job Center of Wisconsin (JCW), was initially designed to provide job seekers with resume writing/posting and job search capabilities. Employers were able to post job openings and search for candidates. Staff was able to manage resumes and job orders and facilitate matching and recruitment services to move job seekers to employment.

Based upon job seeker, employer, workforce partner, educator, economic developer and user forum feedback, the decision was made to invest state funding in a series of JCW enhancements designed to incorporate additional functionality and reporting capability. Following is a brief description of the JCW enhancements implemented during the year.

Phase I features implemented in September 2015:

- Streamlined registration for job seekers from over 20 screens to 5 screens.
- Improved usability and search features for job seekers and employers.
- Advanced skills matching to connect job seekers with job openings.
- Easier access to labor market information for making informed employment and hiring decisions.
- Connection to related tools and applications such as Skill Explorer, Job-Net Business and WORK-net.

Phase II features implemented in January 2016:

- Introduction of "MyLMI" which allows users to customize, access and store searches of labor market information to explore careers and drive employment decisions based on data, forecasts and skill sets.
- New Quick Job Search options with flexibility to retrieve and view basic information about current job postings.
- Advanced mapping to locate available talent and job openings geographically and make informed decisions about job opportunities, business relocation/expansion, and recruitment.
- A redesigned and searchable Workforce Events Calendar to locate recruitment events easily.

Phase III features implemented in April 2016:

- Additional "MyLMI" features for labor market analysts, employers, educators, parents and students utilizing a "drag and drop" data set capability onto a single screen.
- A customizable education and training search tool for educators, counselors, parents and students to find educational institutions and training providers for desired occupations in specific geographic locations.

- Updates to existing County Wages and Candidate map search tools.
- Additional features on the "MyJCW" dashboard for registered employers including My Favorite Resume Searches to allow employers to locate candidates quickly.
- More efficient workflows to create an efficient and seamless user experience for job seekers and employers.

Since these enhancements were implemented, user metrics for job searches, MyLMI reports, job postings, new employer registrations, etc., continue to increase. User feedback has been overwhelmingly positive, especially regarding the mobile friendly capabilities that make viewing and access of information easier via tablets and mobile devices.

Wisconsin Fast Forward

The Department of Workforce Development (DWD) - Office of Skills Development (OSD) oversees the administration of the \$15 million Wisconsin Fast Forward (WFF) grant program. The state funding was available during Fiscal Years 2013-2015 to employers and their workforce and economic development partners to develop and deliver demand-driven training opportunities to incumbent workers and job seekers. The appropriation was again approved at the level of \$14.8 million for Fiscal Years 2015-2017.

The WFF program is designed to provide demand-driven worker training grants for employers in collaboration with training providers and their local workforce and economic development partners. The program solicits customized proposals for short- and medium-term skilled worker training projects that are not currently addressed by other training programs via Grant Program Announcements (GPAs). Qualifying proposals must be supported by current and projected labor market information, demonstrate the need for training, and state the intent to hire trainees or raise incumbent worker wages. Rounds 4 of the WFF program was awarded during PY15 and included another \$5.7 million in contracted grant awards to train more than 4,200 additional workers. Total contracted grant awards for Rounds 1-4 now total more than \$18 million for more than 17,000 trainees.

In addition, OSD administers \$35.4 million in state grant funds authorized by Governor Walker's WFF Blue Print for Prosperity initiative to reduce technical college system wait lists, support school to work programs for high school pupils, and provide skill based employment for persons with disabilities including veterans with service-related disabilities.

Governor's Council on Workforce Investment

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

Reconstitution of the State Workforce Board

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

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

According to the CWI bylaws, the Council is required to have two standing committees to formalize a structure for stakeholders in Wisconsin's workforce and talent development system to actively participate in the maintenance, support and refinement of the system's activities. These committees are to consist of a diverse range of stakeholders, including employers. To fulfill this obligation, the CWI created two standing committees, the Talent Development & Planning Committee, and the Partnership Development & Resource Alignment Committee. The CWI's Executive Committee was created to oversee the subcommittees for strategic planning and to promote a consistent and coordinated vision for Council activities.

The CWI's Talent Development & Planning Committee is the standing committee serves as:

- An advisor to review and recommend regional plans and strategies.
- An advocate of plans and strategies to the Council, DWD leadership, policy makers and other influencers.
- An administrator to collect and manage workforce and talent development information on behalf of the Council.

In November 2015, the Talent Development Committee received the draft WIOA State Plan and opened a 62 day public comment period. The State Plan passed out of committee in January 2016 and went before the full Council where it was formally accepted, before being submitted to DOL in March 2016. Additionally, the Talent Committee approved a motion to recommend to Governor Walker that he accept the 11 local area designations, keeping with their responsibility to assist the Governor in the designation of local areas. This item passed through the Committee and was implemented in June 2016.

The CWI's Partnership Development & Resource Alignment Committee is the standing committee has the following roles and responsibilities:

- Serve as a convener to gather thought leaders and practitioners to perpetually evaluate talent development systems.
- Serve as a connector of resources to other agencies, service providers, collaborators, initiatives, or projects.
- Act as a consultant to state/local workforce boards and partners regarding strategies and opportunities.
- Oversee the Governor's Task Force on Minority Unemployment.

Implementation of the Workforce Innovation and Opportunity Act (WIOA)

DWD Leadership

Wisconsin DWD Secretary Raymond Allen leads the state agency charged with building and strengthening Wisconsin's workforce. He was appointed to the position by Governor Scott Walker on January 21, 2016.

Secretary Allen directs the state talent development agency that has an annual budget of over \$450 million, over 1,600 employees and six divisions: Employment and Training (DET), Administrative Services, Equal Rights, Unemployment Insurance (UI), Worker's Compensation and Vocational Rehabilitation (DVR). Located within the Office of the Secretary are the Office of the Chief Legal Counsel, the Communications Office, and Office of Program Integrity.

WIOA Leadership Team

In July of 2015, the WIOA Review Committee was reconstituted as the WIOA Leadership Team. Members include senior leadership from the DWD Divisions of UI, DVR, and DET, which oversees Titles I, III, Trade Adjustment and Assistance (TAA), and Jobs for Veterans State Grant (JSVG), along with the state's Title II Director, who works for the Wisconsin Technical College System (WTCS). The WIOA Leadership Team will continue to meet throughout implementation of WIOA and beyond PY16 to continue the coordination and collaboration among combined state plan programs. This team will also serve as a knowledgeable resource to the CWI and its committees.

The WIOA Leadership Team functionalizes the collaborative activities and maintains several cross-agency teams that work on WIOA details, including an Information Technology (IT) Team, a Federal Reporting Team, and an Eligible Training Provider List team. The Performance Advisory Committee (PAC) is a statewide committee tasked with advising the WIOA Leadership Team on performance matters. The PAC is co-led by a DWD-DET and DWD-DVR staff and includes representation from all combined state plan programs and local WDBs.

WIOA Roundtable 2016

DWD Secretary Allen, Lieutenant Governor Rebecca Kleefisch, DOL's Christine Quinn, and Johan Uvin from the Department of Education spoke to nearly 420 stakeholders from around the state in May 2016 during a WIOA Roundtable. The event brought together staff from the core programs, 11 local WDB staff and members, and stake holders from the economic development system. The event served as a means of communicating Wisconsin's WIOA vision including strong partnerships, strategic plans and Wisconsin's talent development plan.

Workforce Development Areas (WDAs)

Based upon evaluation of data and recommendations from various state agencies and economic development authorities, the state workforce board recommended that the 11 existing Workforce Development Areas serve as the initial local area designations. The CWI voted to approve the recommendation in May 2015.

Local Board Certification

In PY15, as part of our preparation of WIOA implementation, all 11 local WDB's met WIOA guidelines and were certified as WIOA compliant by June 30, 2016.

The Administrators Memo 15-05 details the requirements and provides guidance on local WDBs under the WIOA.

Once every two years, the Governor must certify one local board for each WDA in the State. This Administrator's Memo is the directive detailing the requirements for DWD review and re-certification of the WDBs every two years. Additional information about WDBs in WIOA is included in this policy to provide context.

Establishment- Except as provided in subsection (c)(2)(A), there shall be established, and certified by the Governor of the State, a local WDB in each area of a State to carry out the functions described in subsection (d) and any functions specified for the local board under WIOA or the provisions establishing a core program for such area.

Local Plans

PY15 marks the first year of WIOA. WIOA requires each WDB to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan to the state. All local board plans were submitted to DWD and were given conditional approval.

These Local Plan Guidelines ask WDBs to address current and future strategies and efficiencies to continuously modernize the workforce system and create a customer-centered system where:

- The needs of business and workers drive workforce solutions.
- One-Stop Career Centers provide excellent customer service to all jobseekers and businesses.
- The workforce system supports strong regional economies, as well as alignment with updated State and local priorities.

Data Integration and Common Intake

The State intends to analyze what is needed, what is valuable, and what is currently in place to build a scalable (agile) project plan, with the early wins being those of the biggest value to all of the partners. The State will conduct that analysis in PY16 and PY17, with implementation beginning in PY17. Thorough analysis will ensure that the work done is cost efficient and builds on past successes and lessons of the partners. Data integration, collection and reporting processes will be expected outcomes.

The State is working on a common intake system that will work toward creating a common identifier across core partners. Once accomplished, core WIOA partners will work towards incorporating non-core partners whose services support job seekers, such as Temporary Assistance for Needy Families (TANF) and Food Share. The common intake will reduce the duplication of client profiles and gaps in services.

WIOA partners are working on data sharing agreements in which partners may use one another's data. Each core partner will train their staff in the basic services provided by other core partners. Each partner will regularly update other core partners on services provided, eligibility requirements, and appropriate contacts.

DWD Strategic Partnerships

DWD Strategic Partnerships

In PY15, DPI approached DWD to present at their first annual Academic and Career Planning Conference. DWD will collaborate with DPI to provide educators, counselors, and parents with basic information and tools regarding labor market information and how to use it in the classroom.

Additionally, DWD will outline simple ways that school districts can interact with their local Job Service teams to seek out creative ACP implementation methods. The presentation is scheduled to take place in December 2016.

WIA Statewide Performance

For PY15, Wisconsin met or exceeded all nine negotiated performance levels for common measures. States are required to maintain performance levels of at least 80 percent of their negotiated goals. If a state reaches 80 percent of a goal, it is considered to have met that goal.

The following table presents a summary of Wisconsin's PY15 WIA performance for the Adult, DW, and Youth Programs.

Summary of Wisconsin's WIA Performance for Adults for PY15

	Negotiated Goal	80% of Negotiated Goal	Actual Performance	Performance Status
Entered Employment Rate	77.2%	61.76%	79.4%	exceed
Retention Rate	85.7%	68.56%	88.7%	exceed
Six Months Earnings Increase/Change	\$11,600	\$9,280	\$12,676	exceed

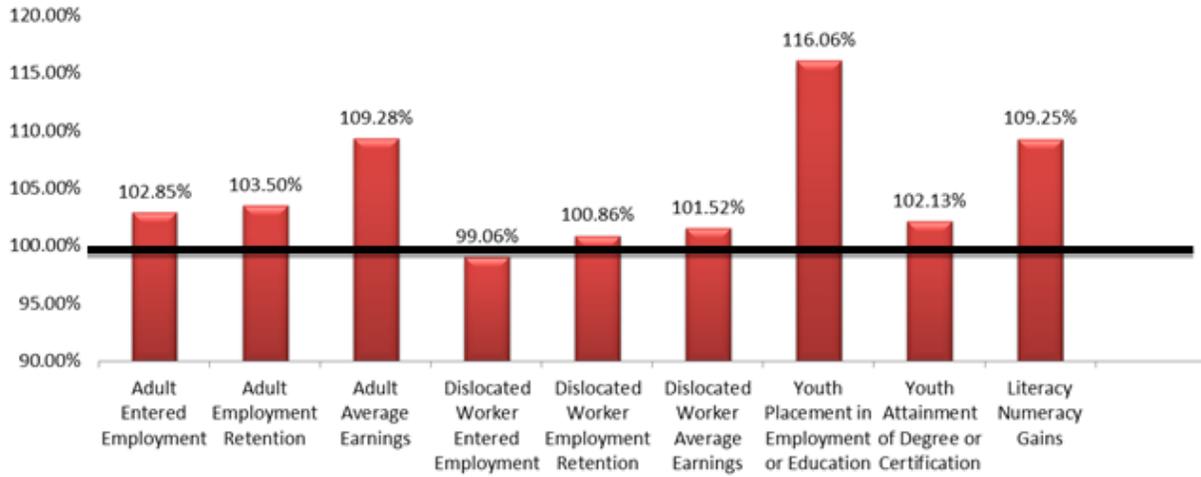
Summary of Wisconsin's WIA Performance for Dislocated Workers for PY15

	Negotiated Goal	80% of Negotiated Goal	Actual Performance	Performance Status
Entered Employment Rate	85%	68%	84.2%	meet
Retention Rate	93%	74.4%	93.8%	exceed
Six Months Earnings Increase/Change	\$16,200	\$12,960	\$16,447	exceed

Summary of Wisconsin's WIA Performance for Youth (Ages 14 - 21) for PY15

	Negotiated Goal	80% of Negotiated Goal	Actual Performance	Performance Status
Attainment of a Degree or Certificate	71%	56.8%	81.7%	exceed
Placement in Employment or Education	80%	64%	82.4%	exceed
Literacy and Numeracy Gain	40%	32%	43.7%	exceed

Figure 1 Individual Indicator Scores (Rate of Achievement)



WIA Program Management

Waivers

Wisconsin requested and was granted several WIA waivers by the USDOL for PY14 and carried over into PY15 for implementation

DOL has approved temporary extension of the following waivers through December 31, 2012, in response to the Governor's request to submit the PY12-13 Plan on September 14, 2012:

- Common performance measures, WIA Section 136(b).
- Increasing the employer reimbursement for on-the-job training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(31)(B).
- Reducing the 50 percent employer match for customized training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(8)(C).
- Transferring authority up to 50 percent between the Adult and DW funding streams allocated to a local area, WIA Section 133(b)(4).
- Using up to 10 percent of local Adult funds and up to 10 percent of local DW funds for incumbent worker training only as part of a lay-off aversion strategy serving only low-income economically disadvantaged adults, along with other conditions such as training restricted to skill attainment activities, WIA Section 134.
- Extending the period of initial eligibility of training providers, 20 CFR § 663.530.

Training and Employment Guidance Letter (TEGL) NO. 1-15, Operating Guidance for WIOA, discusses the process of waivers.

The purpose of this guidance is to communicate the Employment and Training Administration's (ETA) waiver policy for PY15 for WIA waivers currently approved for many states. This guidance addresses the status of such waivers during PY15, when most provisions of WIOA go into effect. This guidance also communicates ETA's position on waivers under WIOA.

Before the passage of WIOA, ETA approved WIA State Plans and waivers through either June 30, 2016, or June 30, 2017. Most WIOA provisions go into effect July 1, 2015, and States must submit WIOA State Plans in March 2016 for PY16.

The Secretary's waiver authority under WIA and waivers approved under WIA do not extend to WIOA, which has its own waiver authority. ETA conducted a waiver-by-waiver analysis to determine which approved WIA waivers may remain in place for PY15 and which WIA waivers must be terminated on June 30, 2015, due to the effective date of the WIOA provisions.

Section 503 of WIOA provides the Secretary of Labor with the authority to take such actions as the Secretary determines to be appropriate, to provide for the orderly transition from WIA to WIOA, and ETA is exercising this authority in regard to waiver decisions articulated in this guidance.

Furthermore, policy promulgated in TEGL 38-14, Operational Guidance to Support the Orderly Transition of WIA Participants, Funds, and Sub recipient Contracts to WIOA of 2014, establishes the analytical framework for the continuation of certain WIA waivers into PY15. In particular, the following provides the context for WIA waiver policy for PY15:

- As of July 1, 2015, unobligated WIA funds carried into WIOA must only support WIOA activities and conform to WIOA reporting requirements.
- On July 1, 2015, all WIA Title I participants (including Adult, DW, Youth, National Farmworker Jobs Program

(NFJP), and INA participants who were enrolled in a WIA Title I program prior to July 1, 2015, must be grandfathered into WIOA, even if the participant would not otherwise be eligible for WIOA.

- For performance reports, State formula grantees will continue reporting WIA and WIOA enrolled participants in the current WIASRD until a new performance report is approved and the system is updated.

WIA Performance Incentive Awards

In accordance with WIA requirements for statewide activities funding, in November 2015, DWD awarded \$100,000 to WDBs who exceeded performance goals for the common measures in PY14. Waukesha, Ozaukee and Washington (WOW) Counties WDB received an award for its exemplary achievements. The WIOA Incentive Award Policy is being reviewed by the PAC to ensure its alignment with the strategic vision and goals of access, alignment and accountability outlined in the State's WIOA Combined Plan.

PY15 On-site Monitoring Highlights

PY15 kicked off a coordinated approach for on-site monitoring of the WIA/WIOA Title I Programs managed by the 11 local workforce boards. On-site coordinated monitoring included program, fiscal, and civil rights/equal opportunity reviews.

Monitoring of Wisconsin's 11 WDBs included Eligibility and Services; Youth and Young Adult Program; Performance Measures; Training; Oversight of Service Providers; Civil Rights Compliance and Equal Opportunity Nondiscrimination; Fiscal Compliance; Policy Review; Internal Controls; Equipment; Monitoring and Contracts; Procurement; Budget Controls, Personnel; Cash Management; Cost Allocation/Indirect Cost Rate; Voucher Testing; On-the-Job Training (OJT) Program; Selective Service Registration; and Participation Case File Review (Adult, DW, and Youth Programs).

Workforce Boards received a report summarizing the review, and were required to respond to any findings and/or areas of concern. The consolidated monitoring was well-received by local workforce boards. Common findings and areas of concern were compiled and shared with DWD Management staff to show

The following is an overview of the annual on-site monitoring reviews for all WDBs:

- 12 Findings.
- 65 Areas of Concern.
- 35 Positive Practices.

At the end of PY15 monitoring, positive practices were compiled and a report was shared with all of the local workforce boards for their consideration.

WIA Evaluations

DWD conducted a number of assessments and evaluations for stakeholder groups during PY15. These assessments and evaluations were geared towards assessing the workforce system's strengths, weaknesses, opportunities and threats to implement WIOA. In February 2016, an evaluation of the state and each local area on its potential performance under WIOA was released. In June 2016, an evaluation was conducted for the CWI Task Force on Minority Unemployment assessing minority employment outcomes in WDAs 1, 2, 3 and statewide.

In preparation for WIOA Section 116 requirements to conduct ongoing evaluations of statewide workforce activities that utilize the most rigorous analytical and statistical methods. The Bureau of Workforce Training has begun efforts to build this research capacity by engaging partner divisions and agencies in data sharing discussions. Development of an outcomes data universe has been undertaken in order to evaluate employment and earnings outcomes achieved by program participants compared to

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

WIA Title I Programs

The State received over \$42 million in WIA Title I formula funding from the U.S. Department of Labor (USDOL) in program year (PY) 2015. This represented a slight increase (approximately one percent) from the prior year's Title I funding. While the PY15 Youth and Adult Program Title I funding experienced a slight increase from the prior year, the Dislocated Worker Program funding decreased by approximately three percent.

Ninety percent of the PY 2015 Youth and Adult formula funds and 65 percent of the Dislocated Worker (DW) formula funds were allocated to the State's 11 workforce development boards (WDBs) for the administration and implementation of their respective local programs. Ten percent of total funding was reserved for the State's administrative and statewide activities. The State also reserved 25 percent of its DW funding for statewide rapid response activities and "additional assistance." The State used additional assistance grants to supplement a WDB's formula funding, increasing its capacity to provide DW program services to workers laid off from larger dislocation events.



The State awarded nearly \$2.5 million from its rapid response and additional assistance reserve. A total of \$750,000 was distributed amongst the 11 WDBs for building and maintaining their local Rapid Response programs. The local Rapid Response programs provide a range of pre-layoff services to employers and workers facing layoffs. The funding was distributed to the WDBs based on a formula that took into consideration factors such as the local area's layoff activity and unemployment rate over a four-year period. The State also awarded over \$1.7 million in additional assistance-type funding to the Milwaukee, W-O-W, Fox Valley, North Central and West Central WDBs to provide DW program services to individuals from specific large-scale dislocation events.

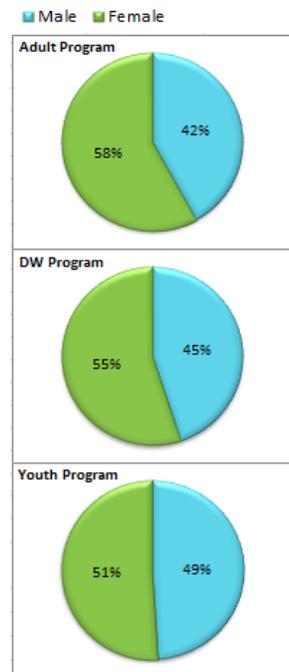
The State also had five active National Dislocated Worker Grants during PY 2015, four of which started prior to PY 2015. Details for these grants are provided in the table, below. A total of 833 individuals received services funded by these grants during PY 2015.

Grant	Workforce Development Areas Involved	Grant Period	Award
Dislocated Worker Training (WI-39)	Nine Areas	06/26/2013 – 06/30/2016	\$2,073,935
Kewaunee Power Station (KPS) (WI-40)	Bay Area	07/01/2013 – 06/30/2016	\$807,193
Milwaukee Multi-Company (WI-41)	Milwaukee	12/01/2013 – 12/31/2016	\$1,510,320
Oshkosh Defense & Multiple Milwaukee Companies (WI-42)	Fox Valley & Milwaukee	07/01/2014 – 06/30/2017	\$471,629
Milwaukee Assurant Health & Wells Fargo (WI-43)	Milwaukee	01/01/2016 – 09/30/2017	\$615,090

In PY 2015, the State launched its new Rapid Response Events Tracking System (RRETS). RRETS is used to track dislocation activity as well as the Rapid Response services extended to affected employers and workers. The system represents a significant improvement over past methods used to track such activities, providing a common repository accessible by the State's local Rapid Response teams. USDOL has recognized the system as a best practice.

Snapshot of the WIA Title I Programs

Male/Female Ratio



Quick Fact
 A total of 12,161 Title I participants were served in PY15:

- 2,391 Youth participants
- 4,506 Adult participants
- 5,264 Dislocated Worker participants

Quick Facts

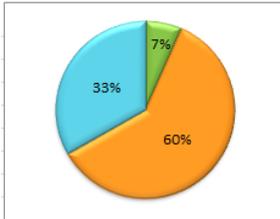
- Milwaukee, West Central, W-O-W and Fox Valley combined to serve 54% of the State's Youth population.
- South Central served 21% of the State's Adult population, followed by Milwaukee with 19%.
- Milwaukee served 29% State's DW population.

Quick Fact
 73% of the Adult and DW participants had no post-secondary degree when entering the programs, including 9% who had not completed high school.

Quick Fact
 Nearly 40% of Adult and DW participants (3,800 individuals) received some type of training service in PY 2015, which includes 290 On-the-Job Trainings where participants had the opportunity to earn an income while learning.

Age Breakdown for Adult and DW Programs

■ 0-24 ■ 25-49 ■ 50 and older

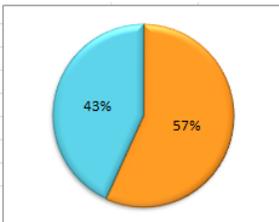


Quick Fact

Approximately 32% of the Adult and DW participants and 37% of the Youth participants self-identified as being a minority.

Age Breakdown for Youth Program

■ 14-18 (Younger Youth) ■ 19-24 (Older Youth)



Quick Fact

Of the Adult participants who exited the program and were part of the PY 2015's performance, 79% became employed with average six-month earnings of \$12,676. Likewise, 84% of the DW participants became employed with average six-month earnings of \$16,447.

Wagner-Peyser Program 2015

Business Services

During PY15, DWD actively rolled out an updated, refreshed version of the JCW website. The new and improved version of JCW was received extremely well by employers, businesses and job seekers, all of whom were impressed with the enhanced usability, improved technology, adeptness of the system, as well as the increased ability to input employer job postings, and have the information "go live" much more quickly.

- New employer registrations that included at least one job posting – 9,394.
- Number of job orders posted –159,309 postings.
- Number of job openings associated with job orders posted- 148,895 postings/290,370 openings.

Additional business services provided during PY15 included:

- In-depth Work-Keys / National Career Readiness Certificate testing for business customers.
- ACT job profiling services for business customers.
- Coordinated a wide range of specialized services to businesses, including assistance with registration, job order processing, career fair involvement, tax credit assistance, OJT, on-site recruitment facilities and applicant-pre-screening services.
- Energy Industries page that was released in PY15.
- Increased emphasis on businesses recruiting needs which increased engagement and utilization of Job Service employer benefits with JCW, on-site recruitments and specialized recruitments with identified industry groups.

Job Seekers

PY15 was a very active time for job seekers. Over the 12 month period, job seeker registrations totaled 302,722. PY14 job seeker registrations increased by 13,245 from PY13, demonstrating that job seekers found great value in JCW, Wisconsin's public labor exchange.

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

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

Re-Employment Services

PY15 was a time of great innovation for the Re-Employment Services (RES) program. The RES program was re-designed to provide greater efficiencies. Highlights included:

- Nationally, Wisconsin led the way for eligible claimants to have the ability to self-schedule for their RES sessions – allowing greater flexibility and ownership of their attendance and participation.
- All eligible claimants complete an assessment and can view online orientation materials that provide an overview of various services and resources available.
- Claimants began to be referred to appropriate services based on assessment results.
- Claimants invited to participate in in-person services received new, enhanced technological functionality that allowed them to self-schedule for convenience.

During this time, 28,038 UI claimants received services in the Worker Profiling and Re-Employment Services (WPRS) program, and 16,879 UI claimants received Initial Eligibility Assessment through Re-Employment Eligibility Assessment (REA) programming, all under the RES program umbrella.

Additionally, DWD completed a study sponsored by the USDOL with its REA program, which began in April 2015. The study was conducted over a 12 month interval, and looked at re-employment successes in individuals who receive services in a full-service model versus a partial-service model or non-staff-based service model. The results of the study are being tabulated at this time.

Trade Adjustment Act

DET administers the Trade Adjustment Assistance (TAA) program and works closely with local workforce boards to serve dislocated workers who are certified as being affected by foreign trade. During PY15, 15 new companies were certified as trade-eligible and 1,864 participants were served, with 850 co-enrolled in the DW Program.

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

Assessment Instruments Analysis

In PY15, DET's Bureau of Job Service (BJS) continued its pilot program with DVR that began in PY13. Through this pilot program, BJS staff in two WDAs Job Centers provided soft skill assessments and other services to DVR clients. At this time, the pilot program is in the assessment phase to determine expansion of the program to other WDAs, as well as participant outcomes.

Building on collaboration and partnership, BJS has been engaged with the Department of Corrections (DOC) in developing a pilot project to allow inmates nearing release to access various assessment and career exploration tools to better prepare them for the job market. It is the intention of both DWD and DOC to expand this project to all of Wisconsin's state correctional facilities. This partnership with DOC has created interest within DOC's Division of Juvenile Corrections to create similar program in nature and scope. Meetings with the Division of Juvenile Corrections are taking place and discussions are ongoing, and identification of security and assessment requirements is an area of focus at this time.

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

The expanded variety of assessment tools used at DET includes, ACT Career Ready 101, ACT Work Keys, Career Cruising, Career Locker, Skill Explorer, and USDOL products (my skills/my future, My Next Move, etc.). During PY15, the DET Call Center handled 3,036 Work Keys related calls. 6,619 Work Keys tests were scheduled, proctored and monitored during this timeframe. 1,830 National Career Readiness Certificates were awarded (295 Bronze, 1,037 Silver, 486 Gold, and 12 Platinum).

Migrant Seasonal Farmworker Services

In Wisconsin, services to Migrant and Seasonal Farmworkers (MSFW) follow both federal and state laws. DET-BJS provided staff to support MSFW employers and job seekers following federal regulations. The Bureau also provides staff to enforce the Migrant Labor Law in our state.

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

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

In PY15:

- 3,414 MSFW workers were contacted.
- 74 migrant labor camps were certified.
- 32 post-occupancy inspections were conducted.
- Performed work agreement reviews at 17 employers: reviewed 976 worker agreements and interviewed 346 workers.
- 4 field sanitation inspections were conducted.
- Foreign Labor Certification (FLC) Program runs from October to September.
 - 23 H2A applications were received and processed.
 - 448 workers
 - 21 H2B orders were received and processed.
 - 498 workers
- In collaboration with the NFJP provider United Migrant Opportunity Services (UMOS), we held an all MSF staff Pre and Post-season meeting in Madison.
- In collaboration with the NFJP provider UMOS we held five pre-season meetings across the state in Madison, Wautoma, Milwaukee, Eau Claire and Wausau. MSFW service providers and employers were invited to review services available, provide updates and discuss expected issues for the season.
- State Monitor Advocate (SMA) participated in Cross-Agency Quarterly Agricultural Forum.
- SMA attended the Occupational Safety and Health Administration (OSHA) Agricultural Safety Connection Conference held on January 7th in Stevens Point.
- Migrant Law Enforcement (MLE) held MSFW employer informational meeting on March 3rd in Wisconsin Rapids.
- SMA, FLC and Migrant Inspectors attended MAFO conference on April 24 – 27 in Austin, Texas.

- In collaboration with UMOS, Migrant Head Start and Childcare Programs participated in community partner inter-agency meeting May 31 in Wautoma.
- In collaboration with UMOS, Migrant Head Start participated in Migrant Head Start Training June 20 in Oshkosh.
- SMA and FLC attended DOL training July 19 – 21.
- SMA, FLC and MLE attend NFJP annual staff training July 29 in Milwaukee.
- SMA, FLC and MLE participate in quarterly Wisconsin Farmworker Coalition meetings in Milwaukee.
- SMA, FLC and MLE participate in quarterly Governor's Council on Migrant Labor meetings in the Capitol Building, Madison.

Labor Market Information

During PY15, several projects were undertaken by the Bureau of Workforce Information and Technology Services to meet the needs of the Wisconsin DWD's partners in the workforce development and economic development system.

Highlights of these projects are:

- Conducted Labor Market Information (LMI) seminars with WTCS researchers to demonstrate the tools and uses of LMI data.
- Held second annual conference with community stakeholders (WDA, Educators, and Private businesses) to outline the needs of community and businesses and the possible uses of the LMI data and presented new tools.
- Provided data for the use in the Transform Milwaukee Initiative.
- Developed MyLMI portal to assist partners, clients, and customers find and apply LMI data more easily.
- Provided monthly Veterans employment information to the Office of Veterans Affairs.
- Designated Targeted Employment Areas and provided certification letters to potential new businesses and development grants.
- Collaborated with Job Service to highlight specific careers and related occupations using LMI data.
- Supplied conduits to LMI data for Individualized Employment Plans (IEP's).
- Assisted the Wisconsin Apprenticeship Program in identification of occupations that may benefit from participation in Apprenticeship Programs.
- Provided analytical and technical support for the Wisconsin 2015 Registered Nurse Workforce Report.
- Presented at numerous meetings on the state of Wisconsin's workforce and economy.

Veterans Employment Services

The mission of DWD's Office of Veterans Services (OVS) is to "Advance Veterans into the workforce through targeted business engagement and effective employment services." OVS ended PY15 exceeding all DOL negotiated performance standards. In PY14, the roles of Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff were refocused by the DOL Veterans Employment and Training. LVER staff are now fully engaged within the Job Center Business Services team and promote veteran hiring to Wisconsin employers. They assist in the organization of veteran job fairs and facilitate employer workshops that describe the value veterans bring to the workforce.

The DVOP staff now provides services only to veterans that are identified to have significant barriers to employment. The Wisconsin Job Center staff utilizes a screening tool to determine the needs of veterans at registration. Once the registration process identifies a significant barrier to employment, the veteran is referred to

DVOP staff for intensive services. The DVOP completes a comprehensive assessment, develops an individualized employment plan, and conducts the follow-up necessary to assist the veteran gain employment.

During PY15 2,298 Veterans with a significant barrier to employment (SBE) received staff assisted services by DVOP staff within the Wisconsin Job Center Offices.

- 1,320 SBE veterans had campaign badges.
- 993 SBE veterans were Disabled veterans.
- 692 SBE veterans were Special Disabled.
- 280 SBE were recently separated from military service.
- 275 were female veterans.
- 137 were homeless veterans.
- 2,166 veterans or 94% received intensive services and case management follow-up services.
- 900 veterans were referred to employment.

Statewide Strategies for Success

Business Services in Wisconsin

During PY15, Wisconsin continued to enhance our business services efforts as part of our USDOL Workforce Innovation Fund (WIF) grant. Due to the WIF grant and associated activities, Wisconsin is well-positioned to implement the business services aspects of WIOA. The components of these recent efforts include:

- Shared use of a shared cloud-based system called Salesforce.
 - Development of an annual business services conference called Collabor8.
 - New or enhanced 36 Industry Sector efforts.
 - Planning and development of a statewide business services training curriculum.
 - Continued strengthening of the eleven WDB-based business services teams.
- 1) The business Customer Relationship Management (CRM) tool was launched in January 2013 but the PY15 period saw increased use by staff. All staff members have been trained and teams have established protocols on how they would use the tool and began tracking business engagement on a more routine basis. Licensed users include WIB/WIOA staff, Job Service staff, DVR staff, TANF staff, Community College staff, and other CBO contracted staff. From 7/1/15 to 6/30/16, business outreach and more detailed services were tracked in all WIB areas, totaling 30,010 activities & services. The CRM platform has 86,075 business accounts and 57,990 business contacts listed on those accounts. The WIF grant goals were met for employer profile completion, outreach activities, and others. As we head into the final year of the grant, sustainability challenges are being addressed with a new lower cost license level, a video training library, and additional training in each WIB area.
 - 2) Industry sector and career pathway efforts have been a large part of our advanced business services efforts. Job Service and other DET Bureaus are actively involved in career pathways initiatives. There are partnerships in place in our large sectors such as manufacturing, construction and health care, but also in transporting, information technology, and sustainable foods. These efforts have also tied in well with the WFF training opportunities funded by state workforce funds through DWD.
 - 3) Planning began in PY15 for a statewide business services training curriculum to provide a standardized foundation for training for all business services staff. Recently, a new staff person has been hired to coordinate and implement consistent best practices for all DWD Business Service Teams throughout the state, with the goal of increased employer engagement and enhanced service delivery.

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

Unemployment Insurance to Employment (U2E) Projects

In the fall of 2011, DWD initiated several projects called the U2E effort. Through these projects, DWD is changing the way it delivers employment and training and UI services.

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

The U2E project includes:

- **New Job Center of Wisconsin Website** – This was an improvement to Wisconsin's existing online, self-service job search tool which focuses on making job matches based on skills rather than on job titles. It includes reflection of services on a jobseeker dashboard within JCW (My JCW), information about compliance, a modernized look and feel, improved usability, integrated LMI, personalized information for both job seekers and employers, and staff tools to match Wisconsin's service delivery model.
- **RES Redesign** – Job seekers who are UI claimants are now triaged online or in-person to determine service needs. They are then referred to the appropriate services based on their needs which range from no services necessary, online tutorials, or in-person services. This portion of U2E was implemented on March 5, 2015. The U2E universe is continually assessed and adapted to the needs of our RES and RESEA program.
- **Visual Integration** – DWD now provides a seamless online experience for UI claimant to move from filing their initial claim through the job seeker functionality of JCW so that internal program boundaries are invisible to the customer. This portion of U2E was completed in 2014 with development of guidelines and policies that will be followed as U2E moves forward.
- **Skill Explorer** – This tool provides information to users about jobs/occupations that share similar skills. This portion of U2E was implemented in October 2013, and became a permanent feature of JCW.com.
- **UI Compliance, Monitoring, and Enforcement** – To support personal responsibility and encourage participation in the online training opportunities, DWD made statutory and administrative law changes to mandate claimants who are not waived from work search requirements to complete the online assessment and required training modules as a condition of on-going eligibility. This project ensures that the UI technical systems monitor and enforce compliance of the RES requirements. With the recent changes to RES and RESEA and the self-scheduling opportunities for claimants, all systems were adapted to further technology communication to integrate self-registration.

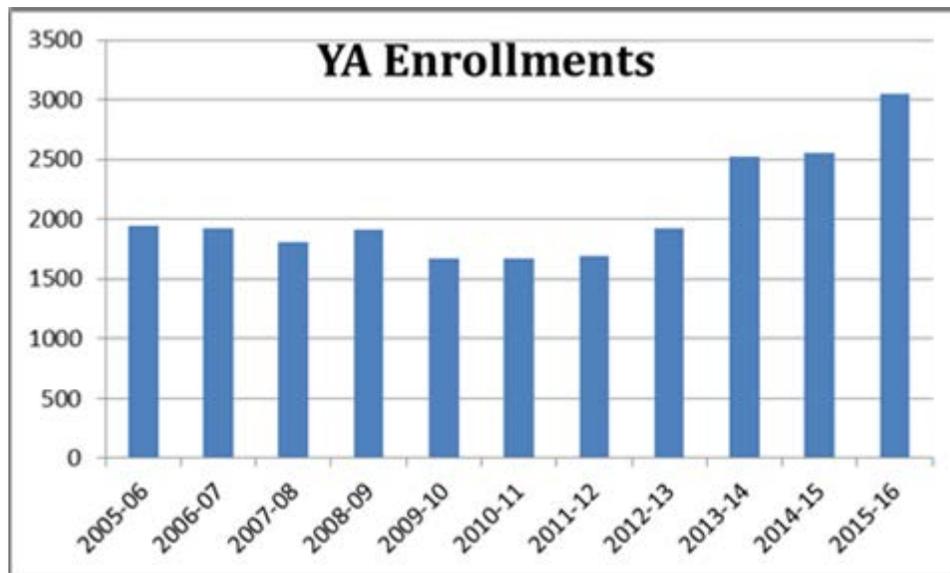
Job Center of Wisconsin Redesign

This was a phased incremental improvement to Wisconsin's existing online, self-service job search tool, JobCenterofWisconsin. The focus of the improvement is to make job matches based on skills rather than on job titles. It includes reflection of services on a jobseeker dashboard within JCW (My JCW), provision of information about compliance, a modernized look and feel, improved usability, integrating LMI into the tool, personalized information for both job seekers and employers, and staff tools to match Wisconsin's service delivery model. The Redesign is complete, and has been met by extremely positive reviews by businesses, job seekers, and staff, since its launch in September 2015.

Youth Apprenticeship

Wisconsin's unique Youth Apprenticeship (YA) program allows students to explore their career interests through paid employment integrated with classroom instruction during their junior and senior years of high school. The YA program offers work-based learning programs in 50 career pathways, representing 10 of the 16 national Career Clusters. Students work for at least 450 hours per year and are required to master competencies established by industry partners to demonstrate a broad knowledge of the field.

- Over 3,000 students participated in the 2015-16 school year, a 10-year high for the program.
- Youth apprentices earned total estimated wages of over \$13 million over the 2015-16 school year at a state cost of only \$2.3 million.
- 82 percent of the youth apprentices enrolled in the program in 2014-15 successfully completed the program and received a state skill certificate.
- 74 percent of completers in 2014-15 were offered continued employment by the employer that provided their on-the-job training.



Registered Apprenticeship

Wisconsin's Registered Apprenticeship (RA) program plays an important role in the development of skilled workers in Wisconsin. For 2015, Wisconsin had 10,530 active apprentice contracts statewide.

The Walker Administration continues to provide \$1.8 Million funding to support the administration of the RA program. In 2015 and 2016, \$225,000 was provided each year to support partial reimbursement of costs for tuition, books, materials, and other course fees directly associated with related instruction. In 2015, 664 total awards were granted - 494 year one awards of \$250 each were granted, and 170 completer awards of \$750 each were granted. Eligible recipients include apprentices, employers and program sponsors.

In September 2015, DWD's Bureau of Apprenticeship Standards was awarded a \$5 million grant to fund the Wisconsin Apprenticeship Growth and Enhancement Strategies (WAGE\$) project. Over the next five years, WAGE\$ will register 1,000 new apprenticeships in 12 high growth occupations in Advanced Manufacturing, Healthcare, and Information Technology industries as well as expand existing programs.

As part of the grant, the state also established the Apprentice Consortium as well as the Leaders program. The consortium's focus is to work with the bureau to develop an outreach campaign focused on peer – to – peer promotion of the state's Registered Apprenticeship program. Over the past 12 months, the consortium has

established five key outreach objectives which include expansion of the state's Leaders program. Modeled after the USDOL national Leaders program, the focus is to create a pool of statewide businesses active in the state's apprentice program, which will provide staff to promote the benefits of registered apprenticeship both regionally and locally.

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

Wisconsin Career Pathways

In 2015, the WTCS was awarded a three year, \$5,000,000 "Exceeding the Cap" grant from DOL to begin the Advancing Careers for TAA and Transitioners (ACT2) project. This project will take career pathway advancement in Wisconsin to greater scale and alignment. Scale does not simply mean increasing the number of career pathways established; it means credentialing and building better ladders and lattices for Wisconsin's current and future workforce and cultivating a robust talent pipeline for employers.

Guidance and support will be provided statewide at the agency level by the Wisconsin Career Pathways Committee and at the local level by the Career Pathway Coordinators located at each technical college. The Wisconsin Career Pathways Committee will be comprised of key staff from the WTCS, DWD, the Wisconsin Economic Development Corporation (WEDC), the Wisconsin Department of Public Instruction, and the statewide association of Workforce Development Boards and Executives (WWDA). This Committee will collaborate to create systemic change to support Career Pathways at the state and regional levels. Best practices will be evaluated and incorporated to support better transitions for adult learners and improve outcomes.

State Workforce Information Delivery Systems

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

Automated System Supporting Employment and Training

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

Job Center Systems Data Warehouse

In addition to ASSET, DWD maintains a Job Center Systems Data Warehouse that contains data and reports requested by local boards and other state staff. The warehouse is Internet-accessible and available to state and local staff who have secure access to the site on which the warehouse resides. Performance staff also prepares reports and data sets for local boards' use and provides extensive performance measure analysis of the results for

each quarterly and annual report. Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual reporting requirements.

This warehouse is developed using Business Objects and Web Intelligence (WEBI) software applications. The warehouse has numerous reports that track targeted populations based on services received, participant characteristics, co-enrollment, and caseload management. The reports are updated and refreshed on a daily basis and allow staff to monitor program and participant activities for active as well as exited participants. This data is used by local boards to apply for grants and by state and partner staff to develop and manage programs designed to address and improve service delivery, program design, and participant outcomes. It is also used by local staff to help them monitor and continuously improve their participant reporting and performance outcomes. A user-friendly web-based reporting tool called Job Center Systems (JCS) Management. This warehouse makes real-time report generation possible and delivers management data in a dashboard format.

Job Center of Wisconsin Website

The JCW website is operated by the Wisconsin DWD and our partner agencies. It is a Wisconsin-centered employment exchange which specializes in linking job seekers with open positions in Wisconsin and bordering communities. It can be accessed online at JobCenterOfWisconsin.com and is available at no-cost to both employers and job seekers 24 hours per day, seven days per week and can be accessed via computer, tablet or mobile device.

Job Center of Wisconsin Business

To track services provided to businesses, Job Centers use JCW Business and the JCS Data Warehouse to evaluate services to employers, provide reports to manage the Job Centers, and demonstrate accountability to business services. The use of JCW Business is required for all Job Centers

Salesforce

The Skills WI Grant enabled the implementation of a customized Salesforce application for use by local workforce board and agency business services staff for customer relationship management (CRM) function in January 2013. This vendor-developed tool provides a platform where partner and agency staff can share customer intelligence across platforms. Salesforce is being used primarily for tracking daily activities and creating activity reports, collaborating and sharing information with the Boards, and for managing job fairs. It also provides a Chatter feature, a quick messaging feature that allows for short messages between users. Current licenses for State staff are funded through the Skills WI Grant through June 30, 2017. A determination will be made regarding the business value in retaining and/or expanding licenses for agency staff.

Bureau of Workforce Information and Technology Services Workspace

The Bureau of Workforce Information Technology Services (BWITS) Workspace is a dedicated server for the LMI area and for Office of Economic Advisors (OEA) staff. The primary purpose of this dedicated server is to give select LMI and OEA staff a workspace in which they can directly access and analyze data available from various sources to create and modify products for public consumption and create system prototypes using tools on user workstations.

Skill Explorer

This web-based application allows the user to search for skills-related occupational data by entering an occupation code, occupation title or free format text. It displays skill related occupations based on this data and displays LMI for each occupation result. It also displays skill group data, links to JCW job orders, and Workforce Information Database (WID) data. It allows the user to customize results and reports by projections, wage, job openings, industry, skills, related occupations and available geographic data.

RES Online

The RES Online application triages all unemployment claimants who are required to perform job searches by presenting them with a series of questions to determine how they can best be served. Based on their answers to the questions, claimants are either determined to be job-ready and will need no additional services, are determined to have some deficits that can be addressed by the online tutorials that are part of this application, or

are determined to need in-person RESEA services. Those determined to need in-person services can then self-schedule for the RES sessions. The goal of this application is to serve all applicable claimants and to serve them at the level most appropriate to their needs.

WDA #1: Program Year 2015 Highlights

2015 was an exciting year in Southeast Wisconsin (SE WI)! Partnerships with new employers have continued to grow; companies like Amazon have surpassed their initial hiring estimates. In addition to newer growth, companies that have been well established in the SE WI region have started their own growth plans. Uline started construction on a new, 1 million square foot warehouse and will move operations from Waukegan to Kenosha County. In addition to their new warehouse, Uline is also doubling the footprint of their Corporate Headquarters by adding a mirror image corporate building. Both the expansion and new building will bring well over 1,000 new jobs to the I-94 corridor communities in WDA #1.

Partnerships

In a true public-private partnership, the Boot Camp program offered by Gateway Technical College, in partnership with SE WDB and Local Economic Development, has renovated the Elkhorn campus to offer the program in Walworth County with donated equipment from Precision Plus. The primary goal of the program is to offer fully-funded non-traditional programming for adult learners who require entry level skills to obtain employment. To date, 56 boot camps have been offered by Gateway in CNC, Industrial Machine Repair (IMR) and Welding/Fabrication. Other industry responsive camps include Medical Receptionist, Telecommunications, Certified Nursing Assistant (CNA) and Logistics. The Boot Camp program has evolved to include high school students seeking career-ready skills, English language learners entering into healthcare, and reached into the prison system to prepare those re-entering the workforce to have a marketable skill for employability. The program continues to develop and evolve to align with the needs identified in industry, workforce agencies, and economic trends. Secondary goals are to provide opportunities for stackable credentialing to increase workforce opportunities to align with governmental initiatives, and a career and educational pathway.

In Kenosha and Racine Counties, the Urban League discontinued providing work permits to youth and employers. The SE WDB saw an opportunity to make sure businesses in the area were getting the service they needed to put youth to work and processed just over 4,100 work permits in 2015.

Trainings

On October 3, 2016, the “Training Grounds” coffee shop opens at Racine County Workforce Solutions. The Training Grounds, as the name implies, will provide real-world training to individuals that face barriers to employment or a limited work history. The on-site coffee shop is the result of Racine County making an investment to create the café, with the assistance of a local coffee shop owner donating his expertise to the start-up effort, and the staff of Racine County Human Services Department. When the shop opens, individuals who need to learn how to work and build exceptional customer service skills will gain that experience as a barista. Customers from various workforce programs such as WIOA Youth, DVR, local school districts, Windows to Work and other programs will have the opportunity to gain this critical work experience.

The SE WI WDB looks forward to future endeavors that will assist with talent development and to serve the sectors that are growing within our area. SE WDB is excited to assist youth and job seekers toward their career pathway and be able to provide the knowledge, resources and tools to become self-sufficient.

In the future SE WDA looks forward to new innovations and opportunities.

WDA #2: Program Year 2015 Highlights

WDA 2 Rebranded!

WDA 2 has officially been rebranded as Employ Milwaukee, Inc. The new brand will allow the WDB to better serve the community by bringing greater awareness of workforce development resources for both employers and job seekers. As part of the rebrand, the WDB is developing a new website and marketing materials, which will make it easier for visitors to get connected to WIOA staff and resources.

Sector-based Strategy

Employ Milwaukee, Inc. continues to build on its innovative sector-based strategy to meet employers' needs while connecting job seekers to employment opportunities.

Data is the backbone of Employ Milwaukee, Inc.'s sector-based strategy as it identifies the regional growth sectors and high demand occupations connected to family-supporting wages and career pathways. To this end, Employ Milwaukee, Inc. developed the Job Scan, a rigorous, methodical process to activate all forms of labor demand and supply to improve economic outcomes for businesses and job seekers alike. The Job Scan will help Employ Milwaukee, Inc. strategically allocate WIOA training resources to match businesses' real time skills needs, increasing return on investment.

Industry Advisory Boards

Industry Advisory Boards (IAB) were established in regional growth sectors including healthcare, manufacturing, construction, hospitality, and financial services. In the past year, the IABs convened almost 30 times and developed 15 customized workforce solutions. Employ Milwaukee, Inc.'s Business Services Team facilitate IAB meetings, which allowed staff to work directly with employers to design and offer eight customized short-term trainings in each of the five sectors, as well as conduct a variety of different customized recruitment and pre-screening events for businesses needing to fill real time job openings.

Supporting job seeker needs and providing a forum for system alignment, Employ Milwaukee, Inc.'s Coordinating Council, a formal network of community-based organizations that provide specialized services to address barriers to employment for residents, continues to meet monthly and has created sub-committees to focus on specific issues including reentry, youth, and health.

Innovative Training Initiatives

Employ Milwaukee, Inc. continues to develop and implement innovative training initiatives, especially those that are a high priority for DWD and meet the specific needs of WDA 2 employers and job seekers.

Employ Milwaukee, Inc. has made YA and RA a high priority. Employ Milwaukee, Inc. received a five year, \$3M grant from the USDOL to serve 1,200 individuals in three Midwestern cities, filling 150 RAs in WDAs 1, 2 and 3. Employ Milwaukee, Inc. is a partner in the Wisconsin DWD's DOL-funded WAGE\$ program, and recently developed a new YA Consortium, which will serve 50 youth in WDA 2 through DWD funding.

Acknowledging the increasing need for technology skills across all sectors, Employ Milwaukee, Inc. has ramped up efforts to provide Information Technology training in WDA 2. The City of Milwaukee, with Employ Milwaukee, Inc. as lead agency, received a prestigious White House TechHire City designation, which will provide technical assistance and special resources to help train and place residents into technology jobs through a national network of organizations. Employ Milwaukee, Inc. also received a \$4M DOL TechHire grant serving 400 individuals (75% youth) in three Midwestern cities over four years (200 in WDA 2), and is also a partner in the WOW WDB's \$4M DOL TechHire grant, which will serve 100 individuals in WDA 2 over four years.

Employ Milwaukee, Inc. continues to focus on serving the ex-offender population with training and job placement through numerous reentry programs and initiatives including the Justice Center Council of State Governments

technical assistance to implement the Integrated Reentry and Employment Strategies (IRES) model, DOL-funded American Job Center within the Milwaukee County House of Correction, Making Milwaukee Work for Youth funded by the Safer Foundation, Wisconsin DOC Windows to Work, and a DOC job development and placement contract.

Employ Milwaukee, Inc. serves individuals exhibiting barriers to employment through transitional jobs programs, including the DCF-funded Transform Milwaukee Jobs transitional jobs program for youth aging out of foster care. Employ Milwaukee, Inc. co-enrolls participants in WIOA as often as possible to increase employment outcomes for participants and return on investment for funders.

Helping Youth Obtain Education, Skills, and Work Experience

In PY15, Employ Milwaukee, Inc. designed and implemented a new In School Youth (ISY) model called Career Plus, which brings Career Coordinators into Milwaukee county high schools to deliver workforce services directly to students. Career Plus will help Employ Milwaukee, Inc. use ISY funding in the most cost effective way, while providing opportunities to develop additional funding from other sources, increasing the overall return on investment for WIOA dollars.

DWD's WFF program helped Employ Milwaukee, Inc. and Milwaukee Public Schools (MPS) provide industry-recognized training and credentials for students in the wastewater industry, which is projected to have a serious talent shortage in the next ten years.

Employ Milwaukee, Inc. entered the 11th year of the Earn & Learn summer youth employment program, which has placed more than 24,000 young people into summer employment since its inception. A new \$2M DOL Summer Jobs and Beyond grant will serve an additional 350 youth in the highest unemployment and poverty zip codes in the City of Milwaukee.

Employ Milwaukee, Inc. partners with the City of Milwaukee Police Department (MPD) to provide the MPD Ambassador program, in which Milwaukee Police Ambassadors aged 19-25, receive a unique opportunity to get mentored and work alongside Police Officers for a period of six months. The program is aimed at enhancing community engagement and fostering positive relationships between residents and the Police Department.

WDA #3: Program Year 2015 Highlights

Helping Job Seekers Master Their Interview Techniques

To further enhance employment-related services offered to WIOA participants, Interview Stream was launched in PY14 and we continue to use this tool to assist job seekers with interview preparation and skill building.

Participants utilized Interview Stream to practice their interview technique in a no-pressure environment through the web-based mock interview program. Interviews were conducted by webcam at the Workforce Development Centers or from the comfort of the participants own home. The addition of this program adds another dynamic to how we help job seekers develop the skills needed to become job-ready and marketable within the workforce.

Meeting Employers Needs While Connecting Job Seekers to Employment Opportunities

The WOW WDB planned and coordinated three premier job fairs within the tri-county area including the Washington/Ozaukee Job Fair, Autumn Recruitment Fair and Spring Job Fair. In PY15, more than 1,900 job seekers made meaningful employment connections with 396 employers from across the region at the events. Job seekers met with company recruiters and hiring managers from in-demand industries including customer service, healthcare, hospitality, IT, logistics, manufacturing, sales and more.

Narrowing the Skills Gap through OJT

During PY15, the WOW WDB continued to be a leader in developing WIOA participants' skills through OJT contracts. 136 contracts were written with an 82% completion rate and average wages ranging from \$13.43 per hour to \$22.96 per hour. Contracts were issued in a variety of occupations including CNC, sales, accounting, customer service and engineering. Anne, a PY15 WIOA participant, was laid off from her job as a recipe editor for a local publication company. She enrolled into the WIOA program and set a goal of securing employment with a local flavoring company. Through the assistance of the WOW WDB's Employer Relations Unit, she successfully completed OJT as a Food Scientist and remains employed with the company at a wage rate of \$20.00 per hour.

Reaching More with Multi-Facet Marketing Campaigns

To streamline event announcements, YOUR WORKFORCE eRESOURCE, a quarterly newsletter, was launched to provide timely workforce development information and event notices to employers such as the Rapid Response services, job fairs and employer open houses. The WOW Factor, an electronic publication that is designed to showcase our workforce talent to local hiring managers, also got a fresh look. Both newsletters come directly from each Employer Relations Specialist and are distributed to the employers they work with individually, creating and giving the newsletters a more personable impression, totaling a monthly reach of about 4,771 business contacts across Waukesha, Ozaukee, and Washington Counties.

The Spring Job Fair was sponsored by the Waukesha County Workforce Development Center and Generac to promote the event to job seekers via radio commercials on 100.7 FM and 97.3 FM. and exterior advertising on seven Waukesha Metro buses. This helped increase awareness of the job fair to make more meaning employment connections under one roof.

As the WIOA Youth Program focus is on ages 18 – 24 years, emphasis has been placed on marketing to engage this age group. WOW WDB rebranded the traditional Youth Program to employment NOW! Your Future Starts Today and started a multi-facet marketing campaign to build awareness of employment NOW! services. Efforts include four bus shelter ads in Waukesha, exterior advertising on six Waukesha Metro buses, social media advertising on Facebook and Instagram, and a digital display ad campaign with Smart Reach Digital, which specifically targets 18 to 24 year individuals who live in Waukesha, Ozaukee, and Washington Counties.

WDA #4: Program Year 2015 Highlights

Wisconsin Fast Forward

Fox Valley WDB (FVWDB) administered a \$229,000 WFF grant that was instrumental in creating a new Fundamentals of Industrial Maintenance program at Fox Valley Technical College (FVTC). Curriculum was designed in conjunction with the 11 local manufacturing companies that partnered on the grant. At the end of the one year program, 46 students completed the project that addresses an industrial maintenance skill gap that exists in the area. Of those who graduated this spring, two training cohorts will advance to the next level of training in the fall. In addition, FVTC is now marketing the first level of training to area manufacturers and a total of three new cohorts will begin the training in the fall.

Electronic Sign in Procedures

In August 2015 the Oshkosh Job Center piloted a new electronic sign in procedure for all job seekers and clients. Current process for job seekers signing in is using a paper and pen version. First and last name, what services they are coming to the resource room for and/or who they are seeing. To receive information on who is using our resource rooms and for what reasons, data is tallied manually and information emailed to various partner agencies and staff. Once a person fills out the form, that information is then transferred into an Excel document which can be accessed by any partner agency staff that may need the information for reporting purposes. Data can then be filtered out in various ways. This new version also eliminates Personally Identifiable Information and is a more secure sign in procedure. By June 30, 2016, all six job centers in WDA 4 have the E-Sign in procedure in place. FVWDB has received positive feedback from job seekers, partner agencies, staff and supervisors on this new sign in procedure.

Talent Pipeline

In collaboration with the Oshkosh Chamber of Commerce and Oshkosh SHRM, FVWDB was co-sponsor of a June 1 Workforce Forum. In addition to the forum, FVWDB hosted a dinner with leaders from the area's four major chambers and Jason Tyszko, from the United States Chamber Foundation. Mr. Tyszko shared research about the Chamber's Talent Pipeline strategy which has captured the attention of FVWDB and local Chamber partners. Chamber partners be attending Talent Pipeline training in Washington, DC and following that training, FVWDB will act as convener to implement similar employer led strategies within WDA 4.

Collabor8

FVWDB and workforce partners hosted the first WDA 4 Collabor8 in December, 2015. This day replicated the format of the popular statewide Business Solutions Collabor8 that is held annually in Madison. While the statewide effort is specifically for Business Solutions teams, WDA 4 saw great value in extending this type of event to all workforce partners (sub-recipients, Resource Room staff, partners, etc.) so all partners could see the importance and impact of strengthening demand driven efforts. 61 people attended the event that featured a keynote speaker from New North, a CEO panel, HR panel, new workforce tools, and workforce testimonials. At the end of the day, attendees overwhelmingly recommended this become an annual event.

Skills WI Grant

- In collaboration with WDBs across the state and leveraging the Skills WI grant, local staff were heavily involved in creating the first ever WWDA Business Solution training.
- Continued support for the formation of Amplify IT efforts in Oshkosh. November 2015, 250 local leaders attended Work IT in Oshkosh and FVWDB was a primary sponsor of the event. Keynote Seth Mattison who is the Founder of Future Sight Labs and an expert on workforce trends and generational dynamics both inspired and challenged the audience to consider how IT shapes not only technology but all jobs.
- On April 27, 2016, the FVWDB organized the Statewide Healthcare Alliance meeting at the Chula Vista Resort in Wisconsin Dells. There were 40 people from around the state who attended. There were presentations from eight local healthcare alliances that discussed recent accomplishments and initiatives since the last meeting in 2015. Karen Morgan from DWD presented on Wisconsin's Healthcare

Apprenticeship Initiative. Breda Scheurer presented on the Healthcare TAACCCT Grant. The alliance worked on approving state-wide healthcare requirements for students entering clinical rotations in Wisconsin. Linda Mingus with Aurora Healthcare recruited a group to start organizing the event next year.

Oshkosh Job Fair

FVWDB was the lead planning partner for the Oshkosh Area Employment Fair held May 24. \$6,300 of revenue was generated and added to WIOA DW funds.

Title V

PY15 the Title V (WISE) program enrolled 36 clients. All 36 clients were placed in subsidized job training and five individuals received unsubsidized jobs. The five individuals who received unsubsidized jobs all five retained those jobs. We meet all of the performance measures in this program year.

Windows to Work

The Windows to Work (WtW) program promotes self-sufficiency for individuals returning to the community through the development of constructive skills and the modification of thought processes related to criminal behavior. During the last program year, a new cognitive curriculum was rolled out that focused specifically on employment and how participants can better get along and deal with employment related issues. This will hopefully lead to better job retention and better coping skills. During PY15 the WtW program showed a success rate of 81.3%.

Industry Liaison Group

To support local Federal Contractor Compliance efforts, FVWDB has worked with Milwaukee OFCCP staff and Milwaukee Industry Liaison Group (ILG) leaders to form a local ILG. This group has met four times since October, 2015 and recently began the process to become recognized as an official ILG group by the national ILG. Industry led by Co-chairs from Oshkosh Corp and Pierce Manufacturing and vice chair from Prolamina– A Division of ProAmpac, this group receives staff support from FVWDB. Approximately 40 people have attended meetings and cite that the guidance they get from OFCCP in a non-audit setting is valuable.

Introduction to Manufacturing

Four local companies collaborated to create an Introduction to Manufacturing & Workplace Readiness WIOA training that launched in February, 2016. While still in its infancy, local companies cite that finding entry level workers is increasingly challenging so this curriculum was created specifically to address the need for this type of worker.

Job Center Visits

Fox Valley saw a total of 48,342 visits to our six job centers; that compares to 72,241 over the previous year (33% decline). This information was compiled using traditional 'sign-in' sheets and our new electronic sign-in procedure.

WDA # 5: Program Year 2015 Highlights

Bay Area WDB had two major areas of focus for PY15:

1. Implement the WIOA; and
2. Assist Employers and Job Seekers in a Shrinking Labor Market.

Implementing WIOA

The Bay Area WDB (BAWDB) was of the first workforce areas to be recertified by DWD under the new legislation. Foundational documents include: Bay Area Counties Consortium Agreement, BAWDB Bylaws, and the WDB/LEO Agreement all align with the new WIOA requirements. BAWDB membership also met WIOA requirements for representation. The Bay Area WIOA Local Plan was made available for public comment on February 15, 2016, and submitted to DWD for approval at the end of March 2016.

The most significant program adjustment was with regard to WIOA Youth services. The BAWDB had been preparing to adjust to the redefinition of and new service requirements for “Out of School Youth,” focusing 75% of Youth funding to serve this important population. New partnerships with a variety of agencies had led to the development of a new program service architecture focused on youth aging-out of foster care. In what is now considered to be a model for the state, the WIOA Youth career planning process now engages young people during the last several years of foster care to create a smooth transition into postsecondary training and career success. This was augmented by the hiring of a full-time Youth Work Experience Coordinator, doubling the number of Youth Career Specialists under contract in the 11 counties, along with administering the John H. Chafee Foster Care Independent Living Grant for a 17-county region. Throughout PY15, the BAWDB significantly increased youth enrollment and built new partnerships with youth service agencies and county foster care offices.

Assisting Employers in a Shrinking Labor Market

Bay Area continues to develop the most robust industry sector partnerships in the state. The NEW Manufacturing Alliance added the “Get Real Math” Movie Premiere and Internship Draft Day to its annual other annual activities. The movie premiere featured new math videos for middle school students and honored over 200 math and technical education teachers from throughout the region. Internship Draft Day brought college students and companies together at Lambeau Field for football-themed matchmaking. The North Coast Marine Manufacturing Alliance hosted a second annual SeaPerch competition in which 16 teams of middle school students competed by building underwater robots. One of the teams went on to participate in a national competition. The NEW Insurance Consortium was formed, developed a website, and formed action-oriented taskforces. The BAWDB also contributed financially to the IT Pipeline Analysis regional study that has moved that initiative forward, as well as co-sponsored a Commercial Drivers License (CDL) Driver hiring event at FVTC.

In addition to ongoing Job Center services, such as career planning, computer literacy, and job seeker skill development to increase the pool of skilled workers, the BAWDB administered three WFF grants for area employers and developed strategies to up skill underemployed workers. Fully staffed job centers were funded for the Menominee Tribe and the Stockbridge-Munsee Mohican Tribe. Lastly, the WDB has been very active in the development of Academic and Career Planning programs in area school districts.

WDA # 6: Program Year 2015 Highlights

In PY15, the North Central Wisconsin WDB (NCWWDB) and its contracted providers served 221 Youth, 257 Adults, and 225 Dislocated Workers through Title I. All WIA performance measures were met and/or exceeded. Over 62,000 visits were made to North Central's Job Centers in Wausau, Wisconsin Rapids, and Rhinelander, as well as to satellite sites in Adams and Marshfield. In 2015, the OSO established an additional satellite site in Crandon.

Employer-Driven, Short-Term Training: In response to documented demand, another Machine Tool/Manufacturing Readiness class was held in February 2016. NCWWDB and its WIOA-contracted providers recruited 12 individuals who possessed the interest and aptitude for a career in manufacturing. Those who successfully completed the five-month training program are now earning an average of \$15.55 per hour. Below is a success story from one of the participants:

William came to the Job Center because he was looking for direction in a career path. He was enrolled in the Title I Youth Program where he began to develop a plan. Through assessments, William learned he had an interest in manufacturing, and had a natural fit due to his mechanical abilities. William's Youth Career Service Specialist encouraged him to attend the CNC short-term training informational session. William was very excited about the opportunity to utilize his talent, and the possibility of earning a living wage. To cover the cost of the short-term training and to address his barrier of transportation, William was co-enrolled in the Adult Program.

The Career Service Specialists in both programs coordinated WIOA services and provided the encouragement and support William needed to be successful in the rigorous training program. As he approached completion of the five-month program at North Central Technical College, William received assistance from both Youth and Adult Career Service Specialists on how to job search; prepare a stellar resume and cover letter; and practice his interviewing skills. The Business Solutions team also assisted by providing job leads. William also earned a Platinum level NCRC to further prepare him for employment. William is now employed by Wausau Window and Wall, earning one of the highest wages in his class.

NCWWDB continued expansion of two dynamic employer-led industry alliances: the Central Wisconsin Metal Manufacturers Alliance (CWIMMA) and the Central Wisconsin IT Alliance (CWITA). CWIMMA engaged with the K-12 system to help create pipeline in metal fabrication careers. Activities included the 4th Annual Heavy Metal Tour (3,800 8th graders from 20 school districts and 56 manufacturers), showcasing career opportunities in manufacturing, a regional Virtual Welding Competition (1,000 students from 15 area schools participated in the 5th Annual High School Welding Competition), and expansion of YA opportunities. Fifteen CWIMMA members participated in a NCWWDB-sponsored WFF training grant, totaling almost \$200,000 to serve 160 workers at participating companies. Finally, CWIMMA began developing its own accreditation testing tool, which establishes standard skill sets and measurements of performance.

CWITA was launched in 2015 and currently has 37 employer members focused on IT workforce challenges and solutions. In CWITA's first year, it successfully implemented a mentorship program in collaboration with three regional colleges and 60 participating mentors and mentees. CWITA members have contributed over \$90,000 to expand training capacity through the creation of an additional IT professor position at UW-Stevens Point. That professor begins in the fall of 2016. CWITA also began discussions with the Wisconsin DWD to create a new IT apprenticeship program through the WAGE\$ grant. Three CWITA members participated in a NCWWDB-sponsored WFF training grant, totaling almost \$200,000 to recruit and train non-traditional IT employees. The grant has trained over 100 workers.

The healthcare industry is also a major driver of NCWWDB's regional economy. In PY15, 99 participants trained in health careers. Here is one example:



After working in the customer service industry for over four years, Jessica made the decision to prepare for a career in the healthcare industry. Becoming a nurse was Jessica's dream job, especially after several family members were diagnosed with cancer. She knew firsthand the compassion, dedication and hard work that would be required for this new occupation. Jessica started her career path by attending a WIA information session at the Marathon County Job Center. There she met with a Career Services Specialist who provided assistance with researching LMI, refining her training goals, and developing her employment plan. Together, they also developed a plan to address her stress during the challenging training program, and her employment barriers related to childcare. As Jessica reached graduation and began studying for the nursing exams, the Career Services Specialist also assisted with reviewing her resume and practicing with common interview questions. Jessica is now gainfully employed as a nurse in a local hospital, preparing for classes for her Bachelor of Science in Nursing (BSN), while also providing for her three children. In Jessica's own words, "I would be honored to be one of those nurses and be able to be there for my patients, both physically and emotionally. I'm still so grateful for the [WIA] program. I couldn't have done it without [the WIA program]! I love how [my Career Services Specialist] has always been there for me too, and think it's great that [she] is still checking-up on me. The extra support means a lot!" In the latter part of PY15, NCWWDB and DWD-DVR

again joined forces to implement LifeWork\$, an in-school youth summer employment program. Nearly 60 young youth participated in a two-week employability skills training course, followed by a five-week work experience targeted to their specific interests and abilities.

WDA #7: Program Year 2015 Highlights

WIOA

The Northwest Wisconsin Workforce Investment Board (NWWIB) served 601 individuals through WIOA funds. During PY15, the NWWIB focused efforts on ensuring that On-the-Job-Training (OJT) is being used by employers as a training tool to enhance their workforce. A total of 57 OJT contracts were written with an average wage of \$13.90. Contracts were issued in the construction, food service, healthcare, and manufacturing industries.

Crex Meadows Youth Conservation Camp

The Crex Meadows Youth Conservation Camp offers high school students a positive learning experience where youth develop valuable work-related skills and a connection with the environment. The camp, located in the Crex Meadows Wildlife Area in Grantsburg, Wisconsin, serves youth who are at-risk and economically disadvantaged, as well as those with special education needs or other barriers. During this PY, a total of 68 youth attended the camp with 36 of these youth funded by the Wisconsin DVR.

Regional Collaboration

This past PY, the NWWIB hosted the E3 Summit: Employment, Education & Economic Development to begin collaborating on the next steps for regional workforce and economic development growth under WIOA. Together, regional stakeholders identified strengths and weaknesses in our workforce system and identified strategies to bridge the gap between workforce supply and demand. In addition to the E3 Summit, three Regional Insights on the Economy in Northwest Wisconsin (RiSE) sessions took place throughout the WDA. These sessions were hosted in partnership by the NWWIB, Northwest Wisconsin Educators for Regional Development (regional consortium of educational partners), and Visions Northwest (economic development group). These sessions provided attendees with an overview of the economic status and trends, as well as the opportunity to participate in a facilitated discussion regarding economic, workforce, and education concerns throughout the region. Plans to continue the forward momentum created from these two events are in progress.

Industry Partnerships

The NWWIB is continuing to build upon existing and forging new relationships to expand work in a variety of industry sectors, including retail. Despite high unemployment rates in Northwest Wisconsin and an abundance of open retail positions, employers are stating that many vacancies are going unfilled. To address this challenge, the NWWIB launched a pilot training program called Make Your Career in Retail. The training is based on curriculum from the National Retail Federation (NRF) and is designed to increase awareness of and improve skills related to frontline work in a retail environment. During the inaugural training session, 100% of participants succeeded in earning the NRF's Customer Service and Sales Certificate.

Expanded work continued in the agriculture and food systems industry sector through the Outreach and Training Support for American Indian Farmers in Northwest Wisconsin (OATS) project. This project, funded by the Office of Advocacy and Outreach, United States Department of Agriculture (USDA), supported the growth and development of American Indian farmers. The project assisted farmers in enhancing their business practices to allow them to succeed in promoting their business in food markets and by connecting them with USDA programs. OATS was led by the NWWIB with other project partners, including the Land Stewardship Project and Wisconsin Tribal Conservation Advisory Council.

WDA #8: Program Year 2015 Highlights

Addressing Industry Sector Needs

Workforce Resource, Inc., through their contract with the West Central Workforce Development Board, continued to successfully assist in meeting the workforce needs of the in-demand sectors within the region. These efforts included customized construction worker training projects in Barron and Polk Counties. Clark County hosted a truck driving academy, allowing four individuals to obtain their CDL. A partnership with the Grace Lutheran Foundation grew as the organization partnered with Workforce Resource, Inc., to offer a four-week paid training opportunity for individuals to become CNAs. In addition, Workforce Resource, Inc., created short-term academies in healthcare, customer service, IT, and manufacturing.

Utilization of WFF

Use of the WFF program helped Workforce Resource, Inc., bolster the regional workforce, closing three Round 1 grants and receiving a fourth grant for the Industry Training Academy. This grant, totaling more than \$219,000, is focused on training new hires and incumbent workers to upgrade their manufacturing-related skills. To date, 19 new hires have been trained under the grant with the expectation that 30 more new hires will also be trained. In addition, 68 incumbent workers will train to become maintenance technicians within their respective companies. Workforce Resource, Inc. continues to implement CNA training through its current Blueprint for Prosperity grant, training 90 high school students for entry level healthcare jobs. Workforce Resource, Inc. also led manufacturing training for 23 high school students through a Blueprint for Prosperity grant awarded to the Boy Scouts of America. Through additional partnerships with high schools in St. Croix, 95 students were trained as nursing assistants, construction workers and hospitality employees.

Maintaining Excellence in Performance

West Central Workforce Development Board achieved high levels of success in its workforce investment activities, at this point in time, exceeded all nine of the required performance standards. This performance is among the highest in the state and continues West Central's trend of being a leader in assisting individuals in attaining and retaining employment while meeting and exceeding earnings standards. The area served 428 Adults, 445 Dislocated Workers and 246 Youth in its WIOA programs. Traffic in the eight Job Centers throughout the area continued to be high with nearly 47,105 visits recorded.

Aiding Youth in Career Exploration

The highlight of this year's Youth Program was once again our highly successful **Career Venture** Career Fair, which attracted 2,486 young people from 30 school districts this past May. These students, and the educators that accompanied them, were able to learn about regional careers from 59 highly interactive employer and educational exhibits and activities. **Career Academies** focusing on manufacturing, healthcare, financial services, IT, customer service and construction trades supplemented our work experience programs and provided area youth with training and awareness of opportunities in these critical regional employment areas.

WDA 9: Program Year 2015 Highlights

WIOA began on July 1, 2016. The new legislation focuses on career pathways, and industry sectors, enabling the Western Wisconsin WDB (WWWDB) to place additional emphasis on business services.

Highlights follow:

- In early 2016, the WWWWDB partnered with the Equipment and Metal Manufacturing Association (EMMA) to focus solely on workforce development in the manufacturing industry. EMMA revised its bylaws to include all manufacturers in the tri-state area and rebranded itself as the Upper Mississippi Manufacturing Association (TUMMA). The WWWWDB provided assistance by hiring a limited term coordinator to help manage the transition and to initiate discussions with local manufacturers about joining TUMMA. This effort continues as the WWWWDB recently extended a contract to Western Technical College for a Business Services Coordinator to assist with workforce activities for TUMMA and to explore similar coordination opportunities with other industry sectors.
- Workforce Development System partners focused on helping businesses find workers by holding area job fairs. In cooperation with Chambers of Commerce, job fairs were held in rural Vernon and Crawford counties. The partners also restructured employer engagement activities at the Workforce Development Center in La Crosse, which included the coordination of targeted job fairs on a bi-monthly basis. General Job fairs and industry-specific job fairs take place continuously. Businesses can also visit the Job Center at any time to hold interviews for potential clients.
- Workforce Connections, Inc., an Adult & Dislocated Worker service provider, coordinated efforts with Workforce Development System partners on a new approach to increase the employability skills of job seekers. A Job Seeker Boot Camp was held in Vernon County, allowing job seekers to participate in a circuit of modules on specific employment topics, such as developing a resume and interviewing techniques. Job seekers who attended provided positive feedback, and planning is underway to the Job Seeker Boot Camp in other counties, focusing on rural areas where services may be more difficult to access.
- Youth Success Story - Jordan S:



Jordan is a 20-year-old high school graduate who entered the 4-week 2016 Spring WORKS Crew. Jordan is a non-custodial parent who has had involvement with the juvenile and adult justice system.

While on the WisCorps crew, he participated in resume and cover letter writing skills, interviewing skills, as well as workshops on: diversity conservation, goal setting, apprenticeship, job search skills, and career opportunities.

He earned certifications in ServSafe Food Handler Safety, CPR/AED/First Aid, Forklift Operator, and FEMA ICS-100. In addition, Jordan participated in the Sales Management Academy, a tour of Western Technical College, and financial literacy workshop and entrepreneurial skills workshops.

After completing the Crew, Jordan moved out of our service area to Hibbing, MN where he is currently working three jobs: Menards, Natural Harvest Food Coop and Dairy Queen. His long-term goal is to work in the agriculture industry and eventually own a small farm. He states that he is doing very well at all three and credits his success to the skills that he learned while at WisCorps.

WDA #10: Program Year 2015 Highlights

The WDB of South Central Wisconsin (WDBSCW) continues to build on its innovative career pathway work to provide opportunities for low-skill youth and adults to develop the skills demanded by the region's driver industries. Our industry partnerships help align and drive our work on the career pathway platform. Innovations include:

- In-school youth programming: High school seniors developed in-demand skills through postsecondary education in areas of healthcare, manufacturing, and culinary arts through our Middle College program with funding from WIOA and a WFF High School Pupil grant. We also led the region's YA consortium to help 370+ high school students dive deeper into career pathway development with work-based learning.
- Pathways to Prosperity Network: We continued our work with the Madison school district, Madison College, the City of Madison and the Madison Chamber of Commerce (as part of this nationally-recognized Jobs for the Future initiative), to expand offerings to prepare youth for postsecondary education and the workforce. The first pathway in healthcare will launch in September 2017.
- Career Academies: These short-term trainings with industry-supported credentials helped 154 participants quickly attain skills needed to pursue demand-driven occupations and pathways in healthcare, hospitality, manufacturing, and construction.
- WFF sector-focused training: We invested nearly \$75,000 to train 120 incumbent workers for critical manufacturing skill demands of area manufacturers and, with support from WIOA funding and another \$75,000 WFF grant; we've trained nearly 60 workers with foundational and pre-apprenticeship construction skills via the Foundations for the Trades Academy program.

Re-Entry Initiatives

The WDBSCW is building on our work and partnership with the Wisconsin Department of Corrections (DOC) and other partners to help incarcerated individuals prepare for their transition back into the community with focused workforce programming and services.

- Jail-Based Job Center: With a \$500,000 USDOL award, a new Job Center inside the Dane County Jail supported inmates with pre- and post-release employment and training services. The project aims to serve 100 inmates by May 2017.
- Short-Term Training for Offenders: In spring 2016, we helped DOC pilot a short-term, pre-release industrial maintenance (manufacturing) training for 15 incarcerated participants. This unique project aims to build an alternate pipeline of entry-level industrial maintenance workers to support the industry's workforce needs.
- Windows to Work: Now in its fifth year, this program uses evidence-based curriculum to provide information, education, skills, and support to more than 100 individuals preparing to transition from incarceration into communities within our six-county service area.

System-Level Work

Our system-level model will support new elements of WIOA and the career pathways design to help targeted client populations gain access to workforce services and resources across the region. Our team of Recruitment and Triage Specialists, Career Service Specialists, Academy Navigators, and Training Navigators are working together to help more than 1,000 workers annually access critical workforce services.

Emerging Work

The WDBSCW will expand our work to new projects, dislocated workers, and underserved clients in the coming year. We're working with the State's Bureau of Apprenticeship Standards and two Wisconsin WDBs to develop new RA programs, focusing on healthcare in the WDBSCW region. We'll also continue to provide Rapid Response workforce services to the 750+ workers affected by the closings of Kraft Foods and Tyson Foods. Additionally, a new State Department of Children and Families grant will help us provide critical workforce services to underserved youth who are aging out of the foster care system.

WDA #11: Program Year 2015 Highlights

Culinary Academy

After coordinating highly-successful CNC and Welding Boot Camps, the Southwest WDB (SWWDB) partnered with Blackhawk Technical College to organize a Culinary Academy to help prepare participants for employment in the food service industry. Eight of the 12 original participants completed the eight-week course, which taught basic meal preparation, kitchen equipment use, and industry terminology. In addition, special emphasis was placed on developing soft skills, such as punctuality, work ethics, cooperation, and team-building. Participants came from several different assistance programs, including FSET, WIOA, and W-2. As a part of their graduation ceremony, students prepared a three-course gourmet dinner for officials and area restaurateurs. Following the students' receiving of their nationally-recognized ServSafe certificates, students were able to meet with local restaurateurs to present to them their resumes and other information to secure employment at local establishments. One of the graduates was unable to attend the ceremony as he was already working for the St. Elizabeth Home in Janesville as a Dietary Aide.

SWWDB Assists Lancaster High School

The SWWDB funded Lancaster High School's Microsoft Certification testing, Lancaster's Business Education instructor Andy Richard received confirmation of their receipt of just over \$3,000 based on their four students who passed certification and graduated in 2015. Grants are delayed by one year and are awarded based on a yearly application and the number of graduates who have successfully completed the Microsoft Office certification. Although only one 2016 graduate has been certified to this point, already five 2017 graduates and eight 2018 graduates have already been certified. Certifications were selected to mitigate workforce shortages in industries or occupations identified in consultation with DWD and the WTCS.

The Ladder of Success

Michelle L. of Beloit had held a responsible administrative position for 15 years at Alcoa in Beloit, until the plant closed. Michelle had kept a secret, though...she had never obtained her high school diploma. With the help of WIOA funds, she was able to complete her GED requirements and tests in November 2011. But, she didn't stop there. She graduated in May 2016 from Blackhawk Technical College (BTC) with an Associate's Degree in Human Resources Management. In addition, she was the keynote speaker at BTC's Student Recognition awards ceremony and received awards for Intern of the Year, Outstanding Leadership, Campus Ambassador, and others. Michelle has come a long way!

Diana C. started the WIOA Youth and Fresh Start program with zero credits and no set goals nine months ago. She has now completed the 26 credits needed to graduate on time with her class at Beloit Memorial High School. She has also completed 450 service hours while at Fresh Start, which earned her an AmeriCorps Education Award. Diana is currently finishing her Home Builders, Inc. (HBI) Pre-Apprenticeship Construction Training and subsequent construction certification, at which point she will successfully complete the entire Fresh Start program. "With no support from my parents, WIA was able to make it possible for me to buy the Personal Protective Equipment (PPE) for occupational skills training and professional work attire for my work experience," Diana said. "I'm very grateful to be given this opportunity." Due to Diana's great success, she was featured in a local newspaper article and received Fresh Start awards for the Most Improved Student and a Community Service Award. According to her WIA Case Manager, Diana continues to grow and expand on the goals she wants to achieve. She has developed a passion for teaching and mentoring youth through her WIA work experience at Aldrich Middle School where she mentored at-risk middle school youth." Diana intends to continue her education in her pursuit of becoming an educator.

Performance Measurement and Reporting

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

WIASRD

The WIASRD is submitted to the USDOL, reporting WIA Title 1 program individual activity. This calculates the Entered Employment Rate, Average Earnings, and Retention Rate for Adults and Dislocated Workers. The measures for Youth include Attainment of a Degree or Certificate, Placement in Employment or Education, and Literacy and Numeracy Gain.

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

Performance Monitoring Tools

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

- Technical Assistance Guide covering the Adult, DW, Youth, and TAA was developed to help local WDBs understand and navigate the performance measurement system. These guides explain how each measure works, how data must be reported in ASSET, how and when supplemental employment data is brought into performance measures, and provide an example of how each measure is computed using a sample set of data.
- A WIA Policy Update System is used to communicate state interpretation of federal policies where states are given discretion and flexibility. Any published policy that affects performance includes a section designed specifically to describe how data is to be entered to ensure that performance is reported properly.
- Performance measures and participant reports are a regular component of the technical assistance and training activities throughout the year. Technical Assistance was provided to local areas that did not meet or were track to not meet the common measures. In May 2016, a "Roundtable" event was held to assist workforce development and partner staff in the transition to the WIOA.

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

DWD maintains a user-friendly, web-based reporting tool called JCS Management Reports to make reports more useful and easier to understand. Additional fields were added to the data warehouse during PY15.

A WIOA Performance SharePoint site was created during PY15 to display monthly dashboards with metrics beyond performance. All core WIOA partner programs have a page on the website. Title 1, Title 3 and the JVSG have active dashboards that present performance and participant information. The WIOA Performance SharePoint site is the primary means of collaboration between WIOA partner programs and WDBs.

Data Validation

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

WIA Financial Statement and Cost Effectiveness Summary

WIA Financial Statement Program Year 2015

	Carry In	Program Year 15 Allotments	Total Funds Available	Total Expended	Remaining Balance	Percentage Expended
Adult	\$3,851,035	\$9,879,376	\$13,730,411	\$10,141,382	\$3,589,029	73.9%
Youth	\$4,030,437	\$11,373,907	\$15,404,344	\$9,944,919	\$5,459,425	64.6%
Dislocated Worker	\$3,158,539	\$9,221,491	\$12,380,030	\$9,366,826	\$3,013,204	75.7%
State Rapid Response	\$5,158,302	\$3,940,806	\$9,099,108	\$3,056,980	\$6,042,128	33.6%
Local Administration	\$1,340,404	\$3,386,084	\$4,726,488	\$3,347,375	\$1,379,113	70.8%
Statewide Activities	\$1,733,692	\$4,200,182	\$5,933,874	\$2,003,214	\$3,930,660	33.8%
Total	\$19,272,409	\$42,001,846	\$61,274,255	\$37,860,696	\$23,413,559	61.8%

Wisconsin Cost Effectiveness Program Year 2015

	Total Federal Spending	Total Participants Served	Cost per Participant
Adult	\$10,141,382.00	4,506	\$2,251
Dislocated Worker	\$9,366,826.00	5,264	\$1,779
Youth	\$9,944,919.00	2,391	\$4,159

Performance Results

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

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

Wisconsin's WIA Performance Measure Goals for PY15

	Entered Employment	Retention	Six-Months Average Earnings
Adult	77.2%	85.7%	\$11,600
Dislocated Worker	85.0%	93.0%	\$16,200
Employment Services	58.0%	85.0%	\$13,500

	Attainment of a Degree or Certificate	Placement in Employment or Education	Literacy and Numeracy Gains
Youth	80.0%	71.0%	40.0%

**Table B1 – Adult Program Results
Entered Employment and Retention**

	Negotiated Performance Level	Actual Performance Level	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Entered Employment	77.2%	79.4%	1,402	1,766
Retention	85.7%	88.7%	1,645	1,855

**Table B2 – Adult Program Results
Six-Month Average Earnings**

	Negotiated Performance Level	Actual Performance Level	Total Earnings (Numerator)	Total Number of Participants (Denominator)
Six-Months Average Earnings	\$11,600	\$12,676	\$20,789,223	1,640

Table C – Outcomes for Adult Special Populations**Wisconsin's WIA Performance Measure Goals for PY15**

	Entered Employment	Retention	Six-Months Average Earnings
Adult	77.2%	85.7%	\$11,600
Dislocated Worker	85.0%	93.0%	\$16,200
Employment Services	58.0%	85.0%	\$13,500

	Attainment of a Degree or Certificate	Placement in Employment or Education	Literacy and Numeracy Gains
Youth	80.0%	71.0%	40.0%

**Table D1: Other Outcome Information for the Adult Program
Entered Employment Rate**

	Percentage of Participants who Met Performance	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Individuals Who Only Received Core Services	54.1%	20	37
Individuals Who Only Received Core and Intensive Services	79.2%	604	763
Individuals Received Training Services	80.7%	765	948

**Table D2: Other Outcome Information for the Adult Program
Entered Retention Rate**

	Percentage of Participants who Met Performance	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Individuals Who Only Received Core Services	80.6%	29	36
Individuals Who Only Received Core and Intensive Services	89.5%	563	629
Individuals Received Training Services	88.7%	1,039	1,171

**Table D3: Other Outcome Information for the Adult Program
Average Earnings**

	Average Earnings of Participants	Total Earnings of all Participants (Numerator)	Total Number of Participants (Denominator)
Individuals Who Only Received Core Services	\$8,326	\$241,463	29
Individuals Who Only Received Core and Intensive Services	\$11,909	\$6,680,745	561
Individuals Received Training Services	\$13,243	\$13,719,479	1,036

**Table E1 – Dislocated Worker Program Results
Entered Employment and Retention Rates**

Reported Information	Negotiated Performance Level	Actual Performance Level	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Entered Employment Rate	85.0%	84.2%	2,448	2,909
Entered Retention Rate	93.0%	93.8%	2,598	2,771

**Table E2 – Dislocated Worker Program Results
Average Earnings Rate**

Reported Information	Negotiated Performance Level	Actual Performance Level	Total Income of all Participants (Numerator)	Total Number of Participants (Denominator)
Average Earnings Rate	\$16,200	\$16,447	\$42,516,341	2,585

**Table F1 – Outcomes for Dislocated Worker Special Populations
Entered Employment Rate**

Special Population	Percentage of Participants who Met Performance	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Veterans	81.4%	153	188
Individuals with Disabilities	75.4%	95	126
Older Individuals	73.2%	423	578
Displaced Homemakers	71.4%	30	42

**Table F2 – Outcomes for Dislocated Worker Special Populations
Employment Retention Rate**

Special Population	Percentage of Participants who Met Performance	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Veterans	93.6%	175	187
Individuals with Disabilities	92.0%	103	112
Older Individuals	90.2%	452	501
Displaced Homemakers	100%	21	21

**Table F3 – Outcomes for Dislocated Worker Special Populations
Average Earnings Rate**

Special Population	Average Earnings of Participants	Total Earnings of All Participants (Numerator)	Total Number of Participants (Denominator)
Veterans	\$17,254	\$3,002,200	174
Individuals with Disabilities	\$13,605	\$1,401,275	103
Older Individuals	\$15,171	\$6,826,951	450
Displaced Homemakers	\$16,927	\$355,474	21

**Table G1: Other Outcome Information for the Dislocated Worker Program
Entered Employment Rate**

	Percentage of Participants who Met Performance	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Individuals Who Only Received Core Services	81.3%	13	16
Individuals Who Only Received Core and Intensive Services	83.8%	1,183	1,412
Individuals Received Training Services	84.5%	1,244	1,472

**Table G2: Other Outcome Information for the Dislocated Worker Program
Entered Retention Rate**

	Percentage of Participants who Met Performance	Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Individuals Who Only Received Core Services	87.5%	7	8
Individuals Who Only Received Core and Intensive Services	93.2%	1,225	1,315
Individuals Received Training Services	94.3%	1,361	1,443

**Table G3: Other Outcome Information for the Dislocated Worker Program
Average Earnings**

	Average Earnings of Participants	Total Earnings of all Participants (Numerator)	Total Number of Participants (Denominator)
Individuals Who Only Received Core Services	\$15,417	\$92,501	6
Individuals Who Only Received Core and Intensive Services	\$16,600	\$20,251,903	1,220
Individuals Received Training Services	\$16,316	\$22,092,246	1,354

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

Reported Information	Negotiated Performance Level	Actual Performance Level	Number of Participant who Met Performance (Numerator)	Total Number of Participants (Denominator)
Placement in Employment or Education	71.0%	82.4	675	819
Attainment of Degree or Certificate	80.0%	81.7	594	727
Literacy and Numeracy Gains	40.0%	43.7	145	332

**Table L1- Other Reported Information
12 Month Employment Retention Rate**

	12 Month Employment Retention Rate	Total Number of Participants who Met Performance (Numerator)	Total Number of Participants (Denominator)
Adults	89.1%	1,569	1,761
Dislocated Workers	93.3%	2,624	2,813
Older Youth	85.8%	200	233

**Table L2- Other Reported Information
12 Month Earnings Change (Adults and Older Youth)**

	12 Month Earnings Change	Total Earnings (Numerator)	Total Number of Participants (Denominator)
Adults	\$6,266	\$10,965,301	1,750
Older Youth	\$5,488	\$1,262,179	230

**Table L3- Other Reported Information
12 Months Earnings Replacement (Dislocated Workers)**

	12 Months Earnings Replacement	Total Earnings after Displacement (Numerator)	Total Earnings before Displacement (Denominator)
Dislocated Worker	\$101	\$43,346,242	\$42,780,242

**Table L4- Other Reported Information
Placements for Participants in Nontraditional Employment**

	Placements for Participants in Nontraditional Employment	Total Number of Placements (Numerator)	Total Number of Participants (Denominator)
Adults	0.3%	4	1,402
Dislocated Workers	0.4%	9	2,448
Older Youth	0.5%	1	199

Table L5- Other Reported Information
Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment

	Wages At Entry into Employment for Those Individuals Who Entered Unsubsidized Employment	Total Wages for Individuals Who Entered Unsubsidized Employment (Numerator)	Total Number of Individuals Who Entered Unsubsidized Employment (Denominator)
Adults	\$5,776	\$8,063,050	1,396
Dislocated Workers	\$7,969	\$19,373,815	2,431
Older Youth	\$3,422	\$674,131	197

Table L6- Other Reported Information
Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services

	Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	Number of Participants who Entered into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services (Numerator)	Total Number of Participants who Who Completed Training Services (Denominator)
Adults	29.3%	224	765
Dislocated Workers	12.8%	159	1,244

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	300,407	263,193
Total Adult Self-Service only	290,697	258,499
WIA Adults	295,203	260,719
WIA Dislocated Workers	5,264	2,500
Total Youth (14-21)	2,391	1,040
Younger Youth (14-18)	1,496	722
Older Youth (19-21)	895	318
Out-of-School Youth	1,320	414
In-School Youth	1,071	626

Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$10,141,382
Local Dislocated Workers	\$9,366,826
Local Youth	\$9,944,919
Local Administration	\$3,347,375
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$3,056,980
Statewide Required Activities (up to 5%) WIA Section 134(a)(2)(B)	\$705,603
Statewide Allowable Activities WIA Section 134(a)(3) State Administration CWI Activities	\$1,212,241
Statewide Allowable Activities WIA Section 134(a)(3) State Selected Activities Manufacturing Skills Standard Certification Careers 101 Skilled Trades Apprentice Mentoring Project WIA Incentives Dual Employment Tuition & Fees Skills Jump Start Talent Dividend Entrepreneurial Technical Assistance Grant Skilled Trades Apprentice Recruitment & Retention Project Technical Assistance for Industry Partnership Industry Partnership Convening: Tourism Industry Partnership Training: Advanced Manufacturing Healthcare Energy Transportation Bio Energy Agri-Business Marine Manufacturing Food Manufacturing Power Controls Discretionary Projects Staff and Other Costs Wisconsin Worker Wins Veterans in Piping Sector Convening	\$85,370
Total of All Federal Spending Listed Above	\$37,860,696

Table O: Local Performance
Southeast WI – WDA 1
ETA Assigned Number: 55030

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
25,631	240	72	71

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
23,108	161	21	37

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	78.5	79.1
Dislocated Workers	83.5	81.8

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	89.5	91.5
Dislocated Workers	94	90.3

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$13,000	\$13,203.40
Dislocated Workers	\$17,000	\$16,517.70

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	79	85.5
Attainment of Degree or Certificate	85	92.2
Literacy or Numeracy Gains	56.5	58.3

Overall Status of Local Performance

Not met	Met	Exceeded
0	3	6

**Table O: Local Performance
Employ Milwaukee – WDA2
ETA Assigned Number: 55015**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
45,955	1,505	189	260

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
41,360	715	101	190

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	70	71.5
Dislocated Workers	79	75.4

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	80	85.5
Dislocated Workers	90	91.6

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$9,900	\$10,639.70
Dislocated Workers	\$15,352	\$15,257.20

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	63	82.1
Attainment of Degree or Certificate	68	75.7
Literacy or Numeracy Gains	35	28.2

Overall Status of Local Performance

Not met	Met	Exceeded
0	4	5

**Table O: Local Performance
Waukesha-Ozaukee-Washington – WDA3
ETA Assigned Number: 55045**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
18,718	587	58	223

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
16,486	345	19	137

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	83	87.7
Dislocated Workers	89.4	91.5

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	87.5	91.0
Dislocated Workers	90	94.7

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$13,000	\$15,766.40
Dislocated Workers	\$17,300	\$18,950.20

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	77	89.1
Attainment of Degree or Certificate	78	86.6
Literacy or Numeracy Gains	52.2	66.7

Overall Status of Local Performance

Not met	Met	Exceeded
0	0	9

**Table O: Local Performance
Fox Valley – WDA4
ETA Assigned Number: 55090**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
31,854	383	51	42

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
28,103	188	25	14

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	82	79.4
Dislocated Workers	83	89.3

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	90	86.7
Dislocated Workers	94.1	98.9

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$11,500	\$14,627.30
Dislocated Workers	\$15,200	\$16,926.70

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	63	81.0
Attainment of Degree or Certificate	74	80
Literacy or Numeracy Gains	37	32.4

Overall Status of Local Performance

Not met	Met	Exceeded
0	3	6

**Table O: Local Performance
Bay Area – WDA5
ETA Assigned Number: 55095**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
44,020	733	139	105

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
37,990	232	36	21

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	77	86.5
Dislocated Workers	88	91.5

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	85	88.2
Dislocated Workers	92.5	94.5

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$11,900	\$12,157.50
Dislocated Workers	\$16,000	\$17,221.70

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	73	82.4
Attainment of Degree or Certificate	73	67.7
Literacy or Numeracy Gains	55	50.0

Overall Status of Local Performance

Not met	Met	Exceeded
0	1	8

**Table O: Local Performance
North Central – WDA6
ETA Assigned Number: 55100**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
30,129	331	89	119

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
25,562	218	19	55

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	84.8	88.7
Dislocated Workers	87	81.1

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	89	92.0
Dislocated Workers	93	94.3

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$11,823	\$15,489.80
Dislocated Workers	\$15,800	\$17,604.90

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	74	76.3
Attainment of Degree or Certificate	84	77.9
Literacy or Numeracy Gains	40	39.5

Overall Status of Local Performance

Not met	Met	Exceeded
0	3	6

**Table O: Local Performance
Northwest – WDA7
ETA Assigned Number: 55040**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
9,833	97	44	120

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
8,225	35	16	24

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	88	80.2
Dislocated Workers	87	100.0

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	88	92.0
Dislocated Workers	91.5	95.3

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$13,000	\$14,217.10
Dislocated Workers	\$12,595	\$12,275.60

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	77	65.4
Attainment of Degree or Certificate	78	71.2
Literacy or Numeracy Gains	50	44.0

Overall Status of Local Performance

Not met	Met	Exceeded
0	5	4

Table O: Local Performance
West Central – WDA8
ETA Assigned Number: 55065

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
18,210	434	90	225

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
16,669	189	24	87

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	87	90.0
Dislocated Workers	89	90.9

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	86.8	92.9
Dislocated Workers	94	94.7

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$10,000	\$12,660.70
Dislocated Workers	\$14,800	\$15,761.20

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	84	90.2
Attainment of Degree or Certificate	79	88.9
Literacy or Numeracy Gains	50.8	63.0

Overall Status of Local Performance

Not met	Met	Exceeded
0	0	9

**Table O: Local Performance
Western – WDA9
ETA Assigned Number: 55085**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
12,361	151	20	76

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
10,765	39	7	44

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	80	76.8
Dislocated Workers	87	91.3

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	84	90.3
Dislocated Workers	95	95.3

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$11,900	\$11,218.70
Dislocated Workers	\$14,999	\$14,480.90

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	66	74.6
Attainment of Degree or Certificate	71	84.6
Literacy or Numeracy Gains	55	100.0

Overall Status of Local Performance

Not met	Met	Exceeded
0	3	6

Table O: Local Performance
South Central – WDA10
ETA Assigned Number: 55105

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
33,423	539	63	152

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
29,677	233	21	56

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	82.5	84.8
Dislocated Workers	90	89.5

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	87	87.3
Dislocated Workers	93.7	94.7

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$11,300	\$13,037.00
Dislocated Workers	\$17,680	\$17,002.10

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	78	87.3
Attainment of Degree or Certificate	76	88.0
Literacy or Numeracy Gains	37.5	30.0

Overall Status of Local Performance

Not met	Met	Exceeded
0	3	6

**Table O: Local Performance
Southwest – WDA11
ETA Assigned Number: 55110**

Total Participants Served

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
16,754	249	80	103

Total Exiters

Adults	Dislocated Workers	Older Youth (19-21)	Younger Youth (14-18)
14,768	142	29	57

Entered Employment Rates

	Negotiated Performance Level	Actual Performance Level
Adults	78	78.3
Dislocated Workers	90	87.9

Retention Rates

	Negotiated Performance Level	Actual Performance Level
Adults	92	88.6
Dislocated Workers	95	91.6

Average Earnings

	Negotiated Performance Level	Actual Performance Level
Adults	\$10,956	\$11,626.70
Dislocated Workers	\$15,900	\$15,699.30

Youth Reported Information (14-21)

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	84	84.3
Attainment of Degree or Certificate	87	77.8
Literacy or Numeracy Gains	46	50.0

Overall Status of Local Performance

Not met	Met	Exceeded
0	5	4

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