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workforce investment act
annual report for program year 2003

Wisconsin Department of Workforce Development

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Grow Wisconsin

Governor Jim Doyle's Grow Wisconsin initiative has continued to drive our workforce development efforts as Wisconsin climbs out of the economic downturn of the past few years. Last year the focus was a growing recognition of the important linkages between economic development and workforce development. State and regional forums and summits were convened for joint conversations. The conversations ranged from industry clusters to the creative economy – talk that typically focused on business and community development. The focus now is on the importance of also having workforce development at the table.

Targeted Industries: As part of Grow Wisconsin and the state's industry cluster efforts, some industries have been targeted for special emphasis to recognize growing skill and labor shortages. These include:

- **Healthcare** – In recognition of the growing healthcare workforce shortage crisis in Wisconsin, a Select Committee on Healthcare Workforce Development was established by the Department of Workforce Development (DWD) Secretary. This group of about 25 healthcare industry, labor, government and educational organizations meets quarterly to report on project progress in such areas as retention, recruitment, educational capacity, and data analysis.
- **Construction** – Efforts to grow a construction workforce are currently focused in the Milwaukee area as a result of several major development and transportation projects that will demand additional workers. This project involves developing new coordination strategies between the publicly funded workforce system and the private and philanthropic funding system. This currently involves DWD, the local Job Service office, the local workforce investment board, several Wisconsin Works (W-2) agencies, the Wisconsin Regional Training Partnership, and the area technical college.
- **Manufacturing** – DWD has been working with the state's technical college system to launch an Advanced Manufacturing Solutions project. Governor Doyle convened a Manufacturing Summit on October 8, 2003, to identify key needs that included strategic investment in training.

In the past year, new structures have been established at the state and local level. There is a Governor's Economic Growth Council (EGC), a group of business people that meets quarterly with the Governor to provide input on growing Wisconsin's economy. Several of the EGC members also serve on the state Council on Workforce Investment (CWI), including the chair and vice-chair of the CWI. The EGC allows the opportunity for the CWI Chair to report on workforce investment efforts within the broader context of economic growth.

Office of Economic Advisors and Office of Economic Initiatives – In late 2003, the Office of Economic Advisors (OEA) was established within DWD to provide a sharper focus on the use of economic and labor market information for state and local decision-making. The state's chief economist is part of the steering committee for the CWI and also regularly advises the EGC. The OEA is also working with other state economists to

identify key metrics for the state to measure its economic progress. The Office of Economic Initiatives was just recently established to create a small unit to focus on Grow Wisconsin targeted industries; to work more closely with economic development; and to potentially bring cross-program innovative strategies to the various workforce programs administered by DWD.

Regional – Two significant regional efforts were launched in the 2003-2004 period.

- Northeast Wisconsin Economic Community – Since mid-2003, this 17-county, two-Workforce Development Area effort has brought together leaders to form three groups: a CEO business development group; a workforce development group; and a community development group. Their primary goals include a net increase in jobs and wages and improvement in economic well-being.
- Initiative for a Competitive Milwaukee (ICM) – Based on the Harvard-based Initiative for a Competitive Inner City (ICIC) model. The ICM was established in inner city Milwaukee within 11 zip codes in which 27% live in poverty, 35% are under 18 years of age, and in which resides Wisconsin's most diverse population with 50% African American, 30% White and 15% Latino. The focus is on both business and workforce development in the key sectors of healthcare, business services, construction, and advanced metal manufacturing.

Additional regional efforts are in various stages of organization and we anticipate continued focus at the regional level. The CWI has identified a regional focus as key to growing the state's overall economy, and will be looking for opportunities to encourage regional workforce and economic development collaboration to support the state's overall Grow Wisconsin goals.

Wisconsin's Labor Market

For a period of 44 months, including the twelve months of 2003, Wisconsin experienced a very troubling and persistent labor market recession, particularly in the manufacturing sector. The state saw an overall loss of some 55,000 jobs between the middle of 2001 through the end of 2003. Manufacturing employment experienced a loss of 88,000 jobs over that 44-month period.

The loss of manufacturing jobs is very difficult for Wisconsin because the state's labor market economy is still very much manufacturing oriented. For most of the decade of the 1990s, manufacturing made up over 22 percent of the State's total job market. With the loss of 88,000 jobs in manufacturing, that sector had dropped to about 18 percent of Wisconsin's job market.

In the period of 1990 through 2001, Wisconsin had an average monthly unemployment total of 116,900, based on a labor force of 2,846,000, for an average unemployment rate of 4.1 percent. The monthly average unemployment total was as low as 88,101 in 1999. For 2002, the average monthly unemployment total was 166,581, for an average unemployment rate of 5.5 percent. For 2003, the average monthly unemployment total was 173,500 for an unemployment rate of 5.6 percent. Claims for unemployment

insurance for the state have been 50 percent higher for the past two years than they were in prior years.

Based on the demographic trends that Wisconsin is experiencing, these changed labor market conditions will lead to an even more acute labor shortage as the economy recovers. Wisconsin, along with many Midwestern states, has been experiencing a short supply of young adults based primarily on a very low birth total between 1965 and 2001. This has been exaggerated by an out-migration of Wisconsin's young, educated population. In periods of recession, this out-migration is amplified.

In the first few months of 2004, Wisconsin actually began to see recovery in the labor market. Though not robust, it is beginning to recover. However, to a great extent, the 3½-year slowdown in the state's economy could not have come at a more unfortunate time. It has given a false sense of security to business and political leaders at a time when the worker shortage problem is just beginning to escalate. Although presently engrossed in the recession, the real policy issue for the state will be the worker shortage issue. Firms, especially manufacturing, will and have backed off in training, and yet they are about to be hit by large numbers of retiring workers as baby boomers reach retirement age. The Governor's Grow Wisconsin Initiative has allowed us to plan for this trend as evidenced by our department's Health Care Workforce Development Committee's activities.

Council on Workforce Investment

Governor Doyle reconstituted Wisconsin's Council on Workforce Investment (CWI) in Program Year (PY) 2003. The new 49-member Council includes a majority of new members, although some continuing members have been on the state's CWI for several years.

The new CWI focused its PY03 activities on ensuring a foundation of knowledge among new members, developing its vision and mission for Wisconsin's workforce development system, and establishing its organizational structure and operating procedures. The Council's new vision and mission is focused on advancing the Governor's plan to "Grow Wisconsin" that emphasizes connecting workforce development and economic development, as well as education. The new CWI will be working to achieve its vision for the state's workforce investment system:

"Wisconsin's effective, agile workforce investment system supports career ladder opportunities and prepares a highly educated, skilled, motivated workforce for a vibrant, globally competitive economy and an exceptional quality of life for all citizens."

To advance this vision, the CWI will be focusing its efforts on the four areas specified in its mission:

1. *Provide strategic leadership to support the Governor's Grow Wisconsin plan by increasing education, skills, and wages; focusing on the future economy; making smart and strategic regional decisions; and fostering entrepreneurship.*

2. *Ensure state and regional success* by targeting resources in key growth industries in different regions of the state and ensuring a comprehensive, effective and accountable workforce system to deliver education and training services.
3. *Support a changing workplace* by identifying skill gaps to focus training and re-training resources, and developing innovative strategies to address changes in the workplace.
4. *Prepare for the future* by identifying the workforce skill needs of emerging industries and preparing the workforce of tomorrow to obtain those skills.

The CWI's Executive Committee will provide leadership to the CWI as it works toward these efforts by establishing a strategic public-private partnership approach, using benchmarking and continuous improvement to measure progress and success, focusing on both short- and long-term goals, and ensuring a comprehensive approach to Wisconsin's workforce system.

As a first step in advancing its leadership commitments, the CWI Executive Committee, with support from the full Council, has established a new Committee structure. The Executive Committee along with the Emerging Opportunities Committee, the Current Workforce Committee, and the Workforce System Design Committee are each charged with advancing a specific CWI mission.

In addition, the Executive Committee has established operating procedures (by-laws) that will help ensure the Council operates efficiently and effectively. It also has recommended to the Governor that the language for a new Executive Order ensure the CWI's key role in shaping the state's workforce investment system in support of the Governor's Grow Wisconsin plan.

WIA State Set-Aside Funds

Wisconsin used PY03 state set-aside funds to continue long-standing program activities as well as to implement new initiatives in support of the Governor's Grow Wisconsin plan.

Dislocated Workers. Continuing its practice of previous years, Wisconsin allocated \$500,000 in Workforce Investment Act (WIA) set-aside funds to support dislocated worker projects in Workforce Development Areas (WDAs) with significant dislocations. The funds in PY03 were used to support locally funded dislocated worker projects for up to three months until new local allocations were available.

Wisconsin Incentive Awards and Technical Assistance and Training (TAT). Wisconsin allocated \$300,000 of PY03 funds for incentive awards for WDAs that met or exceeded all PY02 WIA performance standards, and to support statewide and local TAT efforts. One WDA, Northwest Wisconsin, received an incentive award of \$28,370. The remaining funds will be used to support state and local TAT efforts in PY04 that are intended to build on the efforts begun in PY03.

The statewide TAT Plan also provided the following activities:

- **WIA Youth Services Training.** Two youth services events were conducted with WIA Youth Program Managers, Local WIA Lead Staff, Case Managers, WIA Youth Service Providers and state staff. Evaluations from both training events indicated that a majority of the participants agreed the information provided would help them improve the WIA Youth programs in their area.

The first event was four, one-day WIA Youth Services Roundtables held around the state in October 2003. This training was a refresher on WIA Youth Services programs and approaches leading to improved performance. Instruction was provided on case management, skills/goals setting, Individual Service Strategy development, and tips were offered on effective assessment, program exiting, tracking and follow-up services. A total of 120 participants attended. The second event was a one-day WIA Youth Case Management Workshop held on May 6, 2004 with a total of 77 attendees that focused on detailed case management techniques.

- **WIA Enhanced Case Management Skills Training.** Four, two-day workshops were delivered around the state in February and March of 2004. The training was developed and delivered by the Kaiser Group. A total of 126 participants attended the workshops. The program was targeted to WIA Adult and Dislocated Worker case managers; however, several WIA youth program case managers also attended. The overwhelming majority of evaluations completed rated the training as either outstanding or highly successful.
- **WIA Performance Standards Conference.** This training was delivered March 23-25, 2004 in Madison. The two and one-half-day training conference included three separate workshops:
 1. WIA Performance Standards for Adults and Dislocated Workers programs;
 2. WIA Performance Standards for Older and Younger Youth programs; and
 3. Automated System Support for Employment and Training (ASSET) System.

The two-day performance standards sessions were developed and delivered by Social Policy Research Associates (SPRA); the half-day ASSET System session was developed and delivered by DWD/Division of Workforce Solutions (DWS) staff. There were 193 participants at the conference. Attendees included Workforce Development Board (WDB) Executive Directors, WDB management staff, case managers, subcontractor staff and state and federal staff. All participants received a materials notebook that included performance and related reference information on the WIA adults, dislocated workers and youth programs. Conference evaluations indicated that the training was a success, with participants noting that the sessions were highly useful. See other TAT activities under "Performance Measures."

General Motors/Major Economic Development Program. DWD has allocated \$850,000 in PY03 funds to help the General Motors Corporation Janesville plant ensure that its labor force has the skills necessary to remain competitive in the global manufacturing environment. The skills needed to develop the workforce are based on a company-wide Global Manufacturing System initiative. The training project is expected to operate through 2006 at a total cost of \$14.7 million.

The project represents a partnership of DWD, the Wisconsin Department of Commerce, and the Wisconsin Technical College System (WTCS). Together, these three agencies are contributing \$4.6 million over the length of the project. General Motors is providing \$10.7 million in match. This project is an example of how agencies working together and in partnership with the private sector are supporting the Governor's "Grow Wisconsin" plan, and advancing the new mission and vision of the CWI. DWD/DWS total commitment is \$1.0 million, with the remaining \$150,000 expected to come from PY04 WIA set-aside funds.

Strategies for Service Improvement

Title V Performance Incentive Grant. The Department of Labor (DOL) performance incentive grant provided to Wisconsin in PY01 for PY00 performance ended in June 2004. Five grants to local partnerships of Technical Colleges and Workforce Development Boards (WDBs) focused these funds on three areas:

- Targeting strategies to improve occupational training, graduation and employment of special population groups, including people with limited English literacy and economically and educationally disadvantaged.
- Use of partnership agreements to improve coordination in health care training efforts between the local technical colleges and WDBs, including recruitment, assessment, and job development.
- Expanding educational opportunities and methods for people to enter or receive refresher training to address the health care worker shortage, including alternative delivery, additional course sections and programs, and short-term training.

The WTCS Board was responsible for administering the grant. Final reports remain to be submitted, however, the following are among interim results as of March 2004:

- 1,194 students served with the majority being either unemployed or underemployed.
- Area health care summits were established with members drawn from local health care providers, WDBs, technical colleges, and other Job Center partners.
- New strategies, curricula, and delivery methods were developed for occupational instruction in nursing assistant, associate degree nursing, community pharmacy technician, bilingual nursing assistant, and core health care training courses, all of which are expected to continue beyond the grant period.

Wisconsin Forward Award. The Department continued to support Wisconsin Forward Award (WFA), Wisconsin's Baldrige-based program for promoting continuous improvement through performance excellence management practices. The program was initiated in 1997, was administered by DWD for three years, and then transferred to a private non-profit in 2000. The WFA program provides training, technical assistance, and recognition for performance management practices to private sector businesses, state and local government agencies, educational agencies, hospitals and other health care related institutions, and private, non-profit organizations. The overall purpose of the program is to enhance the competitiveness of Wisconsin businesses and promote excellence in management of public resources.

A majority of the state's 11 WDB's staff and board members have been involved in WFA learning and recognition efforts over the last several years. Some have gone through a formal application and management assessment process, while others participate in various training opportunities offered by WFA and/or volunteer their services as members of the Board of Examiners or in other capacities. The WDBs have shown particular interest in WFA's on-line assessment and wrap-around services of training, post-survey feedback and action planning implemented for the first time in PY03. The Bay Area WDA is using this process to identify and implement improvements in its Job Center system that may prove to be a model practice for other WDAs in the state.

The **WIA Worker Training Web Site** is an on-line technical assistance and training resource for staff working on the WIA Title I programs. This site was developed to provide WIA program staff with one source for their technical assistance and training needs. The web site target audiences are field staff, primarily case managers and workforce development board staff. There are three key content areas being field-tested, and feedback will be incorporated into the site:

- Automated System Support for Employment and Training (ASSET) and reporting system functionality;
- WIA Performance Management; and
- Case Management.

Assessments and Evaluations

Job Center System Improvements. Wisconsin continued efforts in PY03 to study how Wisconsin's Job Center One-Stop System can be improved, and how WIA resources can be more effectively targeted and linked with other Job Center partner resources. These efforts focused on programs within DWD, with special emphasis on WIA, Wagner-Peyser Act (Public Labor Exchange) and Temporary Assistance for Needy Families (TANF). Internal workgroups examined integration of programs and quality improvement strategies, funding mechanisms and organizational issues through the first half of PY03. An internal workgroup formed in the second half of PY03 gathered information from these previous efforts. Formal recommendations, incorporating specific state policy directives, are expected to be released for discussion with partners and the CWI in PY04, with DWD/DWS implementation activities expected before the end of PY04.

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

Dislocated Worker Program

The Dislocated Worker program was very active in PY03. In the rapid response program, 144 notices of layoffs were received, affecting more than 12,000 workers. National Emergency Grants (NEGs) were used to serve over 3,400 dislocated workers and the Trade Adjustment Assistance (TAA) program covered nearly 5,000 workers. For the overall program, there were 120,000 eligible dislocated workers with total program funding of \$64.4 million.

State Program and Product Development

WORKnet Focus Groups. WORKnet is an internet-based system that provides labor market information to a wide range of customers including job seekers, employers, economic developers, WDBs, partners and researchers. For job seekers, WORKnet functions as a portal to JobNet. A series of focus groups were conducted in early May 2004 with potential WORKnet customers in three cities on behalf of the Bureau of Workforce Information. Two sessions were held with Job Center Resource Room staff, two sessions were held with job seekers, and one session was held with data analysts. The focus groups were very positive about WORKnet overall, and were especially enthusiastic about the amount of information contained in the application for both job seekers and data analysts. Several improvements and enhancements were suggested, and many have been incorporated into WORKnet.

Employer Focus Groups. A series of focus groups were conducted in August and September, 2003, with employers in four communities on behalf of the Job Service Bureau as part of its Business Services Initiative. Participants were from small, medium, and large businesses. The employers were asked about services currently available from Job Centers, and services not currently offered that could be useful to them.

Job Order System Enhancements. In June, 2004, DWS implemented a new employer login page for the Wisconsin Job Order System, now known as JobNet Business. The new log-in page is easier for employers to use, and includes self-service training materials such as PowerPoint presentations and printable handouts that teach employers how to register and use the job order system.

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

Financial Literacy. As an Alliance Member of the federal Department of Labor/Federal Deposit Insurance Corporation Money Smart Financial Education Program, DWD was able to facilitate the partnering of the Wisconsin Job Center System with the Wisconsin Bankers Association to provide the Money Smart Financial Education Curriculum in selected Wisconsin Job Centers. To date, approximately 500 Job Center customers have been trained.

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

Service to High Risk Populations. DWD has worked with Department of Corrections to provide better placement services to offenders. To do that, training for workforce development staff was presented 35 times to over 1000 participants during PY03. The training received recognition from the DOL and the National Association of Workforce Administrators and a \$5,000 grant. The grant was used to develop a second phase of training that included Cognitive Thinking of Offenders, Job Development and Dealing with Difficult Customers. The second module was presented 19 times to 600 participants.

DWD's Division of Workforce Solutions (DWS) in cooperation with the Division of Vocational Rehabilitation (DVR) and the State Independent Living Council has conducted program and facilities accessibility reviews of the 78 Wisconsin Job Centers. This activity is a result of Workforce Incentive Grants. The project is seeking a reasonable reporting format that can be used by the centers for corrective action. The Great Lakes Americans with Disability Act program is leading this effort.

DWD received funding to hire 11 Disability Navigators who help improve accessibility of persons with disabilities to the Job Center system. DWD received additional funding to continue the Navigator project from DOL and the Social Security Administration. DWD is one of four states to receive bonus funds to continue the project into 2006. DWD is expanding the project to include specialty Navigators that will target TANF, Southeast Asian and Native American populations. In addition, DWD is developing a technical assistance and training center to assist the Navigators.

Business Relations Emphasis. Two Business Relations Group Symposia were held with 236 participants representing all 11 WDAs. In addition to Board directors and key staff, Job Center Managers and lead staff, Job Service District Directors, Vocational Rehabilitation District Directors and private partners were in attendance. Participants heard presentations on the "Power of E 3," "A Demand Driven Workforce System" and "Job Development Strategies." The event also kicked off a new Business Resource Group Mail Distribution List-SERV and provided a Business Relations Tool Kit to attendees.

Job Order Quality Improvement. A state and local workgroup was established to review and improve the job order take-in processes at Job Centers. The group established criteria for assessing the quality of job orders and developed desk reference guides and training programs to improve the overall quality of orders posted to JobNet.

To assess the effectiveness of the improvement effort and to gauge the ongoing quality of job orders, a state level quality assurance team was formed. Using the criteria established by the state-local team, the Quality Assurance (QA) team established a quality baseline for six pilot areas. This baseline presents a picture of job order quality prior to the improvement program, and the Job Order Training that was completed through the year. The QA Team was rigorous in its evaluations to establish a quality, complete and consistent base for future comparisons. The QA Team completed the review of pilot areas.

In summary, the quality of job orders has improved especially in the legal and policy areas, with needed improvements on standards for content. A brief comparison to the 2003 baseline shows the following for all pilot areas in aggregate:

- The number of job orders with no issues stayed the same at just over 13%;
- The total number of job orders with issues was down by 165 (2,140 to 1,975);
- The average number of issues per job order was down slightly from 2.38 to 2.19;
- The range of issues per job order has decreased from 0-11 to 0-8; and
- The general pattern for the quality standards remained mostly the same. Content, clarity and policy had most of the issues. Clarity increased but policy and legal are improved. It appears the big improvement in this quarter came in fewer policy issues.

The DWD's Job Service Bureau provided services across the state under the **Trade Adjustment Assistance (TAA)** program:

- In South Central Wisconsin (WDA #10), Job Service registered 388 TAA participants while in Southwest Wisconsin (WDA #11) Job Service registered 411. This represents a significant volume of TAA activity from previous years.
- Job Service is part of a TAA workgroup involved with developing revised information for the TAA manual, including new information for TAA ASSET reporting requirements. Job Service has also seen an increased need for bilingual staff capabilities to work with the TAA population for the Latino and Hmong populations.
- An "Earmark Grant" was awarded by DOL to the Western Wisconsin WDB. This grant is being administered by a partner agency, Workforce Connections, Inc., and is targeted specifically at increasing the number of Licensed Practical Nurses (LPNs) that Western Wisconsin Technical College (WWTC) will train at a rural campus site. Coordination efforts between Job Service-TAA staff, Workforce Connections-WIA staff and WWTC identified three TAA/WIA co-enrolled individuals to receive LPN funding under this grant. Without this grant, it is unlikely that these people would have been able to start this program at a local campus this fall. All required tuition is covered by the grant. TAA is covering all books, fees and other required items needed for training, including uniforms and mileage if applicable, for these co-enrolled individuals. The training meets all criteria for TAA approved training and will enable the participants to receive any TAA weekly eligible allowances. Individuals will be assisted with job placement through services available at the Job Center.
- In Southeastern Wisconsin WDA (#1), the Job Service TAA coordinators developed a PowerPoint presentation on the program for TAA orientation sessions for employees. This effort was recognized at the fall Dislocated Worker Roundtable and was shared with other coordinators statewide to ensure quality and consistency in the delivery of information at orientations. In addition, the TAA coordinators developed an Access database for all their participants in order to track, retrieve,

and easily access information. Average caseloads were approximately 200 per coordinator during the year.

The Job Service District Director for this area is the lead for the TAA workgroup that has been working with other bureaus to update the TAA Manual, improve communications for the program, ensure timely staff training, and to develop statewide monitoring guidelines and performance standards. Monthly conference calls with TAA staff and bi-annual Dislocated Worker/TAA Roundtables with a new staff-training component have been implemented. A database has also been designed to share best practices and TAA information.

- In North Central Wisconsin (WDA #6), Job Service has developed close working relationships with Marathon County to ensure access to Hmong speaking staff to help coordinate TAA services and provide interpretation services where necessary. These people are now available at the Job Center to assist TAA staff with these services.

Job Service Bureau Business Services

- In South Central and Southwest Wisconsin Job Service Districts (WDAs #10 and #11), specialized business service activities include employer “info-lunches” held monthly in the Rock County Job Center and quarterly in Green, Grant and Richland Counties. The Job Centers arrange for expert speakers to come in and talk on a variety of topics, including equal rights and unemployment laws. Job Service personnel also arrange for labor law clinics for businesses throughout each WDA. Portage and Sauk Counties have “Employers of the Month” highlighted in their locations for customer information. In Rock County, the Job Center does a business showcase each quarter of three businesses that highlight information for Job Center customers.
- In Western Wisconsin WDA (#9), Job Service staff, in partnership with Workforce Connections, Inc. staff, identified a need for and developed low-cost, high-value educational workshops for employers. Actions included:
 - ◆ Identified potential topics of interest to local employers; created, administered and analyzed an employer survey;
 - ◆ Followed up with evaluation forms and survey of participants regarding future seminar topics; analyzed materials;
 - ◆ Developed database of local employers for continued direct marketing;
 - ◆ Obtained approval from La Crosse Job Center partners to launch initiative;
 - ◆ Utilized in-house expertise and network of contacts to develop marketing materials and reserve expert speakers; and
 - ◆ Organized all aspects of seminars, including booking room, catering and equipment, compiling Job Center promotional materials, gathering registration forms/fees, etc.

Results included:

- ◆ First Employer Education Seminar held August 2003; Topic: Worker's Compensation-A Working Partnership; 14 people attended.
- ◆ Second Employer Education Seminar held March 2004; Topic: Employee Handbooks; 25 people attended.

- ◆ Employer Education Seminar August 2004. Topic: Federal Employment Laws: Learn What You Need To Know.
 - ◆ The Employer Education Seminars have been very successful, as measured by satisfaction of participants, increase in number of participants, and financial self-sufficiency. An effective partnership between Job Center agencies has also been developed and maintained in this endeavor.
- In Northwest Wisconsin (WDA #7), the Superior Job Center's "Enhanced Business Services Pilot Project" is currently being implemented by Job Service, Concentrated Employment Program (CEP) and Division of Vocational Rehabilitation staff. The pilot focuses on providing screening services for employers to ensure a strong fit between the job seeker's skills and interests and the job needs of the employer. At this phase of the project, anyone seeking these screening services may receive them.

As demand builds for enhanced services, the full set will be available only to higher-wage, benefit-paying employers. The pilot's early phases are designed to evaluate staff ability and identify training needs, to perform screening services, the practicality of screening technology and approaches, and the demand for such services in the employer community. The pilot will conclude in January 2005.

Workforce Development Area Activities

The **Northwest Wisconsin Workforce Development Area (WDA)**, the Concentrated Employment Program (CEP), Inc., carried out a number of activities to better serve its business and worker customers, including:

- CEP, Inc. received national recognition by the National Association of Workforce Boards (NAWB) during a ceremony in Washington, D.C. The CEP, Inc. was one of five award winners out of America's 650 Workforce Development Areas.
- The US DOL interviewed CEP, Inc. as one of nine top performers in delivering workforce development services to businesses. CEP, Inc. was also one of 19 workforce development boards chosen to serve as business service mentors to other regions in the country.
- CEP, Inc. developed a new quarterly magazine for business customers, designed to educate them about human resource topics relevant to the region.
- The second annual "Growing your Business in Northern Wisconsin" conference, sponsored by the Northwest Wisconsin Workforce Investment Board (NWWIB), was held in April and received favorable comments from attendees, sponsors and presenters.

For worker services, the WDA:

- Brought in two new incumbent worker programs, one through existing funds and one through being awarded one of the President's High Growth Job Training Initiative grants of \$215,000;
- By delivering services out of the Job Centers and partnering with the Wisconsin Job Service, DVR and many county Human Service Departments, taxpayers have realized a \$4.22 return on investment for each tax dollar supporting the Job Center system in Northwest Wisconsin;

- The Talent Profiling System, a web-based resource designed to match job seekers to specific job openings by taking an assessment that measures soft skills, now has over 8,000 people in the database and more than 190 businesses posting jobs; and
- The Crex Meadows Youth Conservation Camp project featured an all new curriculum funded by Wisconsin Environmental Education Board. The experiential environmental education covered topics such as hydrology, geology and astronomy. Many students earned high school credit for attending the three-week sessions.

The CEP also helps individuals and businesses achieve their goals. Examples include:

- A 54-year-old customer who lives in a small town in rural northwest Wisconsin was working toward an associate degree in nursing while also working part-time as a childcare provider at \$7.00 per hour. With WIA funding, she was able to complete her associate's degree at Wisconsin Indianhead Technical College in 2003. She secured a local position as a Registered Nurse at \$18.37 per hour, 66% higher than the average wage in the county.
- A customer was laid off from his wholesale distribution position during a large company closing. He started a new position with a construction company, but broke his leg and was unable to continue in the job. Working with the CEP and Job Center partners, he was able to obtain a position as an over-the-road truck driver at \$19 an hour, 72% higher than the regional average wage. According to the employment specialist working with the customer: "I'm pleased we were able to help him obtain new employment so quickly, and stay in the area to earn a living."
- An automotive repair shop in Northwest Wisconsin was having trouble with worker retention and did not know what to do about turnover and training issues. The owner contacted the WDA and Job Center partners for assistance, and a multitude of services was provided. The first was the Talent Profiling System, an online assessment product that results in an in-depth report on job applicants to aid in the hiring process by fitting the right person into the right job, which in turn improves job retention. The business owner stated: "The Talent Profiling System gives you interview questions that it creates that you can ask a person, they help a lot in the interview process. Since we've been doing this, we've reduced our turnover rate. I will not even consider hiring someone unless they take the assessment." Additional services to help this business in 2003 included assisting in the hiring of six employees, a customer service workshop, helping establish a performance-based evaluation system, and establishing academic testing certification through the local technical college.
- A hospital in Northwest Wisconsin has been using CEP, Inc.'s Talent Profiling System for their hiring needs. The hospital is an active member of Wisconsin Job Center's Human Resource Group, a representative for the Rural Development Network Planning Grant, and part of the TeleLink Consortium Network – the newly formed group funded by a grant awarded under the President's High Growth Job Training Initiative. The hospital hired six of the applicants referred for open positions in 2003. By implementing the Talent Profiling System, the hospital improved their hiring decisions and expanded the pool of applicants which they believe to be highly advantageous due to the shortage of healthcare workers in the region. The Human

Resource Coordinator is very happy with the relationship they have with CEP, Inc. and Job Center partners.

In the **Southeastern Wisconsin WDA**, a job fair for recent high school and technical school graduates was initiated by the Walworth County Job Center staff in response to Manpower's desire to reach young people for on-the-job training positions. The Job Center's Business Services Team worked with Manpower to create an event in two weeks that also included three other staffing agencies at no cost to the Job Center. The fair was overwhelmingly successful with vendors' data indicating that 25% of the participants they saw on the Job Fair day were hired and at work the following week. At their request, another event is being scheduled for December graduates.

The **Waukesha-Ozaukee-Washington (WOW) Counties WDB's** Business Service Unit has developed new and innovative ways to establish and track contacts with the business community. Through the installation of a contact management program called *ACT!* the Business Service Unit can search an array of company information, past history with the company, and easily update the information. The software has helped the unit become more effective, for example, allowing representatives in three counties to access the information and become more efficient with mailings for events. The unit has over 4,500 business contacts that continue to grow as more businesses get connected to WOW services.

WOW has also developed new and customized services for large and small companies that use the Workforce Development Centers for their recruiting needs including collecting applications, prescreening, interviewing and even testing the applicants to make sure they have the necessary skills to do the job. The services and contacts developed have established strong relationships within the business community, and, at the same time, created additional sources of revenue for the Workforce Development Centers.

Training and continuing education are critical factors in keeping American workers up-to-date on the latest technology and competitive with other countries. This is especially important for the manufacturing industry. The WOW WDB, with the support of the Wisconsin Precision Metalworking Council, developed a plan to promote and support technology training in the industry. In July 2002, a \$3 million grant leveraging \$8 million in private sector contributions, was awarded under the Department of Labor's H-1B Technology Training Program. With the grant ending in December 2004, the Board has been able to work with more than 850 workers from 123 different companies in the program. A major goal of the grant is to promote and support apprenticeship training in the metalworking trades. Companies who have apprentice toolmakers, moldmakers, patternmakers and machinists can get a partial reimbursement of the wages of the journeyworker trainers who devote time to the training process. WOW is currently supporting the training of more than 240 apprentices in this way, exceeding the initial goal of 208.

An additional goal is to encourage skills upgrading for the non-apprentice workforce, especially to bring added technical skills to experienced journeypersons. Companies are reimbursed for the costs of training workers in advanced manufacturing skills such as die design, precision measuring, set-up time reduction and a host of other activities.

More than 600 trainees have been involved in various trainings such as blueprint reading, and lean manufacturing that range from one-day workshops to ongoing technical school degree or diploma programs.

The H-1B grant has had a tremendous impact on local metalworking companies, reinforced by the following quotes from participants:

- “Every employee who has used the grant has brought back ideas and knowledge from school that has directly increased part cycle times, increasing productivity.”
- “This grant has helped a manufacturing company in the state of Wisconsin become more competitive in a global market, implement new technology, generate new business and retain high-wage, family-supporting jobs.”
- “As a domestic manufacturer facing intense competition from China, we would not be able to absorb all the expenses associated with our employee training without the help from programs like the H-1B Federal Training Grant.”

The success of the grant has encouraged the Board to continue to look for ways to assist companies with their training needs and to keep business in the United States.

A success story from the **West Central Wisconsin Workforce Development Board (WCWWDB)**: Brenda was dislocated from her position as an Inspector/operator in November of 2002. She was determined eligible for WIA services, and in January of 2003, was assessed as appropriate for a new medically related training. She enrolled in the introductory courses at Chippewa Valley Technical College (CVTC) with financial assistance for tuition and transportation provided by WIA. The coursework provided her with additional career options, and she completed the phlebotomy program by the end of 2003. She was hired at the Marshfield Clinic’s St. Joseph’s Hospital site with whom the Chippewa County Job Center has maintained a long term relationship. As a certified phlebotomist, she improved her earnings 95% from her former salary along with a full benefit package as a result of her training, Job Center efforts and her successful job search campaign.

WCWWDB also worked with local employers to meet their employment needs as well as providing opportunities for the changing population in the area. For example, the Polk County Job Center had maintained a long-term relationship with Weststaff and Bishop Fixture Company. Bishop had been seeking temporary-to-hire workers, and wanted to mirror the success of the Turkey Store that hired workers from Somalia in coordination with the Barron County Job Center and the International Center. These two organizations provided information and application assistance with interpreters to Somali and Ethiopian refugees who recently settled in Barron County. Business protocols such as dress requirements, language and math requirements, and other job-related qualifications were provided to the prospective employees.

To date, 15 Somalis have been hired with many more applications being completed and more hires are anticipated in the near future. International Center staff made sure that those hired first had the language skills necessary for job retention, and also to assist as mentors for additional hires with less English proficiency. The Company thanked the Job Center for enabling them to access an under-utilized labor force that quickly added staff to fulfill their newly acquired contract demands.

WCWWDB has worked with the Barron Medical Center for years in a variety of programs to meet area needs in the fast growing health careers and also to provide the bilingual/bicultural services needed in an area with a large and growing Somali refugee population. The following is a list of some of their joint projects:

- *Training of youth and youth with special needs.* Barron Medical Center assists Workforce Resource with training and work experience for high school students with special needs. Center supervisors evaluate the students bi-weekly in the tasks they are learning to perform and also in attendance, punctuality, reaction to supervisor, interaction with co-workers, safety, productivity, initiative, and attire and grooming. At least two of these students have been hired by the Barron Medical Center after successful completion of their work/training experience and graduation from high school. With this cooperation, Workforce Resource has been able to provide training in jobs with good growth potential to numerous special needs students.
- *Interpreter training to better serve Somali and Spanish Speaking Patients.* The Barron Medical Center has partnered with the Barron County Job Center to increase the number of trained Spanish/English and Somali/English speaking interpreters available to their patients. The International Institute of Wisconsin has come to Barron several times to provide training, and the Job Center maintains the list of available interpreters. One graduate of the training has been hired by the Barron Medical Center and many are contracted to be on-call.

The **Western Wisconsin Workforce Development Board** (WWWDB) undertook a variety of special initiatives during the year:

Economic Development Taskforce. The manufacturing sector, especially fabrication, electronics and machinery, is an important and critical link to the economic development of western Wisconsin. A taskforce has been established by the WDB to address the workforce development issues of these manufacturing sectors. A survey was completed and face to face meetings were held to determine their needs.

The following major action steps are being pursued:

- Establish Advisory Groups in the different counties to advise and support the Taskforce action plan;
- Contact the Northwest Outreach Center (NWMOC) to see if they could present workshops on careers in manufacturing to job center clients;
- Contact Wisconsin Manufacturers and Commerce to see what materials they have that could support our efforts;
- Present at Network Nights to educators and counselors information on careers in manufacturing;
- Consult with the Tribune on possible newspaper articles on careers in manufacturing;
- Contact the job center leads about having manufacturers spotlighted in the job centers; and
- Prepare a flyer and information on careers in manufacturing that could be disseminated in multiple forms to students, educators, and guidance counselors as well as adults.

Healthcare Labor Shortage Taskforce. To deal with worker shortages in the healthcare field, the WDB established a taskforce in 2001. Following is a list of current taskforce goals and accomplishments:

Marketing. The healthcare packet has been updated and was dispersed to schools, healthcare professionals, Job Center partners, and Job Centers.

Facilitate Occupational Ladder and Lattices. Both local hospitals have members on the Taskforce, and have agreed to pursue apprenticeship opportunities with local schools. The WDB will be serving as a liaison to facilitate this program. These hospitals are also pursuing apprenticeship programs being offered by DWD.

Assemble Data. The Taskforce decided that information should be assembled on the current needs of healthcare institutions, their projected needs, and retention/turnover rates. A survey was developed and is being distributed to healthcare institutions.

Increase Diversity. The Taskforce has decided to pursue recruitment from the Hmong community and will meet with Hmong leaders to learn strategies that would appeal to the Hmong culture.

The Western Wisconsin WDB Youth Council continues to educate school districts on how to have a "Reality Store." This has been a great opportunity for students to get a dose of reality by receiving a one month's salary for their chosen careers and then having to pay for taxes, childcare, insurance, rent, car loan, household products, cable, telephone, and other expenses. This has given them the opportunity to reflect on their chosen career as well as the many choices that stand before them. Because of the Youth Council's efforts, 17 schools or districts have held Reality Stores or are planning to do so in the future.

Another initiative by the Youth Council is a Career Newsletter for counselors and educators that will provide current career information, a contact for career speakers or job shadow sites. The WDB wants to be a link between schools and employers. To keep informed of the needs of youth in the WIA employment and training program, the Youth Council has been interviewing and honoring a youth at every meeting. It is also offering a small award for eight youth who have reached many of their employment and training goals. A scholarship has also been established to help one youth reach his or her educational goals.

The **WWWDB** success stories include:

- A single mother with two children was struggling to make ends meet and secure a job position that would allow for more time with her children. She was enrolled in the WIA Adult program through the Jackson County Job Center. She attended remedial classes to improve her math and reading skills and then chose to pursue her LPN through Western Wisconsin Technical College. Case managers helped her to reach her goals as she struggled to work, take classes and take an active role in her children's lives. As needs arose, her case manager was able to use WIA Adult program funds to help with mileage reimbursement, tuition and books. She participated in her LPN pinning ceremony in December 2003 and is presently working for a local Jackson County hospital.
- A husband and wife team both lost their jobs when their employer closed the plant at which the husband had been employed for 10 years and the wife nine-plus years. With no training beyond their high school diploma, the WIA dislocated worker

program helped develop joint plans to enter two-year programs with good placement opportunities. They used the Adult Learning Lab at Southwest Wisconsin Technical College, completed their programs on schedule, and each attained a 4.0 GPA. Shared case management helped this couple assess their current skills and abilities and helped match them to training programs that offered in-demand skills. He is currently working as a maintenance technician, and she is currently working as a design engineer.

The **North Central Wisconsin Workforce Development Board** success stories include:

- Shelby was enrolled in the pre-Educational Interpreter Technician Program (EITP). WIA not only paid for her tuition, but also the supplies she needed for the EITP program including videotapes, a tape recorder, cassette tapes, workshops, and mileage. While attending Northcentral Technical College (NTC) as a full-time student, Shelby obtained a job working as many hours as possible in Student Services and also worked full-time during her summers to save money. Shortly after graduating from the EITP program in December 2002, she was offered an interpreting position. Since then, Shelby has had a wide-range of experiences working with all age groups of hearing impaired students possessing a variety of learning challenges. She is happy to share her WIA experience, and to tell others how WIA has changed her life: "It's definitely worth 'all the paperwork'," and, Shelby enthusiastically adds, "Thanks (WIA) so much!"
- Christopher was awarded a Wisconsin Employability Skills Certificate by Forward Service Corporation: The certificate is a special achievement for Christopher's having proven his competence in a set of 22 employability skills ranging from basic reading and writing to teamwork, leadership, decision-making and organization. He also developed specific occupational skills in the vehicle maintenance area. The Wisconsin Employability Skills Certificate Program is administered through the Wisconsin Department of Public Instruction and the North Central Wisconsin Workforce Development Board's Youth Council. As a WIA qualified youth, Christopher worked through Forward Service Corporation's Rhinelander office and Laona High School to develop his skills in the classroom. He also worked well over the required 180 hours necessary to apply skills in an actual job and be evaluated by the employer. Christopher began his work experience in maintenance for the Laona School District and then advanced to auto body repair with Custom Collision. He showed both interest and aptitude in vehicle maintenance and these work-based learning experiences helped him define his career direction. He completed his work experience with J & D Enterprise where he performed maintenance on trucks and trailers and now plans to pursue a career as an automotive technician.

The **Fox Valley Workforce Development Board's** (FVWDB) *Career Changers Network* (CCN) is a collective gathering of salaried business professionals, business leaders, and volunteer supporters with the common goal of re-establishing or changing individual career paths for the benefit of the career changer, businesses, and the community at large. The majority of members involved had been dislocated from management level positions, and worked, on average, at their previous positions for over ten years. The focus of this group is on collaborative, win-win professional networking that creates sustainable, long-term, career success.

The Network focuses on solutions such as networking, employer outreach, weekly meetings, entrepreneurial training, and transferable skill evaluations. Since August 2003, staff conducted 132 meetings with over 2,000 individuals attending various events. Currently, 196 people are actively pursuing employment while 31% of individuals in the CCN program are already back to work. The website is www.careerchangers.org.

Job Centers/Workforce Development Centers – Youth Resource Area. In PY03, the FVWDB, in conjunction with its one-stop system partners, instituted a youth resource area within each of its six Job Centers/Workforce Development Centers Resource Rooms/Career Centers. This area is targeted toward high school age youth and their parents. The mainstays of these resources are Internet-based. In 2003, a Teen Center/Youth Services page was added to each home center web site. The Teen Center site consists of over 75 links to youth resources in the following categories:

- Education links – local high schools, technical colleges and universities;
- Financial Aid for higher education;
- Career Exploration;
- Job Search - including links for summer jobs;
- Labor Market Information;
- Self Assessment; and
- Other sites of interest to youth.

Additional Fox Valley WDB success stories include:

- Dawn has been in the WIA adult program since July 2000. Through WIA funding and her own finances, she attained an Associate degree in Accounting and an Associate degree in Supervisory Management, including three skills certificates in Organizational Management, Human Resource Development, and Principles of Management. Along with working hard for her education, she has won a battle with cancer and has gotten married. She just obtained her first full-time job in four years at Advanced Data.com in Fond du Lac. She is an example of having an employment goal and doing everything in one's power to attain it.
- At the time of enrollment in January 2001, Linda had a high school diploma and worked part-time at \$8.37 per hour. She was then laid off during her program participation, and approved for training for the Administrative Assistant program with an emphasis in Supervisory Management with Fox Valley Technical College (FVTC). During her schooling, however, she suffered from some medical problems that caused her to extend her graduation date. Even so, at graduation in May 2004, she received the Kelly Temporary Services Award for the Oshkosh FVTC Campus, which is awarded to only one individual per year. Recently she obtained full time employment, despite the fact that she is going through some unexpected family issues.

The **Bay Area Workforce Development Board** (BAWDB) worked on a project for the prison population. The Window to Work program, started in January 2003, has been funded by the Bay Area WDB with Welfare-to-Work and WIA funds. It operates inside Oshkosh Correctional Institution (OSCI), and helps inmates from three counties reach and sustain self-sufficiency upon release from prison. The relationship and trust

building develops many months prior to release inside OSCI with classroom programming that includes personal development with the aid of personal assessments, employability skills assessment and employability skill training, goal setting, career and personal planning, job skills development, money management and budgeting. Coaching and test preparation for passing HSED/GED is also an integral part of this course. The program concludes with resume writing and intense interview practice sessions to maximize success for job searches.

Upon release, intensive case management and mentoring are critical to maintain a successful program. Staff work closely with probation and parole, landlords, employers and child support to ensure that a common goal is agreed upon by all. Employer contacts and job development result in a high employment rate. Program funding for support services is critical for success as it assists with rent, release and work clothing, transportation assistance and other items necessary for a new start. The program enrolled 41 participants, and of the 30 men released, 26 are employed at an 86.6% employment rate.

The **Workforce Development Board of South Central Wisconsin** (WDBSCW) worked in collaboration with Madison Area Technical College (MATC), University of Wisconsin Center on Wisconsin Strategy (UW-COWS)-Jobs with a Future, Moraine Park Technical College (MPTC), the South Central Area Job Centers and 99 area employers to establish industry partnerships within the health care and manufacturing sectors. The collaborative goals of the *Industry Partnership Initiative* include:

- Continue the development of the Manufacturing and Health Care sector Industry Partnerships in the six-county Workforce Development Area of South Central Wisconsin. Organize and support: eight regional roundtables of the Manufacturing and Health Care sector Industry Partnerships and two all Partnership Summits; and
- Continue the collaborative work with Manufacturing and Health Care industry sectors representatives and skill trainers in the development of workplace employment skills and modular skill training curricula.

All training will include on-site training and tours at manufacturing and health care facilities where participants can network with potential employers.

In the context of the Industry Partnership Initiative, workforce development agencies, technical colleges and employers agreed to dedicate their combined resources on changing the way the region supports employee training and career advancement.

The Initiative's mission is:

1. Strengthen and Support Job Quality and Worker Advancement

- Focus training programs on living wage jobs, benefits and advancement opportunities; and
- Focus training on skill enhancement for incumbent and dislocated workers.

2. Revitalize the Training System

Use training dollars to leverage changes in the current training systems to achieve the following desired outcomes:

- Development of sustainable training systems through active industry partnerships in the six county region; and
- Changes in the technical college instructional methods, use of modularization, and increase accessibility of training for working adults.

3. Partnership Approach to Training

Develop long-term viable partnerships of participating businesses and public sector partners. Implement and utilize known best practices within the industry to improve workforce retention and advancement. Examples of such best practice approaches include implementation of mentoring or peer advisor programs, and utilization of training instructors from participating businesses and organizations who agreed to the following commitments:

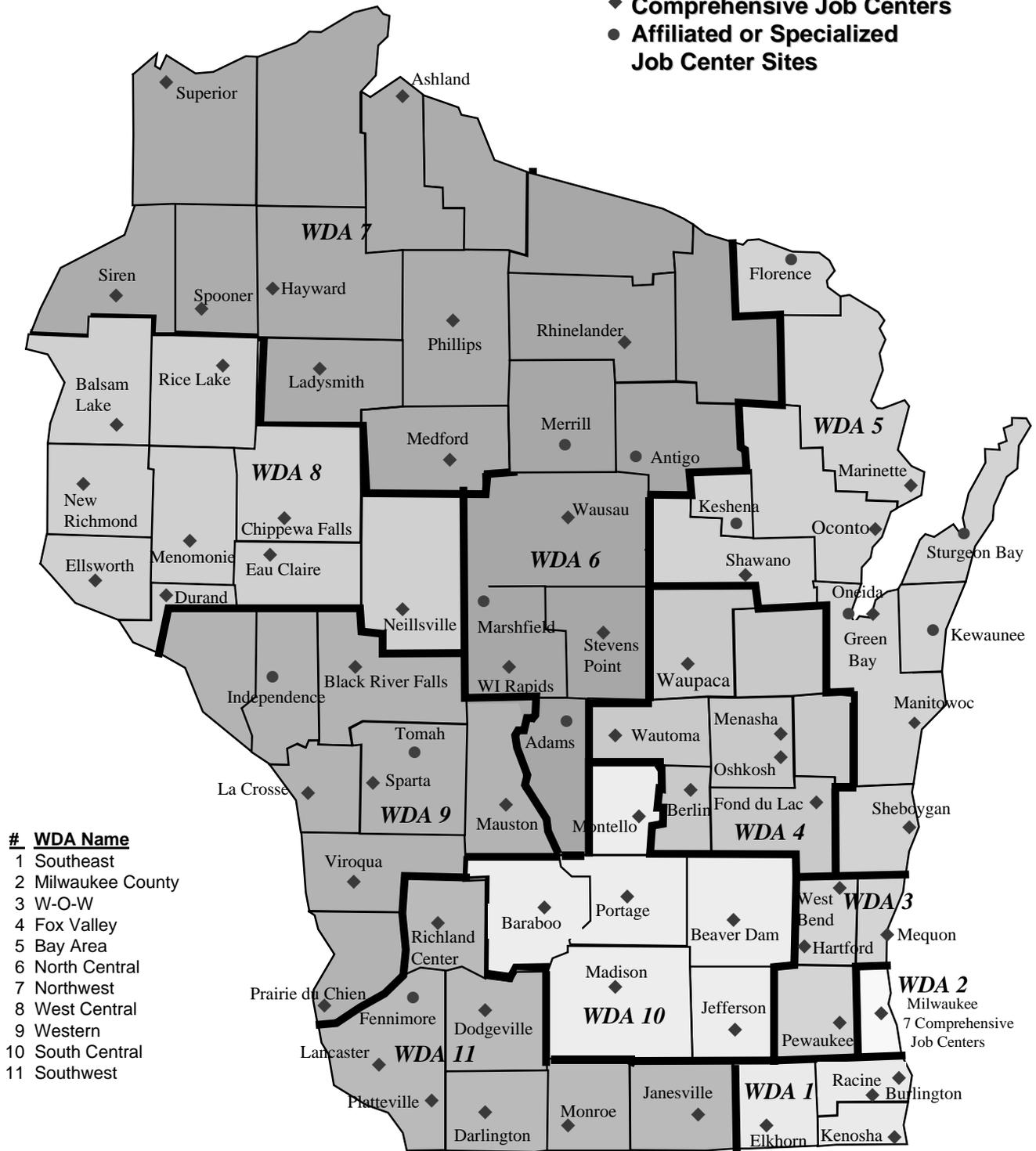
- Participate in regional partnership roundtables and summits;
- Provide opportunities for workers to attend training sessions;
- Share in best practices sessions;
- Share expertise in curriculum and training program design; and
- Assign one designated company representative to the partnerships.

The program results over an 18-month period include:

- 99 Companies from the Manufacturing and Health Care sectors joined the Partnership;
- 629 students completed 14,559 hours of training; and
- Companies participated in a combination of 8 regional roundtables focused on industry trends and best practices and a fall summit that offered break out sessions covering the topics of: economic growth in Wisconsin, Job Center resources, employing older workers, meeting the skills demands through the WTCS and quality programs in health care.

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

- ◆ Comprehensive Job Centers
- Affiliated or Specialized Job Center Sites



- # WDA Name**
- 1 Southeast
 - 2 Milwaukee County
 - 3 W-O-W
 - 4 Fox Valley
 - 5 Bay Area
 - 6 North Central
 - 7 Northwest
 - 8 West Central
 - 9 Western
 - 10 South Central
 - 11 Southwest

WIA Financial Statement, 2003 Annual Report

Operating Results			%	Remaining
Total All Fund Sources	Available	Expended	Expended	Balance
Adult Program Funds	32,139,027	29,668,892	92.31%	2,470,135
Carry In	1,395,232	1,395,232	100.00%	0
Dislocated Worker Program Funds	31,674,503	29,401,471	92.82%	2,273,032
Carry In	433,817	433,817	100.00%	0
Youth Program Funds	46,807,252	32,995,141	70.49%	13,812,111
Carry In	491,656	491,656	100.00%	0
<i>Subset of Youth Program Funds - not included in totals below</i>				
Out of School Youth	14,189,672	11,383,183		2,806,489
In School Youth	33,109,236	21,870,386		11,238,850
Summer Employment		7,242,822		
Local Administration Funds	12,291,198	9,951,020	80.96%	2,340,178
Carry In	218,321	218,321	100.00%	0
Rapid Response Funds	14,664,121	13,460,737	91.79%	1,203,384
Carry In	0	0		0
Statewide Activity Funds	24,278,135	16,514,736	68.02%	7,763,399
Carry In	683,181	683,181	100.00%	0
Total	165,076,443	135,214,204	81.91%	29,862,239

SUMMARY OF WIA FUNDS AVAILABLE as of June 30, 2004

		TOTAL	Yr 5, PY	Yr 4, FY	Yr 4, PY	Yr 3, FY	Yr 3, PY	Yr 2, FY	Yr 2, PY	Yr 1, FY	Yr 1, PY	JTPA 1999	JTPA 1998
Adult	Current Carryin	32,139,027 1,395,232		7,566,613	1,996,720	6,503,498	2,188,146	5,035,421	1,683,189	5,370,309	1,795,131	1,395,232	0
Dislocated Worker	Current Carryin	31,674,503 433,817		7,674,628	2,786,107	5,642,859	2,610,739	4,636,810	2,109,591	4,150,920	2,062,849	433,817	
Youth	Current Carryin	46,807,252 491,656	11,588,394		10,291,967		9,924,265		7,633,191		7,369,435	135,848	355,808
	<i>Out of School (30% min)</i>	14,189,672	3,476,518		3,087,590		2,977,280		2,289,957		2,210,831	40,754	106,742
	<i>In School (70% max)</i>	33,109,236	8,111,876		7,204,377		6,946,986		5,343,234		5,158,605	95,094	249,066
	<i>Summer Employment</i>												
Local Administration	Current Carryin	12,291,198 218,321	1,287,599	1,693,471	1,674,977	1,349,595	1,635,906	1,074,692	1,269,552	1,057,915	1,247,491	218,321	
Rapid Response	Current Carryin	14,664,121 0		3,553,068	1,289,864	2,612,435	1,208,675	2,146,671	976,663	1,921,722	955,023		
Statewide 15%	Current Carryin	24,278,135 683,181	2,272,234	3,615,491	3,183,465	2,842,656	3,100,188	2,275,340	2,412,739	2,206,035	2,369,987	575,479	107,702
TOTAL		165,076,443	15,148,227	24,103,271	21,223,100	18,951,043	20,667,919	15,168,934	16,084,925	14,706,901	15,799,916	2,758,697	463,510

Source document: WIA Funding Allocation Split Worksheet that allocates the NOA amounts into the various WIA reporting categories. These amounts are verified to the amounts reported on the June 30, 2004 financial reports to DOL.

Out of School, In School and Summer Employment are breakouts of the Youth program. The percentages are either minimums or maximums as stated.

SUMMARY OF WIA EXPENDITURES as of June 30, 2004

Source: Federal Financial Status Reports

		TOTAL	Yr 5, PY	Yr 4, FY	Yr 4, PY	Yr 3, FY	Yr 3, PY	Yr 2, FY	Yr 2, PY	Yr 1, FY	Yr 1, PY	JTPA 1999	JTPA 1998
Adult	Current Carryin	29,668,892 1,395,232		5,273,400	1,996,720	6,374,585	2,188,146	4,987,412	1,683,189	5,370,309	1,795,131	1,395,232	
Dislocated Worker	Current Carryin	29,401,471 433,817		5,562,814	2,786,107	5,481,641	2,610,739	4,636,810	2,109,591	4,150,920	2,062,849	433,817	
Youth	Current Carryin	32,995,141 491,656	0	0	8,138,559	0	9,853,956	0	7,633,191	0	7,369,435	135,848	355,808
	<i>Out of School (30% min)</i>	11,383,183	0	0	2,924,041	0	3,252,569	0	2,572,095	0	2,471,002	56,734	106,742
	<i>In School (70% max)</i>	21,870,386	0	0	5,202,339	0	6,381,182	0	5,061,096	0	4,897,589	79,114	249,066
	<i>Summer Employment</i>	7,242,822	0	0	2,210,113	0	1,802,495	0	1,674,064	0	1,472,343	0	83,807
Local Administration	Current Carryin	9,951,020 218,321	0	643,220	1,674,977	1,348,499	1,635,906	1,073,460	1,269,552	1,057,915	1,247,491	218,321	
Rapid Response	Current Carryin	13,460,737 0		2,684,498	1,289,864	2,573,942	1,208,675	1,850,350	976,663	1,921,722	955,023	0	
Statwwide 15%	Current Carryin	16,514,736 683,181	267,522	1,338,139	3,183,465	1,171,714	3,100,188	758,447	2,119,239	2,206,035	2,369,987	575,479	107,702
TOTAL		135,214,204	267,522	15,502,071	19,069,692	16,950,381	20,597,610	13,306,479	15,791,425	14,706,901	15,799,916	2,758,697	463,510

Performance Measures

DWD/DWS engaged in significant efforts in PY03 to assess WIA performance, and identify and understand the issues contributing to poor performance on some performance measures. These efforts were directed primarily to review and analyze Workforce Investment Act Standardized Record Data and WIA participant data from Wisconsin's Automated Support System for Employment and Training (ASSET). The following summarizes key assessment activities in PY03.

Quarterly Performance Reviews. DWS performance policy staff conducted extensive quarterly reviews of ASSET data and case files to identify issues that negatively affected performance in WIA performance measures. These reviews revealed a number of case management practices, misunderstandings about performance measures and how results were derived, data entry weaknesses, and other issues that were negatively impacting state and local performance results. Problem areas common across WDAs, and methods/strategies for addressing them, were incorporated into various PY03 technical assistance and training (TAT) efforts developed to enhance WIA performance outcomes. The findings also provided the base for individualized technical assistance to WDAs.

Earnings Gain Measure Data File Review. Extensive file reviews of PY02 data and available PY03 data were conducted to identify issues associated with Wisconsin's failure to meet the state's goals for adult earnings change and the potential impact of using supplemental earnings as a method for measurement in addition to UI wage data. This assessment revealed that Wisconsin was failing to account for a significant number of positive outcomes of participants who exited the Wisconsin program, but were not in UI covered employment. As a result of this assessment, Wisconsin implemented a new policy and guidelines for using supplemental wage data in addition to UI wage data to calculate employment-related performance outcomes, including wage changes.

SPRA Older Youth Credential Outcomes Analysis. As part of its PY03 TAT plan to enhance WIA program performance, DWS contracted with Social Policy Research Associates (SPRA) to conduct an analysis of Older Youth Credential data. The analysis was intended to highlight possible performance issues, document types of credentials attained, and recommend ways to increase the probability of attaining/exceeding the measure. Funding was from PY02 State set-aside and PY03 DOL TAT funds.

Using PY02 WIASRD data and PY03 ASSET data, SPRA analyzed credential data for the state as a whole and for each WDA along five different dimensions important to attainment of the performance measure. These were various combinations of numbers of exiters who obtained a credential or who did not obtain a credential by the third quarter after exit and the number of exiters who were or were not employed, in post secondary education, or in advanced training in the first quarter after exit. SPRA also examined data for the number of older youth exiters who met the adult credential measure and the number of credentials received in each of several credential categories.

SPRA's analysis resulted in three key findings and related recommendations to the state as a whole:

- Wisconsin could influence PY03 performance results; the state could provide each local area a roster of exiters of youth for follow-up credential documentation;
- Milwaukee has the greatest potential to positively or negatively influence Wisconsin's older youth measures; thus, the state should provide Milwaukee with additional technical assistance to support their older youth programs; and
- It is unclear whether Wisconsin's current older youth credentials will count when DOL implements common measures; Wisconsin should investigate whether or not the majority of current credentials would meet the new definition under common measures.

SPRA also provided an analysis of each local WDA's data and identified the area's strengths and areas of concern. SPRA offered suggestions to each area on what the WDA might do to help improve performance. Finally, the report included several "best practice" examples and resources that could be of assistance to the state as a whole and to local areas. DWS has shared the results of the SPRA assessment with all WDBs and has implemented, or is in the process of implementing, the state level recommendations.

Over the last year, DWS has continued to add functionality to the ASSET data collection system to improve the ease and accuracy of program reporting. DWS works continuously to improve the quality of data as it is entered into the system which is demonstrated through improved program performance and lower error rates as demonstrated through the Data Validation project. Refinements in the reports generated from the data in the ASSET have increased accuracy in our Federal and local reports. For all of these reasons, our ability to assess program performance is better than it has been in any previous program year.

Specific improvements to ASSET include:

- Online caseload tracking reports;
- Online audit trail for changed data in the system;
- Online Individual Employability Plan for all participants;
- Features that allow workers to enter a case note or service provided for several individuals at one time;
- Online tracking for Individual Training Accounts and outcomes that allow for evaluation of the program and training providers; and
- Data warehouse expansion to include locally requested WIA program management reports.

Program Year 2003 Performance Measure Results

This year, 5 of the 11 WDBs qualify for performance incentive awards. This is a significant improvement over our performance for the past two program years.

Southwest Wisconsin WDB exceeded all 17 negotiated performance measures in part because of the infusion of Illinois wage data into the performance measure computations. The State had some difficulty with the Adult Employment and Credential Attainment measure, but the reasons for performance failure have already been identified and a corrective action plan, including some ASSET reporting improvements, is being developed for implementation in PY04.

Staff also believe that PY03 represents the first point when the performance measures truly reflect our successes under WIA program requirements and services. In the past two program years, performance outcomes have been adversely affected by transitional program reporting requirements, legacy Job Training Partnership Act participants who transferred into the WIA programs, and Information Technology system setbacks that inhibited our ability to provide quality participant and program data to local staff and boards.

Wisconsin Cost Effectiveness Program Year 03

	Total Federal Spending	Number of Participants	Average Cost per Participant	Number of Exiters	Average Cost per Exiter	Average Wage at Entry into Employment	Average 12-Month Earnings / Change Replacement Rate *
Adult	\$7,988,374	6,532	\$1,223	3342	\$2,390	\$3,319	\$2,226
Dislocated Worker	\$8,851,860	12,280	\$721	4169	\$2,123	\$6,570	92.8%
Youth**	\$8,942,610	4,759	\$1,879	436	N/A	\$2,793	\$3,094

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

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

Table A - Workforce Investment Act Customer Satisfaction Results						
Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	70.00%	66.05%	582	8,116	910	64.0%
Employers	70.00%	73.91%	625	28,864	690	90.6%

Table B - Adult Program Results At-A-Glance			
	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate 10/1/2002-9/30/2003	71.0%	65.5%	2398 3676
Employment Retention Rate 4/1/2002-3/31/2003	80.0%	81.2%	2896 3572
Earnings Change in Six Months 4/1/2002-3/31/2003	\$2900	\$2344	\$8374434 3572
Employment and Credential Rate 10/1/2002-9/30/2003	62.0%	44.4%	936 2123

Table C - Outcomes for Adult Special Populations								
Reported Information	Public Assistance Recipients Receiving Intensive or Training		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	59.5%	363	71.4%	167	58.9%	155	61.5%	110
		610		234		263		179
Employment Retention Rate	80.6%	379	77.5%	141	77.3%	208	79.3%	96
		470		182		269		121
Earnings Change in Six Months	\$2497	\$1173703	\$1866	\$339540	\$2218	\$596566	-\$76	\$-9175
		470		182		269		121
Employment And Credential Rate	41.0%	172	39.6%	44	47.4%	93	38.0%	27
		420		111		196		71

Table D - Other Outcome Information for the Adult Program				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	65.0%	1071	65.4%
1647			2029	
Employment Retention Rate	83.1%	1278	79.5%	1618
		1537		2035
Earnings Change in Six Months	\$2857	\$4390563	\$1958	\$3983871
		1537		2035

Table E - Dislocated Worker Program Results At-A-Glance				
	Negotiated Performance Level		Actual Performance Level	
Entered Employment Rate 10/1/2002-9/30/2003	78.0%		87.8%	3594
			4134	
Employment Retention Rate 4/1/2002-3/31/2003	88.0%		94.0%	3457
			3682	
Earnings Replacement Rate 4/1/2002-3/31/2003	95.0%		92.5%	\$46332293
			\$50080240	
Employment and Credential Rate 10/1/2002-9/30/2003	64.0%		67.0%	1667
			2516	

Table F - Outcomes for Dislocated Worker Special Populations								
Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	83.9%	411	76.1%	181	77.0%	385	83.6%
490			238		500		67	
Employment Retention Rate	92.9%	379	92.3%	191	88.6%	342	87.0%	47
		408		207		386		54
Earnings Replacement Rate	86.2%	\$5319969	88.4%	\$2097540	71.8%	\$3947226	134.9%	\$535249
		\$6174715		\$2373122		\$5500896		\$396862
Employment And Credential Rate	62.0%	165	61.1%	88	59.5%	153	61.9%	26
		266		144		257		42

Table G - Other Outcome Information for the Dislocated Worker Program				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	86.6%	2179	87.5%
2516			1618	
Employment Retention Rate	94.3%	2036	93.4%	1421
		2160		1522
Earnings Replacement Rate	92.6%	\$26421613	92.5%	\$19910680
		\$28544936		\$21535304

Table H - Older Youth Program Results At-A-Glance				
	Negotiated Performance Level		Actual Performance Level	
Entered Employment Rate 10/1/2002-9/30/2003	63.0%		70.6%	153
			218	
Employment Retention Rate 4/1/2002-3/31/2003	79.0%		85.1%	206
			242	
Earnings Change in Six Months 4/1/2002-3/31/2003	\$2900		\$3196	\$773458
			242	
Employment and Credential Rate 10/1/2002-9/30/2003	54.0%		51.9%	167
			324	

Table I - Outcomes for Older Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	54.5%	24	100.0%	2	62.8%	27	69.6%
44			2		43		184	
Employment Retention Rate	87.0%	40	100.0%	1	84.3%	43	85.4%	175
		46		1		51		205
Earnings Change in Six Months	\$3362	\$154649	\$14093	\$14093	\$2582	\$131674	\$2973	\$609508
		46		1		51		205
Credential Rate	50.0%	31	50.0%	1	46.3%	25	47.9%	126
		62		2		54		263

Table J - Younger Youth Results At-A-Glance			
	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	70.0%	89.8%	3134
4/1/2003-3/31/2004			3490
Diploma or Equivalent Attainment Rate	58.0%	68.7%	513
4/1/2003-3/31/2004			747
Retention Rate	55.0%	70.4%	591
4/1/2002-3/31/2003			840

Table K - Outcomes for Younger Youth Special Populations						
Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	88.5%	345	86.1%	659	78.3%	173
		390		765		221
Diploma or Equivalent Attainment Rate	62.0%	80	79.7%	244	19.0%	16
		129		306		84
Retention Rate	62.3%	99	70.1%	241	76.2%	128
		159		344		168

Table L - Other Reported Information										
	12 Month Employment Retention Rate		12 Month Change (Adults and Other Youth)		Placements for Participants in Nontraditional Employment		Wage at Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	10/1/2001-9/30/2002		10/1/2001-9/30/2002		10/1/2002-9/30/2003		10/1/2002-9/30/2003		10/1/2002-9/30/2003	
Adults	76.8%	2223	\$2165	\$6268785	1.2%	28	\$3264	\$7827112	36.5%	383
		2895		2895		2398		2398		1049
Dislocated Workers	91.7%	2757	93.0%	\$37715864	2.5%	90	\$6420	\$23072330	50.0%	1002
		3007		\$40570482		3594		3594		2006
Older Youth	83.3%	185	\$3022	\$670950	.0%	0	\$2622	\$401110		
		222		222		153		153		

Table M - Participation Levels		
	Total Participants	Total Exiters
	7/1/2003-6/30/2004	4/1/2003-3/31/2004
Adults	6595	3342
Dislocated Workers	12269	4169
Older Youth	1175	435
Younger Youth	3612	1150

Table N - Cost of Program Activities			
Program Activity			Total Federal Spending
Local Adults			\$7,988,374
Local Dislocated Workers			\$8,851,860
Local Youth			\$8,942,610
Rapid Response (up to 25%) 134 (a) (2) (A)			\$3,974,362
Statewide Required Activities (up to 25%) 134 (a) (2) (B)			\$1,293,302
Statewide Allowable Activities 134 (a) (3)	Program Activity Description	ER Mediation	\$566
		TAT Grants	\$129,329
		CWI Activities	\$6,380
		TAT/Incentive Grants	\$911,597
Total of All Federal Spending Listed Above			32,098,380

Table O - Local Performance

Local Area Name WDA 001 7/1/2003 - 6/30/2004	Total Participants Served	Adults	518
		Dislocated Workers	514
		Older Youth	98
		Younger Youth	316
ETA Assigned # 55030 4/1/2003 - 3/31/2004	Total Exiters	Adults	235
		Dislocated Workers	256
		Older Youth	55
		Younger Youth	115
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	69.5%
	Employers	70.0%	74.6%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	71.9%
	Dislocated Workers	78.0%	80.6%
	Older Youth	63.0%	68.6%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	86.3%
	Dislocated Workers	88.0%	92.4%
	Older Youth	79.0%	88.9%
	Younger Youth	55.0%	72.4%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$2212
	Dislocated Workers	95.0%	106.0%
	Older Youth	\$2900	\$2905
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	58.2%
	Dislocated Workers	64.0%	59.4%
	Older Youth	54.0%	56.8%
	Younger Youth	58.0%	58.3%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	74.9%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		1	3
			Exceeded
			13

Table O - Local Performance

Local Area Name WDA 002 7/1/2003 - 6/30/2004	Total Participants Served	Adults	2540
		Dislocated Workers	2921
		Older Youth	320
		Younger Youth	1133
ETA Assigned # 55015 4/1/2003 - 3/31/2004	Total Exiters	Adults	1566
		Dislocated Workers	974
		Older Youth	63
		Younger Youth	353
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	69.2%
	Employers	70.0%	67.5%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	69.0%	57.6%
	Dislocated Workers	78.0%	83.6%
	Older Youth	63.0%	56.2%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	78.0%
	Dislocated Workers	88.0%	93.5%
	Older Youth	79.0%	63.6%
	Younger Youth	55.0%	66.1%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2400	\$1891
	Dislocated Workers	95.0%	85.6%
	Older Youth	\$2687	\$2217
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	27.7%
	Dislocated Workers	64.0%	53.8%
	Older Youth	49.7%	13.9%
	Younger Youth	58.0%	55.3%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	94.7%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		3	10
			Exceeded
			4

Table O - Local Performance

Local Area Name WDA 003 7/1/2003 - 6/30/2004	Total Participants Served	Adults	130
		Dislocated Workers	1117
		Older Youth	42
		Younger Youth	116
ETA Assigned # 55045 4/1/2003 - 3/31/2004	Total Exiters	Adults	77
		Dislocated Workers	432
		Older Youth	14
		Younger Youth	35
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	70.4
	Employers	70.0%	73.2
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	88.7%
	Dislocated Workers	78.0%	92.7%
	Older Youth	63.0%	100.0%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	86.8%
	Dislocated Workers	88.0%	93.5%
	Older Youth	79.0%	66.7%
	Younger Youth	55.0%	79.2%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$3892
	Dislocated Workers	85.0%	80.6%
	Older Youth	\$2900	\$2794
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	84.4%
	Dislocated Workers	64.0%	82.0%
	Older Youth	54.0%	80.0%
	Younger Youth	58.0%	73.3%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	88.6%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	3
			Exceeded
			14

Table O - Local Performance

Local Area Name WDA 004 7/1/2003 - 6/30/2004	Total Participants Served	Adults	126
		Dislocated Workers	1027
		Older Youth	37
		Younger Youth	185
ETA Assigned # 55090 4/1/2003 - 3/31/2004	Total Exiters	Adults	48
		Dislocated Workers	401
		Older Youth	16
		Younger Youth	72
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	70.0%
	Employers	70.0%	75.7%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	81.1%
	Dislocated Workers	78.0%	91.0%
	Older Youth	63.0%	80.0%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	93.2%
	Dislocated Workers	88.0%	96.2%
	Older Youth	72.0%	100.0%
	Younger Youth	55.0%	82.4%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$2753
	Dislocated Workers	85.0%	86.2%
	Older Youth	\$2600	\$4126
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	55.3%
	Dislocated Workers	64.0%	77.7%
	Older Youth	54.0%	53.8%
	Younger Youth	58.0%	93.9%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	81.6%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	4
			Exceeded
			13

Table O - Local Performance

Local Area Name WDA 005 7/1/2003 - 6/30/2004	Total Participants Served	Adults	728
		Dislocated Workers	1825
		Older Youth	104
		Younger Youth	614
ETA Assigned # 55095 4/1/2003 - 3/31/2004	Total Exiters	Adults	152
		Dislocated Workers	312
		Older Youth	28
		Younger Youth	98
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	74.8%
	Employers	70.0%	76.5%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	68.5%
	Dislocated Workers	78.0%	85.2%
	Older Youth	63.0%	52.6%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	87.0%
	Dislocated Workers	88.0%	93.3%
	Older Youth	79.0%	90.6%
	Younger Youth	55.0%	67.0%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$4425
	Dislocated Workers	95.0%	96.2%
	Older Youth	\$2900	\$2703
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	59.1%
	Dislocated Workers	64.0%	63.2%
	Older Youth	54.0%	48.7%
	Younger Youth	58.0%	81.5%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	92.5%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	6
			Exceeded
			11

Table O - Local Performance

Local Area Name WDA 006 7/1/2003 - 6/30/2004	Total Participants Served	Adults	209
		Dislocated Workers	688
		Older Youth	78
		Younger Youth	271
ETA Assigned # 55100 4/1/2003 - 3/31/2004	Total Exiters	Adults	58
		Dislocated Workers	176
		Older Youth	32
		Younger Youth	167
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	83.9%
	Employers	70.0%	76.9%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	91.4%
	Dislocated Workers	78.0%	89.7%
	Older Youth	63.0%	66.7%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	87.5%
	Dislocated Workers	88.0%	92.7%
	Older Youth	79.0%	88.9%
	Younger Youth	55.0%	79.7%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$3200
	Dislocated Workers	95.0%	84.1%
	Older Youth	\$2900	\$2949
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	57.1%
	Dislocated Workers	64.0%	80.8%
	Older Youth	54.0%	47.4%
	Younger Youth	58.0%	82.0%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	80.8%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	3
			Exceeded
			14

Table O - Local Performance

Local Area Name WDA 007 7/1/2003 - 6/30/2004	Total Participants Served	Adults	653
		Dislocated Workers	215
		Older Youth	72
		Younger Youth	129
ETA Assigned # 55040 4/1/2003 - 3/31/2004	Total Exiters	Adults	421
		Dislocated Workers	120
		Older Youth	31
		Younger Youth	61
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	84.6%
	Employers	70.0%	77.1%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	69.0%	91.9%
	Dislocated Workers	80.0%	90.1%
	Older Youth	71.0%	68.2%
Retention Rate 4/1/2002 - 3/31/2003	Adults	86.0%	90.6%
	Dislocated Workers	88.0%	97.5%
	Older Youth	82.0%	83.3%
	Younger Youth	55.0%	77.1%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$3512	\$4061
	Dislocated Workers	95.0%	105.1%
	Older Youth	\$2900	\$2465
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	71.7%
	Dislocated Workers	64.0%	73.8%
	Older Youth	54.0%	54.1%
	Younger Youth	57.0%	88.2%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	93.6%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	2
			Exceeded
			15

Table O - Local Performance

Local Area Name WDA 008 7/1/2003 - 6/30/2004	Total Participants Served	Adults	787
		Dislocated Workers	914
		Older Youth	124
		Younger Youth	261
ETA Assigned # 55065 4/1/2003 - 3/31/2004	Total Exiters	Adults	286
		Dislocated Workers	304
		Older Youth	48
		Younger Youth	47
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	81.5%
	Employers	70.0%	77.8%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	83.6%
	Dislocated Workers	78.0%	87.8%
	Older Youth	63.0%	75.8%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	81.8%
	Dislocated Workers	88.0%	92.9%
	Older Youth	79.0%	77.8%
	Younger Youth	55.0%	59.4%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$3208
	Dislocated Workers	95.0%	107.9%
	Older Youth	\$2900	\$3250
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	64.4%
	Dislocated Workers	64.0%	72.7%
	Older Youth	54.0%	50.0%
	Younger Youth	58.0%	85.2%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	93.2%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	2
			Exceeded
			15

Table O - Local Performance

Local Area Name WDA 009 7/1/2003 - 6/30/2004	Total Participants Served	Adults	234
		Dislocated Workers	934
		Older Youth	66
		Younger Youth	132
ETA Assigned # 55085 4/1/2003 - 3/31/2004	Total Exiters	Adults	70
		Dislocated Workers	338
		Older Youth	11
		Younger Youth	40
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	81.6%
	Employers	70.0%	80.1%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	88.9%
	Dislocated Workers	78.0%	94.3%
	Older Youth	63.0%	100.0%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	87.2%
	Dislocated Workers	88.0%	96.6%
	Older Youth	79.0%	71.4%
	Younger Youth	55.0%	85.7%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$3680
	Dislocated Workers	95.0%	100.6%
	Older Youth	\$2900	\$1186
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	82.5%
	Dislocated Workers	64.0%	84.3%
	Older Youth	54.0%	66.7%
	Younger Youth	58.0%	48.4%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	98.5%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		1	15

Table O - Local Performance

Local Area Name WDA 010 7/1/2003 - 6/30/2004	Total Participants Served	Adults	339
		Dislocated Workers	1567
		Older Youth	135
		Younger Youth	241
ETA Assigned # 55105 4/1/2003 - 3/31/2004	Total Exiters	Adults	123
		Dislocated Workers	551
		Older Youth	56
		Younger Youth	73
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	82.9%
	Employers	70.0%	75.7%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	75.0%	85.8%
	Dislocated Workers	85.0%	89.6%
	Older Youth	63.0%	81.0%
Retention Rate 4/1/2002 - 3/31/2003	Adults	83.0%	89.5%
	Dislocated Workers	92.0%	92.5%
	Older Youth	79.0%	90.0%
	Younger Youth	55.0%	72.0%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$1864
	Dislocated Workers	95.0%	84.9%
	Older Youth	\$2900	\$2248
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	72.2%
	Dislocated Workers	67.0%	68.2%
	Older Youth	54.0%	56.7%
	Younger Youth	58.0%	65.1%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	81.6%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		2	1
			Exceeded
			14

Table O - Local Performance

Local Area Name WDA 011 7/1/2003 - 6/30/2004	Total Participants Served	Adults	331
		Dislocated Workers	547
		Older Youth	99
		Younger Youth	214
ETA Assigned # 55110 4/1/2003 - 3/31/2004	Total Exiters	Adults	306
		Dislocated Workers	305
		Older Youth	81
		Younger Youth	89
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0%	79.3%
	Employers	70.0%	81.0%
Entered Employment Rate 10/1/2002 - 9/30/2003	Adults	71.0%	83.3%
	Dislocated Workers	78.0%	90.1%
	Older Youth	63.0%	80.0%
Retention Rate 4/1/2002 - 3/31/2003	Adults	80.0%	86.3%
	Dislocated Workers	88.0%	96.1%
	Older Youth	79.0%	88.7%
	Younger Youth	55.0%	75.8%
Earnings Change/Earnings Replacement in Six Months 4/1/2002 - 3/31/2003	Adults	\$2900	\$3048
	Dislocated Workers	95.0%	112.8%
	Older Youth	\$2900	\$4996
Credential/Diploma Rate 10/1/2002 - 9/30/2003	Adults	62.0%	71.1%
	Dislocated Workers	64.0%	74.0%
	Older Youth	54.0%	69.8%
	Younger Youth	58.0%	72.5%
Skill Attainment Rate 4/1/2003 - 3/31/2004	Younger Youth	70.0%	97.7%
Description of Other State Indicators of Performance (WIA 136) (d)(1) (Insert Additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
		0	0
			Exceeded
			17