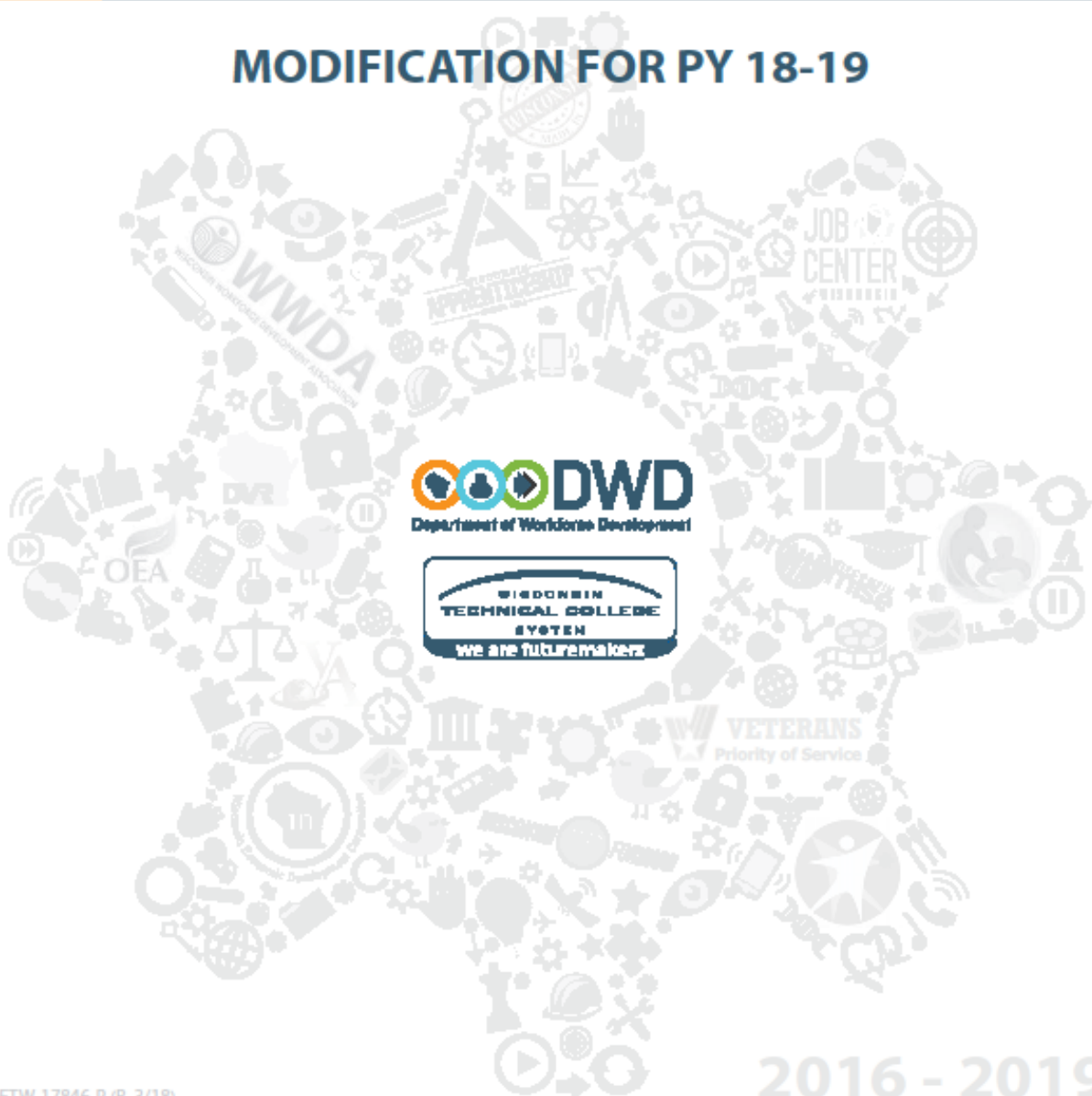


**WIOA**

# **WORKFORCE INNOVATION AND OPPORTUNITY ACT COMBINED STATE PLAN**

**MODIFICATION FOR PY 18-19**



DETW-17846-P (R. 3/18)

**2016 - 2019**

**PARTNERS DEVELOPING WISCONSIN'S WORKFORCE**

**Wisconsin PY16-19 WIOA Combined State Plan, PY18-19 Modification**  
**February 6, 2018, Draft for Public Comment**

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### OVERVIEW

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Wisconsin's economy is strong and continuing to grow. The Wisconsin workforce, raised with strong Midwest values of hard work and dedication, has lowered the state's unemployment rate to its lowest since 2001, below the national average. Open job positions and a willing workforce will help keep Wisconsin's economy strong. However, workforce projections show that over the next ten years there will be a worker shortage largely due to the number of Baby Boomers retiring. The skills gap also prevents individuals from finding meaningful employment and employers from filling open positions. Resources and partnerships are needed to overcome these workforce hurdles and meet the needs of industries that keep our State's and country's economy growing.

The Workforce Innovation and Opportunity Act (WIOA) challenges the State to combine resources and create partnerships, look to labor market data and industry research to determine which skills the workforce needs and to focus on the creation of a workforce that can meet the expectations of the future economy. Wisconsin's Department of Workforce Development (DWD) and the Wisconsin Technical College System (WTCS) already have a strong tradition of utilizing partnerships to support and grow its workforce creating a foundation for implementing WIOA.

The WIOA Combined State Plan builds from this groundwork, creating one talent development system with a "no wrong door" approach to enhance the services available to the current and future workforce. Over the next few years, the State will upgrade data and case management systems to achieve the strategic goals outlined in this plan. These strategic goals were developed through collaboration with our partners and stakeholders, forming a solid foundation for WIOA's success in Wisconsin.

This WIOA Combined State Plan was jointly developed by one state team, guided by the WIOA Leadership Team. The WIOA Leadership Team is comprised of executive level leadership from all of Wisconsin's combined state plan programs. The strategic and operational planning elements were written with input from and approval by the WIOA Leadership Team, while program-specific requirements were written by each program and shared for vetting with the WIOA Leadership Team.

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**I. WIOA STATE PLAN TYPE**

**Unified or Combined State Plan.** *Select whether the State is submitting a Unified or Combined State Plan. At a minimum, a State must submit a Unified State Plan that covers the six core programs.*

- o Combined State Plan. This plan includes the Adult Program, Dislocated Worker Program, Youth Program, Wagner-Peyser (WP) Act Program, Adult Education and Family Literacy Act Program, and Vocational Rehabilitation Program as well as one or more of the optional Combined State Plan partner programs identified below.*
  - Indicate which Combined State Plan partner program(s) the State is electing to include in the plan.*
    - o Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))*
    - o Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et. seq.)*

Wisconsin is submitting a combined plan with the following programs:

- A. Title I: Adult Dislocated Worker (DW), Youth and Rapid Response
- B. Title II: Adult Education and Family Literacy Act
- C. Title III: Wagner-Peyser (WP) Act
- D. Title IV: Vocational Rehabilitation (VR)
- E. Jobs for Veterans State Grants
- F. Trade Adjustment Act for Workers

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## **II. STRATEGIC ELEMENTS**

*(a) Economic, Workforce, and Workforce Development Activities Analysis. The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State's workforce system and programs will operate.*

**(1) Economic and Workforce Analysis**

**(A) Economic Analysis.** The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-state regions and any specific economic areas identified by the State.

Wisconsin's economy continued to grow through 2017. Employment levels are at all-time highs and unemployment is on par with 2000 levels. Wisconsin's unemployment rate declined steadily to 3.0% (preliminary) in December of 2017, tying the state's record low.

Labor force and talent constraints are key issues. There is existing demand for jobs in almost every industry, occupation, and geography. On one hand, you have quantity issues. If you don't have enough bodies, you won't have enough people to be trained as nurses, welders and programmers. On the other hand, of the people you do have, great effort and resource allocation is required to ensure they are trained as highly effective workers. Slowing population growth, retiring Baby Boomers, and attractiveness to place or location are changing the workforce landscape.

Wisconsin's population growth from natural increase is predicted to steadily slow after 2020, as the birth-to-death ratio goes from 1.45 (over the period 2010-2020) to 1.16 (2030-2040). Net migration is projected to provide minimal increases. Moreover, the state's population is aging. The percentage of Wisconsin's population 65 years and older was 13.7% in 2010. That percentage increases to 23.7% in 2040, almost doubling in number. Meanwhile, the percentage of the working age population (18-64) goes from 62.8% in 2010 to 55.1% in 2040.

Following is an overview of the economic and workforce situation in Wisconsin. It is worth reiterating that the critical workforce endeavor in the state is to address the quantity challenge, as it is the underlying driver for future economic, jobs, and skills expansion.

This report describes the strategic programs being developed that will help to meet the state's employers' quantity and quality requirements.

Many industries, occupations, and geographies have achieved job growth through this recovery. From 2015 to 2016 in Wisconsin, the latest year-over-year data available:

- Total jobs as based on Quarterly Census of Employment and Wages (QCEW) data increased by almost 35,000 or 1.2%.
- Private sector jobs increased by over 32,000 (1.3%).

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- Construction saw an increase of over 3,200 jobs (2.9%).
- While Manufacturing in aggregate lost over 2,300 jobs, strong performers included Food (+1,064 jobs), Beverage and Tobacco Product (+476 jobs), and Chemical Manufacturing (+436 jobs).
- The Healthcare sector added over 7,600 jobs (1.9%), with the greatest increase coming in family and community care services.
- Management of Companies and Enterprises (up 6,199), Individual and Family Services (up 3,396), and Warehousing and Storage (up 2,970) were the strongest performing industry groups.

There is existing demand for jobs in most industries, occupations, and geographies. In fact, it is the supply side of the equation that is holding back increased economic growth in the state. Job openings are posted across the spectrum of skill levels, from physicians, skilled trades, and information technology (IT) to welders, Computerized Numeric Control (CNC) operators, and assemblers. The economic and workforce analysis of the state has shifted from one of which industries are growing to one of how to find, train, and attract sufficient workers. The focus of Wisconsin's workforce development strategy must incorporate quantity.

Industry sectors and occupations for which there is existing demand permeate the industry and occupational landscape. The fastest growing industries and occupations are in construction, healthcare, IT, and professional business services; however, nearly all industries are advertising for help. Many employers are complaining about difficulty finding applicants, the skills in the available applicants and job turnover. Based upon our long term employment projections we expect a total of 3,450,901 jobs in 2024 which is a 196,009 increase in jobs from 2014. Tables 1 and 2 provide the 2014 – 2024 long term employment projections for the Goods-Producing and the Service-Providing Industries (respectively).

**Section II, Table 1. Wisconsin Long-Term Employment Projections by Goods Producing Industry**

<b>Goods-Producing Industries</b>	<b>2014 Employment</b>	<b>2024 Projected Employment</b>	<b>2014-2024 Change in Employment</b>	<b>Percent Change</b>
Natural Resources and Mining	108,947	111,752	2,805	2.57%
Construction	102,554	114,543	11,989	11.69%
Manufacturing	460,507	466,346	5,839	1.27%
<b>Goods-Producing Totals</b>	<b>672,008</b>	<b>692,641</b>	<b>20,633</b>	<b>3.07%</b>

*This includes:*

- (i) **Existing Demand Industry Sectors and Occupations.** *Provide an analysis of the industries and occupations for which there is existing demand.*

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Section II, Table 2. Wisconsin Long-Term Employment Projections by Service-Providing Industry

Service-Providing Industries	2014 Employment	2024 Projected Employment	2014-2024 Change in Employment	Percent Change
Trade, Transportation, and Utilities	533,485	556,640	23,155	4.34%
Information	47,536	51,387	3,851	8.10%
Financial Activities	149,413	161,874	12,461	8.34%
Professional and Business Services	304,842	332,259	27,417	8.99%
Education and Health Services	756,539	814,069	57,530	7.60%
Leisure and Hospitality	267,004	291,685	24,681	9.24%
Other Services (except Government)	157,245	165,999	8,754	5.57%
Government	173,369	172,545	-824	-0.48%
<b>Service-Providing Totals</b>	<b>2,389,433</b>	<b>2,546,458</b>	<b>157,025</b>	<b>6.57%</b>

*(ii) Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.*

Emerging demand industry sectors and occupations are more difficult to address because of the lack of established codification. For example, Wisconsin has a burgeoning biotechnology sector that is difficult to capture in the present North American Industrial Classification System (NAICS) coding structure. Occupationally, a bioinformatics analyst can span healthcare records, medical engineering, water resources development, carbon footprint assessment, etc. Established occupations showing high growth rates are in the health care and IT fields. Table 3 lists the projected job openings and growth for the major occupation groups.

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**Section II, Table 3. 2014-2024 Wisconsin Long-term Occupational Employment Projections**

Occupation SOC Code	Occupation SOC Title	2014 Employment	2024 Projected Employment	(2014-2024) Employment Change	Percent Change	Avg Annual Job openings Due to Growth	Avg Annual Due Job openings to Replacements (2)	Total Annual Job Openings (3)
110000	Management Occupations	225,403	241,546	16,143	7.16%	1,633	4,880	6,513
130000	Business and Financial Operations Occupations	151,489	164,743	13,254	8.75%	1,386	3,180	4,566
132000	Financial Specialists	49,759	55,530	5,771	11.60%	600	1,192	1,792
150000	Computer and Mathematical Occupations	73,350	84,885	11,535	15.73%	1,154	1,084	2,238
170000	Architecture and Engineering Occupations	52,447	55,205	2,758	5.26%	297	1,318	1,615
190000	Life, Physical, and Social Science Occupations	24,564	27,271	2,707	11.02%	271	717	988
210000	Community and Social Service Occupations	43,644	47,524	3,880	8.89%	388	920	1,308
230000	Legal Occupations	16,269	16,638	369	2.27%	50	284	334
250000	Education, Training, and Library Occupations	260,464	269,312	8,848	3.40%	903	5,641	6,544
270000	Arts, Design, Entertainment, Sports, and Media Occupations	53,720	56,010	2,290	4.26%	292	1,315	1,607
290000	Healthcare Practitioners and Technical Occupations	165,873	178,959	13,086	7.89%	1,318	3,546	4,864
310000	Healthcare Support Occupations	75,169	83,966	8,797	11.70%	908	1,641	2,549
330000	Protective Service Occupations	56,787	58,181	1,394	2.45%	147	1,392	1,539
350000	Food Preparation and Serving Related Occupations	240,041	261,644	21,603	9.00%	2,249	8,877	11,126



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Occupation SOC Code	Occupation SOC Title	2014 Employment	2024 Projected Employment	(2014-2024) Employment Change	Percent Change	Avg Annual Job openings Due to Growth	Avg Annual Due Job openings to Replacements (2)	Total Annual Job Openings (3)
370000	Building and Grounds Cleaning and Maintenance Occupations	105,795	115,184	9,389	8.87%	939	2,142	3,081
390000	Personal Care and Service Occupations	159,582	185,542	25,960	16.27%	2,602	3,027	5,629
410000	Sales and Related Occupations	282,933	295,578	12,645	4.47%	1,375	8,415	9,790
430000	Office and Administrative Support Occupations	443,217	447,646	4,429	1.00%	1,402	9,423	10,825
450000	Farming, Fishing, and Forestry Occupations	64,324	64,588	264	0.41%	126	1,662	1,788
470000	Construction and Extraction Occupations	108,693	118,701	10,008	9.21%	1,005	1,687	2,692
490000	Installation, Maintenance, and Repair Occupations	112,889	120,924	8,035	7.12%	831	2,610	3,441
510000	Production Occupations	318,606	322,223	3,617	1.14%	1,153	7,095	8,248
530000	Transportation and Material Moving Occupations	219,633	234,631	14,998	6.83%	1,526	5,171	6,697
000000	<b>Total, All Occupations</b>	<b>3,254,892</b>	<b>3,450,901</b>	<b>196,009</b>	<b>6.02%</b>	<b>21,955</b>	<b>76,026</b>	<b>97,981</b>

**(1) Employment** is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment also includes jobs among self-employed. Totals may not add due to suppression.

**(2) Replacement** openings are an estimate of the number of job openings expected because people have permanently left a given occupation. Permanent exits occur if someone dies, retires, or otherwise leaves the labor force. Permanent exits also include openings resulting from someone permanently changing occupations. For example, a person leaves their job as a cashier and becomes a truck driver. Openings resulting from people changing employers, but staying in the same occupation are not included.

**(3) Total openings** are the sum of new jobs and replacements. Total openings are an indication of how many new people are needed to enter a given occupation.

*(iii) **Employers' Employment Needs.** With regard to the industry sectors and occupations identified in (A)(i) and (ii), provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.*

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Employers' employment needs include health care informatics, robotics, business services surrounding large databases and quantitative expertise, and IT systems design and programming. Some employers have concerns about their inability to find and keep skilled and unskilled workers. While manufacturing employment growth is limited, the shift in occupations and skills is toward automation. The common element in these growing fields is IT knowledge and application, whether it be medical records, accounting software, CNC programming or logistic operations.

Businesses are demanding worker skills in three general areas:

- Technical skills,
- Soft skills, and
- Employability skills.

These skill sets overlap, despite their operational specificity. For example, technical skills entail computer use, blueprint literacy, and basic math and language skills. Soft skills include listening, conflict resolution, and teamwork. Perhaps most frustrating for many businesses are the lack of sufficient scope of employability skills, e.g., showing up on time, daily attendance, safety, and discretion.

The remainder of this plan presents activities that the state's talent development system is undertaking to address the skill set challenges above.

Table 4 lists the top 50 fastest-growing projections, which includes typical education for entry.

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**Section II, Table 4. Wisconsin Long Term Occupational Employment Projections with Required Education, 2014-2024**

Occupation SOC Code	Occupation SOC Title	Employment 2014 (1)	Projected Employment 2024	Change Employment (2014-2024)	Change Percent (2014-2024)	Avg Annual Due to Growth	Avg Annual Due to Replacements (2)	Total (3)	Typical Education for Entry (4)
152041	Statisticians	332	465	133	40.06%	13	6	19	Master's degree
152031	Operations Research Analysts	1,722	2,291	569	33.04%	57	31	88	Bachelor's degree
399021	Personal Care Aides	62,452	80,385	17,933	28.71%	1,793	505	2,298	No formal educational credential
311011	Home Health Aides	7,331	9,382	2,051	27.98%	205	166	371	No formal educational credential
151121	Computer Systems Analysts	14,628	18,676	4,048	27.67%	405	188	593	Bachelor's degree
132052	Personal Financial Advisors	4,996	6,312	1,316	26.34%	132	125	257	Bachelor's degree
499041	Industrial Machinery Mechanics	8,883	10,986	2,103	23.67%	210	230	440	High school diploma or equivalent
533041	Taxi Drivers and Chauffeurs	5,985	7,371	1,386	23.16%	139	113	252	No formal educational credential
273091	Interpreters and Translators	1,940	2,373	433	22.32%	43	31	74	Bachelor's degree
151134	Web Developers	2,609	3,191	582	22.31%	58	34	92	Associate's degree
472132	Insulation Workers, Mechanical	426	521	95	22.30%	10	14	24	High school diploma or equivalent

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Occupation SOC Code	Occupation SOC Title	Employment 2014 (1)	Projected Employment 2024	Change Employment (2014-2024)	Change Percent (2014-2024)	Avg Annual Due to Growth	Avg Annual Due to Replacements (2)	Total (3)	Typical Education for Entry (4)
191021	Biochemists and Biophysicists	621	759	138	22.22%	14	17	31	Doctoral or professional degree
474071	Septic Tank Servicers and Sewer Pipe Cleaners	551	671	120	21.78%	12	14	26	No formal educational credential
514012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	1,513	1,842	329	21.74%	33	46	79	High school diploma or equivalent
514011	Computer-Controlled Machine Tool Operators, Metal and Plastic	10,751	13,045	2,294	21.34%	229	327	556	High school diploma or equivalent
392011	Animal Trainers	1,630	1,977	347	21.29%	35	59	94	High school diploma or equivalent
419021	Real Estate Brokers	605	723	118	19.50%	12	4	16	High school diploma or equivalent
131161	Market Research Analysts and Marketing Specialists	11,571	13,765	2,194	18.96%	219	138	357	Bachelor's degree
151132	Software Developers, Applications	11,313	13,435	2,122	18.76%	212	162	374	Bachelor's degree
519011	Chemical Equipment Operators and Tenders	853	1,011	158	18.52%	16	27	43	High school diploma or equivalent
192031	Chemists	2,388	2,827	439	18.38%	44	52	96	Bachelor's degree

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Occupation SOC Code	Occupation SOC Title	Employment 2014 (1)	Projected Employment 2024	Change Employment (2014-2024)	Change Percent (2014-2024)	Avg Annual Due to Growth	Avg Annual Due to Replacements (2)	Total (3)	Typical Education for Entry (4)
291171	Nurse Practitioners	2,436	2,876	440	18.06%	44	58	102	Master's degree
152011	Actuaries	618	729	111	17.96%	11	18	29	Bachelor's degree
393099	Entertainment Attendants and Related Workers, All Other	408	481	73	17.89%	7	17	24	High school diploma or equivalent
292031	Cardiovascular Technologists and Technicians	1,430	1,683	253	17.69%	25	27	52	Associate's degree
292032	Diagnostic Medical Sonographers	1,331	1,564	233	17.51%	23	25	48	Associate's degree
352014	Cooks, Restaurant	19,639	23,019	3,380	17.21%	338	520	858	No formal educational credential
391021	First-Line Supervisors of Personal Service Workers	7,149	8,376	1,227	17.16%	123	135	258	High school diploma or equivalent
312022	Physical Therapist Aides	390	456	66	16.92%	7	11	18	High school diploma or equivalent
537032	Excavating and Loading Machine and Dragline Operators	1,235	1,443	208	16.84%	21	14	35	High school diploma or equivalent
291129	Therapists, All Other	959	1,120	161	16.79%	16	10	26	Bachelor's degree

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172081	Environmental Engineers	688	803	115	16.72%	12	19	31	Bachelor's degree
113021	Computer and Information Systems Managers	6,348	7,408	1,060	16.70%	106	75	181	Bachelor's degree
312021	Physical Therapist Assistants	1,298	1,514	216	16.64%	22	38	60	Associate's degree
499052	Telecommunications Line Installers and Repairers	694	807	113	16.28%	11	13	24	High school diploma or equivalent
472021	Brickmasons and Blockmasons	1,799	2,091	292	16.23%	29	15	44	High school diploma or equivalent
399041	Residential Advisors	2,706	3,139	433	16.00%	43	82	125	High school diploma or equivalent
253021	Self-Enrichment Education Teachers	8,473	9,810	1,337	15.78%	134	160	294	High school diploma or equivalent
473013	Helpers--Electricians	1,375	1,592	217	15.78%	22	17	39	High school diploma or equivalent
312011	Occupational Therapy Assistants	929	1,075	146	15.72%	15	27	42	Associate's degree
172041	Chemical Engineers	606	701	95	15.68%	10	17	27	Bachelor's degree
171011	Architects, Except Landscape and Naval	1,486	1,717	231	15.55%	23	24	47	Bachelor's degree
194031	Chemical Technicians	1,654	1,907	253	15.30%	25	49	74	Associate's degree

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Occupation SOC Code	Occupation SOC Title	Employment 2014 (1)	Projected Employment 2024	Change Employment (2014-2024)	Change Percent (2014-2024)	Avg Annual Due to Growth	Avg Annual Due to Replacements (2)	Total (3)	Typical Education for Entry (4)
212011	Clergy	752	867	115	15.29%	12	16	28	Bachelor's degree
493052	Motorcycle Mechanics	439	506	67	15.26%	7	9	16	Postsecondary non-degree award
291071	Physician Assistants	1,776	2,045	269	15.15%	27	40	67	Master's degree
493031	Bus and Truck Mechanics and Diesel Engine Specialists	6,834	7,851	1,017	14.88%	102	117	219	High school diploma or equivalent
373013	Tree Trimmers and Pruners	668	766	98	14.67%	10	12	22	High school diploma or equivalent
434011	Brokerage Clerks	731	838	107	14.64%	11	18	29	High school diploma or equivalent
292081	Opticians, Dispensing	1,786	2,046	260	14.56%	26	48	74	High school diploma or equivalent

**(1)Employment** is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment also includes jobs among self-employed. Totals may not add due to suppression. Minimum of 300 jobs required to be included in table.

**(2) Replacement** openings are an estimate of the number of job openings expected because people have permanently left a given occupation. Permanent exits occur if someone dies, retires, or otherwise leaves the labor force. Permanent exits also include openings resulting from someone permanently changing occupations. For example, a person leaves their job as a cashier and becomes a truck driver. Openings resulting from people changing employers, but staying in the same occupation are not included.

**(3)Total openings** are the sum of new jobs and replacements. Total openings are an indication of how many new people are needed to enter a given occupation.

**(4)Typical education** needed for entry is what most workers need to enter the occupation.

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*(B) **Workforce Analysis.** The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in Section 3 of WIOA. This population must include individuals with disabilities among other groups in the State and across regions identified by the State. This includes: —*

### Individuals with Barriers

The WIOA define a number of populations which may experience significant barriers to employment (SBE). Wisconsin is no different than any other state in recognizing that many of its residents may experience difficulty gaining and maintaining employment. The state plan will outline many of the ways that these individuals will be assisted.

Among the individuals with SBE, the following are most notable:

- There are 883,790 individuals that are considered low-income, as defined by earning less than 125% of the federal poverty level wage (2016 American Community Survey).
- There are 52,608 American Indians or Alaska Natives (and an additional 32,760 residents that claim some Native American heritage) in the state and an additional 1,534 Native Hawaiians or Other Pacific Islanders (2016 American Community Survey).
- There are 55,604 youth (those under age 18) in the civilian non-institutionalized population that have significant disabilities (2016 American Community Survey).
- On the average night, there are approximately 5,000 homeless individuals, with roughly half (47.4%) a part of families with minor children (Wisconsin Balance of State Continuum of Care – January 2017).
- As December 31<sup>st</sup>, 2016, 512 youth over the age of 16 were in out-of-home care (Wisconsin Department of Children and Families (DCF)).
- 175,362 individuals in the state "speak English less than "very well"" (2016 American Community Survey).
- At the end of November 2017, Wisconsin had 8,466 Temporary Assistance for Needy Families (TANF)/Wisconsin Works (W-2) participants.
- According to the 2016 Migrant Labor Report, there are 4,234 migrant and seasonal farmworkers (includes dependents) in Wisconsin, as defined at section 167(i) of WIOA and Training and Employment Guidance Letter (TEGL) No. 35-14.

*(i) **Employment and Unemployment.** Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the State.*

Wisconsin employment hit record levels, reaching an estimated 3,075,00 in December of 2017. Labor force levels also reached a high in December 2017 at 3,170,600. The State's unemployment rate has dropped through the economic recovery to as low as 3.0% on a monthly seasonally adjusted basis.

Discussion of Wisconsin's workforce quantity challenge makes clear the need to tap into all human



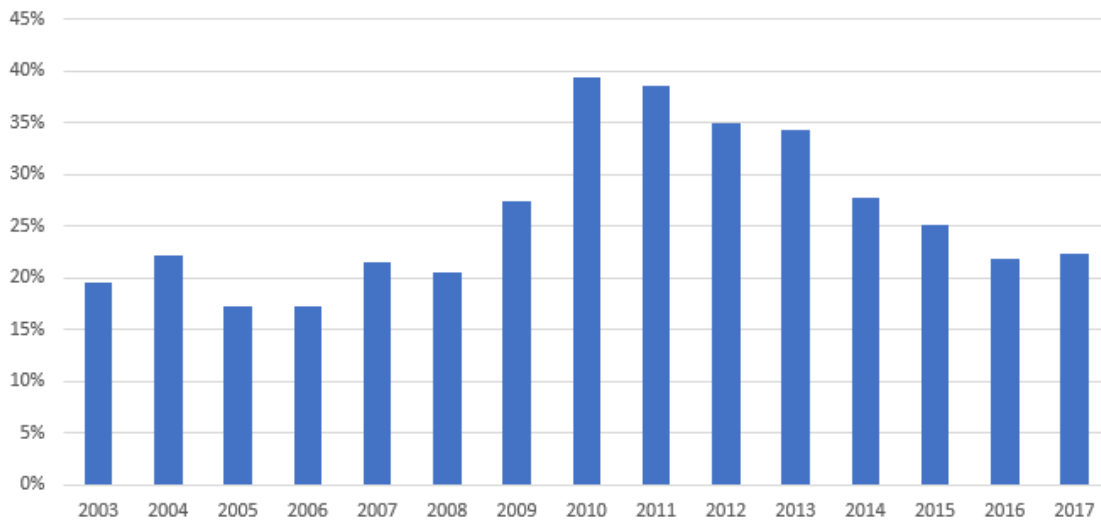
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resources available.

### Unemployment

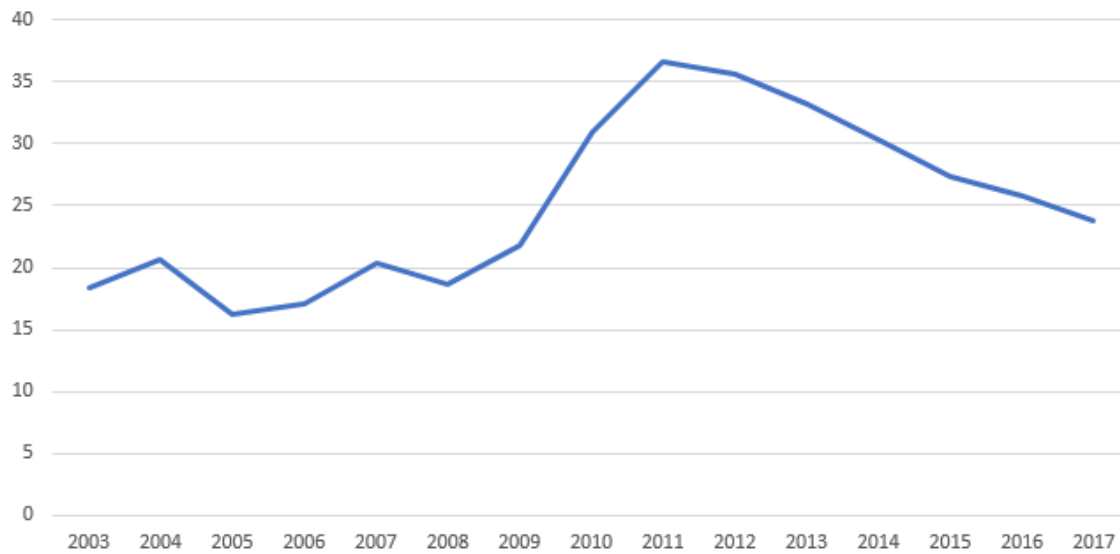
In 2017, there were 100,100 unemployed people in Wisconsin. Of that total, 33,300 people were unemployed less than five weeks, 31,500 people were unemployed 5-14 weeks, 12,900 people were unemployed 15-26 weeks, and 22,400 people were unemployed 27 weeks or more. Of the total unemployed, Figure 1 displays the percentage of those unemployed 27 weeks or more. Figure 2 displays the average duration of unemployment by years.

Section II, Figure 1. Percent Unemployed 27 Weeks or More by Year



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Section II, Figure 2. Average Duration of Unemployment in Weeks



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### Characteristics of Those Not in the Labor Force

According to the Current Population Survey, in 2017 (annual average), 1.42 million or 31.0% of the civilian, non-institutionalized population aged 16 and over did not participate in the labor market. Of this population, the large majority (95%) indicated that they did not want a job. This cohort includes 183,800 residents between the ages of 16 and 24 ostensibly due to educational commitments, as well as 947,300 residents over the age of 55 who have largely entered into retirement. This demonstrates two key facts of labor force non-participation, namely that large numbers of age-eligible individuals have either not yet entered the active workforce or have aged out of it.

Section II, Table 5. Interest in employment of Civilians not in the labor force by age, January 2017-December 2017 (based on CPS) (Numbers in thousands)

	Total	Age 16 to 24 years	Age 25 to 54 years	Age 55 years and over
<b>Interest in Employment</b>				
Do not want a job now	1,353.9	183.8	222.8	947.3
Want a job	68.3	17.8	29.7	20.8
<b>Total not in the labor force</b>	<b>1,422.2</b>	<b>201.7</b>	<b>252.5</b>	<b>968.1</b>

### Labor Force Status of Notable Subgroups

There are a number of groups within this larger population who face more SBE and therefore require special services such as those provided under WIOA. Among these groups are individuals with disabilities, veterans, and the incarcerated population. They represent vital resources that the state will need to utilize in order to help counteract workforce quantity challenges.

#### Individuals with Disabilities

There are 686,133 individuals in the civilian non-institutionalized population in Wisconsin that self-identify as having a significant disability, according to the 2016 American Community Survey. More than half of these individuals (344,120) are of working age, generally defined as between the ages of 18 and 64. This constitutes almost 10% of the state's total working age population. Of this number, 143,726 individuals are employed and an additional 15,001 reported being unemployed (are actively seeking work). This results in a 9.5% unemployment rate within this group – a rate that is more than 2.3 times the state average over the same time period. That leaves 185,393 individuals unattached to the labor force. The most common disabilities for those not in the labor force are ambulatory (106,310), cognitive (91,647), and those that lead to independent living difficulties (89,905 people) (individuals can note more than one disability). These figures result in a 46.1% labor force participation rate for the disabled population, significantly smaller than Wisconsin's rate of 81.5% for the 18-64 age group.

#### Veterans

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Wisconsin's veteran population is a recognized priority in the provision of workforce development services. The state has a proud tradition of effectively transitioning its returning military professionals to civilian employment. There are more than 150,000 veterans of working age (between 18 and 64) in Wisconsin, representing another vital potential workforce resource.

The state's age 18-64 veteran population has a labor force participation rate that is roughly the same as the state as a whole (1.7% smaller). The unemployment rate of veterans is lower than that of the overall population (3.4% compared to 4.0% - 2016 American Community Survey). Twenty-eight percent of veterans experience some type of disability, a rate that is more than twice that of the nonveteran population.

### Incarcerated Population

A third notable group that faces SBE in Wisconsin is its incarcerated population. Over 22,900 inmates were under the custody of the Wisconsin Department of Corrections (DOC) as of December 31, 2016. Ninety-four percent of this population is male. Sixty-four percent of this population currently has less than five years of prison time remaining. The incarcerated population has a larger share of minority members than the general population and a significantly lower level of educational attainment, as only 68% of the male population and 74% of the female population have at least a high school education. Programs such as Windows to Work are aimed at acquiring workforce skills and reducing recidivism.

The three groups discussed represent populations that can help combat Wisconsin's workforce quantity challenge. Programs discussed in this report are needed to give these groups' individuals the training and support required to allow them to productively enter the state's labor force.

(ii) **Labor Market Trends.** *Provide an analysis of key labor market trends, including across existing industries and occupations.*

The key labor market trend in Wisconsin is about workforce quantity. The fundamental challenge is finding enough workers to fill jobs across all industries and all geographies. The focus and effort of addressing the state's workforce requirements must fundamentally change. The basic premise of Wisconsin's workforce policy should be to "find everybody available and get everybody trained up to the person's fullest potential". See '*Talent constraints limit growth*' discussion below.

The latest estimate of Wisconsin's LFPR is 68.9% (November 2017), compared to the nation's (62.7%). Wisconsin has traditionally had a higher LFPR than the national average. Wisconsin's labor force participation rate (LFPR) fell from the late 1990s through 2015, largely consistent with the national trend. The state's LFPR stabilized in 2016 and has seen minor increases in 2017. While this is a welcome development, continued focus should remain on developing and attracting talent to bolster Wisconsin's labor force.

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(iii) **Education and Skill Levels of the Workforce.** *Provide an analysis of the educational and skill levels of the workforce.*

Wisconsin's workforce skill level progress appears to reflect projected work place skills demand. Table 6 outlines the education level (a proxy for skill attainment) typically required for entry level positions. Positions requiring a post-secondary degree or more are forecast to growth at a faster pace than average job growth. Examination of the American Community Survey education level data of Wisconsin residents reflects a congruent path.

**Section II, Table 6. Typical Education for Entry Totals and Percent by Education Type 2014-2024**

Typical Education for Entry	# Jobs - 2014	% of Total Job Base -2014	# Jobs - 2024	% of Total Job Base - 2024	2014-2024 Numeric Job Growth	2014-2024 % Job Growth
No formal education	851,514	26.9%	915,659	27.3%	64,145	7.5%
High school diploma or equivalent	1,165,380	36.8%	1,214,688	36.2%	49,308	4.2%
Some college, no degree	83,589	2.6%	82,441	2.5%	-1,148	-1.4%
Post-secondary non-degree award	196,952	6.2%	212,246	6.3%	15,294	7.8%
Associate's degree	72,799	2.3%	77,863	2.3%	5,064	7.0%
Bachelor's degree	658,752	20.8%	706,740	21.0%	47,988	7.3%
Master's degree	56,195	1.8%	60,022	1.8%	3,827	6.8%
Doctoral or professional degree	83,550	2.6%	88,949	2.6%	5,399	6.5%
<b>Total Job Base*</b>	<b>3,168,731</b>	<b>100.0%</b>	<b>3,358,608</b>	<b>100.0%</b>	<b>189,877</b>	<b>6.0%</b>

*\*Includes only published/non-confidential data.*

Table 7 lists the education level of the population between the ages of 25 years and 65 years. Education attainment levels are increasing in the younger cohort, particularly those with a post-secondary degree. At the same time, the share of the population with little or no formal education is decreasing inversely with age. Noteworthy, however, is that projections show large gains in both the number and percent growth of workers with no formal education. Comparatively, the share of population with little education remains about the same across age categories, although decreasing in numbers for younger cohorts.

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Section II, Table 7. Education Level by Age Cohort

Education Level	Total Age 25-35	Percent Age 25-35	Total Age 35-44	Percent Age 35-44	Total Age 45-64	Percent Age 45-64	Total All Ages	Percent All Ages
Less than High School	48,483	6.6%	51,725	7.5%	111,506	7.0%	211,714	7.0%
High School	168,147	23.0%	162,945	23.8%	515,344	32.0%	846,436	28.2%
Some college	165,457	22.7%	144,307	21.0%	333,824	21.0%	643,588	21.4%
Associate's Degree	87,531	12.0%	89,535	13.1%	189,329	12.0%	366,395	12.2%
Bachelor's Degree	191,306	26.2%	155,921	22.7%	281,426	18.0%	628,653	20.9%
Graduate or Professional	69,098	9.5%	81,278	11.9%	158,906	10.0%	309,282	10.3%
<b>TOTALS</b>	<b>730,022</b>	<b>100%</b>	<b>685,711</b>	<b>100%</b>	<b>1,590,335</b>	<b>100%</b>	<b>3,006,069</b>	<b>100%</b>

### (iv) Skills Gaps. Describe apparent skill gaps.

The apparent 'skill gaps' is a two-part challenge for the state. Firstly, Wisconsin is facing a quantity challenge. Secondly, the quantity challenge portends the 'skills gap' challenge; without enough workers, all industries and occupations will have too few appropriately skilled job candidates.

### Talent constraints limit growth

Wisconsin's employment growth was constrained by difficulty finding workers to fill openings. Employers statewide have expressed concerns about the lack of qualified talent to fill open positions. Most industries and occupations voiced concerns about the dearth of talent available.

Opportunities in health care, IT, skilled trades, and skilled manufacturing occupations have increased, but job growth has been constricted by employers' inability to find adequately trained personnel. While specific technical skills are lacking, such as welding, CNC operators, IT engineers and technicians, and health care practitioners and technicians, there is a shortage of available workers across many additional occupations and skill sets, such as retail, customer service, and warehousing. Employers complain about the deficiency in Science, Technology, Engineering and Math (STEM) skills but also about the lack of "employability" skills: attendance, teamwork, communication, etc. Most firms today are willing to train new employees if only they could find them and retain them.

### Quantity Challenge

Wisconsin is on the cusp of an unprecedented period of workforce change. The circumstances are inevitable and the outcomes pose enormous challenges for the state's economy. A falling unemployment rate is exacerbating the situation.

Wisconsin's demographics are evolving. Wisconsin's age 18+ population is projected to increase by over 760,000 from 2010 to 2040. However, almost all (99%) of that increase is in the 65+ population. So, while the age 18+ population grows, the active workforce itself will observe a much different track.

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At present, it is expected that older workers will stay in the labor force longer than they had in the past. Even with robust increases in LFPR growth in Wisconsin's workforce is limited at best. Changes in LFPR, the unemployment rate, and the jobs-to-worker ratio affect the state's labor supply and demand balance. Overall, though, the pending workforce quantity situation is unprecedented and largely unalterable.

What changes with a quantity gap, versus a skills gap, is that most occupations see shortages. Traditionally, target training and/or other incentives were instituted to satisfy spot gaps in one or a few occupations, such as IT, or in the cycles across engineering disciplines. Worker skills could be shifted from a sector with ample workers to one with too few.

A general quantity gap, however, shifts worker skills from one sector to another, increasing the shortage in the former sector. Using wage incentives to attract workers is a proven tool but is a less viable solution for export industries that face global competition.

- (2) Workforce Development, Education and Training Activities Analysis.** *The Unified or Combined State Plan must include an analysis of the workforce development activities, including education and training in the State, to address the education and skill needs of the workforce, as identified in (a)(1)(B)(iii) above, and the employment needs of employers, as identified in (a)(1)(A)(iii) above. This must include an analysis of –*
- (A) The State's Workforce Development Activities.** *Provide an analysis of the State's workforce development activities, including education and training activities of the core programs, Combined State Plan partner programs included in this plan, and mandatory and optional one-stop delivery system partners.*

Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (CTE) (Perkins), Community Services Block Grant, Indian and Native American programs, US Department of Housing and Urban Development Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program (NFJP), Senior Community Service Employment program, Trade Adjustment Assistance (TAA) programs, Unemployment Compensation programs, and Youth-Build. TANF is not a required partner program at this time in Wisconsin.

Training services, as needed, are made available to adults and DWs primarily through Individual Training Account (ITA) vouchers. The Wisconsin Eligible Training Provider List (ETPL) provides consumer information, including cost and performance information of each training program, so participants have sufficient detail to make informed choices when using the voucher.

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Participants with ITA vouchers have the opportunity to select training programs offered by several training providers on the ETPL. The ETPL is cooperatively developed and maintained by local Workforce Development Boards (WDB) and DWD. These data are submitted to the State according to described policy.

Potential providers include the following categories:

- A. Institutions of Higher Education (IHE) that provide a program which leads to a recognized postsecondary credential;
- B. Registered Apprenticeship (RA) programs;
- C. Other public or private providers of training programs that lead to:
  - A recognized post-secondary credential;
  - Measurable skill gains toward such a credential or employment.

DWD works cooperatively with the agencies and institutions with oversight responsibilities for the listed categories of providers to deliver programs which respond effectively to the changing marketplace of demand occupations. Wisconsin will capture Classification of Instructional Program (CIP) data in its ETPL for use in longitudinal comparisons of CIP data with available occupational outcome crosswalks to improve the fidelity of matching over time.

ETPL data is disseminated to the public via the internet (<http://www.wisconsinjobcenter.org/ita>). Selection of the training programs on the ETPL is performed in collaboration with a career planner who captures the transaction in the Automated System Support for Employment and Training (ASSET) record of the participant.

DWD maintains and continuously updates the ETPL; manages the processes for program application, inclusion and removal; assures state policy compliance and initiates action against policy violations as warranted; and, facilitates the appeal process.

The WDB's are responsible for distribution of the ETPL application to potential training providers; maintaining communication with potential and existing training providers; approval of training program applications in accordance with state and local policy; consulting with DWD in cases where providers may be found in violation of WIOA, its regulations, or state or local policy; and establishing dollar limits and/or duration of ITAs (optional).

The ETPL processes do not pertain to other categories of occupational skills training identified in WIOA, including:

- Training for non-traditional employment;
- On-the-job training (OJT);
- Incumbent worker training;



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- Programs that combine workplace training with related instruction, which may include

Cooperative Education Programs;

- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job readiness training provided in combination with other services;
- Adult education and literacy activities, including English language acquisition and integrated education and training programs, provided concurrently or in combination other services;
- Customized training conducted by employers committed to employ individuals upon successful completion of the training; and
- Private sector training programs offered by providers not covered in categories A, B or C.

Training programs offered by community-based organizations (CBOs) or other private sector providers not covered in categories A, B or C have an opportunity to deliver WIOA-funded training through contract for services, rather than ITA grants.

Each WDB has the option to select work-based training providers and programs in sufficient numbers and types to maximize customer choice, while maintaining the quality and integrity of training services.

The WDB may determine this is necessary to meet local customer needs, particularly to serve individuals with barriers to employment. Although this set of providers is not included on the Wisconsin ETPL, these providers of training services must meet criteria for eligible work-based training providers. The WDB will determine the eligibility of work-based training providers for the Workforce Development Area (WDA), and create a local training provider list for any approved work-based training program eligible to receive WIOA Title I-B funds.

The criterion used in determining demonstrated effectiveness of the training providers and programs under contract for services is developed by the WDB published in its Local Plan.

These criteria may include:

- a) Financial stability of the organization;
- b) Demonstrated performance in the delivery of services to hard-to-serve participant populations.

Through such means as:

- a) Program completion rate;
- b) Attainment of the skills, certificates or degrees the program is designed to provide;
- c) Placement after training in unsubsidized employment;
- d) Retention in employment;

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- e) Demonstrated effectiveness to address workforce investment needs identified in the local plan.

Training services must be provided in a manner maximizing consumer choice in the selection of an eligible provider of such services. Training services must be directly linked to occupations in demand in the local area, or in another area to which the eligible participant is willing to relocate.

***(B) The Strengths and Weaknesses of Workforce Development Activities.** Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A), directly above.*

Initial analysis of the strengths and weaknesses of Wisconsin's workforce development activities suggests that our talent development system has the right expertise and pockets of excellence. Successfully serving common customers in our system will require continued collaboration, coordination and re-assessment.

Under 11.a.1.B.iv, the State of Wisconsin identified 'skills gaps' as a two-part challenge (weakness) for the state. First, Wisconsin is facing a quantity challenge. Second, the quantity challenge adds to the 'skills gap' challenge – as without enough workers, all industries and occupations will have too few appropriately skilled job candidates. To address the skills gap weakness, the state of Wisconsin has implemented the Wisconsin Fast Forward (WFF) program which helps address the state's need for skilled workers.

This program creates worker training grants and makes other investments to prepare workers for jobs available today and in the years to come. The state of Wisconsin recognizes a weakness is a shortage of workers to fill employer job openings. To address this, efforts are being made to market Wisconsin to job seekers living outside the state. Assistance is also being provided to Wisconsin employers to engage individuals who were formerly excluded in the workforce (offenders, people with disabilities, English Language Learners (ELL), etc.).

Governor Scott Walker announced his Workforce Agenda in November 2017 at the 4<sup>th</sup> annual Future Wisconsin Summit. The Workforce Agenda focuses on increasing worker training, removing barriers to work, and meeting the state's current and future workforce needs. The agenda includes a campaign to attract talent to Wisconsin by marketing to millennials, veterans, and college graduates that have moved out of state. Other initiatives include investing in training to help people with disabilities enter the workforce and provide training to inmates at correctional facilities to help meet Wisconsin's workforce needs and reduce recidivism.

A strength that the state of Wisconsin uses is the Job Center of Wisconsin (JCW) website which has been enhanced to include matching potential employees to employer job openings. An initiative to hire Veterans has also been implemented using WiscJobsForVets - an initiative to assist Veterans with their work search.

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Other strengths identified include the successful partners and programs that exist and can be leveraged, both at the state and local levels. The extensive collaboration that has grown since WIOA enactment serves as a foundation for continued partnerships. The ability to involve partners in solution development is an incredible opportunity that must be seized. DWD's Division of Employment and Training (DET) has an interest in developing collaboration between WDBs and sharing of best practices.

One notable theme that developed in the strengths and weaknesses analysis was a practice in some instances to "refer out" an individual who may present with a disability directly to the Division of Vocational Rehabilitation (DVR). WIOA's emphasis on serving participants who have barriers, multiple barriers and/or severe barriers requires that the state ensure that all job center and WIOA program staff are properly equipped to serve all job seekers or workers looking to find sustainable employment. To the great fortune of the Title I-B providers, Wisconsin DWD's DVR has developed and established practical strategies to serve those who have disabilities. Other partners have similarly established practices that have demonstrated success for serving individuals with other barriers.

The state's first WIOA Roundtable, in May 2015, included training sessions on these successful strategies and information sharing by partners, including DVR, available to all attendees. The state is pleased to have partners willing to share their knowledge and expertise so that customers can be better served. The expectation of combined state plan program partners is that all programs will serve people with disabilities. Planning for a WIOA Roundtable 2017 is underway and will be focusing on integration.

Another example of potential weaknesses that can be strengthened through collaboration is with performance. The experience that U.S. Department of Labor (DOL) funded core programs have in development of performance goal setting, including economic analysis, can be shared with the core programs funded by the United States Department of Education (USDOE), as their past goal-setting protocol was quite different. Similarly, DWD's DVR can help other core programs become outcome-

driven programs, due to their established dashboard mechanisms and daily monitoring of performance data. During Program Year 2014 (PY14), those strengths were shared to the betterment of Wisconsin's core programs, and further coordination will continue.

Analysis of the current talent development system, including mandatory and optional job center partners suggests a weakness in terms of sharing programmatic and performance information. The state intends to remedy this through sharing of information (see section on integrated data systems) as well as through the Governor's Council on Workforce Investment's (CWI) new committee structure.

**(C) State Workforce Development Capacity.** *Provide an analysis of the capacity of State entities to provide the workforce development activities identified in (A), above.*

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Wisconsin is well-poised to provide workforce and talent development activities given the fertile knowledge base of our practitioners. With nationally-recognized system components, such as a career pathway system with many bridges and stackable credentials; a RA program and hearty OJT programs that meet industry demands, our pursuit becomes one of continuous improvement. The structure developed by Governor Scott Walker for the Council on Workforce Investment's committees formalizes both the process and the players in practice of evaluating, delivering, and re-evaluating. Leadership from the combined state plan programs and job center programs are seated as members. Further detail on the state board committee structure is provided under III.A.1.

The capacity of the state talent development system to continue providing workforce development activities is dependent on continued communication among state entities, as established through the WIOA Leadership Team. Equally vital is state-WDB communications, to provide a venue through which refinements can be made towards continuous improvement.

When analyzing capacity, the state must acknowledge the resolute action of our 11 local WDBs. Wisconsin's local WDBs and their partners have all strived to find innovative methods of serving participants and employers in local and regional talent development ecosystems. When successful, they have developed model programming that can be promulgated through the CWI. When program design has not produced desired results, the local providers have adjusted, refined, and shared their lessons.

The WDBs conduct customer service surveys to help ensure that they are continuously improving their services. The pockets of excellence that exist around our state provide great opportunity to increase our capacity for serving those who can benefit significantly from our training and education programs.

Adult Basic Education (ABE) and English Language services are the statutory responsibility of the Wisconsin Technical College System (WTCS) and its 16 colleges (statewide system). Additionally, many CBOs, literacy councils, and county jails, some of who receive funding through the competitive Adult Education and Family Literacy Act (AEFLA) grants process, assist in the provision of these services. Thus, the entire state is covered.

As a result, all AEFLA funding through Title II of WIOA is awarded to the WTCS. All activities funded by WIOA Title II are authorized, approved and overseen by the Associate Vice President (AVP) of the Office of Student Success, who serves as the State Director of ABE on behalf of the WTCS Board. Activities are executed by the AVP and ABE staff in that office.

DVR supports a "dual-customer" approach to service delivery; serving both individuals with disabilities who want to work and the businesses who want to connect to this talent pool. DVR offers services to businesses that include outreach, follow along, and customized services geared toward meeting business needs. DVR Business Services are part of a collaborative workforce solutions system that also includes other state agencies and workforce partners. DVR Business Services team members participate in collaborative training with other business services professionals to ensure a shared understanding of

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the various programs and services available to business, share best practices, and work toward a consistent service delivery strategy statewide. Business services professionals representing various programs and services serve on a local business services team, and use a shared business relationship (account) management system to effectively communicate activities with businesses in real-time.

DVR staff receives training and information on in demand occupation and other labor market information (LMI) which are taken into account when developing individualized plans with consumers. Joint workgroups of all the titles are set up to address WIOA requirements and workforce challenges at the state level and DVR participates as a member or leader/co-leader of some of the workgroups.

DWD's DET, Office of Veterans Employment Services (OVES) is funded by the DOL Veterans and Training Services, Jobs for Veterans State Grant (JVSG). During Fiscal Year (FY) 2017, OVES will have 41 staff funded by the JVSG grant. DET manages the JVSG from Central Office in Madison where one Director is housed. This individual provides overall guidance, direction, and oversight and reports to Division Leadership. Three JVSG funded supervisors are stationed within three regions of the state and provide day to day supervision of Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff. All DVOP or LVER staff are integrated within job centers throughout the state. OVES management staff ensure all LVER and DVOP staff possess knowledge of requirements specified by Title U.S.C. Chapter 31 requirements and guidance provided through DOL Veteran Program letters.

LVERs are fully integrated within the business service teams and conduct employer outreach as members of that team. The sole function of the LVER is business services and interaction with employers. DVOPs are housed at job centers and provide intensive service for veterans that are identified to have a significant barrier to employment (SBE). A pre-screen form is used to determine if veterans meet the definition of a veteran with SBE. Veterans that are determined to be SBE are referred to DVOP staff or other career planners within the job centers. DVOPs provide the intensive services necessary and use a case managed approach to assist veterans with their employment needs. In addition to providing intensive services to SBE veterans that visit the job center, DVOPs conduct outreach to find SBE veterans. DVOPs also provide intensive services for veterans that receive education training funded by the Veterans Administration Chapter 31 program. OVES has a DVOP staff that is an Intensive Service Coordinator. This staff person is located at the Milwaukee Veterans Administration Regional Office and coordinates referrals of Chapter 31 veterans to DVOP and tracks services provided.

The workforce development system proved it had significant capacity to meet the Workforce Investment Act (WIA) common measures during PY14 and PY15. For the first time in Wisconsin's WIA history, in PY15, each local WDB met 100% of its measures. The adult systems have demonstrated the capacity to make appropriate job placements, prepare workers for long term retention in jobs and the ability to achieve adequate earnings.

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The youth system has mastered the art of job and education placement, assisting youth in achieving credentials and certificates and has exceeded expectations in assisting out of school basic skills deficient youth to make reading or math ability gains. The workforce development system will continue to use its established capacity to prepare its participant stakeholders to achieve excellent outcomes in job placements, credential attainment, post exit earnings, measurable skills gains as well as effectively serve its employer stakeholders.

*(b) State Strategic Vision and Goals. The Combined State Plan must include the State's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include—  
(1) Vision. Describe the State's strategic vision for its workforce development system.*

We will deliver a results-driven talent development system providing the opportunity for Wisconsin's current and future workforce and businesses to sustain economic viability and self-sufficiency.

The system shall respond to changes in industry and sectors, as well as the skills, knowledge, and work ability needs of employers. The system shall also respond to the needs of workers and job seekers, whether through new skill acquisition or through support to overcome barriers to employment, as defined by WIOA. Educators and economic development shall serve as partners who have a pressing stake in the system. Alignment of activities with education and regional economic strategies will aid in providing access to self-sufficiency.

The one-stop delivery system shall provide a "one stop" at which any employer, worker or job seeker may enter into the aligned resources and programs of the talent development system. The state's job center system (JCS) shall provide electronic access into the available resources in an integrated manner. Programmatic and evaluation results provide partners and elected officials with data to ensure continuous improvement of system activity.

*(2) Goals. Describe the goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities. This must—*

### ***Wisconsin's goals for the talent development system***

*(A) Include goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment and other populations.*

### **Access**

A primary goal for Wisconsin is a system that is fully accessible to any Wisconsin resident. Access is defined not only physically but programmatically. An objective of this goal is the concept of "no wrong door" within job centers, meaning that an individual seeking assistance at a job center will be welcomed at any point of intake. The state's common intake policy will reinforce this. No wrong door is important

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in ensuring that an individual with a "barrier" to employment, such as age or disability status, will not be routed prematurely to a particular program without informed customer choice and an accurate assessment of how s/he might be best served.

### Alignment

The state board will ensure that the customers of Wisconsin's talent development system have experiences that reflect programs in alignment with each other. This alignment of policies, resources and partners shall enhance the experiences of customers. Coordination of services and leveraging of resources to serve customers better will be reflected in the number of co-enrollments, ensuring that individuals are served effectively and efficiently. Integration of information systems is vital to the alignment of core and one stop programs by ensuring that staff have the necessary information to understand a holistic picture of the participant's situation and progress.

### Accountability

Wisconsin's WIOA programs will have successful outcomes that provide participants with access to stackable credentials and appropriate training and or employment services to achieve and maintain self-sufficiency. These outcomes shall demonstrate continuous improvement and responsiveness to changing economic conditions. The CWI WIOA Committee reviews federal performance outcomes at each meeting.

*(B) Include goals for meeting the skilled workforce needs of employers.*

### Access

More employers from all sectors, of all sizes, and from all regions shall engage in activities with Wisconsin's talent development system. Engagement will be led by CWI and implemented by the local Business Service Teams (BSTs). Representatives on each BST will include a representative of the WBD, Job Service, Division of Vocational Rehabilitation, Registered Apprenticeship, Office of Veterans' Employment Services and other WIOA partners programs as required or deemed necessary by local teams.

### Alignment

Under the guidance of the CWI, business service teams will ensure that businesses are being served by the "no wrong door" policy of the American Job Center Network and the Job Center of Wisconsin (JCW) brands. Wisconsin has identified JCW Business as the system of record for all business services reporting and business customer management. In-person and web-based trainings, as well as an established "user group" provide continuous feedback and improvement on the system. Any user from a WIOA core or partner program with a demonstrated business need will have access to the system.

### Accountability

Better aligned BSTs will facilitate greater outcomes for employers. Ultimately measured by the WIOA Effectiveness in Serving Employers measure, employers will have the skilled workforce they need to maintain and grow their businesses. Wisconsin selected "Employer Penetration Rate" and "Repeat



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Customer Rate" as the two required performance measures. The state is investigating additional measures focused on quality service delivery, sector strategies and assisting employers in accessing untapped labor pools.

Information entered and tracked in JCW Business will inform and guide services focused to an employer's specific need. In addition, the skills matching functions of the JobCenterofWisconsin.com (JCW) tool provide great benefit to employers searching for candidates. Enhanced, user-friendly LMI tools available through JCW provide a resource for employers seeking to fill openings.

*(3) **Performance Goals.** Using the table provided in Appendix 1, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)*

**See Appendix 1.**

*(4) **Assessment.** Describe how the State will assess the overall effectiveness of the workforce investment system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.*

Wisconsin's core WIOA programs will initially assess the effectiveness of its core programs using the WIOA Primary Indicators of Performance. At a macro-level, the indicators of performance provide an initial indication of the state workforce system's effectiveness at achieving its vision and goals. The state has developed a common dashboard and display on its WIOA Performance SharePoint site. Core and partner programs will assess its performance based on the adjusted levels of performance. Areas of strength and improvement may be distinguished by reviewing current performance and performance trends. Program managers, at all levels, will use these monthly assessments to further target assessments to determine root causes for strong and weak performance.

WIOA performance metrics are reviewed at CWI WIOA Committee meetings.

*(c) **State Strategy.** The Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided Section (a).  
(1) Describe the strategies the State will implement, including sector strategies and career pathways, as required by WIOA section 101(d)(3)(B), (D).*



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During PY14, the leadership of Wisconsin's Combined State Plan Programs determined four key strategies for our state's implementation of WIOA. They are described below.

### Sector Partnerships

We will expand sector strategies to continue enhancing and strengthening our economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional labor market.

LMI will be used as the basis to map and assess current sector activities to identify successes and challenges along with emerging market areas. This data will be used to understand the skills required for the current and future workforce and prioritize target industries.

Overall guidance and support of sector partnerships will be guided through the Partnership Development Committee. This committee will oversee the development of a strategic framework for regional sector partnerships. Regional sector partnerships are not defined by artificial geographic boundaries. Rather, they are determined through labor market analysis. Business Service Teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders.

In partnership with the DW Program, TAA plans to utilize strong assessments to identify TAA job seeker barriers, talent requirements and training needs, through the use of LMI.

Sector partnerships must be closely aligned with the education system to develop flexible and responsive career pathways. This will provide all levels of workers multiple entry and exit points along the career ladder and cultivate the talent pipeline for employers.

### Career Pathways

We will take career pathway advancement in Wisconsin to greater scale and alignment. Scale does not simply mean increasing the number of career pathways established. It means credentialing and building better ladders and lattices for adult learners and cultivating a robust talent pipeline for employers.

Guidance and support will be provided statewide at the agency level by the Wisconsin Career Pathways Committee. Financial resources will be provided, in part, through the TAA Community College Career Training grants (TAACCT) Exceeding the Cap project, funded by DOL and called Advancing Careers of TAA and Transitions or ACT2. The Wisconsin Career Pathways Committee includes representation from the WTCS, DWD, the Wisconsin Department of Public Instruction (DPI), the Wisconsin Workforce Development Association (WWDA), and the Wisconsin Economic Development Corporation (WEDC). The active participation of the partners of the Wisconsin Career Pathways Committee ensures that

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career pathways in Wisconsin are industry-driven and support students and job seekers of all ages, backgrounds, and abilities.

In order to collaborate successfully across agencies, systems, and clients, we will provide guidance and align practices between stakeholders (including business and industry) and engage in information sharing as allowed. We will take career pathways to scale using coordinated learning and professional development for system, partner agency and training/education staff. Professional development will include ensuring accessibility to individuals with barriers to employment.

The state acknowledges the role that local WDBs play in supporting access to career pathways through job centers and programs. WIOA makes clear that the WDBs "shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services..." Wisconsin's WDBs have astutely synced career pathways with sector strategies. The investments the WDBs make into career pathways at local technical colleges and through sector strategy teams are vital to this state strategy.

The state, through the WIOA Leadership Team, will ensure that the WDBs convene local partners as they lead efforts relating to career pathways in the local areas.

Technical colleges will continue to rely on advisory committees made up of local business and industry to develop and support new programs and new career pathways. In addition, technical colleges will work with local workforce boards and job centers to connect clients with the right program. Technical colleges will also work with these partners and economic development agencies to support sector partnerships. Career Pathway Coordinators located at each technical college will assist in local career pathway enactment. Best practices will be evaluated and incorporated to support better transition for learners and improve outcomes.

Wisconsin DPI's CTE Office provides 16 career clusters of occupations with 79 pathways with validated standards that ensure opportunities for all students.

These career clusters are a tool for a seamless educational system that:

- Blends rigorous academic/technical preparation;
- Provides career development;
- Offers options for students to experience all aspects of a business or industry; and
- Facilitates/assists students and educators with ongoing transitions.

TAA program plans continued coordination, communication and information sharing with the various grant activities in the Technical College System funded by the TAACCCT. TAA will take advantage of their efforts to re-design training programs to build better ladders and lattices, and obtain better outcomes, for adult learners from the TAA Program. Especially important will be the use of 'bridge' offerings to better serve participants with ABE and ELL barriers, to help them get into occupational career pathways.

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### *Cross-Program Data Coordination*

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WIOA services will align with the Job-Driven Checklist to improve the job seeker's experience and the behind-the-scenes data analysis and subsequent decision-making. WIOA partners will create the conditions in which job seekers can develop greater self-determination and data analysts can enhance reporting.

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

The concept of "no wrong door" within our job centers will ensure that all individuals with barriers to employment, such as age or disability status, will not be routed prematurely to a particular program without informed customer choice and an accurate assessment of how he/she might be served. Through the assessment process, career planners of individuals with "barriers" to employment will be able to meet the needs of the customers to coordinate services and leverage resources best to serve them. An integrated information system will be developed to align core and one stop partner programs.

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

The combined state plan partners are as follows:

- Title I: Adult Dislocated Worker (DW), Youth and Rapid Response
- Title II: Adult Education and Family Literacy Act
- Wagner-Peyser (WP) Act
- Vocational Rehabilitation (VR)
- Jobs for Veterans State Grants
- Trade Adjustment Act for Workers

WIOA requirements of service provider report cards will be made possible through data sharing. Partners will gather and analyze data, synthesize it into reports, share findings with other partners, and facilitate discussions for improvements. Once data sharing capabilities are established, partners will make the report cards easily accessible to job seekers, WIOA core partners, and the public. Each partner will ensure that its own staff is kept trained on how to access and use the report cards. All core partners' services, including Career Pathways and ABE/High School Equivalency Diploma, will be part of the service provider report card offerings.

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WIOA core partners will respect the privacy and diverse nature of the clients being served. The partners will develop a robust privacy policy. Job seekers will be informed of the two purposes for sharing information: 1) aggregated information that does not contain personally identifiable information will be shared for the purposes of program improvement and federal reporting, and 2) client-specific information that staff in core partners may access for the purposes of identifying appropriate services within the partner's programs and making relevant referrals to other partners' services. Job seekers may limit the sharing of their information with other core partners for the purpose of services and referrals but may not limit the sharing of aggregated data. All program staff in all WIOA core partners will be trained on the privacy policy.

Three types of data collection and analysis will support decision-making and analysis of outcomes:

1. WIOA performance reporting: Partners will share in the development of performance goals and results of DOL/DOE performance negotiations.
2. Service provider report cards: Partner data analysts will combine service data used to create the service provider report cards with individual participants' employment outcomes to provide a more accurate picture of which core programs and which support services are correlated with improved employment outcomes. Included in this analysis will be information specific to each of the focus barrier populations: individuals with disabilities, veterans, and ex-offenders.
3. All WIOA partners will have access to the common data for purposes unique to their own operations.

The OVES' LVER and DVOP staff is integrated within the Job Centers of each of the 11 WDAs. LVERs serve as active participants in each WDA on the business service teams. Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veterans with a SBE. Any veteran that meets that definition is referred to a DVOP or a job center career planner who will provide intensive services. These services include a comprehensive assessment, and an individualized employment plan.

The TAA Program serves a subset of the DW Program population, and is managed and administered by DWD staff, and as such where possible we participate in the State's overall strategies for sector partnerships and career pathways.

Where possible TAA has taken and will take advantage of professional development workshop opportunities for career planners and administrators that are offered through the TAACCCT grants, to increase knowledge of emerging strategies and usage of pathways

### Job Driven Investment

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Job driven investment shall prepare workers and prospective workers, including those with barriers to employment, for jobs currently available in the region's economy and for emerging occupations. LMI and employer feedback will be used to ensure these investments have a deep understanding of regional industries, occupations, populations and labor markets to formulate effective strategies.

The Wisconsin ETPL shall be coordinated and approved by the WIOA core partners to ensure effective use of training resources and the efficient training of all WIOA service recipients. Access to the ETPL shall be accessible among all WIOA partners. Performance standards for the providers shall be designed and reported to measure effectiveness of the trainers.

We will implement Wisconsin industry recognized credentials across programs that are desired and endorsed by employers, aligned with career pathways, and responsive to industry needs. The development of a statewide repository of credentials with sponsoring organizations shall be developed and maintained for use among WIOA programs and employers.

We will improve coordination and integration of business services among the WIOA partners at the local and state level to streamline and strengthen communication, improve efficacy, and provide seamless transitions between program services. Through these efforts we will maximize our employer base and enhance outreach.

Wisconsin's return on investment will be realized through the effective implementation of the above principles and the review of their outcomes. Outcomes will be measured through our performance goal attainment across all programs. Systematic and ongoing evaluation will drive continuous program improvement.

Two added-value aspects of Wisconsin's WIOA implementation are the:

- Adoption of customer-centered design when 1) engaging with employers, and 2) planning, implementing, and improving WIOA-funded programs; and
- Empowerment of WIOA participants to increase their financial capability beyond financial literacy by better connecting them with appropriate financial products and services so that they can take action for their financial security.

Governor Walker in 2014 launched A Better Bottom Line in support of overcoming barriers to employment for job seekers with disabilities. A Better Bottom Line is tailored after Delaware Governor Jack Markell's initiative with the National Governor's Association and promotes employment opportunities for people with disabilities through recognition, education and strategic investments

Job seekers with disabilities represent a critical part of our state's workforce and, through their success in reaching their goals, contribute to Wisconsin's economic growth.

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Project SEARCH helps young people with disabilities transition from high school to the workplace. Governor Walker's Blueprint for Prosperity increases the number of participating Project SEARCH businesses by 20, up from seven, over three years. DVR is engaged in recruiting individuals and businesses for Project SEARCH sites across the state.

As part of his Blueprint for Prosperity, Governor Walker announced more than \$600,000 in worker training grants in 2014 to assist job seekers with disabilities in developing demand driven skills to reach their employment goals. DVR is partnering with the DWD Office of Skills Development (OSD) to identify qualified job seekers with disabilities to participate in training at businesses across the state.

*(2) Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, required and optional one-stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).*

To provide context for Wisconsin's strategies to align WIOA programs and partners, some background information on WIOA Implementation is provided below. Of the core programs of WIOA, Title I, WP and VR services are administered by the Wisconsin DWD, while Title II is administered by the WTCS. A WIOA Executive Committee was formed in the fall of 2014, and its members included DWD Secretary Newson, WTCS President Morna Foy, Administrators from the DWD-DET, DVR, and Unemployment Insurance (UI), and the WTCS Provost.

### One System

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

On March 20, 2015, Governor Scott Walker issued Executive Order #152, which reconstituted CWI. The order noted that Wisconsin's talent development system is responsive to employer needs, drawing on the strong partnerships that exist between businesses and state workforce development, economic development, and education providers and directed all cabinet-level state agencies to collaborate with CWI and the Wisconsin JCS to develop a strong, skilled workforce.

Then DWD Secretary Newson promptly convened cabinet level leadership from seven additional state agencies in March of 2015 to discuss WIOA implementation. Information about the WIOA and what opportunities for collaboration and coordination it presents was provided. Those who administer potential combined state plan programs were asked if they wished to pursue inclusion in a combined

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state plan. Following the meeting, the WIOA Executive Committee decided that Wisconsin would prepare to submit a combined state plan for WIOA in March of 2016, with additional programs being the Trade Adjustment Act and the JVS, both of which are administered by DWD.

### *Combined State Plan Program Leadership*

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

In July of 2015, the WIOA Review Committee was reconstituted as the WIOA Leadership Team. Members include senior leadership from the DWD Divisions of DVR and DET, which oversees Titles I, III, TAA, and JVS, along with the state's Title II Director, who works for the WTCS. The WIOA Leadership Team meets monthly to continue coordination and collaboration among combined state plan programs. This team will also serve as a knowledgeable resource to the CWI and its committees.

The partners will use the following strategies to align core and combined state plan partner programs to fully integrate customer services consistent with the vision and goals of the State Plan.

The State provided trainings at the WIOA Roundtables held in May 2015 and May 2016 targeting networking and the sharing of demonstrated success in serving individuals with barriers. The expectation of the combined state plan program partners is that all programs will serve people with disabilities. Collaboration will be necessary with the performance changes sharing of information through an integrated data system will strengthen the collaboration of partners. The development of a common intake system will assist in the co-enrollment of customers to maximize the services available to them.

The WIOA Roundtables reached a large audience from all programs to come together to share best practices and cross training. Practitioners and policy makers attended the collaborative sessions.

The concept of "no wrong door" within our job centers will ensure that all clients with barriers to employment, such as age or disability status, will not be routed prematurely to a particular program without informed customer choice and an accurate assessment of how he/she might be served.



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Through the assessment process, career planners of all clients will be able to meet the needs of the customers to coordinate services and leverage resources best to serve them. An integrated information system will be developed to align core and one stop partner programs.

The state has a committee working on a common intake and data integration system that will work toward creating a common identifier across the core partners. Once accomplished, core WIOA partners will work towards incorporating non-core partners whose services support job seekers, such as TANF and Food Share.

The common intake will reduce the duplication of client profiles and gaps in service provisions. This will require a lot of collaboration from all core partners and combined partners. The WDBs conduct customer service surveys to help ensure that they are continuously improving their services.

The OVES LVER and DVOP staff is integrated within the Job Centers of each of the 11 WDAs. LVERs serve as active participants in each WDA on the business service teams. Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a significant barrier to employment (SBE). Any veteran that meets that definition is referred to a DVOP or a job center career planner who will provide intensive services. These services include a comprehensive assessment, and an individualized employment plan.

Many of the ABE programs are co-located with one-stops and are working to ensure co-enrollment in WIOA core programs where appropriate

All core and combined partners of the Wisconsin state plan have representation on the Wisconsin Career Pathways Committee, led by the technical college system. Local staff receives training on Career Pathways from technical college representatives. All core and combined partners are also represented on both CWI committees.

The DVR business service consultant staff and other DVR staff participate on regional business service teams at the local level, and in some cases, are the leaders of the local effort. DVR is focused on business as a customer and has hired business focused staff to lead activities at the local level as well as a statewide business lead to help lead and coordinate workforce activities at the state level.



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### **III. OPERATIONAL PLANNING ELEMENTS**

The Unified or Combined State Plan must include an Operational Planning Elements section that supports the State's strategy and the system-wide vision described in Section II(c) above. Unless otherwise noted, all Operational Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs. This section must include—

- (a) **State Strategy Implementation.** The Unified or Combined State Plan must include—*
- (1) **State Board Functions.** Describe how the State board will implement its functions under section 101(d) of WIOA (i.e. provide a description of Board operational structures and decision making processes to ensure such functions are carried out).*

Governor Walker's [Executive Order #152](#) provides direction to CWI.

The Council on Workforce Investment (CWI) has four standing committees, and an Executive Committee which serves as the workforce board governing body. In addition to the standing committees, the CWI also includes a Minority Unemployment Task Force and the Wisconsin Agricultural Education and Workforce Development Council. The Executive Committee provides overall direction to Council activities and acts on matters when time does not allow issues to be addressed at a regularly scheduled Council meeting. A majority vote of the Executive Committee is required for all such actions, which must be reviewed by the full Board at the next regularly scheduled meeting.

#### ***Standing Committees***

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Purpose: The Council has four standing committees to formalize a structure for stakeholders in Wisconsin's workforce and talent development system to actively participate in the maintenance, support and refinement of the system's activities. The committees consist of a diverse range of stakeholders, including employers, and has representation in the fields of education, economic development, workforce development, community-based organizations, chambers of commerce, healthcare, local government, and more. The committees shall report to the Council and submit recommendations for approval during formal committee reports at Council meetings except when the standing committee acts on behalf of the Council based on prior authority granted by the Council for a specific purpose. The chairs of the committee shall establish appropriate rules for management of the committee's business.

It is not required that standing committee members be members of the Council; however, all Council members are required to serve on a standing committee and each committee must consist of a majority of council members. The committee co-chairs shall convene committee meetings at least six times per year in coordination with Council meetings, and as needed upon the call of the committee co-chairs.

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### *Workforce Innovation and Opportunity Act (WIOA) Committee*

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The WIOA Committee exists to assist the Governor in carrying out his statutory requirements in compliance with federal WIOA guidelines, as listed in 20 § CFR 679.130. To assist in this, the WIOA committee will work to continually improve the state's workforce system by promoting system alignment among WIOA partners, and by encouraging coordination of resources to both meet and exceed federal requirements for statewide service delivery and performance.

The primary functions and responsibilities of the WIOA Committee include the following:

- Ensuring compliance with federal WIOA guidelines.
- Development, implementation, and modification of the 4-year State Plan.
- Review of the statewide policies, programs, and recommendations on actions that must be taken by the State to align workforce development programs to support a comprehensive and streamlined workforce development system. Such review of policies, programs, and recommendations must include a review and provision of comments on the State Plans, if any, for programs and activities of one-stop partners that are not core programs.
- Development and updating of comprehensive State performance and accountability measures to assess core program effectiveness under WIOA sec. 116 (b).
- Identification and dissemination of information on best practices
- Development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the one-stop delivery system
- Development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures, including design implementation of common intake, data collection, case management information, and performance accountability measurement and reporting processes and the incorporation of local input into such design and implement to improve coordinating of services across one-stop partner programs
- Development of allocation formulas for the distribution of funds for employment and training activities for adults and youth workforce investment activities, to local areas as permitted under WIOA secs. 128(b)(3) and 133 (b)(3)
- Formal acceptance of strategic initiative deliverables

### *Partnership Development Committee*

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The Partnership Development Committee exists to assist in driving initiatives that ensures the building of workforce development systems that meet the needs of both job seekers of any age and ability and employers throughout Wisconsin. This committee will seek to ensure that every region in Wisconsin has access to a skilled workforce for growth and creation of businesses and every job seeker has access to employment opportunities.

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The primary functions and responsibilities of the Partnership Development Committee include the following:

- Take responsibility for the feasibility, business cases, and the achievement of outcomes of policy initiatives that are accepted and approved by CWI in consultation with the Department of Workforce Development (DWD)
- Work with the economic development regions and the Wisconsin Economic Development Corporation to identify and carry out best practice initiatives that engage both business and job seekers
- Research and engage with best practices being initiated across the nation
- Monitor and review initiatives at regular Committee meetings
- Provide assistance to the policy initiatives when required
- Control scope as emergent issues force changes to be considered, ensuring that scope aligns with the agreed outcome requirements of key stakeholder groups
- Formal acceptance of initiative deliverables
- Assist in the development of a communications and outreach plan to ensure that the approved initiatives are highlighted as well as implemented

### *Resource Alignment Committee*

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The Resource Alignment Committee exists to create an alignment of resources for innovative workforce and educational partnerships to assist in the development of game-changing reforms for the skills required in high-demand career fields. The work that this committee does will help create results from direct partnerships to yield a steady pipeline of highly skilled and qualified candidates to fill employers' workforce needs.

The primary functions and responsibilities of the Resource Alignment Committee include the following:

- Take responsibility for researching, understanding, developing, and implementing best practices as well as innovative ideas that address the alignment of workforce and educational resources across regions of Wisconsin as well as statewide
- Monitor and review project statuses
- Provide oversight of the project deliverable rollout
- Work with partners such as the Department of Workforce Development (DWD), Department of Public Instruction (DPI), Wisconsin Technical College System, University of Wisconsin System, and the Wisconsin Association of Independent Colleges and Universities (WAICU) to develop career pathway models that address the education, training, and workforce development resources to work together to provide the best possible outcomes
- Bring key stakeholders to the table to determine the gaps between skills and competencies needed by industry and those in existing education and training programs
- Provide insight on short-term and long-term strategies in support of policy decisions or initiatives

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- Ensure objectives are being adequately addressed and the outcomes associated with policy initiatives are moving forward
- Monitor and review initiatives at regular Committee meetings
- Provide assistance to the policy initiatives when required
- Control scope as emergent issues force changes to be considered, ensuring that scope aligns with the agreed outcome requirements of key stakeholder groups
- Formal acceptance of initiative deliverables
- Assist in the development of a communications and outreach plan to ensure that the approved initiatives are highlighted as well as implemented

### *Strategic Initiatives Committee*

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The Strategic Initiatives Committee exists to provide oversight and management expertise on the state's strategic plan, develop and expand strategies for talent recruitment, development, and retention, and to suggest and review strategies to enhance Wisconsin's various workforce systems especially around high demand sectors and occupations. To assist in this, the Strategic Initiatives Committee will help create and sustain a workforce for Wisconsin that meets the current and future business needs across professions.

The primary functions and responsibilities of the Strategic Initiatives Committee include the following:

- Take responsibility for the feasibility, business cases, and the achievement of outcomes of policy initiatives that are accepted and approved by CWI in consultation with the Department of Workforce Development (DWD)
- Recommend priorities, monitor and review project statuses, and provide oversight of the project deliverables rollout
- Ensure business objectives are being adequately addressed and the outcomes associated with policy initiatives are moving forward
- Regularly review and prioritize strategic policy initiatives as defined in the Strategic Plan
- Identification and dissemination of information on best practices
- Encourage talent management strategies include retention, attraction, sourcing, and development
- Establish process to research, evaluate, and build potential new policy initiatives
- Disseminate policy recommendations, initiative outcomes, and research finding with the CWI and DWD
- Provide recommendations to the legislature, upon consultation with the CWI and DWD, regarding workforce development policies and initiatives
- Determine anticipated, appropriate, and acceptable outcomes or metrics and deliverables for policy initiatives
- Formal acceptance of strategic initiative deliverables

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### *Other Committees, Task Forces, Ad hoc Committees*

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The CWI Chair, in consultation with the Executive Committee, may establish *ad hoc* or special committees, workgroups, or task forces to assist the Council in carrying out its responsibilities. The scope, duration, and membership of the committee shall be determined by the Council Chair at the time of the appointment. At least one member of an ad hoc or special committee, workgroup, or task force must be a Council member.

All members of an ad hoc committee established under these by-laws may participate fully and may vote on any matters before the committee. Members of an ad hoc committee who are not Council members shall still be subject to the conflict of interest provisions of Section 3.4 of the CWI bylaws as a condition of their membership on the committee.

Currently the CWI has two such special committees: the Governor's Task Force on Minority Unemployment and the Wisconsin Agricultural Education and Workforce Development Council (WAEWDC). The Minority Unemployment Task Force is commissioned to improve economic development, support entrepreneurship, strengthen workforce training, promote personal responsibility, and strengthen families in metro Milwaukee by developing strategies, recommendations, and action steps, to help reduce minority barriers to employment. WAEWDC was recently reassigned from the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) to help place greater emphasis and focus on the goals and needs of Wisconsin's agricultural talent pool.

**(2) Implementation of State Strategy.** *Describe how the lead State agency with responsibility for the administration of each core program or a Combined State Plan partner program included in this plan will implement the State's Strategies identified in II(c) above. This must include a description of—*

**(A) Core Program Activities to Implement the State's Strategy.** *Describe the activities the entities carrying out the respective core programs will fund to implement the State's strategies. Also describe how such activities will be aligned across the core programs and Combined State Plan partner programs included in this plan and among the entities administering the programs, including using co-enrollment and other strategies.*

Governor Scott Walker's Executive Order #152, which authorized the reconstitution of CWI and directed its activities, drives the work of the CWI. A MOU between the CWI, DWD, and the WWDA, as well as an MOU between the DWD, WTCS and the Wisconsin Economic Development Corporation and an MOU between DWD and the Wisconsin DPI further formalize multi-agency collaboration.

The WIOA Leadership Team functionalizes the collaborative activities and maintains several cross-agency teams that work on WIOA details including a Common Intake Workgroup and an ETPL Team. The Performance Advisory Committee (PAC) is a statewide committee tasked with advising the WIOA

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Leadership Team on performance matters. The PAC is co-led by DWD-DET and DWD-DVR staff and includes representation from all combined state plan programs and local WDBs.

Specific approaches the State will use to implement the State's four key strategies (Sector Partnerships, Career Pathways, Cross-Program Data Coordination's and Job Driven Investment). The following committees/teams will oversee the development of a strategic framework for the four key strategies: Partnership Development Committee, Wisconsin Career Pathways Committee, and the WIOA Leadership Team.

Business services teams which receive guidance from CWI will ensure that businesses are being served by the American Job Centers of Wisconsin. Almost 400 staff have been trained including WDB/WIOA Staff, Job Service Staff, DVR, TANF, technical colleges and other CBO contracted staff.

*(B) Alignment with Activities outside the Plan. Describe how the activities identified in (A) will be aligned with programs and activities provided by mandatory one-stop partners and other optional one-stop partners and activities provided under employment, training (including RAs), education (including CTE), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.*

Activities identified in (A) will be aligned with programs and activities provided by one-stop partners and programs in Wisconsin's talent development system through CWI.

Then DWD Secretary Newson appointed State level leadership of the following programs to the committee in order to formalize their input into the workforce development system: DCF, Wisconsin Department of Health Services (DHS), Wisconsin Housing and Economic Development Authority, Wisconsin Department of Veterans Affairs (DVA), DOC, DWD-DVR, and DWD-OVES.

In PY14, DWD signed a MOU with DPI around academic and career planning (ACP). The MOU included the below points of agreement.

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

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engage the Wisconsin Manufacturers & Commerce (WMC) and other regional/local workforce partners to engage employers and industry leaders.

- DWD will provide any other assistance mutually determined by the Secretary of DWD and the State Superintendent of DPI to be necessary to the implementation or continued provision of ACP services.

Building on collaboration and partnership, DWD's Bureau of Job Service (BJS) has been engaged with DOC in development of a pilot project to allow inmates nearing release to access various assessment and career exploration tools in order to prepare them for the job market. It is the intention of both DWD and DOC to see this project expand to all of Wisconsin's state correctional facilities.

The work on this partnership with DOC has created interest with DOC's Division of Juvenile Corrections to create a program similar in nature and scope. Meetings with the Division of Juvenile Corrections have taken place and discussions are ongoing.

In the fall of 2015, DWD and DCF, which administers TANF, Community Services Block Grants, and refugee programs decided to pursue a meeting to discuss alignment potential between WIOA and W2, Wisconsin's TANF program. The meeting included DET staff, DCF staff, local WDB leadership, and W2 providers. Discussion topics will include opportunities for better alignment and positive practices already in existence at the local level. This meeting will also serve as a model for future program-specific coordination with other programs.

DWD is organizationally positioned to strengthen the WIOA partnership with RA. This partnership is aligned at the State Level with RA participating in the development, review and discussion of statewide WIOA policies. At the local level, Bureau of Apprenticeship Standards (BAS) local staff, Apprenticeship Training Representatives (ATRs), are partnering with Boards on several levels with the Business Services Team, services to applicants and with the local Job Centers.

The Boards' sector planning and industry engagement alliances will play an important link in expansion of apprenticeship in new occupational areas. The ATRs have been invited to the Employer Alliance meetings, as appropriate. ATRs provide training to local Job Center staff regarding apprenticeship and provide materials that job seekers may use to gauge their interest in apprenticeable occupations.

WIOA local staff and ATRs both use Job Center of Wisconsin (JCW) Business for communication purposes as it relates to outreach to employers. RA staff will engage apprentice sponsors to register with on ETPL. Wisconsin received an American Apprenticeship Grant and the activities associated with this Grant will position Wisconsin's WIOA and RA partnership far into the future.

The WIOA recognizes the Senior Community Services Employment Program (SCSEP) as a required job center partner. The SCSEP, which is known as the Wisconsin Senior Employment Program (WISE) provides part-time on-the-job subsidized training in community service assignments for unemployed,



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low-income older persons who are 55 years of age and older whose prospects for employment are poor and who have the greatest economic and social need.

DWD-DET and the Department of Health Services, Bureau of Aging and Disability Resources (BADR) staff met to better facilitate and define collaborative activities for older Workers through the WIOA Combined State Plan for PY16. The two bureaus continue to work on the following:

- Provide cross-program coordination and alignment with SCSEP and other WIOA programs to promote a better understanding of each other's role in assisting older workers.
- Promote WIOA co-enrollments with the SCSEP program for older adults who meet eligibility criteria.
- Plan meeting(s) with WDB leadership, Title I-B staff, DWD Local Program Liaisons (LPL), and the SCSEP Coordinator along with designated national grantees/sub grantees who serve the older people within their WDAs to discuss how co-enrollments and other services can be aligned and a unified, working partnership created between them.
- Collaborated on a presentation to WDBs about serving older adults and the SCSEP program at the WIOA Roundtable in May 2016.

The results of this collaboration between WIOA and SCSEP will enable older workers to utilize services available to them to seek permanent employment using the various resources available to them through this partnership.

DWD-DET's Bureau of Workforce Training (BWT), which oversees the Title I-B programs, is particularly interested in developing a strong relationship with the Food Share Employment and Training (FSET) program administered by the DHS. BWT plans to developing an actionable partnership plan collaboratively, so that the programs are better aligned for the potential success of FSET participants.

**(C) Coordination, Alignment and Provision of Services to Individuals.** *Describe how the entities carrying out the respective core programs, Combined State Plan partner programs included in this plan, and mandatory and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality, customer-centered services, including supportive services to individuals including those populations identified in section II(a)(1)(B). The activities described shall conform to the statutory requirements of each program.*

The WIOA Leadership Team continues to meet to coordinate and align services provided by the combined state plan programs. Beginning in PY14, system-wide policies were developed and routed by this leadership group to ensure all needs are considered and potential impacts are understood. Examples of system-wide policies are: State policy on local WDAs, state policy on local WDBs, state transition procedures for ETPL, Local WIOA Plan Guidelines, and State One Stop Guidance.



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Imperative to this system-level coordination and alignment is a continuous improvement feedback loop, through which services are evaluated, technical assistance is provided and successful practices are identified and shared.

Wisconsin's core programs and Combined State Plan partner programs coordinate activities and resources to provide comprehensive, high-quality, customer-centered services to individuals. Wisconsin requires that all participants of Title I employment and training, Adult Basic and Literacy Education, VR, Carl D. Perkins CTE, and Senior Community Service Employment Program register with the JCW to ensure consistency among programs, enhance job readiness and placement efforts, and support career planning. UI claimants also register.

The state of Wisconsin recognizes veterans as a valuable, talented and skilled workforce, and to that end is committed to increasing the number of military service members and veterans living and working in Wisconsin. The State of Wisconsin OVES DVOP staff in Wisconsin Job Centers provide individualized career services to eligible veterans that have SBE through a statewide network. These services are available in one-stop centers, online, and in various outreach locations.

Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a SBE. Any veteran that meets that definition is referred to a DVOP or a job center career planner who will provide intensive services.

These services include a comprehensive assessment, and an individualized employment plan. OVES staff work with partner agencies and programs to assure that priority of service is provided to veterans. Working closely with partner agencies assures that there is not duplication of services and that veterans receive all services that they are eligible and qualified to receive.

The OVES LVERs are also integrated within the Job Centers and serve as members of the local business services team. LVERs are capacity builders that work with local area employers and community organizations. LVERs promote what veterans bring to the workforce and assist employers by connecting them to qualified veterans. LVERs serve as active participants in each WDA on the business service teams. The OVES' LVER and DVOP staff is integrated within the Job Centers of each of the 11 WDAs.

DCF operates Wisconsin's TANF, child support and childcare subsidy program or low-income individuals and families. The purpose of the MOU is for DVR and DCF/Division of Family Support is to establish communication and a common understanding regarding the roles, policies and procedure to improve services to common customers. The intent is to maximize the employability of DVR/TANF participants by increasing service collaboration and reducing duplicative efforts. By combining areas of expertise and coordinating funding, DVR staff can assist in the development of employment goals and DCF staff can provide supportive resources. Cross training of staff from both agencies has increased communication and service planning and improved cost sharing.

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UI and DET Services are both under the umbrella of DWD. Although, each is a distinct Division within DWD, with different staff addressing specific Unemployment eligibility issues. Professional staff in each area communicates regularly and coordinate any UI law, program or service changes. Job Center staff notifies UI of eligibility issues when they arise; adjudicators are then notified to work directly with the claimant, either over the phone, or in person when possible.

Dialogue between UI and Job Service leadership results in shared and agreed upon best practices, training and processes to assist in the parameters of eligibility issues and when it is best to work with UI staff. Training is provided when there are changes and/or eligibility issues that are to be addressed by Job Service and WIOA staff. In addition to specific training targeted to eligibility issues, step by step instructions are provided as well as information as to when UI must be called for eligibility issues for further consultation and adjudication. Written guidance letters and processes are available via webinars, conference calls and informational printed materials.

To the great fortune of the Title I providers, Wisconsin DWD's DVR has developed and established practical strategies to serve those who have disabilities. Other partners have similarly established practices that have demonstrated success for serving individuals with other barriers. The state's WIOA Roundtables included training sessions on these successful strategies and information sharing by partners, including DVR, available to all attendees. The state is pleased to have partners willing to share their knowledge and expertise so that customers can be better served. The expectation of combined state plan program partners is that all programs will serve people with disabilities.

DVR will continue to consider collaborative agreements with State Agency Departments to target and increase paid OJT internship opportunities for DVR job seekers in state positions.

This initiative is designed to access state limited term employment (LTE) positions to expand the number of state employment opportunities that contribute to the skills and work experience of persons with disabilities served by DVR. The goal of the OJT LTE paid internship is that upon successful completion, DVR sponsored intern will have valuable experience and references for their resume and will be prepared to compete for available LTE or permanent state agency positions.

Over the past two years, DVR has initiated purchase of service activities with the local boards for summer youth employment. DVR is involved with job center partners in planning and coordinating services to youth, and serves on local committees with workforce partners focused on such areas as services to youth, youth apprenticeship (YA) and transition activities. There is also an innovation and expansion (I & E) grant with Title III WP staff in specialized job development services which has produced good results.

DVR also refers consumers to specialized programs for workplace training funded by several Wisconsin Fast Forward (WFF) grants that are targeted to the hiring of people with disabilities. DVR staff help to coordinate development of activities associated with these grant funded programs.

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DVR encourages consumer referrals to Title II for improvement of skills, and is involved with dual enrollment strategies at the local level which helps to ensure individuals with disabilities who qualify for veteran or other programs are also co-enrolled in the respective programs. DVR refers individuals to certificate programs offered by Title III which increase credentialing opportunities for its consumers. These are recognized industry credential programs.

Under the WIOA (Section 2013), adult education and literacy activities are defined as, “programs, activities, and services that include adult education, literacy, workplace adult education, and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.” A wide variety of program strategies will continue or begin to be implemented to be responsive to the needs of adult learners in Wisconsin. We will place a greater emphasis on quality, intensity, and duration of services which will result in real learning and related life changes, over placing emphasis on serving large numbers of students.

These areas include the following:

- Reading, writing and numeracy for grades 0 – 12.9
- English language – National Reporting System (NRS) levels 0 – 6
- Civics education – includes individual education plan (IEP), career research, and employability skills
- Instruction to assist students in acquiring high school equivalency credentials and transition into post-secondary (career pathway focus)
- Integrated ABE and ELL with occupational instruction (Career Pathway Bridges)
- Digital literacy – Computer literacy to meet workplace competency demands and transition to
- Post-secondary education and training
- Financial literacy – courses and individualized work helping students understand issues including budgeting, debt, impact of student loans, and unfair lending practices, etc.
- Workforce readiness training – individualized advising as part of IEP to include career research, employability skills, etc.
- Local professional development
- Coordination with local literacy partners and community-based organizations (including connection to family literacy, etc.)

*(D) Coordination, Alignment and Provision of Services to Employers. Describe how the entities carrying out the respective core programs, any Combined State Plan partner program included in this plan, mandatory and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers to meet their current and projected workforce needs. The activities described shall conform to the statutory requirements of each program.*

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Wisconsin's business service efforts have recently been enhanced statewide through funding of the USDOL Workforce Innovation Fund (WIF) grant. Due to the WIF grant and these activities, Wisconsin is well-positioned to implement the business services related aspects of WIOA. The multiple components of these recent efforts include: the development of an annual business services conference called Collabor8; 36 new or enhanced Industry Sector efforts; planning and development of a statewide business services training curriculum, and continued strengthening of the 11 WDB-based business services teams.

Wisconsin's Business Services Teams coordinate activities and resources with WIOA core and combined programs to provide comprehensive, high-quality, customer-centered services to employers. The core programs and combined state plan partners meet regularly and collaborate to ensure that employers receive the best services available to them. Teams provide services that include, but are not limited to: recruitment, human resources consultation, workforce incentive information and resources, training programs, tailored labor market information and access to a deep labor pool.

All business service activity is recorded in JCW Business, the state's employer tracking and reporting system. Led by Job Service, a system user group was instituted in December 2017 to provide guidance and feedback for continuous improvement. The group will also develop data entry and service delivery guidance and best practices for local area business services teams.

The WIOA Performance Advisory Committee will monitor and analyze the baseline results of the pilot Effectiveness in Serving Employers measure to develop negotiated performance measures and provide feedback to local businesses service teams for continuous improvement.

The 4th Annual Collabor8 Business Services Conference was held in April 2017, with about 200 business services professionals representing all WIOA core and combined plan partners. Plenary and breakout sessions provided information and training on new workforce initiatives, best practices, workforce development tools and local success stories.

Industry sector and career pathway efforts have been a large part of our advanced business services efforts. There are 36 unique efforts in all areas, many of them building on partnerships developed earlier under projects supported by the USDOL or the state DWD, such as WIRED (Workforce Innovation in Regional Economic Development), H-1B, and state sector resources. There are partnerships in place in our large sectors such as manufacturing and health care, but also in construction, transportation, IT, and sustainable foods. These efforts have also tied in well with the WFF training opportunities funded by state workforce funds through DWD.

Planning began in PY14 for a statewide business services training curriculum to provide a standardized foundation for training for all business services staff. Training with train the trainer sessions and the first cohort training were conducted in September 22 and 23, 2015. This training was accompanied by

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workforce leaders and non-business service webinar training to ensure that all levels and roles in the workforce system are aware of the shift to see businesses as a primary customer.

CWI provides guidance and thought leadership to Business Services Teams. The intentional inclusion of leadership of industry-led sector partnerships on CWI committees shall ensure that appropriate input is incorporated into the coordination and alignment of service provision to employers.

DVR is represented on local BST primarily through its business service consultants. Business Services professionals participate in collaborative training with other partners.

DVR participated in planning and attending the annual Collabor8 conference which brings business services professionals and business together to discuss needs, opportunities, successes and best practices.

**(E) Partner Engagement with Educational Institutions.** *Describe how the State's Strategies will engage the State's education and training providers, including community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system.*

Governor Walker's appointment of educational leadership in Wisconsin to CWI is the cornerstone of the state's engagement with educational institutions through the talent development system. Current members are the President of the WTCS, the State Superintendent of DPI, the President of the University of Wisconsin System (UWS), and the President of the Wisconsin Association of Independent Colleges and Universities (WAICU).

A Service Level Agreement has been drafted between DWD and DPI regarding the CTE Incentive Grant Program. Grants from this program incentivize school districts to offer high-quality CTE programs that mitigate workforce shortages in key industries and occupations. The grants reimburse up to \$1,000 for each pupil in a school district earning an approved industry-recognized certification. DWD, with the consultation of DPI and WTCS Office, will create an approved list of industries and occupations with workforce shortages, and an accompanying list of industry-recognized certifications, each year. Only students who have earned certifications on that list will be eligible for reimbursement under these grants.

**(F) Partner Engagement with Other Education and Training Providers.** *Describe how the State's Strategies will engage the State's other education and training providers, including providers on the state's eligible training provider list, as partners in the workforce development system to create a job-driven education and training system.*

During the course of 2018, DWD-DET will be significantly redesigning its ETPL policies and procedures, creating a new online provider application system, and improving the content/layout of the ETPL

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webpages for training candidates. DWD-DET will take steps to identify and contact education and training providers outside of the State's provider network and invite them to apply to the list. As part of the ETPL webpages, DWD-DET plans to research ways to provide as comprehensive list as possible for all legitimate training providers and programs within the state. If this approach is adopted, DWD-DET will take steps to clearly identify those programs that are ETPs for purposes of WIOA training dollars.

*(G) Leveraging Resources to Increase Educational Access. Describe how the State's strategies will enable the State to leverage other Federal, State, and local investments that have enhanced access to workforce development programs at the above institutions, described in section (E).*

Governor Scott Walker's WFF and Blueprint for Prosperity demonstrate Wisconsin's commitment to strategies that leverage investments to enhance access to workforce development programs. In March of 2014, the Blueprint for Prosperity (2013 Wisconsin Act 139) initiative was enacted, which expanded the capacity of the WFF program through a \$35.4 million investment to:

1. Reduce WTCS waiting lists in high-demand fields.
2. Provide high school pupils with skills training and industry-recognized certification in high-demand fields.
3. Enhance employment opportunities for persons with disabilities, including service-disabled veterans.

DWD's Office of Skills Development (OSD) provides technical assistance to, and serves as a resource for, Wisconsin employers experiencing a need for skilled workers. The OSD staff routinely visit with and facilitates conversations between employers, regional economic development corporations, WDBs, technical colleges, chambers of commerce, and other stakeholders to make local talent development connections and encourage collaborative, multi-employer WFF grant applications.

To assist employers with identifying their workforce training needs, the OSD has created an online inquiry process through the WFF website ([www.WisconsinFastForward.com](http://www.WisconsinFastForward.com)). The OSD staff regularly reviews inquiries and shares the information with strategic partners, such as WTCS, Wisconsin Economic Development Corporation (WEDC), and WDBs to develop customized training referrals and solutions that are specific to employers' needs. OSD also uses inquiry data, in combination with available LMI, to drive the development of WFF GPAs.

Relationships between WIOA-administering agencies, DWD and WTCS, and DPI, as outlined above, ensure that investments enhance access to workforce development programs. While developing the state's program guidance on the Title I-B programs, DWD-DET collaborated on strategies to serve the now-prioritized population of "out of school youth." The strategies outlined in the I-B policy guidance to ensure education access were developed with the knowledgeable counsel of DPI and are referenced below.



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"In order to comply with the State's compulsory attendance law, and WIOA's priority and noninterference requirement, youth at an age where they are required to attend school, do not have an exception to the regular school attendance as outlined in Wis. Stat. sec 118.15(3), or have not graduated, may be served as an out-of-school youth, if the WDB makes school attendance a priority and provides services outside of the regular school day.

Through the ISS, the WDB makes school attendance a priority by providing services that direct a youth back to school. The first goal of the ISS must be to have the youth return to school. The board can also provide services that encourage regular school attendance, such as counseling, tutoring, or exploring career options, as well as dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent.

Services provided to out-of-school youth must be provided outside of the regular school day for youth who are not 18 and have not graduated unless the service is returning to school. For purposes of compliance with the law, a regular school schedule is the days and times during which school is normally held as set by the school district board."

*(H) Improving Access to Postsecondary Credentials. Describe how the State's strategies will improve access to activities leading to recognized postsecondary credentials, including RA certificates. This includes credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.*

The State is a recognized national leader in career pathways beginning in Basic Skills, moving through post-secondary coursework (concurrently in early courses) and resulting in post-secondary credential attainment. Over 52% of students who enter the system through ABE/ELL enroll in post-secondary coursework in the same or following academic year.

Career Pathways provide a framework for seamless education. They are the core of workforce and economic development in our state. Career Pathways promote the connection between education and workforce/economic development as well as provide a seamless transition from high school to college and focuses on high skill, high demand, and high wage careers.

Career Pathways offer an efficient and customer-centered approach to training and education by successfully articulating the appropriate secondary, adult basic education, postsecondary education and training, career and academic advising and supportive services to enter and progress in a career.

Career Pathway; a series of connected education and training strategies and support services that enable individuals to secure industry relevant certification and obtain employment within an occupational area and to advance to higher levels of future education and employment in that area.

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### Registered Apprenticeship (RA)

Access to Postsecondary Credentials is improved with the increased collaboration through the WTCS and Career Pathways. In addition, this access is strengthened with the increased partnership with apprenticeship in several areas.

- Pre-Apprenticeship-The WI Apprenticeship Advisory Council recently approved a formal Apprenticeship Readiness Program which includes several credentials including OSHA 10 and First AID CPR. At program completion the trainees also receive a completion award, which can be leveraged in the RA program.
- WI YA Program also has built in credentials, including a completion certificate. A Bridge program has been built that allows youth apprentices to receive advanced standing in RA based on the YA documented employment and related instruction.
- RA issues completion certificate for the completion of an apprenticeship program when OJT and related technical instruction. In addition, RA may have interim credentials. With interim credentials may be given for competencies or specific work processes. Credentials may also be awarded when these credentials have been made a part of the apprenticeship program; such as, NIMS (National Institute for Metalworking Skills) or MSSC (Manufacturing Skill Standards Council) OSHA 10 and/or 30 and the certification for welders.

*(I) Coordinating with Economic Development Strategies. Describe how the activities identified in (A) will be coordinated with economic development entities, strategies, and activities in the State.*

The Governor's Executive Order #152 states the following:

1. Reconstitute CWI to recommend strategies that align workforce development resources to support economic development.
2. Encourage the development of career pathways that support high-demand industry sectors.
3. Identify and implement best practices that will strengthen the Wisconsin JCS to support employer-driven training needs and encourage individual self-reliance.
4. Promote programs that increase the number of skilled workers and to provide resources to all Wisconsin workers seeking work, including persons with disabilities and youth.

Coordination with economic development is led by the CWI. The Chief Executive Officer of the Wisconsin Economic Development Corporation (WEDC) is an appointed member of CWI. Representatives from WEDC, the Wisconsin Economic Development Association (WEDA), and each of Wisconsin's nine economic development regions are seated on the CWI's four standing committees.

CWI is tasked with aligning Wisconsin's talent and workforce development initiatives with its economic development strategies. To that end, the CWI recommends to the Governor and the legislature policy directions and strategies using the framework of their 4-year state strategic plan. The 2014-2018 state



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plan included 21 strategic recommendations to address a broad range of challenges currently facing Wisconsin's workforce and talent development system. The state realizes that in order for there to be economic growth strategies need to be in place to help align education, workforce development, and economic development and meet industry demand. By doing this the state will:

1. Expand demand driven workforce models at the state, regional and local level.
2. Promote high demand career & technology education programming and credentialing in K-12 schools and tech colleges.
3. Further align partner, resources and networks to support economic development, business expansion and attraction strategies.
4. Enhance workforce strategies and funding models.

The CWI is currently drafting their next 4-year strategic plan for 2018-2022, which is expected to be published and implemented in spring 2018. Through a series of meetings, discussions, and strategic planning sessions, members suggested the following 5 focus areas for the CWI to focus time, energy, and resources on in this plan and going forward:

- Increase net migration by conducting a bottom-up survey of why people make choices to live in WI, conducting a marketing campaign focused on diversity, and regional flavor that answers the question "Why Wisconsin"
- Increase educational attainment for all Wisconsin residents
- Develop an asset map to allow for greater resource alignment that is connected to a dashboard of common indicators
- Increase awareness of career opportunities in Wisconsin and expand internships and apprenticeships to retain and attract talent
- Focus on serving under-represented populations with differentiated, targeted strategies

The CWI Policy Analyst provides the CWI with overall staff support, administrative assistance, and policy advisement. In this role, the Analyst manages CWI's emails, contact information, reports, budget, and secures locations for council meetings. Additionally, each of the standing committees and special committees have a DWD staff support person assigned specifically to them, and in their role, they assist the CWI Analyst in creating agendas for committee meetings, tracking deliverables, and running meetings.

Core program activities are coordinated with economic development entities through partner representation on statewide business service teams. Business service teams include representatives from all of the core programs and combined partners of the State Plan. Coordinated business service activities are shared by using the coordinated Business Services communication tool and JCW platforms.

Business Service teams work with the WMC, the leading business association in Wisconsin.

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Wisconsin's core programs and Combined State Plan partner programs coordinate activities and resources to provide comprehensive, high-quality, customer-centered services to employers. The core programs and combined state plan partners collaborate to ensure that employers receive the best services available to them through, networking, outreach and business contacts such as job fairs, hiring events and on-site employer recruitments.

All core partners encourage BSTs to participate in area groups and organizations that also strive to meet business needs. As such, BSTs join State Human Resources Membership groups, Chambers, High School Transition Advisory Groups, and other organizations that are aligned with agency goals.

The state of Wisconsin recognizes veterans as a valuable, talented and skilled workforce, and to that end is committed to increasing the number of military service members and veterans living and working in Wisconsin.

The State of Wisconsin OVES DVOP staffs in Wisconsin Job Centers provide individualized career services to eligible veterans that have SBE through a statewide network. Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a SBE.

Services provided by staff of the Job Centers include information about the Wisconsin labor market, the current and anticipated economic growth, training opportunities, as well as information occupations in demand. Services available in one-stop centers, online, and in various outreach locations include resources that provide real-time LMI veterans can use to make educated decisions for career planning.

Beyond the existing services provided at the job centers, DVOPs conduct outreach at locations throughout the state in order to locate veterans with SBE. These locations include Veterans Administration facilities, County Veterans Service Offices, Veterans Service Organizations, Native American Tribal functions and military reintegration events. Once veterans with significant barriers are identified, the DVOPs ensure they receive the necessary individualized career services they need to enter employment.

WFF is a grant program for employer-led, customized worker training projects. The intent is to provide essential assistance that cannot be met through an existing program. Grants will be awarded to maximize the impact of funds in catalyzing local collaboration and also encouraging the development of sustained pipelines that directly align with employer needs. The jobs of the 21st-century economy depend on these training programs.

Wisconsin State Government funds Wisconsin Apprenticeship Programs through General Purpose Revenue (GPR). These funds are used to support all RA staffing and related activities. The current RA staffing level is nineteen (19), with 13 local apprenticeship representatives. Local staff have been

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working with area BSTs with the implementation of WIOA will be exploring additional partnership activities with the Workforce Staff at the local level.

In addition to RA, state funds also support Wisconsin's YA program. Key partnerships have been formed at the local level through 32 consortia to assist in the administration of the YA program. Partners include K-12 representatives, Technical College representatives, Chamber of Commerce members, WDB members (in some cases they lead the consortium), employers and local apprenticeship representatives, and any other interested workforce development partners.

WIOA Roundtable 2 was held in spring 2017, and was built around the strong framework of WIOA Roundtable 1, which was held in spring of 2016.

The Roundtable brought together all core partners and subject matter experts, and provide clarification of final regulations, reporting metrics and a wide array of break-out sessions highlighting WIOA. Additionally, for many of the topics discussed and presented in 2016, we will provide updates, and perhaps "real-time" reporting data to show, share and provide examples of processes and procedures.

Roundtable 2017 included key note speakers, plenary session speakers, and regional and statewide expertise to address as many facets of WIOA as possible in our two-day meetings.

Locally, all 11 (WDBs coordinate with economic development entities, strategies, and activities. Due to boundary lines that do not perfectly match those of the local WDAs, Wisconsin WDBs have become adept at working with multiple economic development entities and serve as a resource to these organizations.

*(b) State Operating Systems and Policies. The Unified or Combined State Plan must include a description of the State operating systems and policies that will support the implementation of the State strategy described in section II Strategic Elements. This includes—*

*(1) The State operating systems that will support the implementation of the State's strategies. This must include a description of—*

*(A) State operating systems that support coordinated implementation of State strategies (e.g., LMI systems, data systems, communication systems, case-management systems, job banks, etc.).*

*(B) Data-collection and reporting processes used for all programs and activities, including those present in one-stop centers.*

*Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials (CEO) to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the Departments of Labor and Education anticipate working with States to inform future*

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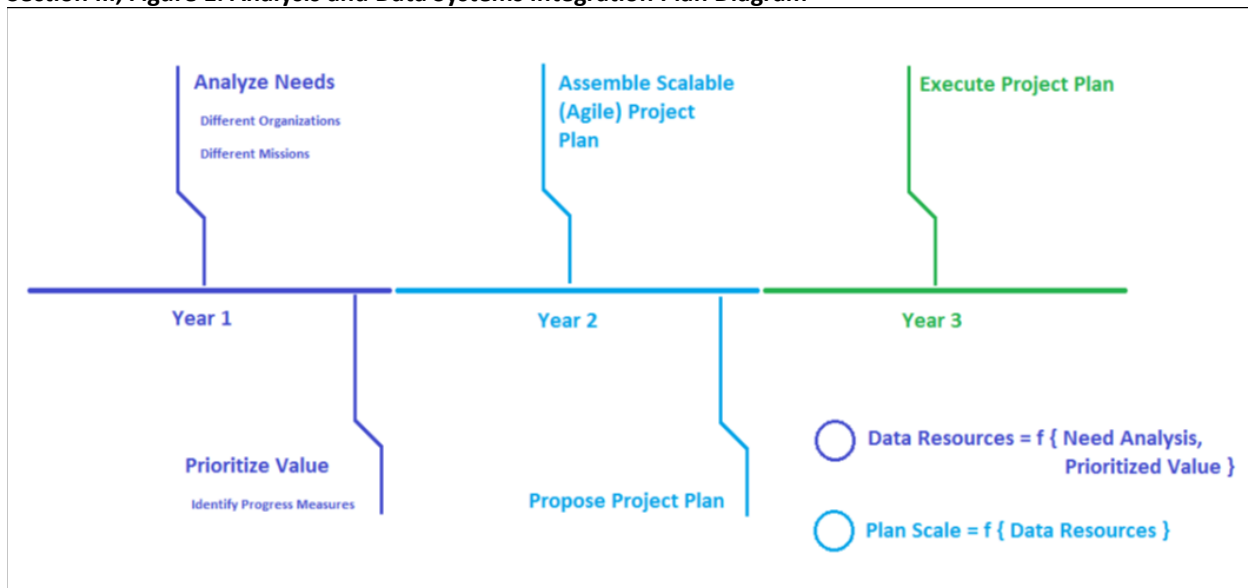
*guidance and possible information collection(s) on these accountability systems. States should begin laying the groundwork for these fiscal and management accountability requirements, recognizing that adjustments to meet the elements above may provide opportunity or have impact on such a fiscal and management accountability system.*

The state's 3-year plan to align and integrate data systems is depicted below. Program year 1 is PY16, Program year 2 PY17 and Program year 3 is PY18.

As the state looks to support the coordinated implementation of the state strategies through operating systems, detailed planning will have to continue. The state intends to analyze what is needed, what is valuable, and what is currently in place to build a scalable (agile) project plan, with the early wins being those of the biggest value to all of the partners. The state will conduct that analysis in PY16 and PY17, with implementation beginning in PY17.

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Section III, Figure 1. Analysis and Data Systems Integration Plan Diagram



This thorough analysis will ensure that the work done is cost efficient and builds on past successes and lessons of the partners. Updates of the analysis will be provided to the CWI or appropriate committee to ensure that the state board is informed and able to provide visionary guidance throughout the project plan's detailed development. The state will build upon research already accomplished developing a recent application for WIF grant. We are evaluating the integrated Workforce registration tool developed by National Association of State Workforce Agencies Information Technology Support Center (ITSC).

The anticipated outcomes of the analysis are options that include scalable projects in which the value comes early and often, using lessons learned. The result should be a project with lower risk, higher buy in, and greater success. Among the primary goals of the analysis is to continue understanding what data is needed for the federal and state reports.

*(2) The State policies that will support the implementation of the State's strategies (e.g., co-enrollment policies and universal intake processes). In addition, describe the State's process for developing guidelines for State-administered one-stop partner programs' contributions to a one-delivery system, including benchmarks, and its guidance to assist local boards, CEOs, and local one-stop partners in determining equitable and stable methods of funding infrastructure in accordance with section 121(h)(1)(B). Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, the State must also include such guidelines.*

CWI will provide guidance relating to state policies supporting the implementation of the state's strategies, such as co-enrollment and universal intake processes.

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The DWD-DET issued the final draft of the Wisconsin Job Center System Guidance in February 2017. The guidance includes the WIOA vision of one stops, procedures for partners to follow, MOU requirements and templates, a thorough review of all lease agreements, sample cost allocation methodologies, infrastructure funding and resource sharing agreements, and budget templates. The Job Center System Guidance was presented to CWI and final approval is expected in PY 2018.

As part of the process, DWD developed a Job Centers Costs Database to assist local WDBs with the MOU and IFA process. DWD held four regional technical assistance visits to assist local WDBs with drafting their MOUs and IFAs. The cost database has been recognized as a best practice by DOL and been demonstrated at WIOA Roundtables and national webinars. It has also been used by other states.

The WIOA Performance Advisory Committee in conjunction with the Combined State Plan partners developed several pieces of Joint Guidance during PY 2016 and PY 2017 addressing opportunities for common processes. Joint guidance on credential definitions, measurable skill gain, business service reporting and supplemental data collection procedures was issued. The guidance was provided for use by staff within the core WIOA programs as well as TAA and JVSG programs.

- Wisconsin Joint WIOA Credential Detailed Guidance
- Wisconsin Joint WIOA Measurable Skill Gain Guidance
- Wisconsin Joint WIOA Effectiveness in Serving Employers Reporting Guidance
- Wisconsin Joint WIOA Supplemental Data Collection Guidance

### **(3) State Program and State Board Overview.**

**(A) State Agency Organization.** *Describe the organization and delivery systems at the State and local levels for the programs covered in the plan, including the organizational structure. Include an organizational chart.*

Titles I, III, and IV of WIOA are administered by DWD.

**DWD Mission:** Advancing Wisconsin's economy and business climate by empowering and supporting the workforce.

**DWD Vision:** Building the workforce to move Wisconsin forward.

DWD is a state agency charged with building and strengthening Wisconsin's workforce in the 21st century and beyond.

The Department's primary responsibilities include providing job services, training and employment assistance to people looking for work, at the same time as it works with employers on finding the necessary workers to fill current job openings.

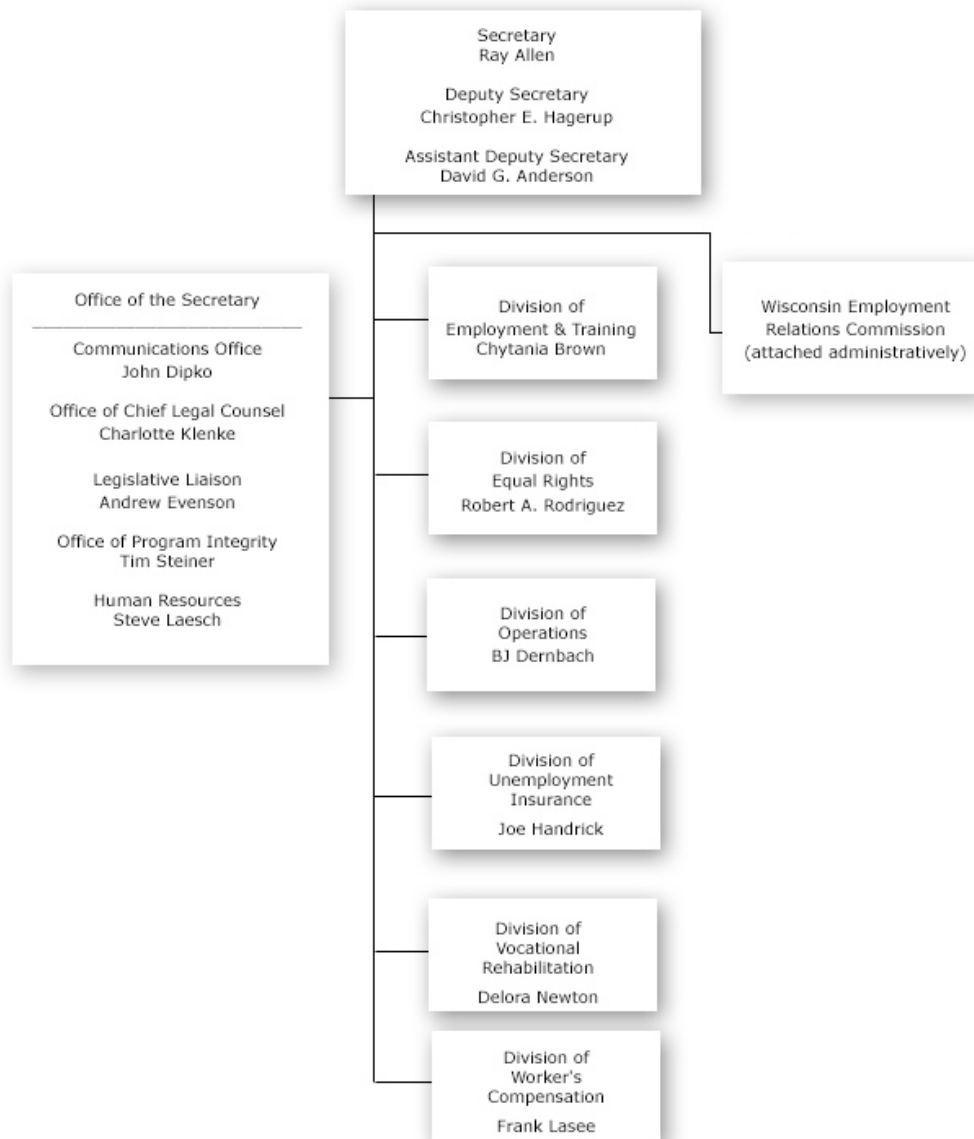
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Under the DWD umbrella, a wide variety of employment programs can be found which range from securing jobs for people with disabilities, assisting former welfare recipients as they make a transition into work, promoting employment in the state through Wisconsin Job Centers, linking youth with jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims (UC), and ensuring workers compensation claims are paid in accordance with the law.

There are six divisions within DWD, which is headed by a Secretary appointed by the Governor. The following programs are aligned under DET: Title I, Title III, JSVG and TAA. Also under DWD is DVR. Title II is aligned with the WTCS. The Office of Student Success is responsible for administration managing the Title II ABE program for the state of Wisconsin.

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Section III, Figure 2. Wisconsin Department of Workforce Development Organizational Chart





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**Section III, Figure 3. Title I Organizational Chart, Division of Employment and Training**



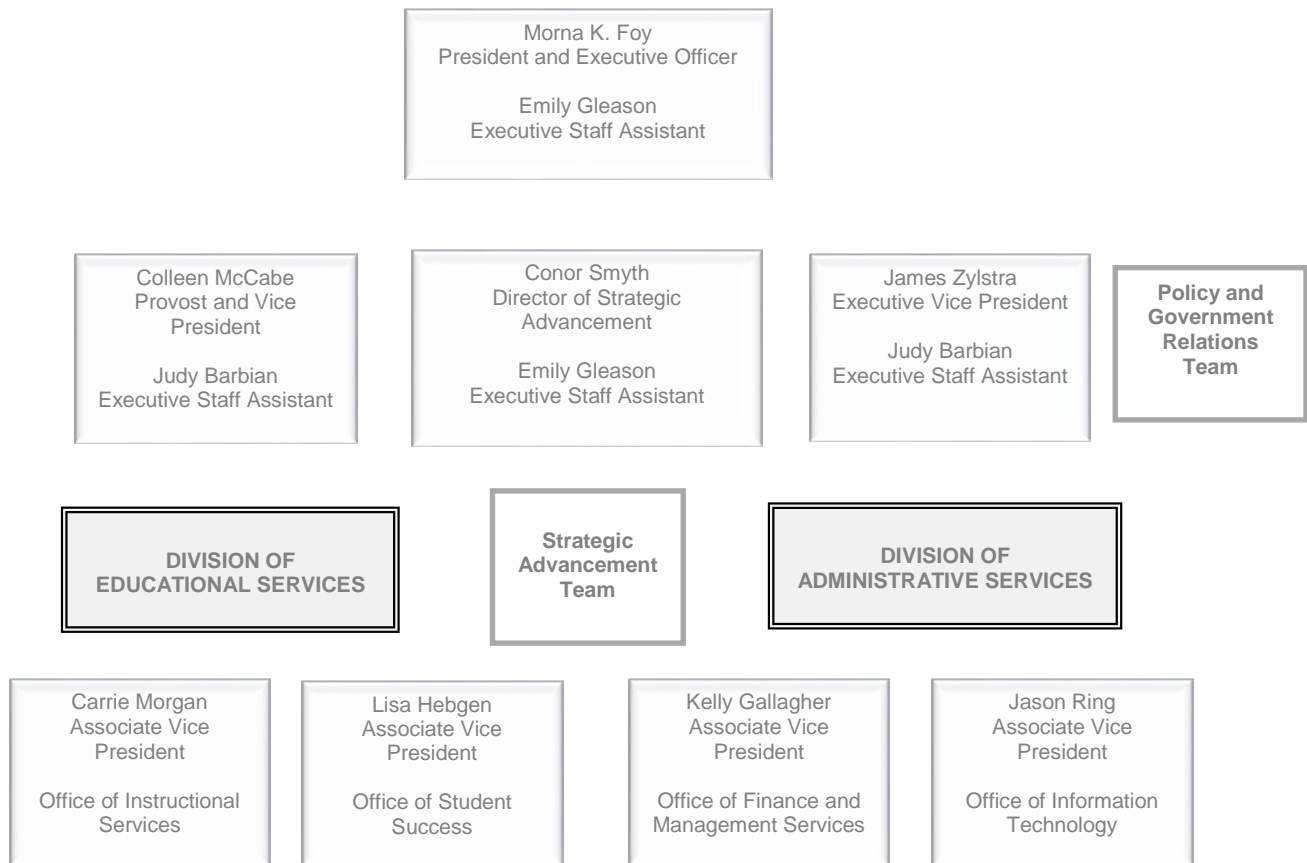
All activities funded by WIOA Title II are authorized, approved and overseen by the WTCS Board, Associate Vice President of Office of Student Success, and ABE staff.

ABE and English Language service are the responsibility of WTCS's 16 technical colleges (statewide system). Additionally, through the competitive grant process, a small group of CBOs, literacy councils, and county jails receive funding to provide these services. The entire state is covered by these providers. The Associate Vice President of the Office of Student Success is the State Director for ABE.

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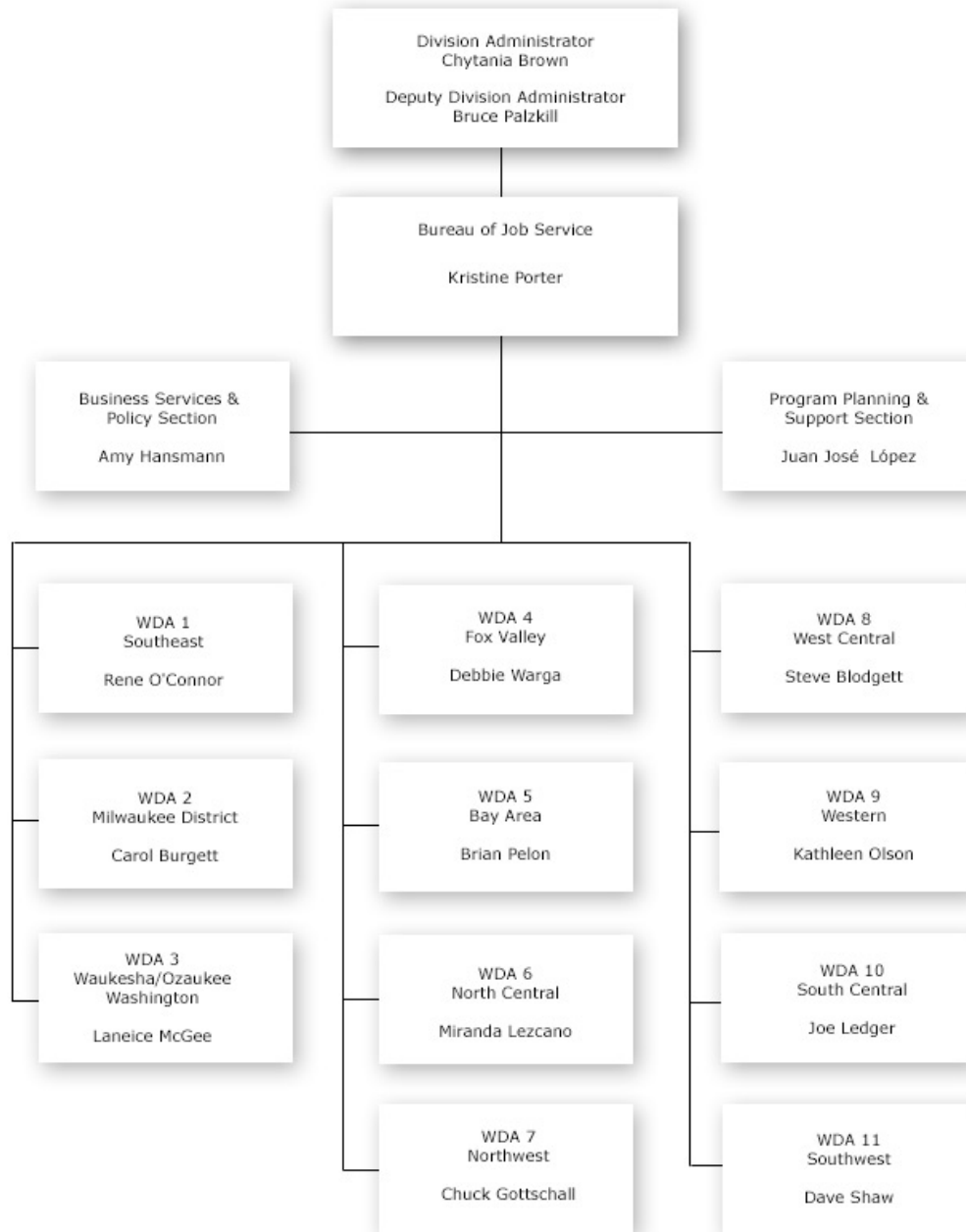
**Section III, Figure 4. Title II Organizational Chart, Wisconsin Technical College System**

**Executive Team**



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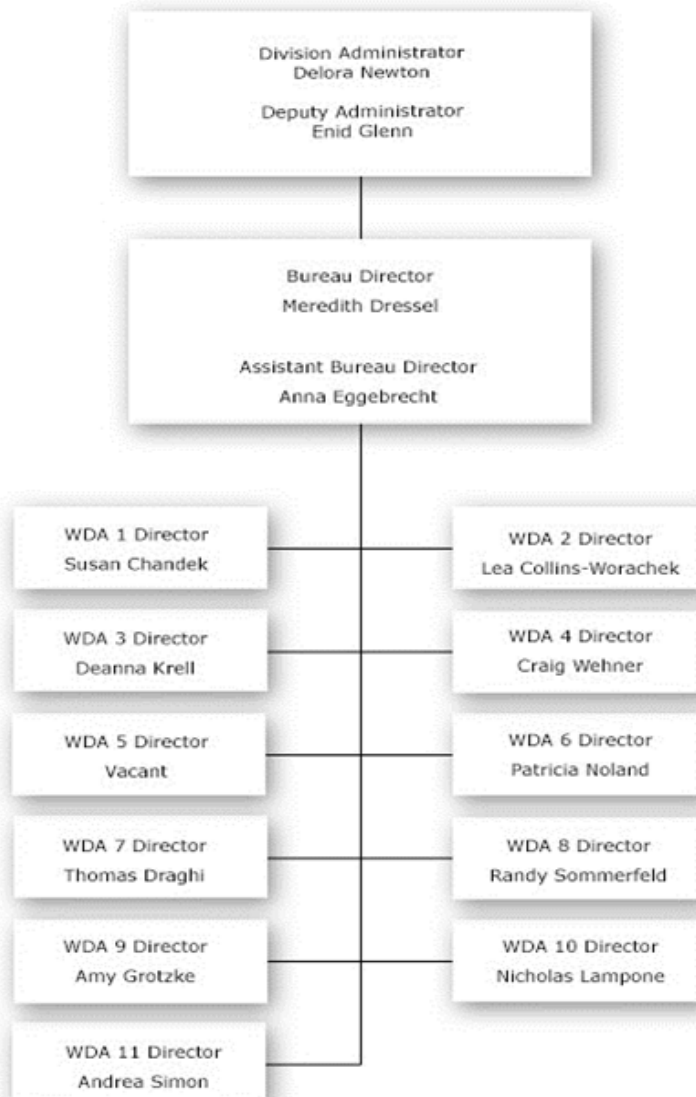
Section III, Figure 5. Title III: Wagner/Peyser, Division of Employment and Training



There are 22 Comprehensive Job Centers and 11 Workforce Development Areas

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Section III, Figure 6. Title IV. Division of Vocational Rehabilitation (DVR) Organizational Chart  
There are 41 DVR sites which 14 are standalone sites.



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*(B) **State Board.** Provide a description of the State Board, including---*

*(i) **Membership Roster.** Provide a membership roster for the State Board, including members' organizational affiliations.*

- Governor Scott Walker
- Ray Allen, Department of Workforce Development [Government Core Programs: Titles I, III]
- Mark Tyler, OEM Fabricators, Council Chair [Business Rep]
- Dan Ariens, Ariens Company [Business Rep]
- Kurt Bauer, Wisconsin Manufacturers & Commerce [Business Rep]
- Ray Cross, University of Wisconsin System [Workforce Rep]
- Cedric Ellis, CUNA Mutual Group [Business Rep]
- Dr. Tony Evers, Department of Public Instruction [Workforce Rep]
- Paul Farrow, Waukesha County Executive [Government Rep]
- Andy Fiene, Premier Cooperative [Business Rep]
- Dr. Morna Foy, Wisconsin Technical College System [Government Core Programs Rep: Title II]
- Mark Hogan, Wisconsin Economic Development Corporation [Other Rep]
- Grailing Jones, Schneider Finance, Inc. [Business Rep]
- Steve Klessig, Keller, Inc. [Business Rep]
- Janice Lemminger, Manpower Group [Business Rep]
- Steve Loehr, Kwik Trip [Business Rep]
- Terry McGowan, International Union of Operating Engineers [Workforce Rep]
- Dan Mella, Plymouth School District [Workforce Rep]
- Michelle Mettner, Children's Hospital of Wisconsin [Business Rep]
- Delora Newton, Department of Workforce Development [Government Core Programs: Title IV]
- Kent Olson, Olson Tire and Auto Service, Inc. [Business Rep]
- Chirag Padalia, Aurora Health Care [Business Rep]
- Alan Petelinsek, Power Test, Inc. [Business Rep]
- Vern Peterson, Wisconsin Public Service Corporation [Business Rep]
- Rep. Warren Petryk, Wisconsin Assembly [Government Rep]
- Dawn Pratt, Wisconsin Apprenticeship Advisory Council [Workforce Rep]
- Mark Reihl, Wisconsin State Council of Carpenters [Workforce Rep]
- Sen. Janis Ringhand, Wisconsin Senate [Government Rep]
- Lola Roeh, The Osthoff Resort [Business Rep]
- Sen. Patrick Testin, Wisconsin Senate [Government Rep]
- Kathi Seifert, Katapult, LLC. [Business Rep]
- Rep. Katrina Shankland, Wisconsin Assembly [Government Rep]
- Dan Steininger, BizStarts Milwaukee [Business Rep]
- Tom Still, Wisconsin Technology Council [Business Rep]
- Troy Streckenbach, Brown County Executive [Government Rep]
- Rolf Wegenke, WI Association of Independent Colleges and Universities [Workforce Rep]

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*(ii) Board Activities. Provide a description of the activities that will assist State Board members and staff in carrying out State Board functions effectively.*

The CWI Policy Analyst serves as the point person in providing CWI with overall staff support, administrative assistance, and policy advisement. The CWI Analyst, in consultation with the Council chair and DWD leadership team, oversees the creation and distribution of agendas, meeting materials, and supporting documents for council meetings, as well as organizing meeting logistics, managing CWI emails and contact information, budgets, and additional support as needed. The staff person assigned to each of the four CWI committees coordinates with the CWI Analyst to fulfil the same roles on the committee level. The state also has a Policy Advisor who works closely with the boards and the state strategic plan.

Biennial WIOA Roundtables are held to provide CWI and partners with information on how to carry out their mandated responsibilities. Additionally, Bureau directors provide regular presentations and updates to help keep the CWI and its committees involved and up to date on what is going on. The Board takes an active role in creating the four-year state plan, which serves as a guiding document to help focus CWI and state resources and craft their workforce development outreaches and inputs accordingly, in accordance with WIOA guidelines.

The state board assumes a number of critical strategic and operational functions to better support aligned and effective service delivery, in addition to functions to build system capacity. As the State Board is comprised of and led by business and industry leaders statewide, the Board is in a unique position to serve the sectors and needs of a diverse state and people. As the following illustration shows, the State Board members shall assist the Governor in carrying out these three strategic and operational functions by participation in the following activities:

- Assist in the development and implementation of the State Plan and performance measures;
- Assist in the development of career pathways strategies;
- Assist in the development and expansion of strategies (including outreach and access strategies) for meeting the needs of employers, workers, and jobseekers, particularly through industry or sector partnerships related to in-demand industry sectors and occupations; and
- Assist in the development and alignment of policies.

### Some System Capacity Building

- Strategies to support staff training and awareness;
- Dissemination of best practices; and
- The development and continuous improvement of the one stop delivery system support for effective local boards.

### Aligning Systems and Ensuring Effective Operations across Workforce Programs

- Assist in the development of strategies for aligning technology and data systems;

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- Assist in the development of local area allocation formulas;
- Assist in the development of statewide LMI system; and
- Assist in the development of policies and guidance related to appropriate roles and resource contributions of one-stop partners.

Define the roles and expectations of CWI and Committees.

Examples of activities:

- WIOA Fiscal Oversight;
- Oversight of Workforce Investment Board program outcomes;
- Anticipate employer labor needs while building and strengthening Wisconsin's workforce;
- Support the development of a highly-skilled labor force; and
- Empower individuals to pursue and retain family-supporting careers

Labor Demands: Advise and Assist

- Assist with anecdotal information of local employment needs;
- Assist with an inventory to determine the skills needed by local industry;
- Guide on industry standards and recommend acceptable industry practice;
- Counsel on new developments in technology;
- Review the need of CTE programs in terms of entry-level and middle job skills needed by industry;
- Pilot and test drive programs and services for success; and
- Utilize programs and services needed to advance the workforce.

Promote and Champion

- CTE;
- YA;
- JCW;
- WTCS; and
- DPI

How? Communicate with:

- Industry and Personal Networks;
- Radio;
- Newspaper;
- Television; and
- Local Chamber of Commerce

Strengthen Regional Partnerships

- Visionary Alignment (Workforce, Education and Economic);
- Develop a Common Strategy;

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- Create Education and Training Opportunities – Career Pathways;
- Develop strategies that can be accomplished without additional funding; and
- Develop strategies that can be done through existing resources

#### **(4) Assessment and Evaluation of Programs and One-Stop Program Partners.**

**(A) Assessment of Core Programs.** *Describe how the core programs will be assessed each year based on State performance accountability measures described in section 116(b) of WIOA. This State assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider. Such state assessments should take into account local and regional planning goals.*

Each core program's performance in each of the primary indicators of performance will be a starting point for further evaluation of the quality, effectiveness and opportunities for improvement. Each partner program will submit their performance metrics into a statewide dashboard on a quarterly basis. Each partner program will report out to the PAC in their accomplishments, plans/strategies to continue to make improvements, how they address areas that are not being met, and the identification of

resources/support they need with moving forward. The PAC is a statewide committee tasked with advising the WIOA Leadership Team on performance matters. The Performance Accountability Committee is co-led by DWD-DET and DWD-DVR staff and includes representation from all combined state plan programs, local WDBs, and the DWD-Division of UI. The WIOA Leadership Team shall provide briefings on these reports to CWI for their review and action.

WIOA's primary measures of performance measure each core program's effectiveness at producing desired outcomes. The DOL's 2014-2018 Strategic Plan explains the performance of "employment and training program depends on both program activities and the Nation's economic conditions". §677.190(a) directs that state and local final adjusted levels of performance each year will take into consideration characteristics of the participants as well as state and local economic conditions through the application of a federal statistical adjustment model. Therefore, the state and local areas will be assessed based on a comparison of the actual performance level with the adjusted level of performance each quarter and annually.

#### **Levels of Proficiency and Actions**

---

##### **"Exceed"**

Condition: If the actual performance in any indicator is greater than 100% of the adjusted level, the measure will be considered to "exceed" the measure's adjusted rate.

Action: This is an indication that the program is providing high quality and effective services. The state or local area is expected to, consistent with economic conditions and characteristics of the participants continue to improve its performance. The programs are encouraged to innovate in service delivery,



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processes and practices. An example is to evaluate programs through a process improvement models, such as Lean Six Sigma, process mapping, simulation, or DRIVE.

### "Meet"

Condition: If the actual performance in any indicator is 90% or more and lower than 100% of the adjusted level, this measure will be determined to "meet".

Action: The program is required to improve its performance to meet 100% of the adjusted rate. The program will continue to improve processes and practices, and to adjust strategies in order to create a higher quality workforce system.

### "At-Risk "

Condition: If the actual performance in any indicator is more than 50% and below 90% of the adjusted level, the measure will be characterized as "At-Risk ". According to the threshold outline in §677.190 (d) (1) each program is required to average at least a 90% average of their indicator scores in order to pass the Overall Program Score criteria. Additionally, the second threshold in §677.190 (d) (1) requires the state's Overall Indicator Score to be an average score of 90% or greater in each indicator across all core programs. In the case of performance characterized as "At-Risk", the individual indicator does not achieve 90% of the adjusted score. This may put the state or local area at risk of failing the Overall Indicator Score and Overall Program Score criteria. Meeting the 50% threshold is only an indicator that the quality and effectiveness of the program in a specific measure meets the minimum standards established by the Federal government in a specific indicator. This performance level is, however, not an indication that the overall quality and effectiveness of the program necessarily met.

Action: The program is required to improve its performance to meet the 90% threshold by improving processes, practices and to adjust strategies in order to create a higher quality workforce system.

### "Fail"

Condition: If the actual performance in any indicator is less than 50% and the adjusted level, this measure will "fail" the threshold outlined in §677.190(d) (2). This indicates a specific measure requires improvement in order to be compliant with federal standards. It is the minimum standard of the quality and effectiveness of services.

Action: In instances when the state or a local area falls below this threshold, immediate technical assistance will be provided by the appropriate office to improve the proficiency of staff members in providing WIOA services and provide an opportunity to develop strategies to improve the program's ability to meet performance measures.

### Section III, Table 1. Levels of Proficiency and Actions

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Levels of Proficiency	Levels	What is Required
Exceed	Indicator Greater than 100%	Innovate and stay on top. Strive for national excellence
Meet	Indicator 90-100%	Process and practice improvement, adjust strategies
At-Risk	Indicator 50-90%	Technical Assistance available, process and practice improvement, adjust strategies
Fail	Indicator Less than 50%	Immediate mandatory Technical Assistance, process and practice improvement.

**Additional Metrics**

In addition to the primary indicators of performance, secondary metrics may be created and reviewed to assess the activities and performance of a program more fully. The data elements on the WIOA annual state and local report as well as the Eligible Training Provider reports will be reviewed to identify strengths, weaknesses, opportunities, and threats to workforce training programs. Areas for improvement may be identified from these metrics. The state will take into accounts local and regional planning goals into assessments.

*(B) **Assessment of One-Stop Program Partner Programs.** Describe how other one-stop delivery system partner program services and Combined State Plan partner program included in the plan will be assessed each year. Such state assessments should take into account local and regional planning goals.*

The one-stop operator plays a critical role in assessing all one-stop partner programs. Beyond traditional program-specific performance metrics, the operator will consider how well all of the one-stop partner programs coordinate and integrate service delivery, promote the seamless transition of customers from one partner to another and demonstrate the capacity to meet the needs of customers accessing the one-stop system. Program-specific performance is addressed for core and Combined Partner programs.

The state PAC will assess the WIOA core program's performance against adjusted values each year. Title I programs, Title II, Title III, Title IV, the TAA Act and Jobs for Veterans State Grant will be assessed by the WIOA primary indicators of performance. Each program will have goals set through negotiation with the federal government or set internally. The actual performance on the primary indicators of performance will be assessed at the state, regional, local levels and by service provider.

This assessment will be conducted on a quarterly basis and reported to CWI. The state's adjusted levels of performance and local levels of performance are set with consideration of economic conditions and the characteristics of participants served. These considerations make the adjusted state and local levels of performance adequate standards of quality and effectiveness of the services provided through the

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workforce system. The assessments are used to focus on areas of improvement of the program's performance. Further disaggregation of participant characteristic and economic data will lead to the identification of root causes in performance success and short comings at all levels and for all programs.

A statewide performance briefing highlighting strengths and weaknesses is provided to state workforce board on a quarterly basis. Dashboards for each program at a statewide, regional and local level will be made available to all WIOA core and partner program thorough updates on the State's Performance SharePoint site.

*(C) **Previous Assessment Results.** Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, provide the results of an assessment of the effectiveness of the core programs and other one-stop partner programs and Combined State plan partner programs included in the Unified or Combined State plan during the preceding 2-year period (i.e., the 2-year period of the plan modification cycle.) Describe how the State is adapting its strategies based on these assessments.*

The state recognizes its role in demonstrating effectiveness in the intended provision with real time performance data, system-wide policy, and best practice promulgation.

Examples of assessments conducted include the CWI WIOA Scorecard which includes participant and performance data as well as trends. Title I provides metrics on participants demographics service delivery on length of stay on the WIOA Performance SharePoint site.

Each of the Titles have projected WIOA performance indicators using WIA data. Title II has also conducted program self-assessments. All Titles will be conducting self-assessments in the coming years.

Strategies we have developed includes joint training for all Titles on performance including a monthly webinar series. The Titles collaborated and produced joint guidance on common performance topics. Joint guidance pieces include: Credentials, Measurable Skills Gains, Employer Service Reporting, and Supplemental Data.

*(D) **Evaluation.** Describe how the state will conduct evaluations and research projects on activities under WIOA core programs; how such projects will be coordinated with, and designed in conjunction with, State and local boards and with State agencies responsible for the administration of all respective core programs; and, further, how the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under WIOA.*

In accordance with section 116(e) the State of Wisconsin will conduct ongoing evaluations of its core programs. During PY 2016 and PY 2017, the WIOA Performance Advisory Committee developed a research agenda for the Core Programs. The Core Programs identified topics for evaluation.

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The WIOA Performance Advisory Committee (PAC) and programs will coordinate evaluations through the Wisconsin WIOA Leadership Team and with the Council on Workforce Investment (CWI) WIOA Committee. Local Workforce Development Boards (LWDBs) are represented on the WIOA PAC, and CWI WIOA Committee and coordinate evaluations with affected local boards.

The PAC identified topic areas of research and the core programs have begun enacting studies to learn more about relationships between the services

- The Title II AEFLA program has created additional metrics beyond the WIOA performance indicators such as the average number of hours of service an AEFLA participant completes to achieve an educational functioning level gain. Title II is also conducting quantitative research and statistical analysis to explore the associations between postsecondary course success and contextualized learning that integrates ABE/ESL training with occupational skills training.
- The Title I program is assessing the effectiveness of services delivered by the Dislocated Worker and Trade Adjustment Assistance (TAA) Act Program based on employment and earnings outcomes. The program is utilizing the Division of Employment Training's Outcomes Universe with assistance from the Bureau of Workforce Information and Technical Support (BWITS) the effectiveness of Dislocated Worker and TAA training is being assessed. All core programs are developing methods to assess quality of services.
- The PAC began stakeholder engagement to determine business services indicators that demonstrate quality or value through the delivery of business services. The state plans to pilot these recommendations in second half of PY 2017 and into PY 2018.
- The PAC and programs will continue to explore customer satisfaction feedback from program participants.
- The Jobs for Veteran's State Grant (JVSG) program will assess the effectiveness of Veterans who receive "Comprehensive Assessments". The program will assess using process measures such as referrals to other partner program services and the number of employment plans created by the staff.
- The Title I program will continue efforts to assist students in technical college programs that are "near completers". The assessment is focused on identifying students who are near completing degree requirements and whether Title I services can be leveraged to assist students complete their degree.

As the federal government conducts evaluations directed in Sec. 169, Wisconsin state and local program administrators will cooperate with evaluations efforts.

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**(5) Distribution of Funds for Core Programs.** *Describe the methods and factors the State will use in distributing funds under the core programs in accordance with the provisions authorizing such distributions.*

**(A) For Title I programs, provide a description of the written policies that establish the State's methods and factors used to distribute funds to local areas for—**

- (i) Youth activities in accordance with WIOA section 128(b)(2) or (b)(3),**
- (ii) Adult and training activities in accordance with WIOA section 133(b)(2) or (b)(3),**
- (iii) Dislocated worker employment and training activities in accordance with WIOA section 133(b)(2) and based on data and weights assigned.**

Wisconsin's Allotment Policy Guide is included in Appendix 2.

It is the intention that this policy guide, along with the Allocation Template, will help the reader understand how WIOA allocations are developed for Wisconsin WDAs. A guide will make the process more transparent.

The document contains instructions for each step of the allocation process, protocols for allocation development, and a checklist to ensure that each step is completed in a timely fashion. This guide will be the operating instruction for the staff that develop the allocations.

It is also important to note that this document is an ongoing work in progress. After each allocation cycle, DET will review the effort and improve the process. This guide will be revised to reflect those process improvements.

The guide and the allocation process meet the DOL requirements in place at the time of publication. The guide will also be revised to reflect changes to the allocation process that must be implemented in response to changes in federal requirements.

**(B) For Title II:**

- (i) Multi-year Grants or Contracts.** *Describe how the eligible agency will award multi-year grants or contracts on a competitive basis to eligible providers in the State, including how eligible agencies will establish that eligible providers are organizations of demonstrated effectiveness.*

The State of Wisconsin will award multi-year grants and/or contracts on a competitive basis using regional media and by notifying the providers. Awarded applicants will be required to submit other data and documents which provide evidence about their effectiveness.

These will include:

- Tri-annual narrative reports on progress toward meeting the goals and objectives in the local plan.

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- Quarterly NRS data submissions showing progress toward accountability measures.
- Ongoing data reporting (through our Client Reporting System) which provides demographic and outcome data.
- Fiscal accounting reports.

These reports are reviewed by system office staff (including ABE staff), and immediate contact is made with grantees as needed. Technical assistance is always available from WTCS ABE staff. If effectiveness continues to be an issue, the system office retains the right of immediate suspension or termination of a grant.

The WTCS office will monitor grantees' performance as to the state's negotiated WIOA performance targets for Title II, providing necessary technical assistance and intervening where performance is not acceptable.

The WTCS will require an up-to-date local AEFL plan from each grantee that addresses key benchmarks. Any updates to the plan need to be submitted with the grant application for approval. The plan must cover the following areas:

- A. Grant Project Assurances
- B. Use of Funds Overview
- C. Intensity and Duration of Instruction and Services
- D. Use of technology in instruction.
- E. instruction in Real Life Contexts
- F. Provision of Trained Staff
- G. Effective Information Management
- H. Schedules and Support Services describing how the activities offer:
  - 1. Flexible schedules to meet the needs of the adult learner.
  - 2. Services at a variety of locations accessible to learners in the geographic area (Regional Comprehensive applications only).
  - 3. Support services (such as child care and transportation) to enable adult learners, including those with disabilities and special needs, to attend and complete ABE. A link to support services should be evident in the Personal Education Plan as well.

ABE and English Language services are the statutory responsibility of the WTCS and its 16 colleges (statewide system). Additionally, many CBO, literacy councils, and county jails, some of who receive funding through the competitive AEFLA grants process, assist in the provision of these services. Thus, the entire state is covered. As a result, all AEFLA funding through Title II of WIOA is awarded to WTCS. All activities funded by WIOA Title II are authorized, approved and overseen the AVP of the Office of Student Success, who serves as the State Director of ABE on behalf of the WTCS Board. Activities are executed by the AVP and ABE staff in that office. The WTCS Board will conduct competitions under WIOA upon receiving guidance from the USDOE, Office of Career, Technical and Adult Education.

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Awards to eligible providers will be made through the Request for Proposal (RFP) applications process. The WTCS Board will use the following process to distribute funds to awarded applicants:

- (1) Not less than 82.5% of this grant funds to award grants and contracts under Section 231 and to carry out Section 225. Programs for Corrections Education and Other Institutionalized Individuals, of which not more than 20% of such amount shall be available to carry out Section 225;
- (2) Shall not use more than 12.5% of the grant funds to carry out State Leadership activities under Section 223; and
- (3) Shall use not more than 5% of the grant funds, or \$85,000, whichever is greater, for administrative expenses of the eligible agency. Local grants will be distributed based on the ability to meet the requirements of AEFLA Purposes outlined in WIOA:
  - (1) Assist adults to become literate and obtain the knowledge and skill necessary for employment and economic self-sufficiency;
  - (2) Assist adults who are parents for family members become a full partner in the education development of their children;
  - (3) Promote transition from adult education to post-secondary education and training through career pathways; and
  - (4) Assist immigrants and ELLs improve reading, writing, math, speaking and comprehending the English language and acquire understanding of American government, individual freedom, and responsibilities of citizenship.

*(ii) **Ensure Direct and Equitable Access.** Describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers.*

To help ensure direct and equitable access to funds for adult literacy and basic skills activities, extensive information has been (and will continue to be) shared through multiple public forums, open state meetings and professional development opportunities, and extensive online resources at the WTCS ABE home page.

These resources include documentation of WIOA expectations, links to key source documents, an extensive Frequently Asked Questions section, etc. RFPs will be announced directly to the available extended list of potential providers and through regional media. Our WIOA partner, DWD, has been equally diligent in spreading the word about the opportunities available under the ACT.

Eligible providers include:

- a) Local educational agency;
- b) A community-based organization or faith-based organization;
- c) A volunteer literacy organization;



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- d) An institution of higher education;
- e) A public or private nonprofit agency;
- f) A library;
- g) A public housing authority;
- h) A nonprofit institution that is not described in any of paragraphs (a) through (g) and has the ability to provide adult education and literacy activities to eligible individuals;
- i) A consortium or coalition of the agencies, organizations, institutions, libraries, or authorities described in any of paragraphs (a) through (h); and
- j) A partnership between an employer and an entity described in any of paragraphs (a) through (i).

In addition, all providers will be considered for grants based on the same criteria. The criteria are aligned with the directions contained in this Plan and the 13 considerations required by federal legislation. Those considerations include:

- (1) The degree to which the eligible provider would be responsive to — (A) regional needs as identified in the local plan; and (B) serving individuals in the community who were identified in such plan as most in need of adult education and literacy activities, including individuals who have low levels of literacy skills; or who are ELLs;
- (2) the ability of the eligible provider to serve eligible individuals with disabilities, including eligible individuals with learning disabilities;
- (3) past effectiveness of the eligible provider in improving the literacy of eligible individuals, to meet State-adjusted performance levels, especially with respect to eligible individuals who have low levels of literacy;
- (4) the extent to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the local plan, as well as the activities and services of the one-stop partners;
- (5) whether the eligible provider's program — (A) is of sufficient intensity and quality, and based on the most rigorous research available so that participants achieve substantial learning gains; and (B) uses instructional practices that include the essential components of reading instruction;
- (6) whether the eligible provider's activities, including whether reading, writing, speaking, mathematics, and English language acquisition instruction delivered by the eligible provider, are based on the best practices derived from the most rigorous research available and appropriate, including scientifically valid research and effective educational practice;
- (7) whether the eligible provider's activities effectively use technology services and delivery systems including distance;
- (8) whether the eligible provider's activities provide learning in context, including through integrated education and training, so that an individual acquires the skills needed to transition to and complete postsecondary education and training programs, obtain and advance in employment leading to economic self-sufficiency, and to exercise the rights and responsibilities of citizenship;



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- (9) whether the eligible provider's activities are delivered by well-trained instructors, counselors, and administrators who meet any minimum qualifications established by the State, where applicable, and who have access to high quality development, including through electronic means;
- (10) whether the eligible provider's activities coordinate with other available education, training, and social service resources in the community, such as by establishing strong links with elementary schools and secondary schools, postsecondary educational institutions, IHE, local workforce investment boards, one-stop centers, job training programs, and social service agencies, business, industry, labor organizations, community-based organizations, nonprofit organizations, and intermediaries, for the development of career pathways;
- (11) whether the eligible provider's activities offer flexible schedules and coordination with Federal, State, and local support services (such as child care, mental health services, and career planning) that are necessary to enable individuals, including individuals with disabilities or other special needs, to attend and complete programs;
- (12) whether the eligible provider maintains a high-quality information management system that has the capacity to report measurable participant outcomes and to monitor program performance; and
- (13) whether the local areas in which the eligible provider is located have a demonstrated need for additional English language acquisition programs and civics education programs.

All thirteen considerations will be addressed in the scoring criteria that accompanies the WTCS grant guidelines. Grants will be awarded on a four-year basis. Future efforts will be made to assess what support eligible providers might need in order to implement this Plan and broaden discussion of how these needs can be met.

Wisconsin ETPL: The Wisconsin ETPL data is disseminated to the public via the internet.

(<http://www.wisconsinjobcenter.org/ita>).

Each Wisconsin One Stop Job Center provides internet access. DWD maintains and continuously updates the ETPL, and manages the processes for program application, inclusion and removal in collaboration with Wisconsin's 11 WDBs. The process includes creation and dissemination of a standard, uniform application for the collection of training provider and training program data elements. DWD assures state policy compliance and initiates action against policy violations as warranted; and, facilitates the appeal process.

The WDB is responsible for distribution of the ETPL application to potential training providers and maintains communication with potential and existing training providers. The WDB has the responsibility to approve or denies approval of training program applications in accordance with state and local policy and consults with DWD in cases where providers may be found in violation of WIOA, its regulations, or state or local policy.

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To help ensure direct and equitable access to funds for adult literacy and basic skills activities, RFPs will be announced directly to providers and through regional media. In addition, all providers will be considered for grants based on the same criteria.

These criteria are aligned with the directions contained in this Plan and the twelve considerations required by federal legislation. Grants will be awarded on a four-year basis. Future efforts will be made to assess what support eligible providers might need to implement this Plan and broaden discussion of how these needs can be met. Wisconsin ETPL: The Wisconsin ETPL data is disseminated to the public via the internet

(<http://www.wisconsinjobcenter.org/ita>)

Each Wisconsin One Stop Job Center provides internet access.

DWD maintains and continuously updates the ETPL, and manages the processes for program application, inclusion and removal in collaboration with Wisconsin's 11 WDBs. The process includes creation and dissemination of a standard, uniform application for the collection of training provider and training program data elements. DWD assures state policy compliance and initiates action against policy violations as warranted; and, facilitates the appeal process.

The WDB is responsible for distribution of the ETPL application to potential training providers and maintains communication with potential and existing training providers. The WDB has the responsibility to approve or denies approval of training program applications in accordance with state and local policy and consults with DWD in cases where providers may be found in violation of WIOA, its regulations, or state or local policy.

This does not apply to Wisconsin

### **(C) Title IV Vocational Rehabilitation**

*In the case of a State that, under section 101(a)(2)(A)(i) of the Rehabilitation Act designates a State agency to administer the part of the Vocational Rehabilitation (VR) services portion of the Unified or Combined State Plan under which VR services are provided for individuals who are blind, describe the process and the factors used by the State to determine the distribution of funds among the two VR agencies in the State.*

This does not apply to Wisconsin.

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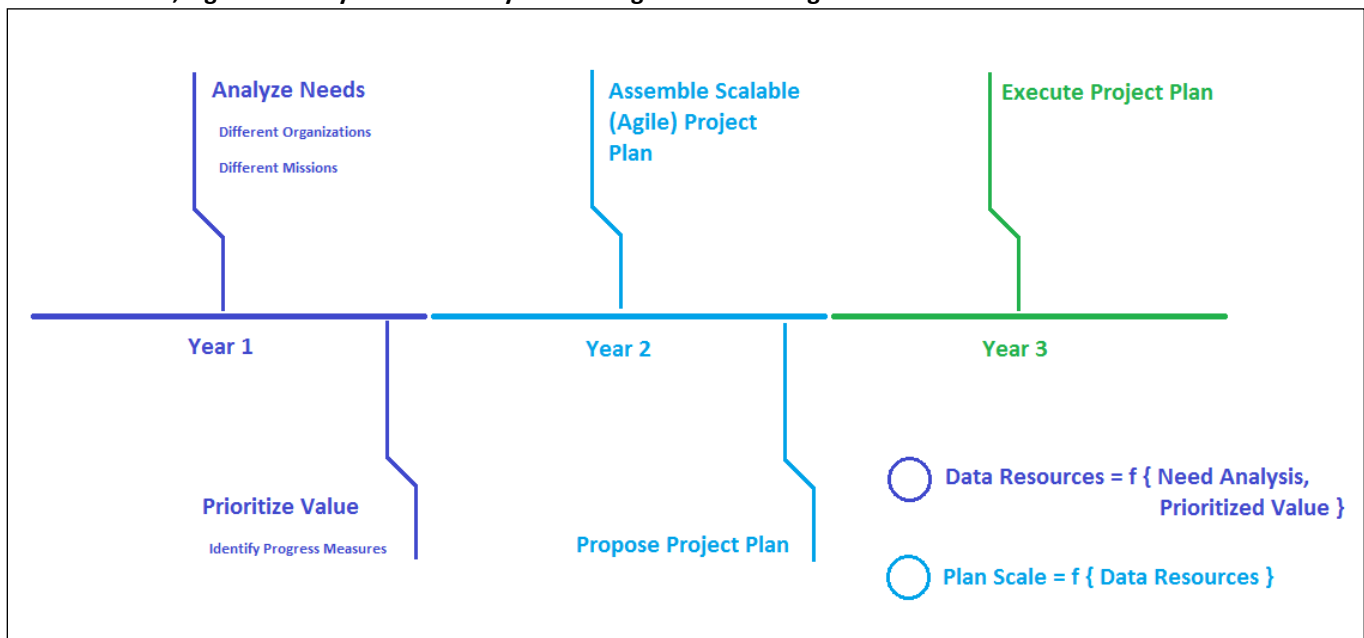
**(6) Program Data**

- (A) Data Alignment and Integration.** *Describe the plans of the lead State agencies with responsibility for the administration of the core programs, along with the State Board, to align and integrate available workforce and education data systems for the core programs, UI programs, and education through postsecondary education, and to the extent possible, the Combined State Plan partner programs included in this plan. The description of the State's plan for integrating data systems should include the State's goals for achieving integration and any progress to date.*
- (i) Describe the State's plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.*
  - (ii) Describe the State's plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in this plan.*
  - (iii) Explain how the State board will assist the governor in aligning technology and data systems across mandatory one-stop partner programs (including design and implementation of common intake, data collection, etc.) and how such alignment will improve service delivery to individuals, including unemployed individuals.*
  - (iv) Describe the State's plans to develop and produce the reports required under section 116, performance accountability system. (WIOA section 116(d)(2)).*

The state's three-year plan to align and integrate data systems is depicted below. Program year 1 is PY16, program year 2 is PY17 and program 3 is PY18.

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Section III, Figure 7. Analysis and Data Systems Integration Plan Diagram



The State intends to analyze what is needed, what is valuable, and what is currently in place to build a scalable (agile) project plan, with the early wins being those of the biggest value to all of the partners. The state will conduct that analysis in PY16 and PY17, with implementation beginning in PY17. This thorough analysis will ensure that the work done is cost efficient and builds on past successes and lessons of the partners. Data collection and reporting processes will be an outcome expected of such analysis. Quarterly updates of the analysis will be provided to CWI or appropriate committee to ensure that the state board is informed and able to provide visionary guidance throughout the project plan's detailed development. The state will build upon research already accomplished developing a recent application for WIF grant. We are evaluating the integrated Workforce registration tool developed by NSWA ITSC.

The anticipated outcomes of the analysis are options that include scalable projects in which the value comes early and often, using lessons learned. The result should be a project with lower risk, higher buy in, and greater success. Among the primary goals of the analysis is to continue understanding what data is needed for the federal and state reports.

Most MIS changes have been implemented and have begun reporting. Each Core Program will derive data from its management information systems, UI records, and SWIS and will complete the templates approved in the Departments ICRs.

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**(B) Assessment of Participants' Post-Program Success.** *Describe how lead State agencies will use the workforce development system to assess the progress of participants who are exiting from core programs in entering, persisting in, and completing postsecondary education, or entering or remaining in employment. States may choose to set additional indicators of performance.*

Wisconsin lead agencies will use the WIOA Primary Indicators of Performance to assess the immediate progress of participants from core programs. Wisconsin's lead agencies will comply with federally directed WIOA evaluations and will on occasion conduct evaluations of longer term outcomes for program participants. Such evaluations will include impact studies that will assess a participant's employment status, earnings, or educational achievement beyond the established timelines that are incorporated into the WIOA Primary Indicators of Performance. Evaluations will focus on identifying successful service strategies.

Wisconsin is also evaluating common intake and data integration which includes researching our ability to provide a more unified service delivery and efficiencies in data collection and reporting.

**(C) Use of UI Wage Record Data.** *Explain how the State will meet the requirements to utilize quarterly UI wage records for performance accountability, evaluations, and as a source for workforce and labor market information, consistent with Federal and State law. (This Operational Planning element applies to core programs.)*

The Core Programs will continue to utilize quarterly UI wage records for performance accountability, evaluations consistent with Federal and State law, through Data-Sharing Agreements. DWD's Division of UI currently has DSAs for such purpose with the DWD Divisions of Employment and Training and VR, as well as with the WTCS and the local WDBs. Those DSAs are updated as necessary to reflect changes in federal and state laws.

The Core Programs plan to use the State Wage Interchange System once the State signs the agreement. We are also exploring the use of the State Directory of New Hires.

**(D) Privacy Safeguards.** *Describe the privacy safeguards incorporated in the State's workforce development system, including safeguards required by section 444 of the General Education Provisions Act (GEPA) (20 U.S.C. 1232g) and other applicable Federal laws.*

Agency legal counsel reviews and approves language in any applicable DSA and service contract to ensure that privacy safeguards are properly in place.

**(7) Priority of Service for Veterans.** *Describe how the State will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans*

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*Act, codified at section 4215 of 38 U.S.C., which applies to all employment and training programs funded in whole or in part by the DOL. States should also describe the referral process for veterans determined to have a SBE to receive services from the JVSG program's DVOP specialist.*

There are 11 WDBs in the state of Wisconsin. Each of these boards is required to provide policies within their Local Plan that describes how they will provide priority of service to veterans and eligible spouses. LPLs and specialized DET staff review these local plans, including all policies contained within, to ensure compliance with the law. LPLs as well as OVES managers review all plans to ensure priority of service is part of the MOU all partners sign. Signage is placed within each one stop center resources room to

inform veterans and eligible individuals of the requirement for priority of service within the job centers. DWD sends LPL staff to conduct routine monitoring of job center resource rooms and staff activity to ensure priority of service is maintained.

OVES staffs within the job centers are encouraged to report any deficiencies to DWD LPL staff that will work with the WDA to take corrective action. At the beginning of each program year, the LPLs develop new monitoring guides and share with the WDA leadership. Priority of Service monitoring will continue each year throughout Wisconsin's Job Centers.

A tool is used at the point of contact within the job center to determine if the veteran meets the definition of a veteran with a SBE. Once a veteran is determined eligible a referral is made to DVOP staff or another intensive service provider.

**(8) Addressing the Accessibility of the One-Stop Delivery System.** *Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners), will comply with section 188 of WIOA (if applicable) and applicable provisions of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.) with regard to the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. This also must include a description of compliance through providing staff training and support for addressing the needs of individuals with disabilities. Describe the State's one-stop center certification policy, particularly the accessibility criteria. (This Operational Planning element applies to core programs.)*

The one-stop delivery system's compliance with Section 188 of WIOA and applicable provisions of the ADA are ensured through the State of Wisconsin's Methods of Administration (MOA), submitted to the US DOL's Civil Rights Center (CRC). Compliance with these provisions are assured through the State's Nondiscrimination Plan, required in the revised Section 188 nondiscrimination and equal opportunity regulations 29 CFR part §38 in effect as of January 3, 2017.

Accessibility requirements for DWD-DET, recipients, and subrecipients under Section 504 of Rehabilitation Act of 1973 and the ADA are addressed in Element # 5 of the current MOA, submitted to

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DOL Office of Compliance and Policy (OCP), Office of the Assistant Secretary for Administration and Management on December 21, 2016. The MOA will expire on December 20, 2018, and DWD-DET will submit a Nondiscrimination Plan to DOL CRC prior to this.

Recipients and subrecipients receiving WIOA Title I – Federal financial assistance must comply with DWD-DET MOA and applicable provisions of Section 188, including the programmatic and physical accessibility requirement in 29 CFR part §38.13(a)-(b).

All contracts and grant agreements awarded with WIOA Title I – Federal financial assistance must contain equal opportunity nondiscrimination assurance language that further obligates DWD-DET recipients to comply with Section 188 and applicable civil rights statutes that include Section 504 of the Rehabilitation Act of 1973 and the ADA.

Local WDBs that extend WIOA Title -I Federal financial assistance to other entities must include similar equal opportunity nondiscrimination assurance language in subcontracts and training agreements.

Additionally, under WIA, recipients and sub-recipients were required to comply with the "Assurance and Certification" requirements contained in DET's WIA Policy Manual, Chapter 7 Section C page 1-4. The WIA Policy Manual currently reflects policies established prior to August 2012. However, the Bureau of Workforce Training (BWT) is in the process of reviewing and revising policies, procedures, and guidance for the one-stop delivery system. All WIOA policies and procedures will include the assurance and certification section.

DWD-DET requires that all one-stop workforce development system recipients of WIOA Title I Federal financial assistance, designate a local Equal Opportunity (EO) Officer, who is responsible for coordinating the local recipient's nondiscrimination and equal opportunity program. The local EO Officer is responsible for monitoring and investigating the local recipient and subrecipient activities, to ensure that they are not violating nondiscrimination and equal opportunity requirements under WIOA Title I. The EO Officer is charged with reviewing the local recipient's written policies and procedures annually, to make sure that those policies are nondiscriminatory. DWD-DET's current MOA requires the local EO Officer to provide civil rights training to the recipient's staff to ensure subrecipient staff responsible for administering the WIOA program receive training on how to provide programmatic and physical accessibility to applicants/registrants, participants, and applicants for employment. Requiring the local EO Officer to review and provide training to recipient and subrecipient staff helps ensure compliance with WIOA programmatic accessibility requirements.

Local EO Officers are required to complete a Section 188 Disability Accessibility Checklist annually as well as conducting physical accessibility reviews of one-stop job centers and affiliate sites to ensure all facilities used in providing program services and activities are accessible to individuals with a disability. Local EO Officers have the option to use the "Uniform Federal Accessibility Standards (UFAS) for the Design, Construction and Alteration of Buildings" or the "ADA Checklist for Existing Facilities" produced by the New England ADA Center to conduct the physical accessibility reviews of facilities.

The DWD-DET EO Officer conducts annual on-site monitoring review visits to local Workforce Development Boards (WDBs) to determine the Board's compliance with the nondiscrimination and



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equal opportunity requirements. During the on-site reviews, the DWD-DET EO Officer meets with the local EO Officer to review all areas of compliance in the local WDB WIOA programs and activities. Walk-through inspections were conducted during the review to confirm comprehensive and affiliate job center sites are physically and programmatically accessible to individuals with disabilities.

Wisconsin's participation in the Disability Employment Initiative (DEI) has positioned the state well for continued physical and programmatic compliance. As a "Round Two" DEI grant recipient, Wisconsin completed a 3-year, \$2,330,000 demonstration project, which was designed to determine if having additional human and capital resource support improved the employment outcomes of job seekers with disabilities. Wisconsin received a 6-month extension beginning October 1, 2014, and concluded the grant on March 31, 2015. During the extension period, DEI focused on developing post-DEI capacity in job seeker accessibility and staff development within the Job Centers of Wisconsin by:

- Ensuring accessibility in all 11 WDAs
  - Pilot areas:
    - WDA 11 and WDA 4 corrected additional ADA compliance issues.
  - Control areas:
    - All five control WDAs were offered the opportunity for ADA inspections, which resulted in the completion of eight inspections in three WDAs;
    - All five control WDAs were offered accessibility equipment the same as pilot areas received during DEI, which resulted in nine Job Centers in four WDAs receiving adjustable workstations, large screen monitors, specialized keyboards, etc.
  - All WDAs:
    - 49 job centers have identical set up of new computers, large screen monitor, and basic assistive technology (AT) equipment.
- Developing capacity to deliver awareness and knowledge-building training to workforce staff, employers, and the public:
  - Piloted hybrid training that mixed live WebEx and in-person training. Presentations were recorded and are available online through the Learning Center for Wisconsin public training and Cornerstone internal training platforms. Topics include: Creating a Mentally Healthy Workplace (topics for employers) and Hmong Cultural Awareness and Sensitivity for local staff;
  - Developed a mental health stigma-reduction series of online training specifically for workforce development staff;
  - Developed a series of disability-related online training modules. Topics include: Using the AT on the JCW Computers, Disability Etiquette, How Disabilities Can Affect Job



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Seekers, Developing Cultural Competence, Learning Disabilities, Invisible Disabilities, Effective Communication with Job Seekers, and Employees with Disabilities.

The cumulative numbers for the DEI grant implementation include:

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

During PY 2015, the DWD-DET EO Officer completed on-site monitoring visits to each of the 49 job center sites as part of the annual EO compliance review. The review confirmed that all accessible equipment had been installed and were in working order, including the installation of assistive technology software.

**(9) Addressing the Accessibility of the One-Stop Delivery System for Individuals who are English Language Learners.** *Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners) will ensure that each one-stop center is able to meet the needs of ELLs, such as through established procedures, staff training, resources, and other materials.*

The One-Stop system will ensure access to services and/or programs for English Language Learners (ELLs) by providing program information in alternate languages and formats using oral language interpreters, American Sign-language interpreters, translation of training materials and other methods, as necessary and appropriate.

Services to ELLs will be provided at the time and in a manner, that avoids the imposition of an undue burden on, or delay in, receiving important benefits or services. Participants in need of ELL services are referred to, and connected with, training providers such as local technical colleges, literacy councils, and local community-based organizations.

All local recipients and subrecipients must take reasonable steps to ensure meaningful access for Limited English Proficient (LEP) individuals and ensure meaningful communication to individuals served or encountered. This ensures that LEP individuals are effectively informed about and can participate in programs and activities. Reasonable steps to provide meaningful access to training programs include, but are not limited to:

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- Written training material printed in appropriate non-English languages or translated by oral interpretation and/or summarization; and
- Oral training content translated into appropriate non-English languages either in-person or via telephone.

DWD-DET requires that every program delivery avenue (e.g., electronic, in-person, telephonic) conveys in appropriate languages how an individual may effectively learn about, participate in, and/or access any of the employment and training services that the local recipient or subrecipient provides. This includes appropriate language assistance to enable an ELL to access Adult Basic Education and/or other educational services and training.

DWD-DET follows the LEP Guidance published by DOL in Federal Register Vol. 68 No. 103, and obligates funded recipients and subrecipients to follow the Guidance to ensure recipients are providing equal access and equal opportunity in all employment and training services and activities.

To ensure the provision of effective services to all ELL customers, DWD-DET periodically conducts ELL customer population data analysis to identify the frequency of ELL encounters at one-stop centers. Local EO Officers are responsible for reviewing and monitoring the access to services and training by ELL customers at the local level. The DWD-DET EO Officer reviews and monitors the accessibility of all programs, services, and activities of the local workforce development boards and their subrecipients as part of the annual EO on-site monitoring review.

The State will continue to work closely with the one-stop center partners to improve service provided to ELLs. The State will provide technical assistance to help the partners refine MOUs that clarify responsibilities and identify sources of financial support for ELL services.

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**IV. COORDINATION WITH COMBINED STATE PLAN PROGRAMS**

*If the State is submitting a Combined State Plan, describe the methods used for joint planning and coordination of the core programs and the other programs and activities covered by the Combined State Plan.*

The combined state plan programs in Wisconsin that are in addition to the core programs are administered by DWD and funded by the USDOL: TAA and the JVSGs. At DWD Secretary Newson's direction, and with the concurrence of the Title II Administrator, WTCS, the two additional combined state plan programs have been involved in WIOA planning and coordination since WIOA's enactment in July 2014. Leadership of the combined state plan programs has participated in the WIOA Review Committee, which is now titled the WIOA Leadership Team. Combined state plan program staff were engaged through WIOA Implementation workgroups and continue to provide valuable input on multi-agency teams reporting to the WIOA Leadership Team.

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**V. COMMON ASSURANCES**

*(for all core programs)*

**The State Plan must include assurances that:**

1. The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts;
2. The State has established a policy to provide to the public (including individuals with disabilities) access to meetings of State Boards and local boards, and information regarding activities of State Boards and local boards, such as data on board membership and minutes;
3. The lead State agencies with responsibility for the administration of core programs reviewed and commented on the appropriate operational planning elements of the Combined State Plan, and approved the elements as serving the needs of the populations served by such programs;
4. (a) The State obtained input into the development of the Combined State Plan and provided an opportunity for comment on the plan by representatives of local boards and CEOs, businesses, labor organizations, IHE, the entities responsible for planning or administering the core programs and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, and the general public, and that the Combined State Plan is available and accessible to the general public;  
(b) The State provided an opportunity for review and comment on the plan by the State Board, including State agency official(s) for the UI Agency if such official(s) is a member of the State Board;
5. The State has established, in accordance with WIOA section 116(i), fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through allotments made for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B;
6. The State has taken the appropriate action to be in compliance with WIOA section 188, as applicable;
7. The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;
8. The State will pay an appropriate share (as defined by the State board) of the costs of carrying out section 116, from funds made available through each of the core programs;
9. The State has a one-stop certification policy that ensures the physical and programmatic accessibility of all one-stop centers with the ADA of 1990;
10. Service providers have a referral process in place for directing Veterans with significant barriers to employment (SBE) to DVOP services, when appropriate; and
11. The State will conduct evaluations and research projects on activities under WIOA core programs; that such projects will be coordinated with, and designed in conjunction with, State

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and local boards and with State agencies responsible for the administration of all respective core programs; and, further, that the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under WIOA.

12. Priority of service for veterans and eligible spouses is provided in accordance with 38 USC 4215 in all workforce preparation, development or delivery of programs or services funded directly, in whole or in part, by the DOL.

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**VI. PROGRAM-SPECIFIC REQUIREMENTS FOR CORE PROGRAMS**

*The State must address all program-specific requirements in this section for the WIOA core programs regardless of whether the State submits either a Unified or Combined State Plan.*

**Adult, DW and Youth Activities under Title I-B.**

*The Unified or Combined State Plan must include the following with respect to activities carried out under subtitle B—*

**(a) General Requirements**

**(1) Regions and Local WDAs.**

*(A) Identify the regions and the local WDAs designated in the State.*

**Workforce Development Areas (WDAs)**

Wisconsin's state policy on local area designations is DWD-DET Admin Memo 15-04, which is posted at:

[http://dwd.wi.gov/det/adminmemos/pdf/2015/1504\\_w\\_attach.pdf](http://dwd.wi.gov/det/adminmemos/pdf/2015/1504_w_attach.pdf).

The policy requested that the CEO of every area submit a request form for an initial designation by 12/31/15.

Wisconsin has approved the initial designation requests for 11 WDAs depicted below.

**Section VI, Table 1. Wisconsin Local Areas**

Local Areas	Name	Counties
WDA 1	Southeast	Walworth, Racine, Kenosha
WDA 2	Milwaukee	Milwaukee
WDA 3	WOW	Washington, Waukesha, Ozaukee
WDA 4	Fox Valley	Waupaca, Waushara, Winnebago, Calumet, Green Lake, Fond du Lac
WDA 5	Bay Area	Florence, Marinette, Oconto Menominee, Shawano, Outagamie, Brown, Manitowoc, Sheboygan, Kewaunee, Door
WDA 6	North Central	Vilas, Forest, Oneida, Lincoln, Langlade, Marathon, Wood, Portage, Adams
WDA 7	Northwest	Douglas, Burnett, Washburn, Sawyer, Rusk, Price, Taylor, Ashland, Iron, Bayfield
WDA 8	West Central	Polk, Barron, St. Croix, Dunn, Chippewa, Clark, Eau Claire, Pepin, Pierce
WDA 9	Western	Buffalo, Trempealeau, Jackson, La Crosse, Monroe, Vernon, Crawford, Juneau
WDA 10	South Central	Marquette, Sauk, Columbia, Dodge, Dane, Jefferson
WDA 11	Southwest	Rock, Green, Lafayette, Grant, Iowa, Richland

**Regions**

WIOA allows for three different categories of regions:

(A) Regions with boundaries that match ONE local WDA;

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- (B) Regions comprised of two or more local WDAs that are collectively aligned;
- (C) Regions described in (B) that are interstate areas contained in two or more states, and consist of two or more labor market areas, economic development areas or other contiguous subareas of those states.

In this State plan Wisconsin is designating each WDA as described in paragraph VI.a.7.A as its own planning region.

Any region, under WIOA, that is comprised of more than one WDA is defined as a "planning region" and must engage in the regional planning process outlined in WIOA Section 106(c) (1).

With the understanding that regional plans conducted in planning regions will not necessarily impact local funding streams or performance accountability, Wisconsin began the process of regional identification through discussions with the local WDB directors and WWDA. Wisconsin has 11 WDAs and nine economic development regions. Of considerable note is that all of the 11 WDBs have established and maintain active collaborations and coordination with economic development organizations and with other WDBs in those economic development regions. Wisconsin's WDBs are particularly adept at crossing WDA lines to partner through sector strategies and industry partnerships.

The state intends to continue consultations with local WDBs, CEOs, and other economic stakeholders regarding future areas for regional identification and coordination. The state has continued analysis and evaluation, along with engagement of local leaders regarding possible re-identification of regions, including planning regions.

During PY 2018 the state will present results of its analysis and evaluation to the CWI, WDBs, and CEOs. The state will also develop regional planning support materials. The materials will provide value proposition of regional planning, a framework of regional steps and strategies to support the completion of the steps. The state also plans to hold a statewide meeting bringing each local area together to provide a foundation for regional planning.

*(B) Describe the process used for designating local areas, including procedures for determining whether the local area met the criteria for "performed successfully" and "sustained fiscal integrity" in accordance with 106(b)(2) and (3) of WIOA. Describe the process used for identifying regions and planning regions under section 106(a) of WIOA. This must include a description of how the State consulted with the local boards and CEOs in identifying the regions.*

The process we used to determine if local areas sustained fiscal integrity was that a risk analysis was prepared for each local workforce board and it was presented to CWI for their review and approval. The risk analysis included a review of the PY14 and PY15 DWD on-site fiscal monitoring results as well as an analysis of their annual independent audit report results. The analysis identified any findings,

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disallowed/questioned costs, type of audit report issued, and whether the local workforce boards were a high or low risk auditee. All of the local workforce boards were identified as low-risk auditees, and the CWI supported DET's recommendation that they sustained fiscal integrity.

DWD applied the "Performed Successfully" criteria as defined by §679.260 of the WIOA Proposed Rules and Regulations to the 11 areas that requested initial designation as a WIOA local area.

A local area has "performed successfully" if: it has met or exceeded all performance levels negotiated for the last two full program years before the enactment of WIOA, AND did not fail any individual measure for the last two consecutive program years before the enactment of WIOA.

The last two full program years before the enactment of WIOA were 2012 and 2013. Data for 2012 and 2013 were reviewed across all nine performance measures and for each of the 11 WDAs. Each local area was required to have a rate of achievement of 80% or greater in each negotiated measure as required by the DOL during those program years.

After applying this criterion, five of the 11 boards did not "perform successfully" in either PY12 or PY13.

§679.250 of the WIOA Proposed Rules and Regulations states that the Governor still has the discretion to approve the initial designation under WIOA, even if they have not performed successfully.

After further analysis, each of the local areas made substantial progress in the failed measures during this timeframe. Two of the areas became statewide leaders in PY14 – PY15 in the measure that was failed during the analyzed period. The other three exceeded or met the measures in subsequent years or have made significant improvement since the analyzed period. The Department provided recommendations to the state workforce board (CWI) on the initial designation of local areas. CWI will make the final determination of area designation.

In subsequent state plan periods, DWD will apply "Performed Successfully" as defined by the §679.260 (b) of the WIOA Proposed Rules and Regulations. For the purpose of subsequent designation "performed successfully" means the local area met or exceeded the levels of performance the Governor negotiated with Local Board and CEO for core indicators of performance described at WIOA sec. 116(b)(2)(A). In PY17 for the first subsequent designation, a finding of whether a local area performed successfully is limited to having met or exceeded the negotiated levels for the Employment Rate 2nd Quarter after Exit and the Median Earnings Indicator as described at §677.155(a)(1)(i) and §677.155(a)(1)(iii). For subsequent designations made at the conclusion of PY18, or at any point thereafter, a finding of whether a local area performed successfully must be based on all six of the WIOA indicators of performance as described at §677.155(a)(1)(i) through §677.155(a)(1)(vi) for the two most recently completed program years.



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It also requires the Governor to have defined the terms “met or exceeded” and “failure” in the State Plan.

DWD will analyze performance results and make a recommendation on subsequent designation to the state workforce board (CWI). CWI will make the final determination of subsequent area designation.

*(C) Provide the appeals process referred to in section 106(b)(5) of WIOA relating to designation of local areas.*

The appeals process outlined in the state policy is as follows:

A unit of general local government or grant recipient that requests but is not granted designation of an area as a local area under either the initial or subsequent designation clause may submit an appeal to CWI. If a decision by CWI is not rendered in a timely manner, 60 days after the submission of the appeal, or if the appeal does not result in designation, the entity may request review by the Secretary of Labor. Appeals must be filed no later than 30 days after receipt of written notification of the denial from the State Board, and must be submitted by certified mail, return receipt requested, to the Secretary of Labor.

The appellant must establish that it was not accorded procedural rights under the appeal process set for in the State Plan, or establish that it meets the requirements for designation in WIOA sections 106(b)(2) or 106(b)(3) and 20 CFR 679.250. The Secretary of Labor may require that the area be designated as a WDA, if the Secretary determines that the entity was not accorded procedural rights under the State appeals process or if the area meets the initial designation requirements at WIOA section 106(b)(2).

*(D) Provide the appeals process referred to in section 121(h)(2)(E) of WIOA relating to determinations for infrastructure funding.*

One-stop partners may submit a written appeal to CWI Chair and Executive Director within fifteen (15) calendar days of receiving a written determination notification. Appeals submitted after this time will not be considered.

The appealing entity must explain why it believes the determination is contrary to the provisions of WIOA 102(b)(2)(D)(i)(IV). No other cause for appeal will be considered. The CWI Chair will convene a special meeting of a designated committee to review and respond in writing to such an appeal within thirty (30) calendar days of its receipt.

If the petitioning entity is denied, further appeal to the Secretary of Labor may occur if the entity alleges that the area meets the requirements of WIOA 102(b)(2) or that the entity was not accorded procedural rights under the State appeal process described herein. All such appeals to the Secretary must be submitted within fifteen (15) calendar days of receipt of the notification of denial by CWI on behalf of

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the Governor. The appealing entity must simultaneously notify the Governor and CWI of such an appeal to the Secretary of Labor. The Secretary of Labor will make a final decision within thirty (30) calendar days after the appeal is received. The Secretary of Labor will notify the Governor and the appellant in writing of the Secretary's decision.

Pending the Secretary of Labor's decision, the original determination of infrastructure costs will be implemented.

### **(2) Statewide Activities.**

#### ***(A) Provide State policies or guidance for the statewide workforce development system and for use of State funds for workforce investment activities.***

The State shall follow all applicable Federal and State regulations and guidance pertaining to the use of each individual fund source for workforce investment activities.

WFF is a grant program for employer-led, customized worker training projects. The intent is to provide essential assistance that cannot be met through an existing program. Grants will be awarded to maximize the impact of funds in catalyzing local collaboration and also encouraging the development of sustained pipelines that directly align with employer needs. The jobs of the 21st-century economy depend on these training programs

Through the State's GPR FY 2017 funding of \$422,400 from DWD-DET, Employ Milwaukee, Inc. will provide a summer job opportunity in 2016 for over 175 youth ages 14 to 24 in its Community Work Experience Program (CWEP). The CWEP provides job opportunities for youth and young adults to work in community-based and faith-based organizations with meaningful jobs that help these youth and young adults obtain skill sets that help them pursue high skill, high growth jobs and career pathways.

Employ Milwaukee, Inc. subcontracts with the Boys and Girls Club of Milwaukee (BGCM) to provide a subsidized summer job for over 70 youth and young adults, ages 16 to 24, in the private sector. BGCM has developed job opportunities to place youth and young adults in jobs in the following industry sectors:

- Manufacturing;
- Healthcare (State YA Program);
- Construction;
- Computer/IT (State YA Program);
- Auto Tech (State YA Program);
- Architecture Design (State YA Program);
- Printing (State YA Program); and
- Finance (State YA Program).

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The individuals participating in the summer youth employment program will receive work readiness training and career enrichment activities during their seven-week work experience. The participants will work 20 hours a week starting on July 1st and they will be making \$7.75 per hour.

Wisconsin State Government funds Wisconsin Apprenticeship Programs through GPR. These funds are used to support all RA staffing and related activities. The current RA staffing level is nineteen (19), with 13 local apprenticeship representatives.

Local staff have been working with area BSTs with the implementation of WIOA will be exploring additional partnership activities with the Workforce Staff at the local level. In addition to RA, state funds also support Wisconsin's YA program.

Key partnerships have been formed at the local level through 32 consortia to assist in the administration of the YA program. Partners include K-12 representatives, Technical College representatives, Chamber of Commerce members, WDB members (in some cases they lead the consortium), employers and local apprenticeship representatives, and any other interested workforce development partners.

*(B) Describe how the State intends to use Governor's set aside funding. Describe how the State will utilize Rapid Response funds to respond to layoffs and plant closings and coordinate services to quickly aid companies and their affected workers. States also should describe any layoff aversion strategies they have implemented to address at risk companies and workers.*

Depending on the state set-aside fund availability the Governor, with guidance from CWI, will establish implementation strategies based on the vision and goals in the State Plan. The State will designate specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand.

Wisconsin will also look to invest resources in initiatives which may include the following:

- Bridging YA to RA;
- Dual Enrollment;
- Business Services;
- Skills Gap and Labor Shortages;
- Services to special populations and groups; and
- Performance-Based Funding Initiatives

Specifically, the state of Wisconsin is targeting the following activities for the Governors 15% set aside funds:

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- **Specialized Manufacturing Centers:** In response to the unprecedented growth of the advanced manufacturing industry, DWD will establish two sector centers to address the recruitment, training, and attraction needs of advanced manufacturing employers. Working with partners such as the technical colleges, workforce boards, local EDCs, and others, DWD will create a high-tech environment that reflects the innovation driving the industry while helping employers develop talent pipelines through customizable training, industry awareness and education, and tailored job services.
- **Short Term Customized Training Program:** DWD awarded grants to train veterans, people with disabilities, ex-offenders, and people on long-term public assistance in areas critical to advanced manufacturing careers. The grants are in partnership with technical colleges and employers.
- **DOC Mobile Labs:** In partnership with DOC, DWD is expanding vocational and employment opportunities for offenders.

### **WIOA Administration- Up to 5% of Governors Reserve Amount**

- DET Administration office staffing and
- Service Allocation and the general administration of the WIOA programs.

### **WIOA Required Activities-**

- **State-wide Rapid Response Activities** – Programs and contracts administered by the Rapid Response DW Unit to local WDBs. Also includes staff costs within the Rapid Response unit;
- **Technical Assistance** – Includes costs for LPL and Equal Opportunity Officer Staff in their assistance to WDBs;
- **Operating Fiscal and Management systems** – This includes the staff costs for DET IT Systems administration as well as maintenance of the systems;
- **Monitoring and Oversight** - Includes staff cost for the monitoring of WDBs and their WIOA allocations;
- **State List of Eligible Training Providers** – Includes staff costs for coordinating and maintaining the Eligible Training Provider List;
- **Evaluations** – Includes staff costs for review of WDB program requirements under WIOA; and
- **CWI Administration and Support** – Includes staff costs for coordination and support of CWI.

The state intends to pursue further information on strategies for pay-for-performance so that local WDBs can determine if those methods are worthy of implementation.

In addition, the State provides policy instruction to the WDBs, WDB Chairs and CEOs for the development of their local strategic plans. While these guidelines are driven by the State Plan's priorities, the guidelines allow local flexibility for the development of their own initiatives and processes for the efficacy of service delivery. The local plans will address coordination with the State's current strategic initiatives and WIOA set-aside activities. Funding of these local initiatives will be determined by demonstrated proven effectiveness and/or "innovative solutions" for the identified issue.

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Early intervention and comprehensive pre-layoff assistance are the foundation of the State's layoff aversion strategy which focuses on training, supporting, and empowering the local Rapid Response team to:

- 1) Identify and connect with employers at-risk of permanent worker layoffs as much in advance of layoffs as possible upon the State receiving official notice of a permanent layoff (either in compliance with the Worker Adjustment Retaining Notification Act and/or the State's Business Closing and Mass Layoff Law), the State immediately creates or updates a record in its new web-based Rapid Response Events Tracking system and sends an alert to the appropriate local Rapid Response team(s);
  - The State will explore options to more efficiently and effectively monitor media sources for news about layoffs and/or indicators that a company is at-risk of layoffs so the information can be shared with the local Rapid Response teams;
  - The State will continue to work with the local Rapid Response teams to strengthen communication and collaboration with the WEDC and the extended enterprise of local economic development organizations;
  - The State will incorporate information about Rapid Response and layoff aversion assistance in the labor law clinics that it offers to the public (focus of clinics is typically employer-related issues and audience is usually employer representatives); and
  - The WDBs may use their Annual Allotment funding to further develop processes for identifying and gathering information of potential layoffs.
- 2) Undertake a comprehensive assessment of the employer and worker needs
  - The State will continue to have the local Rapid Response teams use a guide for gathering information from at-risk employers in order to ensure collection of critical information necessary for preparing a tailored transition plan and identifying other related at-risk employers; and
  - The State will continue to require that the local Rapid Response teams distribute worker surveys for events impacting at least 25 workers.
- 3) Promote the ongoing engagement with employers and the greater business community, either directly or through business services representatives within the public workforce system. The WDBs may use their Annual Allotment funding as part of efforts to establish and strengthen relationships with the business community.
- 4) Promote the connection of at-risk employers with the State's short-time compensation program (i.e., Wisconsin's Work Share)
  - The State includes information about this program as part of its Rapid Response webpages; and
  - The State's UI and DET divisions will develop training for field staff who engages with employers.

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- 5) Prevent or minimize the duration of unemployment resulting from layoffs by promoting proactive and comprehensive pre-layoff assistance to workers
- The local Rapid Response teams are required to extend a minimum level of Rapid Response services depending on the size of the dislocation event (see table, below);
  - The State provides the WDBs with Annual Allotments in order to fund Rapid Response staff and activities; the WDBs may also request funding through the State's Dislocation grant process if additional resources are needed to provide Rapid Response services to affected workers from specific layoff events; and
  - The State is equipping each WDA with a mobile lab for use with Rapid Response activities, including résumé, job search, and UI application workshops.

**Section VI, Table 2. Levels for Rapid Response Services**

Service Level	Number of Workers Affected	MINIMUM LEVEL FOR RAPID RESPONSE SERVICES Each subsequent level includes services from previous level(s)
1	25-49	<ul style="list-style-type: none"> <li>• Written and/or verbal presentation of basic transition information, including: UI, DW Programs, Job Center Resources, and relevant topics related to Healthcare and Retirement during employment transition</li> </ul>
2	50-99	<ul style="list-style-type: none"> <li>• Topic-specific workshops (e.g., résumé writing, interviewing, conducting an online job search, household budgeting, career planning, coping with job loss, etc.), preferably onsite prior to layoff</li> <li>• WIOA DW Program registration sessions, preferably onsite prior to layoff</li> <li>• Tailored LMI and related deliverables</li> </ul>
3	100-249	<ul style="list-style-type: none"> <li>• Scheduled visits to the affected worksite(s) to provide group and one-on-one assistance to affected workers</li> <li>• Targeted job fair(s) specifically for the affected workgroup</li> </ul>
4	250+	<ul style="list-style-type: none"> <li>• Transition center(s), on-site or within close proximity to the affected worksite(s), designed to provide services dedicated to the affected workgroup.</li> </ul>

*(C) In addition, describe the State policies and procedures to provide Rapid Responses in cases of natural disasters including coordination with FEMA and other entities.*

The Wisconsin Department of Military Affairs – Division of Emergency Management (DEM) leads disaster response activities throughout the State, working closely with Federal Emergency Management Agency (FEMA) when appropriate. The DEM established the Wisconsin Recovery Task Force (WRTF) in 2008, bringing together a variety of state and non-government agencies/organizations to ensure expedited and long-term recovery for communities affected by disasters. WRTF consists of six support committees – Economic, Health & Social Services, Housing, Infrastructure, Agriculture, and Mitigation. DWD-DET's Workforce Programs Administration Section is a member of the Health & Social Services support committee, providing expertise and guidance for addressing job loss resulting from natural disasters. DEM periodically convenes WRTF to address response strategies and to ensure appropriate

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partners are included in planning efforts. WRTF has also published a [formal emergency response plan](#) for the State.

If a disaster results in significant job loss, the Workforce Programs Administration Section, housed in DWD-DET's BWT, will collaborate with WRTF network of partners and the affected WDB(s) to ensure effective utilization of resources and implementation of strategies. Rapid Response services will be provided to help mitigate unemployment resulting from the disaster. The WDBs and DWD's Job Service are charged with collaboratively carrying out Rapid Response activities within their respective areas. In cases of natural disasters, the State will strongly encourage the impacted WDA(s) to set up one or more transition center if a job center is not within proximity or if additional capacity is needed to adequately serve newly dislocated workers. The WDBs may request Dislocation Grant funding from the State's Rapid Response reserve to cover the costs of staff, materials, and other expenses related to the provision of Rapid Response activities, including transition centers.

The Workforce Programs Administration Section will assist the local area(s) with leveraging resources to disseminate information about services to those impacted by the disaster. DWD-DET will also consult with the local area(s) to determine whether to pursue a regular or disaster National DW Grant (NDWG). If a disaster NDWG is pursued, DWD-DET will seek guidance and technical assistance from DOL Regional Office and other states that have more experience implementing such grants.

*(D) Describe how the State provides early intervention (e.g., Rapid Response) to worker groups on whose behalf a TAA petition has been filed. (Section 134(a)(2)(A).) This description must include how the State disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected DW applying for them (Trade Act Sec. 221(a)(2)(A) and Sec. 225; Governor-Secretary Agreement). Describe how the State will use funds that have been reserved for Rapid Response to provide services for every worker group that files a TAA petition.*

In Wisconsin, the Rapid Response Program operates in essentially the same manner regardless of whether a TAA petition or certification is involved. Sub-section B under "Statewide Activities" describes the State's Rapid Response program, including early intervention services and its grants system funded by its Rapid Response reserve.

The State extends Rapid Response services to all worker groups covered by a TAA petition just as it provides Rapid Response services to any worker group that has been or will be permanently laid off. In most cases, the State and its local Rapid Response team are already aware of a given dislocation event and Rapid Response activities are underway before a TAA petition is filed. If a TAA petition is the first notice of a dislocation event, the State will notify the local Rapid Response team, who will contact the employer and associated union(s), if applicable, to plan worker transition services. The minimum level



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of services extended must conform to established requirements described in the "Statewide Activities" section.

When Rapid Response is extended to potentially TAA-eligible worker groups, basic TAA Program information must be shared, including the Program enrollment process should certification occur. If the State does not have access to the worker group prior to layoff, the State will use UI claimant information to identify potentially affected workers. In this situation, the local Rapid Response team will be required to extend outreach to the laid off workers using contact information obtained from UI. This is no different from the State's standard Rapid Response protocol.

A WDB may request Rapid Response funding in the form of Dislocation Grants and Additional Assistance Grants to serve potentially TAA-eligible worker groups in the same manner it requests funds for all other worker groups. The only difference is that Additional Assistance funding cannot be used to fund training once a worker group is covered by a TAA certification.

If a TAA petition is certified, the State's TAA Program is responsible for identifying individuals potentially eligible under the certification through worker lists supplied by the employer and/or UI claimant information. The TAA Program then uses a standard mailer to contact the potentially eligible individuals, inviting them to attend a TAA orientation session to learn about program benefits and register. If the certified group is under 25 workers, a packet of information may be sent out in lieu of in-person sessions.

At the orientation sessions, TAA Program staff use a standardized presentation to explain the program benefits, the process for accessing the benefits, and critical deadlines. Individuals are also provided written materials and referred to a handbook that covers the TAA program benefits. A representative from the WIOA DW Program is typically present at the orientation session to cover basic information about that program, how to enroll, and explain the advantages of dual enrollment.

The State is committed to continually exploring ways to make TAA Program information more user-friendly and improve coordination between the TAA and WIOA programs. Over the course of the last six months, the State has been working with a contractor to develop a series of short online videos that describe the program's purpose, program benefits and critical information related to accessing the benefits. These videos will use infographics and testimonials to help engage viewers, explain complex information and hopefully promote benefit utilization. The videos will become a part of the orientation sessions and will be made available online.

### **(b) Adult and Dislocated Worker Program Requirements**

- (1) **Work-Based Training Models.** *If the State is utilizing work-based training models (e.g. OJT, incumbent worker training, transitional jobs, and customized training) as part of its training strategy and these strategies are not already discussed in other sections of the plan, describe the State's strategies for how these models ensure high quality training for both the participant and the employer.*



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The State's two priorities are to focus efforts and resources on (1) improving OJT outcomes and (2) bridging the Adult & DW Programs with RA.

### Improving OJT Outcomes

The State plans to take several steps to ensure that OJTs are resulting in successful, high quality experiences for both participants and employers, including:

- developing ways to improve outreach to program participants and employers about OJT opportunities; including leveraging various partners' relationships with employers (e.g., state and local economic development, Job Service, Veterans Services, etc.);
- standardizing and streamlining forms, including contracts and training plan templates;
- ensuring participants are job ready prior to the OJT opportunities; and
- ensuring effective training plans are developed and adequately monitored.

### Bridging the Adult & DW Programs with RA

This is addressed below.

The State also encourages the WDBs to exercise the full flexibility that the WIOA affords as far as utilizing other alternative training models.

*(2) Registered Apprenticeship. Describe how the State will incorporate Registered Apprenticeship into its strategy and services.*

RAs are job-driven opportunities that will be more effectively integrated within the Adult and DW Programs. The Workforce Programs Administration Section, housed in DWD-DET's, is responsible for the state-level oversight of the Title I-B programs. The BAS is co-located within the same division. Appropriate representatives from both areas will come together to:

- Plan and implement trainings for WIOA Adult & DW Program and TAA Program career planners within the One-Stop Centers so staff is versed in sharing basic information about the RA program, including apprentice able occupations, apprenticeship sponsors in the area, and the application process.
- Plan and implement trainings for business services staff so they will be in a better position to help promote the development of new RA programs to employers and refer interested employers to their local ATR.
- Ensure updated sponsor lists and outreach materials are maintained at the One-Stop Centers and are made available to WIOA and TAA career planners as well as business services staff.
- Provide guidance to the WDBs and their service providers as well as TAA career planners on ways that participants' IEPs can incorporate preparation for RA programs, including utilization of occupational classroom, OJT, and supportive services. Guidance will address how WIOA funds may

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be used to cover pre-apprenticeship readiness programs, completion of which will help participants compete for RAs. Guidance will also address how WIOA funds can cover RA programs.

- Promote communication and collaboration between career planners / business services staff and the local ATRs.

*(3) Training Provider Eligibility Procedure. Provide the procedure for determining training provider eligibility, including Registered Apprenticeship programs (WIOA Section 122).*

### Procedure for Determining Training Provider Eligibility

During 2018, DWD-DET will be significantly redesigning its ETPL policies and procedures, creating a new online provider application system, and improving the content/layout of the ETPL webpages for training candidates. DWD-DET is working closely with leadership from the 11 WDAs to develop state-level information requirements and discuss the best way to handle performance reporting and requirements. The plan is to standardize and centralize the application process at the state-level as it currently occurs within each WDA. To accomplish this, DWD-DET will be building a new online application portal for training providers to submit program-related information. Training providers will have access to the application portal via the State's JCW website. Thus far, the local WDB directors and the State CWI support these efforts.

In the interim, the State will continue to use the procedure outlined in the PY16-19 WIOA Combined State Plan, dated October 20, 2016. DWD-DET will take steps to modify the State Plan once the new ETPL policies and procedures are finalized.

*(4) Describe how the State will implement and monitor priority for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient in accordance with the requirements of WIOA sec. 134(c)(3)(E), which applies to individualized career services and training services funded by the Adult Formula program.*

DWD-DET has developed a policy regarding the provision of priority of services in the WIOA Title I-B Adult Program for covered individuals (i.e. public assistance recipients, other low-income individuals, and individuals who are basic skills deficient), including an assessment framework to determine if an individual is basic skills deficient. The policy outlines the categories mentioned in WIOA sec. 134(c)(3)(E) and how they fit into the larger framework of priority of service for veterans and eligible spouses outlined in TEGL 03-15. Consistent with 20 CFR 680.600(c), the policy provides the WDBs the flexibility to establish a process that also gives priority of service to other individuals. Any additional priority of service categories must be described in the Local Plan.

The policy outlines six steps that form the procedure for determining priority of service, along with a framework to determine if an individual is basic skills deficient. The basic skills deficient framework includes a list of approved assessment tools and minimum passing scores for determining whether an

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individual is basic skill deficient. The State has produced a Language Screener to assist WDBs provided with an assessment.

The WDBs will be required to follow the procedures outlined in policy at the initial application step for every individual entering the WIOA Adult Program to determine if s/he falls within one of the priority of service categories. They will also record the determination for each of the priority of service categories in ASSET and maintain a record of verification documents in the participant's case file. Compliance with the priority of service policy will be reviewed as part of the routine program monitoring conducted by the LPLs.

### *(5) Describe the State's criteria regarding local area transfer of funds between the adult and dislocated worker programs.*

Section 133(b)(4) of the WIOA and Section 683.130 of the WIOA Proposed Rules allow the WDBs to transfer up to 100% of formula funds of a program year allocation between the Adult and Dislocated Programs. The State is extending the full transfer authority afforded by the WIOA to the WDBs, in order to ensure the WDBs have maximum flexibility to best serve participant populations with the greatest needs.

On behalf of the Governor, DWD-DET will serve as the approving authority for the WDBs' funding transfer requests. To be eligible for a transfer, DWD-DET will take the following factors under consideration:

- Expenditures and obligations for the Adult and DW program year formula funds at issue;
- The quarter of the grant period in which the request is made;
- Availability of funds for both formula programs, including carry-in funding from the prior program year;
- Availability of Rapid Response and National DW grant funding;
- Total enrollments in both formula programs;
- Total training enrollments in both formula programs;
- Applicability of TAA certifications;
- Impact on primary performance indicators; and
- Implications on Rapid Response and National DW grant funding.

DWD-DET will approve the transfer request unless it is reasonably anticipated that the transfer will negatively impact the WDB's ability to adequately serve current or future program participants and/or meet negotiated performance levels.

Transfer requests are to be submitted to the WDB's assigned LPL. The request must be made in writing (email correspondence is acceptable) and include (1) a statement indicating the program and the program year in need of additional funding, (2) the amount of additional funding requested for the

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program in need, (3) a budget reflecting actual and planned participant enrollments and expenditures/obligations for the applicable program year formula funds (must use template specified by DWD-DET), and (4) a narrative addressing how the WDB will meet adjusted levels of performance for the primary indicators if the transfer request is approved. DWD-DET will have 30 days to review the request and issue a determination.

*(c) Youth Program Requirements. With respect to youth workforce investment activities authorized in section 129 of WIOA,—*

### Wisconsin's Vision for Serving Youth through Title I-B

The State's at-risk youth will acquire the knowledge, skills, abilities to obtain a high school diploma or its equivalency, enter the world of work, and/or attend post-secondary education towards their path to economic self-sufficiency.

### Mission Statement

The State will provide an integrated youth service-delivery system, which will include career exploration and guidance, education and training, work experience, and job readiness services. The program will provide youth participants with the support needed to help them achieve educational success and workplace success in in-demand industries and occupations.

*(1) Identify the State-developed criteria to be used by local boards in awarding grants for youth workforce investment activities and describe how the local boards will take into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in section 116(b)(2)(A)(ii) of WIOA in awarding such grants.*

### Grants and Contract Process

Granting of funds in competitive and non-competitive processes will be done in accordance with the WI State Procurement Manual.

### State-developed Criteria for Local Board Grant Awards

When granting awards, local boards should consider the following: demonstrated effectiveness of serving the populations the program targets, financial stability, fiscal accountability, cost effectiveness, local factors, qualifications and expertise of staff and demonstrated linkages with other youth service providers, schools and employers.

Local WDBs and/or Youth Standing Committees are also strongly encouraged to give preference to proposals which:

- Offer a comprehensive set of services; include systemic and extensive attention to improving basic education skills;
- Offer academic enrichment components that provide school credit and have strong connections back to the school;

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- Offer meaningful work-based learning opportunities;
- Include strong youth development components;
- Demonstrate linkages to the One-Stop System;
- Demonstrate knowledge of the needs of and ability to work with youth with disabilities;
- Include effective strategies to engage out-of-school youth;
- Include strong linkages between occupational and academic learning;
- Include preparation for post-secondary educational and employment opportunities;
- Include youth in decision-making for program policies;
- Include established and effective connections with employers and community resources;
- Demonstrate experience and effectiveness in preparing youth for non-traditional occupations; and
- Demonstrate the ability to continuously improve service delivery and provide data to conduct program evaluation.

In addition to these criteria, effective providers and activities can be identified through the primary indicators of performance.

*(2) Describe the strategies the State will use to achieve improved outcomes for out-of-school youth as described in 129(a)(1)(B), including how it will leverage and align the core programs, any Combined State Plan partner programs included in this plan, required and optional one-stop partner programs, and any other resources available.*

In order to improve the outreach and recruitment of out-of-school individuals, DWD will partner with the agencies and organizations to assist in referring eligible youth and young adults to the local Youth programs. Examples of agencies and organization include the DCF's Office of Youth Services, DOC's Divisions of Adult Institutions and Juvenile Corrections, DPI, and WI Association for Homeless and Runaway Services.

DWD-DET will look to partner with appropriate agencies and organizations to improve the knowledge and expertise of staff that work with youth and young adults in the State's Job Centers.

In order to improve performance and leverage and align core programs, DWD created the WIOA Performance Advisory Council that includes representatives from the WIOA core programs. The purpose of the council is to approach WIOA performance in a multi-title, collaborative manner to provide WIOA state leaders the expertise and recommendations needed to ensure the State's workforce programs are successful. The key tasks of the council include preparing a guide for the PY16 and PY17 negotiations, preparing engagements with and training for stakeholders, addressing at-risk performance, and identifying and adopting continuous improvement strategies with evidence-based practices.

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WIOA requires that at least 75% of the of local Youth program year funds be used to provide program elements to out-of-school youth, so it is imperative that the local Title I-B youth program operators partner and coordinate with other core programs including Title II, Title IV, as well as one-stop partner programs. In addition, DWD-DET plans to strengthen working relationship with agencies and organizations like the DCF's Office of Youth Services, DOC's Divisions of Adult and Juvenile Corrections, DPI and the WI Association for Homeless and Runaway Services to help increase referrals of out-of-school youth to the local programs.

*(3) Describe how the state will ensure that all 14 program elements described in WIOA section 129(c)(2) are made available and effectively implemented.*

This will be reviewed as part of DWD-DET's annual onsite Title I-B monitoring.

*(4) Provide the language contained in the State policy for "requiring additional assistance to enter or complete an educational program, or to secure and hold employment" criterion for out-of-school youth specified in WIOA section 129(a)(1)(B)(iii)(VIII) and for "requiring additional assistance to complete an education program or to secure and hold employment" criterion for in-school youth specified in WIOA section 129(a)(1)(C)(iv)(VII). If the state does not have a policy, describe how the state will ensure that local areas will have a policy for these criteria.*

### State Policy Language

It is up to the local WDB to define and establish documentation requirements for the "requires additional assistance to complete an educational program or to secure and hold employment" criterion used in the in-school and out-of-school youth eligibility criteria. Consistent with section 681.300 of the DOL WIOA Final Rule, local WDBs are only required to define and establish documentation requirements if they plan on using this option as part of eligibility determinations. DWD-DET will provide the local WDBs this guidance as part of its WIOA Titles I-A and I-B Policy and Procedure Manual

*(5) Include the State definition, as defined in law, for not attending school and attending school as specified in WIOA Section 129(a)(1)(B)(i) and Section 129(a)(1)(C)(i). If State law does not define "not attending school" or "attending school," indicate that is the case. If State law does not define "not attending school" or "attending school," indicate that si the case and provide the state policy for determining whether a youth is attending or not attending school.*

DWD-DET is in the process of finalizing its policy for "attending" and "not attending" for purposes of Youth Program eligibility. As part of this process, DWD-DET provides the local WDBs and other stakeholders a review and comment period. Once finalized, the policy will be published in DWD-DET's online [Title I-A and I-B Policy & Procedure Manual](#).

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*(6) If not using the basic skills deficient definition contained in WIOA Section 3(5)(B), include the State Definition.*

The State uses the "basic skills deficient" definition as outlined in section 681.290(a)(1) of the DOL Final Rule. Local WDBs may use the definition from section 681.290(a)(2) if their local plan addresses the criteria to be used for determining whether an individual is performing "at a level necessary to function on the job, in the individual's family, or in society."

*(d) **Single-area State requirements.** In States where there is only one local workforce investment area, the governor serves as both the State and local CEO. In such cases, the State must submit any information required in the local plan (WIOA section 106(d)(2)). States with a single workforce area must also include:*

*(1) Any comments from the public comment period that represent disagreement with the Plan. (WIOA section 108(d)(3).)*

*(2) The entity responsible for the disbursement of grant funds, as determined by the governor, if different from that for the State. (WIOA section 108(b)(15).)*

*(3) The type and availability of WIOA title I Youth activities, including an identification of successful providers of such activities. (WIOA section 108(b)(9).)*

As Wisconsin is not a single-area state, this section does not apply.

*(e) **Waiver Requests (optional).** States wanting to request waivers as part of their title I-B Operational Plan must include a waiver plan that includes the following information for each waiver requested:*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(1) Identifies the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how those goals relate to the Unified or Combined State Plan;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(2) Describes the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(3) Describes the goals of the waiver and the expected programmatic outcomes if the request is granted;*



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As Wisconsin is not submitting a waiver request, this section does not apply.

*(4) Describes how the waiver will align with the Department's policy priorities, such as:*  
*(A) supporting employer engagement;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(B) connecting education and training strategies;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(C) supporting work-based learning;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(D) improving job and career results, and*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(E) other guidance issued by the Department.*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(5) Describes the individuals affected by the waiver, including how the waiver will impact services for disadvantaged populations or individuals with multiple barriers to employment; and*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(6) Describes the processes used to:*  
*(A) Monitor the progress in implementing the waiver;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(B) Provide notice to any local board affected by the waiver;*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(C) Provide any local board affected by the waiver an opportunity to comment on the request;*

As Wisconsin is not submitting a waiver request, this section does not apply.



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*(D) Ensure meaningful public comment, including comment by business and organized labor, on the waiver.*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(E) Collect and report information about waiver outcomes in the State's WIOA Annual Report.*

As Wisconsin is not submitting a waiver request, this section does not apply.

*(7) The Secretary may require that States provide the most recent data available about the outcomes of the existing waiver in cases where the State seeks renewal of a previously approved waiver.*

As Wisconsin is not submitting a waiver request, this section does not apply.

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**TITLE I-B ASSURANCES**

**The State Plan must include assurances that:**

1. The State has implemented a policy to ensure Adult program funds provide a priority in the delivery of career and training services to individuals who are low income, public assistance recipients or basic skills deficient;
2. The State has implemented a policy to ensure local areas have a process in place for referring veterans with SBE to career services provided by the JVSG program's DVOP specialist;
3. The State established a written policy and procedure that set forth criteria to be used by CEOs for the appointment of local workforce investment board members;
4. The State established written policy and procedures to ensure local workforce investment boards are certified by the Governor every two years in accordance with WIOA section 107(c)(2);
5. Where an alternative entity takes the place of a State Board, the State has written policy and procedures to ensure the alternative entity meets the definition under WIOA section 101(e) and the legal requirements for membership;
6. The State established a written policy and procedure for how the individuals and entities represented on the State WDB help to determine the methods and factors of distribution, and how the State consults with CEOs in local areas throughout the State in determining the distributions;
7. The State will not use funds received under WIOA Title I to assist, promote, or deter union organizing in accordance with WIOA section 181(b)(7);
8. The State distributes adult and youth funds received under WIOA equitably throughout the State, and no local area suffers significant shifts in funding from year-to-year during the period covered by this plan;
9. If a State WDB, department, or agency administers State laws for VR of persons with disabilities, that board, department, or agency cooperates with the agency that administers WP services, Adult and DW programs and Youth Programs under Title I;
10. Priority of Service for covered persons is provided for each of the Title I programs; and

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11. The State agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report.
12. The State has taken appropriate action to secure compliance with the Uniform Guidance at 2 CFR 200 and 2 CFR 2900, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the Uniform Guidance under section WIOA 184(a)(3);

### Wagner-Peyser Act Program (Job Service)

#### **(a) Employment Service Professional Staff Development.**

*(1) Describe how the State will utilize professional development activities for Employment Service staff to ensure staff is able to provide high quality services to both jobseekers and employers.*

#### **Professional Development includes:**

- State Coordinated Learning Center –Cornerstone – provides a wide variety of professional development opportunities for Job Service staff at no cost to the staff members, and can be accessed virtually;
- Staff participation in local, regional, and statewide seminars, conferences, and learning opportunities that focus on professional development, Business Services, successful outcomes for job seekers, best practices, and coordinated service delivery, as examples;
- State-sponsored training for all new initiatives, Labor Market changes and updates, Federal and State law/compliance changes, "train the trainer" to provide local experts at Job Centers throughout the state, Business Services applications and priorities; WIOA services delivery and data recording;
- Coordinated Business Services collaborative training between WDBs, Job Service, and WIOA partner staff who focus on providing excellent and responsive services to businesses throughout the state;
- Regional trainings and professional development to identify trends for both employers and job seekers, identification of changing issues, employer concerns and needs, new State-sponsored programs and services;
- Annual Performance Reviews of Job Service staff, including measurement and identification of training and professional development accessed and completed by staff; and
- Training and professional development plans for the next review period.

*(2) Describe strategies developed to support training and awareness across core programs and the UI program and the training provided for Employment Services and WIOA staff on identification of UI eligibility issues and referral to UI staff for adjudication.*

Although UI and Job Service are under the umbrella of DWD, each is a distinct division, with specific staff addressing specific unemployment eligibility issues.

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Professional staff in each area communicates regularly and coordinates any UI law, program or service changes. Job Service staff notifies UI of eligibility issues when they arise; adjudicators are then notified to work directly with the claimant, either over the phone, or in person when possible.

Dialogue between UI and Job Service leadership results in shared and agreed upon best practices, training and processes to assist in the parameters of eligibility issues and when it is best to work with UI staff.

Job Service staff receive specific training on eligibility issues, as well as step-by-step instructions and a UI "hotline" phone number for further consultation when needed.

Job Service coordinates UI-specific training for statewide Job Service and partner staff who provide services and assistance in Job Centers. The training ensures that UI programs and services have a strong presence in Job Centers throughout the state. Training is targeted to specific areas, which include Re-employment Services and Eligibility Assessments (RESEA), Rapid Response, and general UI questions and concerns regarding UI eligibility or concerns a claimant may have.

Training is conducted by UI staff and is recorded for reference and future viewing. Job Service and partner staff who complete the training are certified by UI to deliver designated information to claimants before seeking UI intervention.

The State of Wisconsin is committed to providing the best customer service and guidance to all who walk through the doors of our Job Centers. Ensuring staff is equipped with the most current UI information to assist customers is our goal and priority.

Trainings on UI-related issues and re-certification are done annually for all targeted areas. When there are changes to UI, in areas that affect claimants and/or information that needs to be provided to jobseekers, UI and Job Service work closely together to ensure that training and information is dispensed accurately, efficiently, and timely. Conference calls, webinars and in-person trainings are used to provide the information to Job Service staff and partner staff throughout the state.

When the claimant request is outside the certified training boundaries, Job Service staff have been provided a specific phone number to call UI customer assistance. This call goes directly to UI staff, who will then provide an immediate response to the claimant.

If UI determines a case or situation must go to adjudication, the UI Call Center staff person will recommend that, and provide the necessary information and next steps directly to the claimant, who will be alongside the Job Service staff when the phone call was made. UI will determine any necessary follow-up and communication with the claimant.

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*(b) Explain how the State will provide information and meaningful assistance to individuals requesting assistance in filing a claim for unemployment compensation through one-stop centers, as required by WIOA as a career service.*

Job Service staff and WIOA funded staff listen to the claimant's concerns and will assist in the following ways:

- Assist in placing a phone call to UI for the person to explain their specific situation to UI staff.
- Assist in accessing the UI website for information and other resources available to UI claimants.
- Provide current UI basic information, approved by UI, to assist in determining claimant's next steps.
- Explain and guide the claimant through the online application as the claimant independently enters the appropriate information.

*(c) Describe the State's strategy for providing reemployment assistance to UI claimants and other unemployed individuals.*

1. When an individual applies for unemployment compensation, they are required to also register on JobCenterofWisconsin.com (JCW), the state labor market exchange, within 14 days of their initial claim.
2. Claimants who are required to conduct a work search are mandated to take an online self-assessment that assists in determining barriers to re-employment and the likelihood of exhausting all available benefit weeks.
3. Based on the results of the self-assessment, claimants are assigned to one of the following:

Path A: Work Ready – Job Service intervention not required. Claimants referred to online resources and local Job Center services, but are not required for continued UI eligibility.

Path B: In-person Re-employment session with Job Service staff required for continued UI eligibility. Session includes a group meeting followed by a one-on-one consultation a Job Service Employment and Training Specialist or Career Counselor; work search review; referrals to workshops, partner programs and/or supportive services; job search assistance; and a required subsequent appointment to confirm completion of additional job search activities.

4. Individuals registered on JCW may also receive e-mailed information about Job Fairs, hiring events, job search workshops, etc., to support their re-employment activities.

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Through the statewide network of 22 Comprehensive and 30+ Affiliated Job Centers and the state labor exchange, JobCenterofWisconsin.com, all individuals have access to re-employment services, program referrals and job search assistance. Assistance is provided by Wagner-Peyser funded Job Service staff, as well as WIOA-funded partner staff.

Services include, but are not limited to:

- Access to the Internet, phone, fax and in some areas, video conferencing, for re-employment purposes;
- Career exploration, interest and technical skills assessments delivered online or in coordination with a Job Service Licensed Career Counselor;
- Computer and technical skill enhancement;
- Resume development guidance;
- Workshops to enhance interview skills, online job search and networking, resume writing, etc.;
- Workshops and programs targeted to mature workers, re-entry individuals, veterans, etc.;
- Referrals to GED assistance from technical college system partners;
- Referrals to educational opportunities and short-term training programs;
- Supportive services referrals;
- Assistance with navigating online UI application and weekly claim filing;
- Skill Explorer – the State skill matching system that links skill sets to current employment opportunities locally, regionally and statewide;
- Outreach – which can include meeting clients at itinerant locations, career and job fairs; local libraries; and
- Referrals to on-line tutorials to add to skill development; each is accompanied by a brief quiz. Depending on the quiz outcome, recommendations are made for additional workshops, resume development, etc. that are available at the local Job Center.

*(d) Describe how the State will use WP funds to support UI claimants, and the communication between WP and UI, as appropriate including the following:*

Wagner-Peyser funded (Job Service) staff W-P funded staff listen to the claimant's concerns and will assist in the following ways:

- Assist in placing a phone call to UI for the person to explain their specific situation to UI staff.
- Assist in accessing the UI website for information and other resources available to UI claimants.
- Provide current UI basic information, approved by UI, to assist in determining claimant's next steps.
- Explain and guide the claimant through the online application as the claimant independently enters the appropriate information.

*(1) Coordination of and provision of labor exchange services for UI claimants as required by the WP Act;*

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UI claimants are required to register on JobCenterofWisconsin.com (JCW), the state's labor exchange website. Through registering, UI claimants are informed of job search services available through Job Centers, including counseling, testing, occupational and labor market information, assessment, and referral to employers.

Wagner-Peyser staff are also trained to administer the work test for the State unemployment compensation system, which includes reviewing a claimant's work search activities and notifying UI of potential eligibility issues for further review and possible adjudication.

### *(2) Registration of UI claimants with the State's employment service if required by State law;*

In order to receive unemployment compensation, Wisconsin requires UI claimants to be registered on JobCenterofWisconsin.com, the state labor exchange website, within 14 days of filing an initial claim. A completed registration includes building or uploading a resume to facilitate job matching within the JCW system.

### *(3) Administration of the work test for the State unemployment compensation system, including making eligibility assessments (for referral to UI adjudication, if needed), and providing job finding and placement services for UI claimants; and*

Wagner-Peyser (Job Service) staff are also trained to administer the work test for the State unemployment compensation system, which includes reviewing a claimant's work search activities and notifying UI of potential eligibility issues for further review and possible adjudication.

Job Service staff cannot make the final determination of work search validity; however, Job Service staff can and do contact UI staff to assist in answering specific claimant questions.

Assisting UI claimants in finding new employment includes several initiatives. For example: Assisting claimants with registering and using JobCenterofWisconsin.com (JCW), Wisconsin's public labor exchange website. JCW provides multiple resources to match skill sets with job opportunities. Recent upgrades and enhancements to JCW allow greater skills matching capabilities for job seekers and employers.

UI claimants can also meet with a Licensed Job Service Career Counselor for assessments to assist in determining personal characteristics, experience and education as a way to match up with existing job postings on JCW. Job Center Resource Room staff can provide guidance on using JCW for resume-building and job matching, as well as access to a wide variety of workshops and one-on-one consultations.

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UI claimants have access to comprehensive services and support, as well as individualized guidance, if desired.

Services include, but are not limited to:

- Access to the Internet, phone, fax and in some areas, video conferencing, for re-employment purposes;
- Career exploration, interest and technical skills assessments delivered online or in coordination with a Job Service Licensed Career Counselor;
- Computer and technical skill enhancement;
- Resume development guidance;
- Workshops to enhance interview skills, online job search and networking, resume writing, etc.;
- Workshops and programs targeted to mature workers, re-entry individuals, veterans, etc.;
- Referrals to GED assistance from technical college system partners;
- Referrals to educational opportunities and short-term training programs;
- Supportive services referrals;
- Assistance with navigating online UI application and weekly claim filing;
- Skill Explorer – the State skill matching system that links skill sets to current employment opportunities locally, regionally and statewide;
- Outreach – which can include meeting clients at itinerant locations, career and job fairs; local libraries; and
- Referrals to on-line tutorials to add to skill development; each is accompanied by a brief quiz. Depending on the quiz outcome, recommendations are made for additional workshops, resume development, etc. that are available at the local Job Center.

#### *(4) Provision of referrals to and application assistance for training and education programs and resources.*

A statewide network of Job Centers, provides internet, phone, fax and one-on-one assistance for job searching, resume creation, online application assistance and other services all job seekers. When individuals meet with a Job Service Employment and Training Specialist or Career Counselor, referrals are made to partners and Job Service programs for a wide range of services to increase current and future employment options. Included would be any application adaptation or assistance that may be needed for the job-seeker and/or UI claimant. Examples include:

- RESEA provided for UI claimants determined by UI;
- WIOA program referrals to determine eligibility; services may include short term training to increase employment options and opportunities;
- OVES services available and referrals to DVOP staff;
- On-Site tech college services for GED assistance and other educational opportunities and options;
- Job Service Employment and Training Specialists provide individual and group services;



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- Job Service Career Counselor referrals: Career interest and exploration assessments, Ability Profiler, Career Cruising, WorkKeys, Career Ready 101, Career Locker and other assessment tools;
- E-mail blasts to job seekers with information about job fairs, on-site employer recruitments, training opportunities, etc.;
- All referrals are entered into the state's participant tracking system for reporting purposes and to track follow up with job seekers.

*(e) Agricultural Outreach Plan (AOP). Each State agency must develop an AOP every four years as part of the Unified or Combined State Plan required under sections 102 or 103 of WIOA. The AOP must include—*

*(1) Assessment of Need.*

*(A) Provide an assessment of the unique needs of farmworkers in the area based on past and projected agricultural and farmworker activity in the State. Such needs may include but are not limited to: employment, training, and housing.*

*(B) An assessment of the unique needs of farmworkers means summarizing Migrant Seasonal Farm Worker (MSFW) characteristics. This information must take into account data supplied by WIOA Section 167 NFJP grantees, other MSFW organizations, and State and/or Federal agency data sources such as the U.S. Department of Agriculture (USDA) and the U.S. Department of Labor Employment and Training Administration.*

### Background

As required by 20 CFR Subpart B, 653.107, DWD will provide WP Act-funded services to migrant workers and employers of MSFWs. The State of Wisconsin provides services to ensure that the full range of employment and training and educational services are available on a basis which is qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs. The state also assists employers and job seekers through the operation of a basic labor exchange system as described in 20 CFR 652, Subpart A.

DWD has a unified MSFW program that is comprised of outreach workers, Foreign Labor Coordinator (FLC), and Migrant Law Enforcement (MLE) within the Bureau of Job Service. Our mission is to support Agricultural employers and farmworkers through an effective labor exchange system and ensure that employer and worker stakeholders are aware of their rights, responsibilities, and protections using an efficient and collaborative service delivery process.

DWD MSFW Program will continue efforts to strengthen its working relationships with MSFWs and employers so that each better understands how the Public Labor Exchange System (Job Centers), outreach services and the MLE unit can be of assistance. Efforts will continue to include promoting the use of the Agricultural Recruitment System (ARS) to employers and the full range of Public Labor Exchange services delivered via an outreach program designed to locate, contact, and inform migrant and seasonal farmworkers about their rights and all services available to them.

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As required by 20 CFR Subpart B, 653.101, DWD DET will ensure that MSFWs are offered the same range of employment services, benefits, and protections that are provided to non-MSFWs including information on jobs, registration assistance, referral to a qualified job, vocational counseling and testing, and job training referral services. To ensure statewide compliance, DWD will make every effort to meet the Equity Indicators of Compliance as well as the Minimum Service Level Indicators. Wisconsin is designated as a "significant" state, and as such every effort will be made to conduct vigorous outreach activities in the significant MSFW service areas located in Wautoma and Beaver Dam and provide year-round services in those offices. Wisconsin will also continue its statewide outreach efforts across the state to ensure migrant and seasonal farmworkers have access to the wide array of Job Center services.

The MLE unit also provides additional services to workers and employers. The MLE unit enforces the Wisconsin Migrant Labor Law (Chapter 17 and WI Administrative code 301) on behalf of individuals who travel to Wisconsin for employment in agriculture, horticulture, and food processing and work in this state for less than ten months per year.

The Wisconsin Migrant Labor Law provides standards for wages, hours, and working conditions of migrant workers; certification, maintenance, and inspection of migrant labor camps; recruitment and hiring of migrant workers and guarantees the right of free access to migrant camps. The MLE unit also provides technical assistance to covered employers to promote compliance.

### Agricultural Activity and Projections

According to the *2016 Wisconsin Farm Facts* and *2016 Wisconsin Agricultural Statistics* reported by the Department of Agriculture and Consumer Protection, Wisconsin ranks:

First:	Cranberries	6.13 million barrels
	Corn for Silage	15.7 million tons
	Snap beans for Processing	312,000 tons
	Carrots for Processing	107,000 tons
Third:	Potatoes	2.7 billion pounds
	Sweet Corn for Processing	542,000 tons
	Green Peas for Processing	71,000 tons
Fourth:	Cherries	13.6 million pounds

The *Organic Agriculture in Wisconsin 2017 status report* indicates that Wisconsin is second only to California in the overall number of organic farms. As for horticultural and agronomic crops, Wisconsin is second in the total number of organic vegetable and melon farms. Wisconsin is poised for continued growth in the organic industry. Our state ranks third in the nation for the number of farms and acres transitioning to organic production.

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American ginseng has been cultivated in Wisconsin for more than 100 years. An article in *Agri-View* notes that Wisconsin ranks number one in the nation for production of ginseng. We produce 95% of the nation's ginseng crop and it is primarily grown in the central area of the state including Marathon, Lincoln, Portage, Langlade, and Waupaca counties.

There are six main vegetable production regions in Wisconsin:

**Region 1** – The **Central Sands** vegetable production region is located in the center of the state and is characterized by sandy soils. Main vegetable crops are: potatoes, sweet corn, peas, and snap beans.

**Region 2** – The **Driftless** vegetable production region is located along the western border of Wisconsin and is characterized by bluffs and hilly terrain. Vegetable farming in this area is characterized by high concentration of fresh market and organic growers.

**Region 3** – The **Lower Wisconsin River** vegetable production region is located in southwestern Wisconsin and is characterized by hilly topography. Main vegetable crops in this area are: sweet corn, peas and snap beans.

**Region 4** – **Muck** farms are located on drained swamps. They are distributed throughout the state and are characterized by soils with high levels of organic material. Main vegetable crops in this area are: carrots, celery, mint and onion.

**Region 5** – The **Potato Seed** production area is located in Langdale County, near Antigo. Its isolation from commercial potato production areas helps keep disease incidence low. Main vegetable crop is seed potatoes.

**Region 6** – The **Ripon Plain** is a large region of eastern Wisconsin that is characterized by signs of glacial activity, silt loam soils and lime-rich fills. Main vegetable crops in this area are: sweet corn, beans and peas.

### Growing Season Review

As reported by *Department of Agriculture: 2016 Wisconsin Agricultural Statistics*, Wisconsin is America's Dairyland but there is more produced and processed in our state than just milk and cheese.

Wisconsin is one of the top states in the production of the major processing vegetables.

- In 2016 Wisconsin grew 363,552 tons of snap beans, 106,150 tons of carrots for processing, 33,172 tons of cucumbers for pickles, and 63,050 tons of green peas.
- The state ranks third in the nation in potato production, harvesting potatoes on 64,000 acres

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- The state is known for its fruit production, including its state fruit: the cranberry
- Wisconsin cranberry production totaled 6.13 million barrels. Growers harvested 21,100 acres. Wisconsin produces 64% of the nation's crop, making us the top cranberry producing state in the country
- The state also produces a large tart cherry crop, producing 13.6 million pounds
- Wisconsin boasts many apple orchards producing 41.0 million pounds of apples

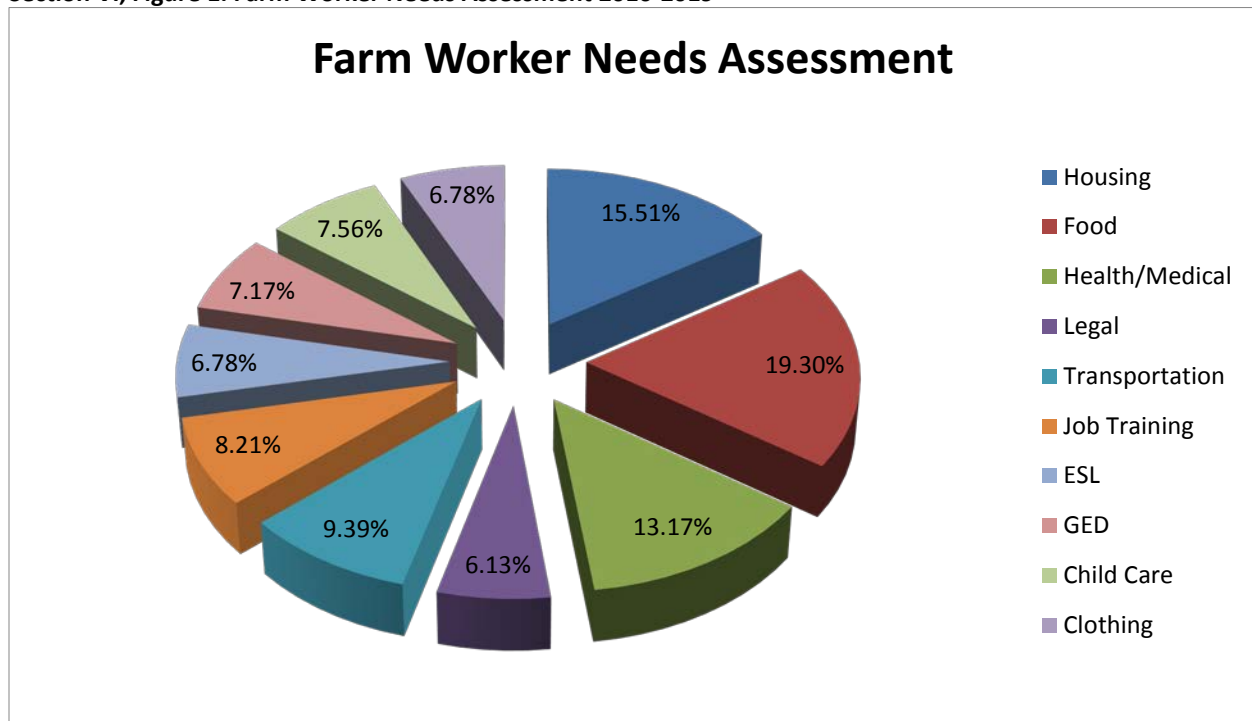
Below is information from the needs assessment (2016-2019) provided by our WIOA 167 – NFJP grantee United Migrant Opportunity Services (UMOS):

**Section VI, Table 3. Farm Worker Needs Assessment 2016-2019**

Needs	Highest	High	Medium		Low	Least
Housing	269	14	21		15	103
Food	333	78	12		5	0
Health / Medical	229	30	61		59	49
Legal	197	2	18		15	190
Transportation	259	17	13		15	124
Job Training	207	26	52		51	88
GED	203	24	33		35	130
Clothing	204	16	84		52	67

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Section VI, Figure 1. Farm Worker Needs Assessment 2016-2019



Outreach staff may also assess the needs of the MSFWs and provide the identified necessary services and/or referrals.

- (2) Outreach Activities. The Local offices outreach activities must be designed to meet the needs of MSFWs in the State and to locate and contact MSFWs who are not being reached through normal intake activities. Describe the State agency's proposed strategies for:*
- (A) Contacting farmworkers who are not being reached by the normal intake activities conducted by the employment service offices.*
  - (B) Providing technical assistance to outreach workers.*
  - (C) Increasing outreach worker training and awareness across core programs including the UI program and the training on identification of UI eligibility issues.*
  - (D) Providing State merit staff outreach workers professional development activities to ensure they are able to provide high quality services to both jobseekers and employers.*
  - (E) Coordinating outreach efforts with NFJP grantees as well as with public and private community service agencies and MSFW groups.*

It is DWD's goal to contact as many MSFWs as possible, maximizing the utilization of all resources available.

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The majority of the outreach contacts occur through in person group orientations at the employer site. These sessions are planned and arranged beforehand by outreach staff based on their communication with the employer. Whenever possible, these outreach sessions are coordinated with our WIOA 167 NFJP staff and other partner agencies such as La Clinica, Wisconsin Department of Public Instruction, Legal Action, and GED/High School Equivalency Program (HEP) providers. MSFW staff will also attempt to reach workers at the places they congregate.

The MLE unit, as required by the State Migrant Labor Law, is responsible for compiling and distributing the Migrant Population Report annually. The report provides information regarding employment of out-of-state seasonal workers in the agricultural, horticultural, and food processing industries. This report has been generated annually since the implementation of the Migrant Labor Law in 1978.

The population report numbers for the last four years are:

**Section VI, Table 3. Population Report**

Year	# of Workers	
2017	4,153	
2016	3,802	
2015	3,545	
2014	3,592	
Total	15,092	

### Outreach

The State has six full time bilingual Spanish permanent state employees assigned to MSFW duties including outreach and housing inspections who will be available to provide services to MSFWs and employers as required by State and Federal regulations. As required by Federal Regulation 20 CFR 653.107 (4) the State has two bilingual full-time permanent state employees assigned to conduct outreach and assist farmworkers year-round in the One Stop Centers that cover the significant offices of Beaver Dam and Wautoma.

The State has bilingual Spanish full time merit staff in the following One-Stop Job Centers:

- |                                  |                  |
|----------------------------------|------------------|
| ▪ Bay Central Job Center         | Green Bay        |
| ▪ Dane County Job Center         | Madison          |
| ▪ Fond du Lac Area Job Center    | Fond du Lac      |
| ▪ Menasha Job Center             | Menasha          |
| ▪ Sauk County Job Center         | Baraboo          |
| ▪ Walworth County Job Center     | Elkhorn          |
| ▪ Wisconsin Rapids Job Center    | Wisconsin Rapids |
| ▪ WDC of Jefferson County        | Jefferson        |
| ▪ Milwaukee Job Center Southeast | Milwaukee        |

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The outreach staff has made the following outreach contacts in the past four years:

Section VI, Table 4. Outreach Contacts

Year	Outreach Contacts
2017	3,750
2016	3,707
2015	3,181
2014	3,089
<b>Total</b>	<b>13,727</b>

Our goal for PY16 – PY20 is to reach 3,100 migrant and seasonal workers per year for a total of 12,400 workers.

The state plans to continue coordinating our efforts in conducting joint outreach and/or providing information about our respective programs with our WIOA 167 – NFJP grantee and partner (UMOS) to maximize our mutual outreach goals.

We also will work closely with UMOS in conducting joint visits to employer sites with the migrant labor inspectors, as they have historically facilitated access to our migrant workers.

### Providing technical assistance to outreach workers:

MSFW Outreach workers are Job Service (Wagner-Peyser funded) staff, and are assigned to Job Centers throughout the state of Wisconsin. All Job Service staff have opportunities to attend all the state provided trainings, conferences, local staff meetings, and are an integral part of collaborations, partner meetings, and activities and services provided at One Stop Job Centers.

### Providing technical assistance to MSFW staff:

Annually, MSFW staff attend appropriate MSFW focused conferences and meetings throughout the state, and frequently, at out-of-state events focusing on MSFW activities, best practices and any law changes that may affect the program. These opportunities include: DOL sponsored trainings, meetings and trainings directed by the MSFW Program Manager within DET; annual meetings providing information and services to MSFW Employers, and other appropriate trainings, conferences and seminars that occur throughout the year.

Key MSFW staff attend appropriate MSFW focused conferences and meetings, which may include: DOL sponsored trainings, meetings and trainings as directed by Job Service management; annual meetings providing information and services to MSFW Employers, and other appropriate trainings, conferences and seminars that occur throughout the year.

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Additionally, twice a year, the state of Wisconsin hosts MSFW all-staff meetings in the Central Office. Subject Matter Experts provide updates on law changes, policy and/or procedure changes, best practices, communication with state-wide partner agencies and the opportunity to obtain information to pass on to the MSFW program participants throughout the season. Human trafficking and sexual harassment trainings are provided to MSFW staff annually.

As MSFW staff is Job Service staff, they follow the follow the same guidelines, processes and procedures outlined previously.

- (3) Services provided to farmworkers and agricultural employers through the one-stop delivery system. Describe the State agency's proposed strategies for:*
- (A) Providing the full range of employment and training services to the agricultural community, both farmworkers and agricultural employers, through the one-stop delivery system. This includes:*
- (i) How career and training services required under WIOA Title I will be provided to MSFWs through the one-stop centers;*
  - (ii) How the State serves agricultural employers and how it intends to improve such services.*
- (B) Marketing the employment service complaint system to farmworkers and other farmworker advocacy groups.*
- (C) Marketing the ARS to agricultural employers and how it intends to improve such publicity.*

Most of the outreach contacts occur through in person group orientations at the employer site. Whenever possible, these outreach sessions are coordinated with our WIOA 167 NFJP staff, migrant labor inspector, and other partner agencies such as La Clinica, DPI, Legal Action and GED/HEP providers.

We are co-located with our WIOA 167- NFJP grantee (UMOS) in the Beaver Dam and Wautoma office during the season to coordinate services. MSFW staff covering the significant offices are available year-round as needed by MSFWs.

We hold collaborative local meetings across the state to engage local partners that provide services to MSFWs and their employers. Meetings are held in the areas of Milwaukee Madison and Wautoma/Wisconsin Rapids. Other local, state, and government agencies invited to these meetings include: US DOL Federal Wage & Hour, OSHA, EEOC, Department of Public Instruction Migrant Project (DPI), Legal Action of Wisconsin – Migrant Project, W2, Food share, Family Health/La Clinica, food pantries, and others.

Other collaboration events include participation in:

- Joint local MSFW Pre-Season and Post season meetings
- NFJP Staff meetings, interagency meetings and trainings
- Quarterly Migrant Farmworker Coalition meetings



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- Quarterly Governor's Council on Migrant Labor meetings
- NFJP sponsored Farmworker Appreciation Day Picnic
- Farmworker conferences such as National Association of Farmworker Organization (MAFO) and the Association of Farmworkers Opportunity Programs (AFOP)

To comply with federal regulations 653.107 (1-4), the outreach representative provides the following information to workers during their outreach presentation. This presentation is often done in groups but may also be conducted one on one at the migrant labor camp or at other MSFW group activities (such as the Farmworker Appreciation Day Picnic). The information provided includes:

- Job Center services available at the local one-stop offices
- Referrals to all qualified jobs (non-agricultural and agricultural)
- Referrals to Training services WIOA 167 and WIOA Title 1-B Adult, Dislocated Worker and Youth
- Assistance in registering on JobCenterofWisconsin.com (JCW)
- Explanation and use of JCW job search functions
- Career Services
- Referrals to a variety of financial literacy information and services
- Career interest and exploration assessments
- Farmworker Rights (Federal and State Law – related protections with respect to the terms and conditions of employment)
- Information on Job Service Complaint System
- Information and referrals to other services including local and state Health and Human Services, Legal Action of Wisconsin, and Migrant health clinic
- Encourage for workers to visit the local One-Stop to obtain the full range of employment and training services
- Printed pamphlets in English and Spanish that provide information about supportive services available at the Job Centers
- Labor Market Information
- Tax Credit programs
- Fidelity Bonding assistance
- Language access

Sessions include time for questions and answers.

Other tools used to conduct outreach are:

- Surveys sent to previous year employers to estimate number of MSFWs needed during the upcoming season and anticipate the arrival date of these employees;
- Outreach Plan for the significant offices;

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- Joint outreach planned visits or events coordinated with WIOA-167 NFJP (UMOS), migrant labor inspector, DPI, HEP, Family Health/La Clinica, and other MSFW partners;
- Local Pre-Season and Post season meetings where local, community, county, state and federal partner agencies that provide free services to our MSFW are invited to participate to share updates on current program information including: WIOA-167 NFJP program manager along with representatives from partner state and federal agencies including Federal Wage & Hour, OSHA, LAW Migrant Project, Headstart, Childcare, DPI, Family Health/La Clinica, and EEOC;
- All Staff MSFW meetings held at the beginning and end of the season;
- Tri-lingual Call Center – Spanish, Hmong, and English;
- JCW cards with website and Call Center phone number; and
- Laptops

Individuals have easy access to the same supportive services, programs, and educational opportunities as all job seekers with the goal of successful employment. Examples include:

- Information, services, assistance, assessments and job searching
- Computer and technology skill enhancement
- Resume development
- Interview skills
- GED assistance
- Educational opportunities
- Short term training
- Career assessments and exploration
- Resource Room assistance
- Computer access for job searching, writing and printing of resumes, online employment applications, and assistance
- Information, services, assistance, assessments, and job searching
- Skill Explorer – the State skill matching system that links skill sets to current employment opportunities locally, regionally, and statewide.
- Outreach – which can include meeting clients at itinerant locations, career and job fairs, and local libraries.

Services to Agricultural employers, may include, but are not limited to:

- Ability to post available job opportunities on the State of Wisconsin Labor Exchange system (JCW)
- On-site recruitments at local One Stop/Job Centers
- Ability to send e-blasts to registered job seekers to announce relevant job opportunities
- Employer assistance through local Business Services Teams

Other services available to Agricultural Employers are:

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- **ARS Clearance Orders**

The purpose of the ARS is to meet the labor needs of agricultural employers, provide job opportunities to farm workers, and protect the domestic agricultural workforce. The ARS ensures proper disclosure of the terms and conditions of employment to seasonal workers who are recruited from outside the local commuting area. Employers are required to provide housing at no cost to the worker and meet other requirements. Employers who wish to use the ARS must submit US Employment and Training Administration (ETA) 790 – Agricultural and Food Processing Clearance order to the State Workforce Agency (SWA) for processing. Migrant law inspectors will hand out the employer ARS brochure at the time of conducting migrant housing inspection.

- **Temporary Foreign Labor Certification Program H2A – Agricultural**

These programs allow employers to obtain visas for foreign workers if the employer demonstrates that there are not sufficient U.S. workers who are able, willing, and qualified to perform the temporary labor or services and that the employment of foreign workers will not adversely affect the wages and working conditions of similarly employed U.S. workers.

- **Wisconsin Migrant Labor Law Enforcement**

The Wisconsin Migrant Labor Law provides standards for wages, hours, and working conditions of migrant workers; certification, maintenance and inspection of migrant labor camps; recruitment and hiring of migrant workers; and guarantees the right of free access to migrant camps. This unit provides technical assistance to covered employers and crew leaders to promote compliance. This technical assistance may be conducted one-on-one or through specific group meetings or training.

*(4) Other Requirements.*

- (A) Collaboration. Describe any collaborative agreements the SWA has with other MSFW service providers including NFJP grantees and other service providers. Describe how the SWA intends to build upon/increase collaboration with existing partners and in establishing new partners over the next four years.*
- (B) Review and Public Comment.*
- (C) Data Assessment. Review the previous four years WP data reports on performance.*
- (D) Assessment of Progress.*
- (E) SMA.*

We hold collaborative local meetings across the state to engage local partners that provide services to MSFW and MSFW employers. Meetings are held in the areas of Milwaukee/ Madison and Wautoma/ Wisconsin Rapids. Attendees include: Wage & Hour, OSHA, EEOC, DPI, Department of Health, Legal Action of Wisconsin – Migrant Project, W2, Food share, Family Health/ La Clinica, food pantries, and others.

Other collaboration events include:

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- Joint local MSFW Pre-Season and Post-Season meetings across the state
- NFJP Staff meetings, interagency meetings and trainings
- Quarterly Wisconsin Farmworker Coalition meetings
- Quarterly Governor's Council on Migrant Labor meetings
- NFJP sponsored Farmworker Appreciation Day Picnic
- Farmworker conferences such as MAFO and the Association of Farmworkers Opportunity Programs
- Other meetings as necessary to share information, provide updates, and improve coordination efforts

DWD has solicited comments and suggestions from the WIOA 167 NFJP grantee UMOS, appropriate farmworker groups, public agencies, agricultural employer organizations, and other interested employer organizations and given the opportunity to comment on the State AOP.

At least 45 days before submitting the plan, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether the comments have been incorporated and if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan. Any comments received after the submission date will be forwarded to the region separately.

During PY16 (July 1, 2016 – June 30, 2017) the State of Wisconsin achieved all its established goals as follows:

- ♦ 3,750 MSFW workers were contacted
- ♦ Six full-time permanent bilingual State staff conducted outreach during the season
- ♦ 81 migrant labor camps were inspected and certified
- ♦ Outreach visits were coordinated with WIOA 167 – NFJP career planners across the state
- ♦ Held MSFW All Staff Pre- and Post-Season meetings in DWD headquarters in Madison
- ♦ In collaboration with WIOA 167 – NFJP held two Pre- and Post-Season meetings across the state. MSFW service providers and employers were invited to review services available, provide updates and discuss expected issues for the season
- ♦ Conducted presentation on MSFW services at the Mexican Consulate in Milwaukee
- ♦ SMA, Foreign Labor Certification and MLE staff attended MAFO conference in Albuquerque
- ♦ MSFW staff participated in required Human Trafficking training

### **(f) WP Assurances.**

#### **The State Plan must include assurances that:**

1. The WP Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time. (sec 121(e)(3));

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2. The State agency is complying with the requirements under 20 CFR 653.111 (State agency staffing requirements) if the State has significant MSFW one-stop centers;
3. If a State WDB, department, or agency administers State laws for VR of persons with disabilities, that board, department, or agency cooperates with the agency that administers WP services, Adult and DW programs and Youth Programs under Title I; and
4. State agency merit-based public employees provide WP Act-funded labor exchange activities in accordance with DOL regulations.

### Adult Education and Literacy Programs

*The State Plan must include a description of the following as it pertains to Adult Education and Literacy programs under title II, the Adult Education and Family Literacy Act (AEFLA).*

*(a) **Aligning of Content Standards.** Describe how the eligible agency will, by July 1, 2016, align its content standards for adult education with State-adopted challenging academic content standards, as adopted under section 1111(b)(1) of the Elementary and Secondary Education Act of 1965, as amended (20 U.S.C. 6311(b)(1)).*

Wisconsin aligned its Adult Education standards to College and Career Readiness (CCRS) standards in 2013-14, and formally adopted these new standards. The CCRS-aligned WTCS standards are aligned with college and work expectations; are clear, understandable and consistent; include rigorous content and application of knowledge through high-order skills; build upon strengths and lessons of current state standards; are informed by other top performing countries, so that all students are prepared to succeed in our global economy and society; and are evidence-based. All AEFLA grantees will adopt these curriculum standards as a condition of receipt of AEFLA funds.

WTCS has since led a system-wide effort for the purpose of exploring how common standards could be implemented to improve college and career readiness for all students. Professional development on the new standards is ongoing, and includes providers creating and sharing model curricula and learning plans as well as instructional strategies.

In 2017 and 2018 the WTCS is aligning its ELL curriculum standards to the CCRS-aligned ABE standards.

*(b) **Local Activities.** Describe how the State will, using the considerations specified in section 231(e) of WIOA, fund each eligible provider to establish or operate programs that provide adult education and literacy activities, including programs that provide such activities concurrently. The Unified or Combined State Plan must include at a minimum the scope, content, and organization of local activities.*

### Adult Education and Literacy Activities (Section 203 of WIOA)

*Adult education;*

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*Literacy;  
Workplace adult education and literacy activities;  
Family literacy activities;  
English language acquisition activities;  
Integrated English literacy and civics education;  
Workforce preparation activities; or  
Integrated education and training that—*

- 1. Provides adult education and literacy activities, concurrently and contextually with both, workforce preparation activities, and workforce training for a specific occupation or occupational cluster, and*
- 2. Is for the purpose of educational and career advancement.*

**Special Rule.** *Each eligible agency awarding a grant or contract under this section shall not use any funds made available under this title for adult education and literacy activities for the purpose of supporting or providing programs, services, or activities for individuals who are under the age of 16 and are enrolled or required to be enrolled in secondary school under State law, except that such agency may use such funds for such purpose if such programs, services, or activities are related to family literacy activities. In providing family literacy activities under this title, an eligible provider shall attempt to coordinate with programs and services that are not assisted under this title prior to using funds for adult education and literacy activities under this title for activities other than activities for eligible individuals.*

WTCS serves as the administrative/fiscal agent for Title II AEFLA. As administrative/fiscal agent, WTCS will ensure service providers provide services to eligible individuals who:

Have attained at least 18 years of age;

Are not enrolled or required to be enrolled in secondary school under the Wisconsin law, and;

Are basic skills deficient; or

Are English Language Learners.

In Wisconsin, the term “adult education” means academic instruction and education services below the postsecondary level that increase an individual’s ability to—

- i. read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent;
- ii. transition to postsecondary education and training; and
- iii. obtain employment.

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The term “adult education and literacy activities” means programs, activities, and services that include adult education, literacy, work-place adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.

The term “eligible agency” means the sole entity or agency in a State or an outlying area responsible for administering or supervising policy for adult education and literacy activities in the State or outlying area, respectively, consistent with the law of the State or outlying area, respectively.

The term “eligible individual” means an individual— who has attained 18 years of age; is not enrolled or required to be enrolled in secondary school under State law; and who is basic skills deficient; and/or does not have a secondary school diploma or its recognized equivalent, and has not achieved an equivalent level of education; or is an English language learner.

The term “eligible provider” means an organization that has demonstrated effectiveness in providing adult education and literacy activities that may include, but is not limited to:

- a local educational agency;
- a community-based organization or faith-based organization;
- a volunteer literacy organization;
- an institution of higher education;
- a public or private nonprofit agency;
- a library;
- a public housing authority;
- a nonprofit institution;
- a consortium or coalition of the agencies, organizations, institutions, libraries, or authorities;
- a partnership between an employer and an entity described above.

The term “English language acquisition program” means a program of instruction— that is designed to help eligible individuals who are English language learners achieve competence in reading, writing, speaking, and comprehension of the English language; and that leads to:

- (i) (I) attainment of a secondary school diploma or its recognized equivalent; and
- (II) transition to postsecondary education and training; or
- (ii) Employment.

The term “English language learner” when used with respect to an eligible individual, means an eligible individual who has limited ability in reading, writing, speaking, or comprehending the English language,

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and whose native language is a language other than English; and/or who lives in a family or community environment where a language other than English is the dominant language.

The term “essential components of reading instruction” has the meaning given the term in Section 1208 of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 6368).

The term “family literacy activities” means activities that are of sufficient intensity and quality, to make sustainable improvements in the economic prospects for a family and that better enable parents or family members to support their children’s learning needs, and that integrate all of the following activities:

- Parent or family adult education and literacy activities that lead to readiness for postsecondary education or training, career advancement, and economic self-sufficiency.
- Interactive literacy activities between parents or family members and their children.
- Training for parents or family members regarding how to be the primary teacher for their children and full partners in the education of their children.
- An age-appropriate education to prepare children for success in school and life experiences.

The term “institution of higher education” has the meaning given the term in Section 101 of the Higher Education Act of 1965 (20 U.S.C. 1001).

The term “integrated education and training” means a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement.

The term “integrated English literacy and civics education” means education services provided to English language learners who are adults, including professionals with degrees and credentials in their native countries, that enables such adults to achieve competency in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United States. Such services shall include instruction in literacy and English language acquisition and instruction on the rights and responsibilities of citizenship and civic participation, and may include workforce training.

The term “literacy” means an individual’s ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function on the job, in the family of the individual, and in society.

The term “postsecondary educational institution” means— an institution of higher education that provides no less than a two-year program of instruction that is accept-able for credit toward a



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bachelor's degree; a tribally controlled college or university; or a nonprofit educational institution offering certificate or apprenticeship programs at the postsecondary level.

The term “workplace adult education and literacy activities” means adult education and literacy activities offered by an eligible provider in collaboration with an employer or employee organization at a workplace or an off-site location that is designed to improve the productivity of the workforce.

The term “workforce preparation activities” means activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education or training, or employment.

The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that:

- aligns with the skill needs of industries in the economy of the State or regional economy involved;
- prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships
- includes counseling to support an individual in achieving the individual's education and career goals;
- includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- helps an individual enter or advance within a specific occupation or occupational cluster.

Activities funded under WIOA Title II in Wisconsin adult education, literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integration of English literacy and civics education, workforce preparation activities, and integrated education and training. WIOA Title II funding is approved and overseen by WTCS ABE staff, the state ABE Director, and the WTCS Board.

Activities funded under WIOA Title II are undertaken by any eligible provider or combination of eligible providers. All Title II applicants provide assurances that they will fully implement the requirements and activities authorized under WIOA and related legislation, including section 502 of WIOA and section 427

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of the General Education Provisions Act. Distribution of Title II funding for the 2017-2018 academic year is authorized under a USDoE-approved extension of the previously-awarded Title II grants. As of the 2017-2018 grant year, basic education programming is offered at over 200 sites including community-based organizations, literacy councils, jails, college campuses, on-site in business and industry (through the Workforce Advancement Training Grant program), job centers, and in churches, libraries, and other sites as collaborative efforts are developed locally. Statewide geographical distribution of sites is encouraged in order to ensure citizens relative ease of access, and local programs are asked to make every effort to provide services which are at nontraditional times e.g. evenings and weekends, and through alternative delivery mechanisms.

In 2018, the WTCS will hold an open competition for funding, with new grantees to be identified and funded activities starting on July 1, 2018. The open competition recognizes the broad array of eligible applicants, and emphasizes partnerships and career pathway-centered collective efforts whenever possible.

The WTCS Board has received detailed guidance from the USDOE, Office of Career, Technical and Adult Education re these grant opportunities and the award process. All Title II grant categories will be open in a direct and equitable access manner as per WIOA and USDOE requirements. The funds will be made available through a competitive application process, and the grant announcement that has been disseminated directly to providers is the same announcement shared with all eligible providers. These funding opportunities have been posted on the agency website, shared through regional media, and posted on the state's VendorNet informational website. All eligible providers have been provided the same information and all applications will be evaluated using the same scoring criteria. These criteria are aligned with the directions contained in this Plan and the 13 considerations required by federal legislation. These grants will be awarded on a three-year basis, with updated applications due each year.

The WTCS will award funds to eligible providers who have demonstrated effectiveness. Local grants will be distributed based on the ability to meet the requirements of AEFLA purposes outlined in WIOA and will serve individuals who: (a) have attained at least 18 years of age; (b) are not enrolled or required to be enrolled in secondary school under the Wisconsin law, (c) are basic skills deficient; and/or (d) are English language learners.

The purpose of enrolling these individuals is to:

- Assist adults to become literate and obtain the knowledge and skill necessary for employment and economic self-sufficiency.
- Assist adults who are parents become a full partner in the education development of their children;
- Promote transition from adult education to post-secondary education and training through career pathways;

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- Assist immigrants and English language learners improve reading, writing, math, speaking, and comprehending the English language and acquire understanding of American government, individual freedom, and responsibilities of citizenship.

Eligible providers who are awarded funding will need to follow all required AEFL curricular and programmatic component expectations, including making sure their workforce/integrated instruction still follows the WTCS curriculum standards in English Language Arts and Mathematics. These standards will incorporate workforce readiness skills, digital literacy competencies, and will provide opportunities for contextualizing competencies throughout. In their application for funds, eligible local providers will be required to describe their plans for supporting the transition to and implementation of the state's standards. In their local plan, local providers will be required to address professional development and ongoing assistance for all instructors, development and acquisition of curriculum and instructional materials aligned to the standards, monitoring and ongoing technical assistance, and a timeline for the providers' complete transition to and implementation of state standards. Eligible providers will be required to participate in all required meetings and professional development, participate in all grant monitoring and evaluation processes, participate in technical assistance efforts, etc.

### Special Rule

Each eligible agency awarding a grant or contract under this section shall not use any funds made available under this title for adult education and literacy activities for the purpose of supporting or providing programs, services, or activities for individuals who are under the age of 16 and are enrolled or required to be enrolled in secondary school under State law, except that such agency may use such funds for such purpose if such programs, services, or activities are related to family literacy activities. In providing family literacy activities under this title, an eligible provider shall attempt to coordinate with programs and services that are not assisted under this title prior to using funds for adult education and literacy activities under this title for activities other than activities for eligible individuals.

**(c) Corrections Education and other Education of Institutionalized Individuals.** *Describe how the State will establish and operate programs under section 225 of WIOA for corrections education and education of other institutionalized individuals, including how it will fund, in accordance with the requirements of Title II subtitle C, any of the following academic programs for:*

*Adult education and literacy activities;  
Special education, as determined by the eligible agency;  
Secondary school credit;  
Integrated education and training;  
Career pathways;  
Concurrent enrollment;  
Peer tutoring; and  
Transition to re-entry initiatives and other post release services with the goal of reducing recidivism.*

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Correctional education is in place for the 2017-2018 extension year. Each funded eligible agency is using funds provided under Programs for Corrections Education and Other Institutionalized Individuals to carry out a program for criminal offenders within a correctional institution, giving priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program.

At the completion of the 2017-2018 grant extension year, the State will begin awarding up to 20% of the 82.5% of funds under Section 225 of the Act to eligible providers who have demonstrated effectiveness for corrections education and the education of other institutionalized individuals. The funds will be made available through the previously-mentioned competitive application processes, and correctional education activities will be allowed in both of Wisconsin's two Title II grant categories. The competitive grant announcement goes directly to providers by posting it on the agency website, sharing it through regional media and posting it on the state's VendorNet website. All eligible providers are provided the same information and all applications are evaluated using the same scoring criteria. Applications are scored by multiple readers using the published scoring criteria. Grants are awarded on a three-year cycle with updated applications submitted each year. Specific consideration is given to eligible applicants that indicate priority of service to individuals who are likely to leave the correctional institution within five years of participating in the program, which is identified on the scoring criteria. This approach meets the requirements specified in Title II of WIOA with every effort made to ensure direct and equitable access.

Eligible providers will provide educational programs for adult criminal offenders in correctional institutions, including:

- a. Adult education and literacy services
- b. Secondary school credit
- c. Integrated education and training
- d. Career pathways
- e. Concurrent enrollment
- f. Peer tutoring
- g. Transition to re-entry initiatives and other post-release services with the goal of reducing recidivism

This academic program list is permissive and implementing every program on the list is not required. This expanded list of academic programs allows the State the opportunity to provide instruction in not only adult education and literacy activities but also integrated education and

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training; career pathways; peer tutoring; and transition to re-entry initiatives and other post-release services with the goal of reducing recidivism.

The State requires as part of the eligible provider's grant application that the correctional institutions describe and define the academic program areas in which they intend to provide academic instruction and describe how the agency will deliver any of these programs. Priorities for the State will include increasing the number of incarcerated adults completing a secondary school credential. The state of Wisconsin offers six credentialing options for students seeking a high school credential.

The State will continue to work with awarded providers to strengthen both educational and reentry services.

*(d) Integrated English Literacy and Civics Education Program (IELCEP). Describe how the State will establish and operate IELCEPs under Section 243 of WIOA, for English language learners who are adults, including professionals with degrees and credentials in their native countries.*

The WTCS, in cooperation with eligible providers in the state, will provide integrated English language instruction and civics education under Section 243 of WIOA, for eligible English language learners who are adults, including professionals with degrees and credentials from their native countries. WTCS will leverage those past successes to meet these requirements under WIOA.

The WTCS application for IELCE (section 243) funds will require applicants to describe how they plan to provide English language acquisition and civics education concurrently and contextually. As part of the IELCE program requirements, each program that receives funding under Section 243 will be designed to

- prepare adults who are English learners for, and place such adults in unsubsidized employment in in- demand industries and occupations that lead to economic self-sufficiency;
- integrate with the local workforce development system and its functions to carry out the activities of the program for the purpose of integrated education and training activities.

If an eligible provider chooses to address Integrated English language learning and civics education under Section 231, WTCS will also fund eligible providers on their ability to meet the purposes of AEFLA funding described in Title II Section 243.

The proposed activities and budget will be reviewed by WTCS to ensure that they meet all statutory requirements.

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At the completion of the 2017-2018 grant extension year, the State will make Title II awards under Section 243 of the Act to eligible providers who have demonstrated effectiveness for IELCE-related education. The funds will be made available through the previously-mentioned competitive application processes, and IELCE activities will be allowed in both of Wisconsin's two Title II grant categories. The competitive grant announcement goes directly to providers by posting it on the agency website, sharing it through regional media and posting it on the state's VendorNet website. All eligible providers are provided the same information and all applications are evaluated using the same scoring criteria. Applications are scored by multiple readers using the published scoring criteria. Grants are awarded on a three-year cycle with updated applications submitted each year. This approach meets the requirements specified in Title II of WIOA with every effort made to ensure direct and equitable access.

An eligible provider provides the classroom (English language acquisition and civics education) instruction to a specific cohort of students, while partnering with another nonprofit or social entrepreneurial organization that then provides or coordinates timely and well-aligned occupational skills training, as appropriate, for particular participants from that cohort of students.

*Describe how the State will fund, in accordance with the requirements of title II, subtitle C, an Integrated English Literacy and Civics Education program and how the funds will be used for the program.*

The WTCS uses the same application process for all Title II funding. This ensures that all applications are evaluated using the same rubric and scoring criteria.

WTCS ensures that all eligible providers have direct and equitable access to apply for grants. WTCS notifies potential providers through email, the agency website, sharing it through regional media and posting it on the state's VendorNet website. It also ensures that the same grant announcement, application, and proposal process is used for all eligible providers through the grant management system. During the initial period of the grant submission process, any eligible agency that contacts the WTCS with an interest in participating will be provided the information needed. WTCS believes that these approaches meet the requirements specified in AEFLA will make every effort to ensure direct and equitable access. WTCS uses the considerations specified in section 231(e) of WIOA to fund eligible providers by incorporating each of the considerations into the narrative portion of the application. Applicants must provide narrative detail to demonstrate how they will meet each requirement. WTCS will also attach an application rubric weighting each of the considerations.

WTCS will make awards to eligible providers through a competitive application process. Funds will be used to support the operational expenses of local IELCE programs, including teacher salaries and benefits, classroom supplies, textbooks, and other items necessary to carry out instruction in English language acquisition, workforce preparation activities, and civics education. WTCS also plans to issue guidance and technical assistance to eligible providers as needed.

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*(e) State Leadership. Describe how the State will use the funds to carry out the required State Leadership activities under section 223 of WIOA.*

WTCS will use funds made available under Section 222(a) (2) to enhance the quality of programming in Wisconsin's adult education system. Not more than 12.5% of the grant funds made available will be used to carry out State Leadership activities under Section 223. Funding will be augmented using state and local program funds.

The WTCS will target funding on the required activities below. The WTCS office will continually evaluate the changes that have occurred in priorities, needs, staffing patterns and funding levels in order to determine whether new or different priorities should be set. The State Plan will be amended as necessary.

**Required Activity (A) The alignment of adult education and literacy activities with other core programs and one stop partners.**

Utilizing a combination of AEFLA funds, DOL funds through the TAACCCT4 Exceeding the Cap grant, and State funds Wisconsin is continuing to find the most effective and efficient ways to provide services in a concurrent way across titles and to ensure a true "One-Stop" concept to clients. Working with our other core partners, we will ensure there is no wrong door to the services provided under WIOA and related educational services provided through the WTCS. The interagency WIOA Leadership Team and the WIOA Performance Accountability teams (which both include WTCS) -- as well as leadership groups for individual Titles and for our state's TAACCCT and Career Pathway efforts -- will continue to plan, offer, and evaluate professional development on all appropriate aspects of WIOA core programs.

**Required Activity (B) The establishment or operation of high quality professional development programs**

Professional learning under section 223 will continue to be designed and offered based on feedback received from our wide variety of providers. Input re local practitioners' professional development needs will continue to be gathered on monthly and semi-annual AEFLA teleconferences and face-to-face systemwide meetings of grantees. These calls and meetings will include all grantees.

In order to identify areas appropriate for professional development for faculty and staff, student-level and program-level outcome data will continue to be formally reviewed at least three times per year at both the state and grantee level. Professional development planning and deployment will continue to be led by ABE/ELL staff, with the assistance of research, student services, and occupational program staff from the WTCS. These efforts will continue to be coordinated with, and complemented by, those



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of the state's literacy organization -- Wisconsin Literacy Inc (who provides training and support for approximately 300 paid staff and over 4,000 volunteer tutors).

Three additional mechanisms that will facilitate improvement in faculty/staff capabilities are 1) the requirements for analyzing PD needs in the required AEFLA grantee program self-study, 2) the reporting on professional development strategies in the AEFLA local plans required of grantees, and 3) the use of the Faculty Quality Assurance System, which is an effective and flexible process that is universally used by all colleges' ABE programs.

AEFLA-funded professional development activities will continue to include activities such as the Office of Career, Technical and Adult Education (OCTAE)-supported Student Achievement in Reading (STAR) and Adult Numeracy Initiative (ANI) programs, as well as extensive work in OCTAE-supported ELL training. Other continuing topics for professional development will be in contextualized GED instruction, integrated academic and occupational instruction, integrating employability and digital literacy skills into the ABE curriculum, etc. These trainings will be made available through a variety of ways, including focused multi-day training, regional trainings, and local trainings that are supported by Train the Trainer methodology. The WTCS will continue to utilize its ABE website, Career Pathway websites, and its well-developed Curriculum Repository for storing and making available best practice learning materials in these and other focus areas.

### **Required Activities (C) The provision of technical assistance to eligible providers of adult education and literacy activities**

The WTCS will deliver technical assistance to eligible providers to enhance program effectiveness, assist providers in meeting established performance standards, and fulfill obligations associated with being a local one-stop partner. Specific areas of focus will continue to include increasing the capacity of instructors and programs to provide quality instruction in the areas of reading, writing, speaking, mathematics, English language acquisition, and distance education via implementation of professional development activities and associated technical assistance such as:

- Research-based activities such as the STAR reading program (Wisconsin has trained 186 ABE teachers in the STAR approach, and this group has an active web-based learning community)
- ANI training
- Preparing to Achieve training
- Contextualizing the GED training (WTCS-developed)
- Extensive Career Pathway and Career Pathway Bridge training for both ABE and ELL (The WTCS has hundreds of career pathways identified, and many of these have integrated ABE/occupational Career Pathway Bridges attached)
- Training in connecting as many partners as possible into our career pathways approach (through Wisconsin's Moving Pathways Forward initiative).



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- Training in the use of the CCRS-aligned WTCS ABE curriculum standards (required of all grantees)
- Training that focuses on integrating academic language, critical thinking and language strategies into ELL instruction in order to facilitate students' employment and PSE transition
- ELL thematic trainings including
  1. Meeting the Language Needs of Today's Adult English Language Learner,
  2. Integrating Digital Literacy Into English Language Instruction, and
  3. Connecting Adult ESL to Regional High-Growth Career Pathways Through Contextualization.
- Training on effective and efficient ways to provide services in a concurrent way across titles and to ensure a true "One-Stop" concept to clients. (Utilizing a combination of AEFLA funds, DOL funds through the TAACCCT4 Exceeding the Cap grant, and State funds).
- Support for regional professional learning and coordination of paid and volunteer staff through Wisconsin Literacy Inc. WLI's regional staff provide extensive technical assistance, including staff training, to eligible providers of adult education and literacy activities to enable the eligible providers to improve the quality of such activities.

Additional priorities for technical assistance in this plan will include:

- Expanded training in the Employability Skills Framework (building on our historical work in the integration of workforce readiness content into curriculum and instruction)
- Additional training in cooperative techniques and approaches with other WIOA core programs, including how to coordinate and align services by training staff on intake/orientation, eligibility screening, and referral between partners.
- Extension of training in digital literacy techniques and resources, including high-quality WTCS- designed digital literacy instructional resources.
- Other technical assistance activities of statewide significance that promote the purpose of this title.

### Required Activity (D) Monitoring and Evaluation

The State will provide grantee oversight to include extensive data monitoring, systematic reporting requirements, site visits, a required grantee self-study process that also includes extensive system-office review and analysis, and a program improvement process for low-performing grantees.

*(f) **Assessing Quality.** Describe how the eligible agency will assess the quality of providers of adult education and literacy activities under title II and take actions to improve such quality, including providing the activities described in section 223(a)(1)(B) of WIOA.*

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WTCS evaluates programs tri-annually through narrative reports that include the progress toward meeting the goals and objectives identified in the Local Plan. These reports include measures of attendance hours, educational functioning level gains, number of students post-tested, etc. These reports are systematically reviewed by WTCS staff (including ABE staff), and allow awarded agency staff to review operational aspects of programming such as expenditure of funds, completion of professional development and other activity reports.

Additionally awarded agencies must engage in periodic self-studies overseen by WTCS ABE staff. During the self-study (which can take up to six months) awarded agencies evaluate their programming using the Wisconsin Indicators for Program Quality which include the following:

1. Activities coordinate with other available resources in the community. For example, by establishing strong links with elementary/secondary schools, post-secondary education institutions, one-stop centers, and job training programs and social services agencies, available resources are coordinated with recipients.
2. Learners demonstrate progress toward attainment of basic skills and competencies that support their educational needs
3. Learners advance in the instructional program or complete program educational requirements that allow them to pursue their educational, community, workplace, and personal goals.
4. Learners remain in the program long enough to meet their educational needs/goals.
5. The program has a planning process that is on-going and participatory, guided by evaluation, and based on a written plan that considers community demographics, needs, resources, and economic and technological trends, and is implemented to its fullest extent.
6. The program has curriculum and instruction geared to a wide variety of student learning styles and levels of learner need.
7. The program successfully recruits and coordinates services for the population in the community identified in the AEFLA as underserved regarding literacy and basic skills.
8. The program identifies learner's need for support service and makes services available to learners directly or through referral to other educational and service agencies which the program coordinates.
9. The program has on-going staff development that is responsive to the specific needs of its staff, offers training in the skills necessary to provide quality instruction, and emphasizes practice and systematic follow-up.

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Each self-study culminates with a review and report out that indicates all findings, recommendations and commendations. This time also includes discussion on changes and improvements that need to be made as a result of the study.

### Professional Development Quality Assessment

Assessing professional learning and its impact on student learning can be an arduous process, however WTCS is utilizing Learning Forward's Standards for Professional Learning, which outline the characteristics of professional learning that leads to effective teaching practices, supportive leadership, and improved student results. Through the Standards for Professional Learning for Learning Forward, WTCS will support awarded agencies in their work to improve student achievement.

In order to promote continuous improvement of professional learning opportunities and have a positive impact on student learning outcomes, WTCS will provide ongoing and systematic needs assessment (surveys) to identify the professional development needs in the field. WTCS will also consult with educators in order to create a community of learners, in order to share best practices and evidence-based training models and approaches. Participants who take part in professional learning opportunities will be surveyed after all workshops, conference presentations and webinars to evaluate and provide feedback. This feedback will be utilized to inform future events and activities.

### Monitoring

WTCS will review local AEFLA plans that provide information required by the AEFLA. These plans are used as part of the monitoring and evaluation process. To receive funding eligible recipients are required to have an approved local plan on file. Updates to the local plan must be submitted with the grant application for approval.

The plan must cover the following areas:

- A. Grant Project Assurances
- B. Use of Funds Overview
- C. Intensity and Duration of Instruction and Services which describe how the educational services offered are of sufficient intensity and duration for participants to achieve substantial learning gains. Intensity relates to the methodologies used to improve student learning and duration relates to the amount of time the services are available to learners.
- D. Technology in the classroom which refers to instructional technology used in the ABE/ELA classroom to facilitate and improve the delivery of ABE/ELA instruction.
- E. Real Life Contexts which includes how the activities provide learning in real life contexts to ensure that an individual has the skills needed to compete in the workplace.

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- F. Trained Staff, describing how the activities are staffed by trained instructors, counselors and administrators. Describe how the professional development activities are planned and evaluated.
- G. Information Management, including how a high quality information management system with the capacity to report participant outcomes and monitor performance against WTCS performance measures will be maintained.

WTCS will provide a variety of monitoring strategies that include technical assistance improvement plans, self-assessments, grant reviews and if necessary onsite visits designated for providers deemed to be at higher risk.

### Actions to Improve Quality

The purpose of accountability is to assess the effectiveness of the State in achieving statewide progress in adult education performance targets for ABE and to optimize the return on investment of federal funds in ABE activities. If noncompliance finding(s) are identified, a corrective action plan will be required. In a competition year, all awarded agencies are accountable to WTCS to meet standards of quality for administration and instruction as outlined by WTCS. Effectiveness of programs, services and activities of local recipients of funds will be assessed through systematic evaluation of programs. There are numerous ways in which we hold programs accountable, including the outcome-based performance standards for ABE services specified by the DOE's NRS. There are five (5) indicators of performance that pertain to all learners who receive 12 hours or more of service, and one (1) pertaining to business satisfaction. WTCS and its WIOA partners will use numerical targets negotiated with the USDOE/USDOL and actual performance to judge local program performance. Awarded agencies are responsible to meet the performance targets for each measure as defined by the WTCS.

In addition to program improvement plans and other actions taken to improve quality, WTCS will offer a variety of professional development in the areas of assessment, instruction, data reporting and/or other technical assistance to support areas identified for improvement.

### Certifications

States must provide written and signed certifications that:

1. The plan is submitted by the State agency that is eligible to submit the plan. Yes
2. The State agency has authority under State law to perform the functions of the State under the program. Yes
3. The State legally may carry out each provision of the plan. Yes
4. All provisions of the plan are consistent with State law. Yes
5. A State officer, specified by title in the certification, has authority under State law to receive, hold, and disburse Federal funds made available under the plan. Yes

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6. The State officer who is submitting the plan, specified by the title in the certification, has authority to submit the plan. Yes
7. The agency that is submitting the plan has adopted or otherwise formally approved the plan. Yes
8. The plan is the basis for State operation and administration of the program. Yes

**Certification Regarding Lobbying**

**Certification for Contracts, Grants, Loans, and Cooperative Agreements**

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

**Statement for Loan Guarantees and Loan Insurance**

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States

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to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Adult Basic Education Literacy Programs Certifications and Assurances

**States must provide written and signed certifications that:**

1. The plan is submitted by the State agency that is eligible to submit the plan;
2. The State agency has authority under State law to perform the functions of the State under the program;
3. The State legally may carry out each provision of the plan;
4. All provisions of the plan are consistent with State law;
5. A State officer, specified by title in the certification, has authority under State law to receive, hold, and disburse Federal funds made available under the plan;
6. The State officer who is submitting the plan, specified by the title in the certification, has authority to submit the plan;
7. The agency that is submitting the plan has adopted or otherwise formally approved the plan; and
8. The plan is the basis for State operation and administration of the program;

**The State Plan must include assurances that:**

1. The eligible agency will expend funds appropriated to carry out Title II of the WIOA only in a manner consistent with fiscal requirements under Section 241(a) of WIOA (regarding supplement and not supplant provisions);
2. The eligible agency will ensure that there is at least one eligible provider serving each local area, as defined in Section 3(32) of WIOA;
3. The eligible agency will not use any funds made available under Title II of WIOA for the purpose of supporting or providing programs, services, or activities for individuals who are not "eligible individuals" within the meaning of Section 203(4) of WIOA, unless it is providing programs, services or activities related to family literacy activities, as defined in section 203(9) of WIOA;
4. The Integrated English Literacy and Civics Education program under section 243(a) of WIOA will be delivered in combination with integrated education and training activities;
5. The Integrated English Literacy and Civics Education program under section 243(a) of WIOA will be designed to (1) prepare adults who are ELLs for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency and (2) integrate with the local workforce development system and its functions to carry out the activities of the program; and

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6. Using funds made available under Title II of WIOA to carry out a program for criminal offenders within a correctional institution, the eligible agency will give priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program.
7. The eligible agency agrees that in expending funds made available under Title II of WIOA, the eligible agency will comply with sections 8301 through 8303 of the Buy American Act (41 U.S.C. 8301-8303).
  1. [SF424B - Assurances – Non-Construction Programs](http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>)
  2. [Grants.gov - Certification Regarding Lobbying](http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>)
  3. [SF LLL Form – Disclosure of Lobbying Activities \(required, only if applicable\)](http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>)

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## Vocational Rehabilitation

This has been reviewed by the Wisconsin Rehabilitation Council (WRC).

*The Vocational Rehabilitation (VR) Services Portion of the Unified or Combined State Plan <sup>1</sup> must include the following descriptions and estimates, as required by section 101(a) of the Rehabilitation Act of 1973, as amended by WIOA:*

*(a) **Input of State Rehabilitation Council.** All agencies, except for those that are independent consumer-controlled commissions, must describe the following:*

- (1) input provided by the State Rehabilitation Council, including input and recommendations on the VR services portion of the Unified or Combined State Plan, recommendations from the Council's report, the review and analysis of consumer satisfaction, and other Council reports that may have been developed as part of the Council's functions;*
- (2) the Designated State unit's response to the Council's input and recommendations; and*
- (3) the designated State unit's explanations for rejecting any of the Council's input or recommendations.*

The WRC is the advisory and oversight body for DVR. The WRC makes recommendations for establishing priorities and for sharing key information with the advisory members.

### WRC Recommendation #1:

We recommend that the DVR Administrator provide updates to our council on the status of budget items that affect DVR funding.

### DSU Response:

The DVR Administrator will continue to provide quarterly updates to the Council and, on the status of the maintenance of effort commitment and other budget items that affect DVR funding, including any third party proposals.

### WRC Recommendation #2:

We request that the DVR Administrator provide our council with quarterly updates on the wait list numbers, staff vacancies, and VR Counselor caseload numbers by WDA.

### DSU Response:

The DVR Administrator will continue to provide the Council with quarterly updates on the wait list numbers, staff vacancy numbers and the continued operation of the Order of Selection (OOS) procedure. The resources of the VR directly impact the quality and effectiveness of the program and believe these updates help to improve VR services.

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<sup>1</sup> Sec. 102(b)(2)(D)(iii) of WIOA



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### WRC Recommendation #3:

The Business Service Consultants have increased employment outcomes as well as increasing the business community's awareness of DVR. We recommend that DVR move to make these positions permanent so DVR will have a consistent point of contact in each WDA.

### DSU Response:

Employment outcomes are the top priority and WDVR appreciates the WRC's partnership in seeking improvements and solutions. DVR agrees to keep the Council updated on strategies used to positively impact employment outcomes, including the progress of the new nine permanent Business Service Consultant positions.

Along with the sharing of their progress and success, DVR will share their observations and any labor market or business trends.

### WRC Recommendation #4:

We recommend that DVR bring together a state workgroup on job development services to estimate the current and future capacity needed, the training needed to prepare job developers in a variety of methods, the training mechanism (ex. current training methods vs. a technical college curriculum), and the funding mechanism that would pay based on the service need rather than the funding source.

### DSU Response:

WDVR agrees with this recommendation and will convene this important group to identify best practices, share possible protocol techniques and ways to ensure consistency and adequate training for the service providers.

### WRC Recommendation #6:

Our council has received feedback that offices in our state's larger urban areas have higher staff turnover. Turnover leads to more time spent on interviewing, training, and results in less experienced counselors working in the areas with higher caseloads. We recommend that DVR consider independent methods to gather feedback from staff. A recent recommendation suggested independent exit interviews of staff to learn what factors have more or less significance.

### DSU Response:

DVR agrees with this recommendation and will work with departmental human resource specialists to review compensation, retention tools and techniques, employee engagement, and workplace and life balances to reflect generational motivational efforts. DVR is also reviewing new approaches to

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reduce management time during the recruitment effort.

### WRC Recommendation #7:

We request updates on the PROMISE grant at our quarterly meetings to learn and share best practices on working with youth with disabilities.

### DSU Response:

DVR very much looks forward to sharing with the council the progress of all pilots and projects and steps taken by DVR to improve our services and outcomes.

### WRC Recommendation #8:

With the new requirements of WIOA related to serving youth with disabilities, the WRC recommends that DVR reconvene the workgroup that initially designed the MOU between DVR, DPI and DHS related to transition services for youth with disabilities, and expanding the workgroup to include new stakeholders as defined in WIOA.

### DSU response:

DVR is actively working with DPI and DHS to adjust the MOUs that provide guidance for services to youth.

- (b) Request for Waiver of Statewideness. When requesting a waiver of the statewideness requirement, the DSU must identify the types of services to be provided by the program on a non-statewide basis. The waiver request must also include written assurances that:*
- (1) a local public agency will provide the non-Federal share of costs associated with the services to be provided in accordance with the waiver request;*
  - (2) the DSU will approve each proposed service before it is put into effect; and*
  - (3) requirements of the VR services portion of the Unified or Combined State Plan will apply to the services approved under the waiver.*

State VR programs must deliver their services statewide, unless they have received a waiver. Wisconsin has not requested a waiver of statewideness.

- (c) Cooperative Agreements with Agencies Not Carrying Out Activities Under the Statewide Workforce Development System. Describe interagency cooperation with and utilization of the services and facilities of agencies and programs that are not carrying out activities through the statewide workforce development system with respect to:*
- (1) Federal, State, and local agencies and programs;*
  - (2) State programs carried out under section 4 of the AT Act of 1998;*

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- (3) *Programs carried out by the Under Secretary for Rural Development of the Department of Agriculture;*
- (4) *Noneducational agencies serving out-of-school youth; and*
- (5) *State use contracting programs.*

### Guiding Principles and Mechanisms for Cooperation and Coordination with Other Agencies and Other Entities

All agreements and activities of DVR, are to be guided by:

Our Mission: The Wisconsin DVR is a federal/state program designed to obtain, maintain, and improve employment for people with disabilities by working with VR consumers, employers, and other partners.

#### *i. Mechanisms Implementing Cooperative Agreements*

As the Division deems appropriate, and with approval from the WRC, interagency agreement mechanisms that expand the availability, or improve the coordination of services and which comply with the interagency coordination parameters of the State Plan may be employed.

Interagency coordination may take the form of a MOU or agreement, a letter of agreement, or a contractual arrangement.

Cooperative interagency agreements include interagency service agreements between DVR and state agencies, the University of Wisconsin System; the Wisconsin Technical College System and a Wisconsin American Indian VR Program. These agreements are described in this and in other attachments.

Cooperative agreements may or may not involve funding contributions from DVR.

#### *ii. Agency Financial Responsibility*

DVR is primarily responsible for assuring that services within the Scope of VR Services (34 CFR 361.48) are available to assist eligible individuals with an Individualized Plan for Employment (IPE) in achieving their employment goals.

As needed to assure the timely and continuous provision of IPE services, the agency's financial priority is to expend Title I-B operational and discretionary case aid funds to assure the timely and continuous availability and delivery of services to these individuals over the anticipated term of their service plans. DVR will maintain an IPE obligation reserve to secure the continuous and timely

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provision of employment plan services. The case aids budget will be dedicated to the continuous and timely support of IPE services and to develop and activate employment plans for eligible individuals with most significant and significant disabilities in a timely manner from the DVR wait list.

DVR annually utilizes a portion of funds for the development and implementation of innovative approaches to expand and improve the provision of VR services. I & E services funded under an interagency mechanism must be consistent with the findings of the comprehensive statewide needs assessment and be funded in accordance with the minimum financial responsibilities of a cooperating partner specified in this section.

Developing appropriate long-term employment supports necessary for individuals with the most significant disabilities to obtain and maintain employment is identified as a priority in the comprehensive needs assessment.

### For Both Public and Private Entities

Funding of I & E and other allowable VR service projects, including co-funding with another public or private entity, requires the following coordination guarantees, conditions, terms and procedures for reimbursement:

A guarantee that the Division funds will not be used to supplant funding for existing services.

A guarantee that Division funds will not be used to cover the costs of otherwise comparable services and benefits as described in 34 CFR 361.53.

A guarantee that the Division's funding is limited to the timeframe of the project, which is not to exceed 36 months but with annual reviews and renewals, unless the project is funded in part, or whole under a federal appropriation supporting a longer timeframe, in which case, the project timeframe is not to exceed 60 months.

For I & E project services funded with DVR funds, the financial agreement must include a predetermined strategy for project service sustainability and a project funding conversion schedule, as determined by the Division that may include the conversion of time limited project expenditures to DVR fee-for-service payments.

### *iii. Conditions, terms, and procedures of reimbursement*

If any entity other than DVR is obligated under federal or state law, or assigned responsibility under state policy or under this paragraph, to provide or pay for any services that are also considered to be VR services (other than those specified in paragraph (5)(D) and in paragraphs (1) through (4) and (14) of section 103(a) of the Rehabilitation Act), such entity shall fulfill that obligation or responsibility,

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either directly or by contract or other arrangement.

If an entity other than the DVR fails to provide or pay for comparable benefits or services for an eligible individual, DVR shall provide or pay for such services to the individual.

DVR will claim reimbursement for the services from the entity that failed to provide or pay for such services. Such entity shall reimburse the DVR pursuant to the terms of the interagency agreement or other mechanism described in this paragraph according to the procedures established in such agreement or mechanism.

Agency partners involved in the interagency agreements specifying the coordination of service procedures are described in this attachment. A DVR services coordination agreement may involve coordinated use of interagency funds.

### *iv. Coordination of services procedures*

The service delivery timeframes within the Act and those referenced in the DVR Policy Manual shall establish the minimum standard for the timely delivery of VR services. At its discretion, the Division may create additional requirements for the coordination and timely delivery of services when establishing mechanisms for interagency coordination that affect the delivery of services.

The Division shall maintain primary responsibility for assuring the coordination and timely delivery of services. The Division will meet this responsibility through its service agreements and in all other mechanisms used for establishing interagency coordination for the delivery of services.

### *Interagency Agreements*

#### **All Wisconsin State Agency Departments**

DVR will continue to consider collaborative agreements with State Agency Departments to target and increase paid OJT internship opportunities for DVR job seekers in state positions. This program is designed to access state LTE positions to expand the number of state employment opportunities that contribute to the skills and work experience of persons with disabilities served by DVR. The goal of the OJT LTE paid internship is that upon successful completion, DVR sponsored intern will have valuable experience and references for their resume and will be prepared to compete for available LTE or permanent state agency positions.

#### **DCF/Division of Family Supports**

DCF operates Wisconsin's TANF, child support and childcare subsidy programs for low-income individuals and families. The purpose of the MOU is for DVR and DCF/Division of Family Supports to establish communication and a common understanding regarding the roles, policies and procedures to improve serves to common customers. The intent is to maximize the employability of DVR/TANF

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participants by increasing service collaboration and reducing duplicative efforts. By combining areas of expertise and coordinating funding, DVR staff can assist in the development of employment goals and DCF staff can provide supportive resources. Cross training of staff from both agencies has increased communication and service planning and improved cost sharing. This agreement will be updated to reflect WIOA service priority changes for youth and students.

### DCF/DOC

DVR developed a collaborative relationship with the DCF and with the DOC coordinate service activities for individuals with disabilities who are interacting with the juvenile justice system, child welfare (especially those aging out of Foster Care) and adults scheduled for community release. Referrals to DVR including assisting inmates in securing documentation of disability. DVR staff in the Racine area continues to work with Ellsworth Correctional Center (Racine County) in assisting inmates with disabilities with determining if they are eligible for DVR services, and if so, helping them prepare for a successful employment transition as a component of their community transition.

DOC has awarded a Benefits Specialist Program to LAW. The project, Disabled Offenders Economic Security Project, will work with the 13 DOC institutions identified as having the highest number of inmates with serious mental illness and developmental disabilities, to ensure that disabled offenders receive their benefits during the re-entry process, including employment and DVR referrals.

DVR is currently working to assist DCF with a major transition to their department of the Juvenile Justice state programs. With this movement, DVR can continue to build on the work of the Promise Grant, identifying common youth who can benefit from DVR services and receive assistance from juvenile justice programs. Especially important is the collaborative individualized programming to aid the youth with wrap around employment services while on probation. Early collaboration with Juvenile Justice and Promise has demonstrated a promising practice of community employment as a deterrent to reoffending.

DVR will engage DOC and DCF officials through a MOU to establish protocols for working with individuals in adult corrections and juvenile justice systems to ensure a more successful re-entry into communities through employment. DVR will also coordinate with Promise grant to advance employment opportunities for juveniles in the juvenile justice system.

DVR will engage DOC and DCF officials through a MOU to establish protocols for working with individuals in adult corrections and juvenile justice systems to ensure a more successful re-entry into communities through employment. DVR will also coordinate with Promise grant to advance employment opportunities for juveniles in the juvenile justice system.

### DPI and DHS/Division of Long Term Care

DVR has a multi-agency agreement that defines necessary relationships, policies and procedures between DVR, DPI and DHS. The agreement is designed to create common understanding, and

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establish collaborative efforts in the provision of services that ultimately improve employment outcomes for students with disabilities who may be eligible for DVR services. Efforts will continue to maintain the Interagency Agreement with DPI and the Medicaid agency, the DHS. DVR utilizes this agreement as the official document to guide its coordination of transition activities for youth with disabilities as they move from school to post-high school VR services with education officials and with long-term care and employment support providers. The multi-agency agreement will be updated prior to the next state plan submission to reflect WIOA agreement requirements.

### DHS/Division of Long Term Care

DVR developed an agreement with DHS, Division of Long Term Care with guidelines for making determinations of payment for service for common customers. The agreement is intended to provide clarification of funding responsibilities for adults seeking competitive employment who may also require short-term employment supports through DVR and long-term employment supports through the Family Care system. This agreement defines and guides practice and provides a structure to coordinate service planning, appropriately blend and braid funding and to resolve disputes. The agreement will be updated prior to the next state plan submission to reflect WIOA agreement requirements.

### Great Lakes Intertribal Council (GLITC) American Indian VR Program

A MOU with the GLITC was implemented to assure that the following objectives of the statewide comprehensive needs assessment are addressed during the state plan period. The DVR funded services in the MOU will be fully compliant with federal program rules.

- ◆ Provide training to all VR staff in multicultural awareness
- ◆ Increase Vocational Rehabilitation Counselor (VRC) expertise to address cross-cultural needs
- ◆ Develop better methods to identify issues preventing involvement and make appropriate referrals to community resources to consider these issues to increase engagement of individuals in the VR process
- ◆ Conduct outreach to recruit potential eligible consumers
- ◆ Increase coordination of VR services between the tribal VR agency and DVR, targeting Native Americans not living on or near reservations
- ◆ Develop mentoring services related to crime/poverty to support employment efforts
- ◆ Improve the service rate for individuals with disabilities from this minority group.

### Interagency MOU with DVR, the OVES within DET of DWD and the U.S. DVA (Milwaukee Regional Office).

The purpose of the MOU is to ensure seamless, coordinated, and effective VR services to Wisconsin's Veterans with disabilities by improving cooperation and collaboration among the three agencies, avoiding duplication of services, improving inter- agency communication and establishing staff cross-training opportunities.



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### Post-Secondary Cooperation

DVR renewed non-financial MOU with the University of Wisconsin System and the Wisconsin Technical College System Board. The purpose of the MOU is to clarify the roles and responsibilities of DVR and the IHE in fostering a seamless delivery system supporting the DVR IPE and common customers engaged in training at a post-secondary institution as a means to achieve their employment goal. Included in the MOU is an agreement to coordinate financial aid information so that the DVR consumers can make maximum effort to secure financial aid grants.

Each MOU described above is published on the DVR public website.

[UW System MOU](https://dwd.wisconsin.gov/dvr/pdf_files/uw_system_mou.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/uw\\_system\\_mou.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/uw_system_mou.pdf)

[Wisconsin Technical College System \(WTCS\) MOU](https://dwd.wisconsin.gov/dvr/pdf_files/wtcs_mou.pdf)

[https://dwd.wisconsin.gov/dvr/pdf\\_files/wtcs\\_mou.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/wtcs_mou.pdf)

### State Use Contracting agency and other agencies

DVR will, when appropriate, develop agreements with other federal, state and local agencies that are not part of the statewide workforce investment system, including programs carried out by the Under Secretary for Rural Development of the Department of Agriculture and State use programs, when such agreements will benefit the VR of persons with significant disabilities.

While there are no written cooperative agreements with these entities, the Division has assigned a liaison to the USDA Wisconsin State Chapter to foster a comparable benefit relationship for individuals with disabilities receiving services in rural areas of the state. In 2010, the USDA Wisconsin Chapter Executive Director presented to DVR staff on USDA services for rural families, including individuals with disabilities.

The Division also maintains a permanent seat on the Wisconsin State Use Board. DVR's role is to promote competitive, integrated employment in this system wherever possible.

#### (d) **Coordination with Education Officials.** *Describe:*

- (1) The DSU's plans, policies, and procedures for coordination with education officials to facilitate the transition of students with disabilities from school to the receipt of VR services, including pre-employment transition services, as well as procedures for the timely development and approval of individualized plans for employment for the students.*
- (2) Information on the formal interagency agreement with the State educational agency with respect to:*
  - (A) consultation and technical assistance to assist educational agencies in planning for the transition of students with disabilities from school to post-school activities, including VR services;*



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- (B) transition planning by personnel of the designated State agency and educational agency that facilitates the development and implementation of their individualized education programs;*
- (C) roles and responsibilities, including financial responsibilities, of each agency, including provisions for determining State lead agencies and qualified personnel responsible for transition services;*
- (D) procedures for outreach to and identification of students with disabilities who need transition services.*

DVR has a tri-agency Interagency Agreement that defines necessary relationships, policies and procedures between DVR, DPI and DHS. The agreement is designed to create common understanding, and establish collaborative efforts regarding services that will ultimately improve employment outcomes for students with disabilities who may be eligible for DVR services. This interagency agreement has been revised from the July 2007 interagency agreement to now focus on both students with disabilities transitioning from high school as well as adults with disabilities, who have an expectation for integrated competitive employment.

The three agencies also jointly developed a Transition Action Guide (TAG) which puts the agreement into practice. The agreement and TAG have been modified to reflect best practices associated with increasing employment opportunities for people with cognitive and/or physical disabilities who also have challenges with mental health. The agreement and TAG are published on the DVR public website. The three agencies have updated these agreements to reflect on-going projects that have enriched and deepened our relationship, understanding and program evolution.

The updated agreements allow for an on-going vehicle that best reflects the updated procedures, policies and protocols established to serve youth eligible for DVR services.

[DPI Interagency Agreement](https://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/dpi\\_interagency\\_agreement.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf)  
[Transition Action Guide \(TAG\)](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/tag.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf)

### Pre-Employment Transition Services (Pre-ETS)

New federal mandates require that DVR, in collaboration with local educational agencies, offer to transition age high school students with disabilities (ages 14-21) Pre-ETS using 15% of our federal allocation on an annual basis.

Pre-ETS services include:

- ◆ Job exploration counseling
- ◆ Work-based learning experiences, (after school work opportunities outside the traditional school setting including internships that are provided in an integrated environment)
- ◆ Counseling on opportunities in comprehensive transition or enrollment in postsecondary educational programs

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- ▶ Workplace readiness training to develop social skills and independent living  
Instruction in self-advocacy/peer mentoring

Under WIOA, DVR allocated \$9.7 million in Federal Fiscal Year (FFY) 2015 and (FFY) 2016; \$9.4 million in (FFY) 2017, and \$ 9.4 million in (FFY) 2018 on high school students to provide Pre-ETS services. To achieve the federal expenditure goal of 15% of our allocation, each WDA was given an expenditure target. They each developed a plan to reach their individual goal.

In order to reach those goals, each WDA is ensuring they have a strong relationship with the local school districts and the local WDBs. Summer work experiences, work place readiness training to develop social skills and independent living, and other work based learning experiences have been implemented and will continue to expand as the population of high school students we serve increases. DVR has been successful in reaching the 15% expenditure goal for Pre-ETS services in FFY 2016 and 2017.

**Section VI, Table 5. Pre-Employment Transition Services (Pre-ETS)**

FFY	Reserve (15%)	Actual Expenditures
2015	\$9,725,415	\$ 5,411,829
2016	\$9,757,999	\$10,234,783
2017	\$9,420,176	\$ 9,918,484
2018	\$8,982,302	TBD

Per DVR policy students with disabilities are recommended to apply for DVR services at least two years prior to graduation. The plan for employment should be developed as soon as possible, but the time shall not exceed 90 days after the enrollment. DVR staff will use rapid engagement and motivational interviewing techniques when working with this population.

DVR, in collaboration with the local education agency, will provide services to assist the student in developing and successfully achieving their IPE goal.

On a statewide basis, DVR has designated high school transition staff to provide leadership, information and referral, advocacy, technical assistance, and to promote collaboration among consumers, parents, adult service providers, and other service agencies. The designated DVR transition staff consists of a Statewide Coordinator and the Statewide Transition Action and Resource Team (START).

START has a DVR representative from each WDA. For their respective areas, the START members take lead responsibility for transition services delivered across their WDA. This lead responsibility includes coordination of activities and training of other DVR staff. DVR staff is also involved in various local

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transition councils and statewide transition initiatives.

To facilitate the transition of students with disabilities from school to the receipt of VR services, DVR will:

- ▶ Continue to have counselors assigned to each school district and/or school building as identified by DPI. It is the role of the assigned liaison counselors to provide outreach, technical assistance, information and referral to the secondary education officials in their assigned schools and districts as well as to assure the provision of direct services to eligible students.
- ▶ Maintain the Interagency Agreement with DPI to include the Medicaid agency, DHS. DVR utilizes this agreement as the official document to guide its coordination of transition activities for students with disabilities as they move from school to post-high school VR services with education officials and with long-term care and employment support providers.
- ▶ Promote the Transition Technical Assistance Guide to compliment the Interagency Agreement. The Transition Technical Assistance Guide details and supports the interagency coordination processes and procedures to deploy the necessary supports and activities for DVR eligible students to successfully transition from school to post-high school employment. The Transition Technical Assistance Guide includes policy information, definitions, timelines, and most importantly, effective practice examples.

DVR policy to facilitate the transition of students with disabilities from school to the receipt of DVR services.

The DVR Policy Manual states *“Transition: For high school students who are eligible for development of a plan for employment, the plan for employment will be completed prior to leaving high school”*.

It is understood by all DVR staff working with transition age students that their responsibility is to coordinate with the school’s efforts to engage the student in activities that will allow development of an IPE before the student leaves high school.

The TAG, which is an integral part of the Interagency Agreement, calls for referral of students no later than two years prior to exit from school. This allows time for the necessary career exploration, job shadows, and integrated work experiences leading to the development of an IPE prior to matriculation. DVR assures that the individualized plan for employment is also coordinated with the employment goal in the school’s individualized educational plan and, where appropriate, the individualized service plans of the long-term care service providers.

### Information on the formal interagency agreement with the state educational agency

Commitments will continue in FFY 2018. DVR's role in transition at both the systemic and service delivery levels are identified in the Interagency Agreement with the state's DPI and DHS. The agreement

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facilitates the development of a coordinated service plan in support of the student's long-term employment and independent living.

The agreement, along with the TAG developed by the three agencies which puts the agreement into practice, specifies outreach provisions, lead agency responsibilities, and how students with disabilities who are not in special education programs can access VR services. The agreement describes the roles and responsibilities of DPI, DVR, and DHS with respect to transition services.

The updated agreement complies with the Individuals with Disabilities Education Act (IDEA) of 2004 amendment changes and includes a new and important partner. DHS partnership in this agreement is especially timely given Wisconsin's move to a statewide managed care system (i.e., Family Care) for the provision of long-term community living and employment supports.

This agreement between DPI, DVR and DHS has four overall priorities supporting integrated employment:

1. To comply with federal legal mandates under the Rehabilitation Act of 1973 as amended by WIOA, WIOA, and IDEA of 2004.
2. To provide practical guidance, technical assistance, and training to internal and external stakeholders and staff regarding employment-related services and supports.
3. To provide information on employment services to individuals with disabilities and their family members or guardians so they will be able to participate fully in employment.
4. To provide clarification of roles of stakeholders within each respective department regarding individuals with disabilities who have identified support needs associated with employment and independent living, so that individuals and their families may regard such efforts to be as seamless, non-duplicative, and as transparent as possible.

The Interagency Agreement and the TAG describe the role of DVR including the responsibility to provide consultation and technical assistance, referred to as Employment Planning Consultation. The agreement addresses the need for DVR liaisons and staff to provide school districts that have transition students who have not yet applied for VR services with assistance, strategies and creative ideas for identifying the students' post-school employment goals, needs for services, and concerns to be addressed in achieving those goals.

DVR staff attends IEP meetings, with consent from the student and family. DVR is also available to provide information and technical assistance on transition services to teachers, parents, and other organizations and councils.

As outlined in the TAG and the DVR Policy the development of the plan for employment for students who are eligible for plan development, is to occur prior to the student leaving school. DVR staff and

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educators are encouraged to coordinate the provision of services and transition activities for students who are eligible for both IEP and an IPE services to assist them in transitioning from school to work.

DVR START, supported by the interagency agreement, have the role to improve consistency and engagement in the transition process. The DVR START team and the DPI Wisconsin Transition Improvement Grant (TIG) also collaborate to improve consistency in the provision of service to youth with disabilities as they transition from school to post high school activities that include VR services. TIG provides technical assistance to school districts, Cooperative Educational School Districts (CESA) and county Transition Advisory Councils, including, information dissemination and participation in staff development activities. The Interagency Agreement also supports TIG. DVR START and TIG also collaborate to provide training regarding the Interagency Agreement.

DVR staff engages in student outreach by presenting at local conferences, schools, council meetings, and at various other organization meetings. The agreement calls for DPI, DVR, and DHS to share outcome data to determine the impact on outreach efforts. DVR will also coordinate with DPI on outreach and marketing to parents to ensure service opportunities are widely dispersed and well-known.

DVR actively participates with the National and Wisconsin Community of Practice on Transition. The Wisconsin Community of Practice on Transition focuses on interagency collaboration as a way to improve the outcomes of students with disabilities.

The WRC has recommended that the respective state agencies supporting the Interagency Agreement provide ongoing training to staff and teachers. DVR agrees that on-going training is a vital component to the success of collaboration at the local level.

### Financial responsibilities between DVR and the DPI

When there is overlap of educational goals and employment/rehabilitation goals and services, a cost sharing arrangement may be negotiated between DVR, the school district, and Long-Term Care and/or Mental Health programs. To know who will pay for a service, all parties must be involved in transition planning in order to make a determination about appropriate services.

The following are general guidelines to help understand how decisions can be made under the DVR/DPI/DHS interagency agreement.

Test 1 - Will the service help to achieve the educational goal of the IEP? If yes, the school is primarily responsible for the service.

Test 2 - Will the service help to achieve the employment goal of the IPE? If yes, DVR is primarily responsible for the service.

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Test 3 - If the same service appears on both the IEP and IPE, the school and DVR are responsible for negotiating a cost sharing arrangement (conflicts between schools and DVR are to be resolved utilizing the process outlined in the DPI/DVR/DHS Interagency Agreement).

Test 4 - If the student is over 18 and eligible for Medicaid long-term care services and supports, and chooses to enroll in a Long-Term Care and/or Mental Health program, the three agencies are responsible for negotiating a cost sharing arrangement to determine resources for each individual's situation. (Conflicts between agencies are to be resolved utilizing the process outlined in the DPI/DVR/DHS Interagency Agreement.)

Staff of all three potential funding sources (i.e., DVR, DPI and DHS) are trained in the use of this decision-making process.

*(e) Cooperative Agreements with Private Nonprofit Organizations. Describe the manner in which the designated State agency establishes cooperative agreements with private non-profit VR service providers.*

DVR employs an outcome based statewide fee structure with technical specifications for commonly used and available services. Statewide rates and technical specifications established for the services most commonly purchased from non-profit VR service providers include: benefits analysis, internship/temporary work, job coaching, job preparation, development and placement, supported employment, vocational evaluation, and Individual Placement and Support supported employment, Pre Employment Transition services, Assistive Technology assessment and services.

Agencies wishing to provide these services sign a fee-for-service agreement with DVR. The statewide rates, technical specifications for services, service provider agreement and the providers that have a signed agreement with DVR are posted on the DVR public website. Other service agreements may be developed as required and appropriate. Agencies are must renew annual and sign service provider agreements for each new State Fiscal Year.

[Information for DVR's Service Providers](https://dwd.wisconsin.gov/dvr/service_providers/default.htm) [https://dwd.wisconsin.gov/dvr/service\\_providers/default.htm](https://dwd.wisconsin.gov/dvr/service_providers/default.htm)

Throughout the year, training and input meetings are held statewide with agencies and individuals providing services to DVR consumers. DVR service provider meetings provided an opportunity for feedback and to review the content of the service agreements for the next contact period. DVR WDA Directors and WDA staff coordinates regional quarterly meetings. DVR also may invite VR service providers to study halls or webinars as appropriate to provide clarification or other service updates.

The DVR external website has been enhanced to allow for service provider access to documents, guidance and policy. A frequently asked question (FAQ) section has also been added to the website to

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facilitate understanding of common issues and questions. Service providers can also access DVR's "Information Center" where all policy and procedures are accessible.

DVR continues to collect and review consumer satisfaction with services. DVR will also continue with its efforts to produce a selection tool for consumers to use, assessing the performance and satisfaction of service providers.

The selection tool will be used to share service provider satisfaction and effectiveness information with DVR consumers. Standardized service provider information is provided to consumers to support their informed consumer choice in the selection of a service provider. The information provided to consumers will include lists of DVR service providers with performance and satisfaction information. This information will be also be available to referral resources, consumer groups, disability advisory councils, and other individuals and entities who support the informed choice process with DVR consumers.

Under WIOA, DVR will continue to review and address provider quality issues and will address issues using processes outlined in the service agreements and further identified by Rehabilitation Services Administration (RSA) rules and regulations.

*(f) **Arrangements and Cooperative Agreements for the Provision of Supported Employment Services (SES).** Describe the designated State agency's efforts to identify and make arrangements, including entering into cooperative agreements, with other State agencies and other appropriate entities in order to provide SES and extended employment services, as applicable, to individuals with the most significant disabilities, including youth with the most significant disabilities.*

In Wisconsin, the supported employment program is administered by the designated state agency, DVR within DWD.

*(1) Summarize the results of the needs assessment of individuals with most significant disabilities, including youth with the most significant disabilities, conducted under 34 CFR 361.29(a), with respect to the rehabilitation and career needs of individuals with most significant disabilities and their need for SES. The results of the needs assessment must also-address needs relating to coordination;*

In 2015, an extensive effort was completed related to examining to the needs of individuals who may need supported employment. DVR examined data provided by DPI, data provided by the Equal Rights Division (administrator of one 14(c) program in Wisconsin), as well as other sources to determine the number of consumers that will potentially need SES required under WIOA. The potential number of students with IEP's needing services is identified at 35,000 and the number of individuals currently served under just one of the 14(c) available subminimum wage certificates is 6,500 individuals. The current average caseload of total individuals served with an active IPE in Wisconsin is 15,000 individuals. DVR is projecting a possible increase of consumers needing SES. This increase is due to the impact of the



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provisions in WIOA to serve youth and students and the annual requirement for the DSU to establish contact with workers in a 14 (c) environment.

Changes to SES are necessary to meet the higher number of individuals to be served under WIOA, to include customized employment and to reduce the level and time necessary for extended services, and to insure the sustainability and viability of the long-term care system and DVR's service provider network. The services available for supported employment and outcomes were analyzed and a number of internal and external stakeholder groups identified improvements. New technical specifications for Supported Employment has been implemented using systematic instruction and the career profile. In 2016, supported employment providers were asked to complete surveys and share information about service provider capacity

Services have been streamlined to provide lasting value and outcomes to the individuals served. DVR will continue to pilot different approaches, which will encourage rapid engagement, and improved support services encouraging natural supports, evidence based practices and a more rapid and sustainable transition to long term supports.

*(2) Describe the quality, scope, and extent of SES to be provided to eligible individuals with the most significant disabilities under this part, including youth with the most significant*

SES does include use of the Individualized Placement and Support (IPS) Career Profile in lieu of extensive assessment services. For those individuals that have not been successful, Customized Employment services will be utilized including Discovery.

Business relationships like the IPS model (Systematic Job Development) is used as a strategy in supported employment job development. Use of Benefits Analysis services is encouraged for all consumers in Supported Employment receiving benefits in order to address hesitations and foster economic independence and economic self-sufficiency.

Use of systematic instruction principles has been incorporated into supports in Supported Employment. This strategy assists in higher quality placements, a quicker and more successful transition to long-term supports can address some capacity concerns in the long-term care system.

*(3) Describe the State's goals and plans with respect to the distribution of funds received under §363.20;*

Supported Employment funds has been provided to youth with significant disabilities needing supported employment to utilize at least 10% of the budget required by WIOA. The remaining funds will be provided to adults with significant disabilities. Historically the WI VR program has used case aids to provide SES to DVR consumers with a typical annual expenditure of just less than \$6.7 million in SES.



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The DVR case management system has the ability to identify cases and expend the funds allotted as required by RSA. For 2018, the Supported Employment funds are not available.

- (4) *Demonstrate evidence of the DSU's efforts to identify and make arrangements, including entering into cooperative agreements, with—*  
(A) *Other State agencies and other appropriate entities to assist in the provision of SES; and*

DVR continues to work collaboratively with DHS to increase statewide supported employment resources. Efforts focus on increasing access to SES as well as Long Term Employment Supports, and financial coordination of these services. DVR has collaborative relationships with the Division of Mental Health and Substance Abuse services that contract with counties and other entities for Mental Health services including IPS (via Medicaid waiver approved funds).

The Division of Long Term Care within DHS uses a Managed Care approach to provide employment services to individuals with developmental and physical disabilities.

DVR continues to expect a collaborative partnership with DHS in pursuit of competitive integrated community based employment. DVR expects to be a partner in the development of comprehensive pre-vocational services with the DHS to provide a coordinated set of services to prepare individuals working at sub-minimum wage in center-based settings for opportunities to participate in competitive, integrated work. DVR, DHS and DPI meet monthly to discuss issues and trends related to supported employment and 511.

DVR conducts regular collaborative meetings and activity with sources of long-term support including managed care organizations, self-directed managed care and county programs to facilitate referrals, service coordination and increase outcomes.

- (B) *Other public or non-profit agencies or organizations within the State, employers, natural supports and other entities with respect to the provision of extended services;*

DVR continues to work with disability specific stakeholder and advocacy groups as well as professional organization such as Association for Professionals in Supported Employment (APSE) to coordinate and consult on system change efforts, service provider training and quality improvement. Many DVR staff members serve on statewide boards and councils to gather feedback and provide input on continued efforts related to collaboration and coordination.

- (5) *Describe the activities to be conducted for youth with the most significant disabilities with the funds reserved in accordance with §363.22, including—*  
(A) *The provision of extended services to youth with the most significant disabilities for a period not to exceed four years, in accordance with §363.4(a)(2); and*

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*(B) How the State will use supported employment funds reserved under §363.22 to leverage other public and private funds to increase resources for extended services and expand supported employment opportunities for youth with the most significant disabilities;*

DVR will continue to find partnership opportunities with DHS and DPI to continue outreach to transition students who may need supported employment. DVR will work with schools to offer PRE-ETS to transition students while still in high school, ensuring a more hopeful employment path when reaching adulthood. DVR has been a partner in efforts to establish the use of an Academic and Career plan for all student in Wisconsin schools including the use of this plan in informing IEP's and IPE's. DVR has also developed and will continue to utilize a Youth OJT - agreement to assist an employer in associated costs of training a youth in a job, job shadows, business tours, job coaching, internship and temporary work, coordinated soft skill training and other employer training with DPI and local school districts.

*(6) Assure that—*

*(A) Funds made available under this part will only be used to provide authorized SES to individuals who are eligible under this part to receive such services;*

The WI VR case management system has the ability to identify cases and expend the funds allotted as required by RSA.

*(B) The comprehensive assessments of individuals with significant disabilities, including youth with the most significant disabilities, conducted under 34 CFR part 361 will include consideration of supported employment as an appropriate employment outcome;*

Supported Employment is widely available and is always an available service and outcome for youth. Due to the increased availability of work based learning, and the federally required diversion from 14 (c) employment and paid work options for youth it is expected that there will be many more youth needing SES in Wisconsin.

In 2017, DPI began to use an ACP for all Wisconsin public school students. DVR was a member of the advisory group to develop components and rules related to the use of these plans. The ACP will begin development in the elementary years, including school sponsored activities related to work, labor market, training and occupational choice. The ACP will be used in the development of both the IPE and IEP in Wisconsin to augment PRE-ETS and career preparation and exploration activities.

*(7) An IPE, as described at 34 CFR 361.45 and 361.46, will be developed and updated, using funds received under 34 CFR part 361, in order to –*

*(A) Specify the SES to be provided, including, as appropriate, transition services and pre-employment transition services to be provided for youth with the most significant disabilities;*

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Students and Youth in transition can utilize any DVR service if identified in the IPE. Identified SES include; completion of a Career Profile, short and longer term paid work options, exposure to work environments through job shadows, workplace tours and peer success stories, supported employment job development, systematic instruction, job retention services, use of natural supports, transition to long term support providers and funding and post-employment services.

Customized Employment services can be used if an individual has not been successful utilizing SES.

SES in Wisconsin utilize a consumer centered resource team. This team includes the DVR consumer, DVR staff, the Supported Employment service provider, the special education or other teacher, long-term support career planner, the guardian or anyone else the consumer chooses to invite.

DVR will develop and implement printed materials and provide outreach and technical assistance to schools and families to share supported employment and other resources for employment related services.

*(B) Specify the expected extended services needed, including the extended services that may be provided under this part to youth with the most significant disabilities in accordance with an approved IPE for a period not to exceed four years;*

DVR has identified some sources of extended services. Students who receive Social Security benefits are eligible for extended services through the children's waiver in Wisconsin. Other sources for students and youth may be county mental health funds for continued support in supported employment and IPS supported employment. DVR intends to explore all options for funds outside of DVR but will utilize general case service funds as well as funds available under 362.20 for youth and students who need support after job placement and prior to the availability of funding from sources of long-term support.

DVR will work with existing stakeholders in the long-term care system and maximize resources to identify, recruit, and train a high quality provider network and to address challenges related to the capacity of the service provider network in Wisconsin.

*(C) Identify, as appropriate, the source of extended services, which may include natural supports, programs, or other entities, or an indication that it is not possible to identify the source of extended services at the time the IPE is developed;*

In Wisconsin, extended service funding is available through Managed Care and County funded mental health services. DVR has implemented systematic instruction into Supported Employment. This strategy should assist in higher quality placements, a quicker and more successful transition to long-term supports, which should, in turn, address some capacity concerns in the long-term care system.

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- (8) The State will use funds provided under this part only to supplement, and not supplant, the funds received under 34 CFR part 361, in providing SES specified in the IPE;

Historically the WI VR program has used case aids to provide SES to DVR consumers with a typical annual expenditure of just less than \$6.7 million in SES. In 2018, the Supported Employment Grant is not available

- (9) Services provided under an IPE will be coordinated with services provided under other individualized plans established under other Federal or State programs;

DVR has a policy in place for the coordination of IEP's and IPE's prior to graduation and prior to that when necessary. In the past, service and treatment plans with long-term care and mental health were coordinated and services identified and funding responsibilities determined.

- (10) To the extent job skills training is provided, the training will be provided onsite;

DVR implemented of Systematic Instruction strategies in the Supported Service Array for training of work skills while in a community based job at an employer site. Systematic instruction requires and examination of the job, tasks within the job, accommodations, training, reinforcement and natural supports for transition to long-term sustainable supports.

- (11) SES will include placement in an integrated setting based on the unique strengths, resources, interests, concerns, abilities, and capabilities of individuals with the most significant disabilities, including youth with the most significant disabilities;

DVR is using the IPS Career Profile in lieu of traditional assessment to provide a more rapid and higher quality job matching efforts that take into account the consumers preferences.

DVR will utilize DWD tools, including JCW and Skill Explorer, when appropriate.

- (12) The designated State agency or agencies, as described in paragraph (a) of this section, will expend no more than 2.5% of the State's allotment under this part for administrative costs of carrying out this program; and

Administrative funds for VR staff are charged to Title 1 B dollars and the administrative costs are reported to RSA as zero.

- (13) The designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10% of the costs

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*of carrying out 512 SES provided to youth with the most significant disabilities with the funds reserved for such purpose under §363.22; and*

DVR plans to continue to utilize state general-purpose revenue for the match required continued federal funding for SES.

*(A) Contain any other information and be submitted in the form and in accordance with the procedures that the Secretary may require. (Authority: Section 606 of the Rehabilitation Act of 1973, as amended; 29 U.S.C. 795k)*

Will meet quarterly with Wisconsin's Work Incentive Coordinator to ensure accurate and timely information for staff and customers is used.

**(g) Coordination with Employers.** *Describe how the DSU will work with employers to identify competitive integrated employment and career exploration opportunities in order to facilitate the provision of:*  
*(1) VR services; and*  
*(2) transition services, including pre-employment transition services, for students and youth with disabilities.*

### Integration with DWD Mission

DWD's mission: Advancing Wisconsin's economy and business climate by empowering and supporting the workforce. DVR believes this initiative, transitioning the DVR BSC project positions into permanent positions, best demonstrates a new customer for DVR that fits well with the department's priorities of meeting the workforce needs of Wisconsin's business. DVR fully embraces the dual customer role of serving the workforce needs of Wisconsin's business community while building the needed talent through our DVR job seeker clientele. DVR is the state's preferred talent portal and by having a closer relationship to our business customer, DVR has been able to exceed our employment goal since the BSCs have been part of the DVR service delivery model.

### Personnel

Twenty positions were created in 2013 to function as employment specialists (same classification as WP Job Service-Employment and Training Specialists A, B) to conduct business needs assessments, develop job matches, and place consumers in jobs. In 2016, DVR received approval for 9 permanent Business Service Consultant (BSC) positions. The employment specialists, called BSCs are proportionally distributed throughout the state with at least one BSC assigned to each WDA.

### Impact of Adoption

The BSCs serve to improve business outreach and retention, assisting DWD and DVR meet our state's draft performance measure of Employer Penetration and Retention Rate(s). This enables businesses in Wisconsin to learn about and receive business services DWD and partners can offer. The goal of new

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businesses receiving services from a DVR BSC is to encourage repeat business customer, available as technical advisors for: employers on ADA, accommodations and other disability services as described in WIOA; and for their employees developing disabilities throughout their tenure with an employer.

BSCs are able to work with businesses to determine if any of the 7,000 job seekers on DVR caseloads who are ready for employment match the skills that are needed by businesses, allowing DVR counselors to spend more time with job seekers who require intensive IPE development and career counseling.

The new positions have also assisted counselors in placing those in the training queue. Internships and work experiences can be especially beneficial to those ending their academic training and needing work experience to better match to employer needs.

Private-sector and state agency employers have benefited significantly from the following DVR OJT initiatives:

- Since Fiscal Year 2016, more than 800 OJT private-sector hires were supported by a 50% payroll cost subsidy for employers providing up to 90 days of OJT following a hire. In this same time period, DVR has invested nearly \$750,00 for more than 104 DVR job-seekers participating in six month OJT internships with 23 state agencies and other public entities.

### Part of WDA Business Service Team

DVR BSCs are part of the Business Service teams located in each of the 11 WDAs. Along with other workforce partners, the BSCs conduct outreach to businesses to assess needs and share the needs and job openings with all the workforce partners. Wisconsin workforce partners, through a DOL federal grant, developed a common data system that tracks all business contacts and provides all the workforce partners with a common platform of business leads. DVR staff play a significant role in sharing the business needs with other partners and, in turn, have access to other business leads developed by workforce partners. DVR uses JCW Business, along with DET and other partners to collaborative provide business services and dually report the pilot performance measures for WIOA.

### Place and Train Models

An important outcome of listening to business needs includes the development of specialized training programs either with other workforce partners or solely developed with DVR consumers, helping DVR job seekers obtain the needed curriculum instruction, experience and recruitment assistance necessary to meet the talent needs of specific employers.

DVR partnered with the Walgreens Retail Employees with Disabilities Initiative (REDI) to provide training for individuals with disabilities in a retail setting. This national program began its pilot in Milwaukee-area Walgreens retail locations in 2012 and is now a statewide initiative.

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Building on the success of the REDI model, also called place and train, DVR offered the place and train model with other businesses and is currently working with businesses throughout Wisconsin to implement this model in their workplaces.

Additionally, DVR has become the Point of Contact for Kwik Trip in all its Wisconsin convenience stores. DVR also works to meet the talent needs through our National Employment Team with employers such as Meijer, Wells Fargo, and Amazon.

Two initiatives were included in the Wisconsin Blueprint for Prosperity that will allow DVR to expand, place and train opportunities for job seekers with disabilities and Wisconsin businesses.

- Training Workers with Disabilities Grants, part of the WFF grant initiative, awarded funding to businesses to develop training for high demand jobs in their industries, and to target job seekers with disabilities, including veterans with service-related disabilities, in their recruitment and hiring.
- New funding for Project SEARCH will create 20 new sites in Wisconsin by 2017, with seven new sites accepting students for the 2015-16 school year.

*(h) Interagency Cooperation. Describe how the DSU will collaborate with the State agency responsible for administering each of the following programs to develop opportunities for competitive integrated employment, to the greatest extent practicable:*

- (1) the State Medicaid plan under title XIX of the Social Security Act;*
- (2) the State agency responsible for providing services for individuals with developmental disabilities; and*

DVR has a tri-agency Interagency Agreement that defines necessary relationships, policies and procedures between DVR, DPI and DHS. The agreement is designed to create common understanding, and establish collaborative efforts regarding services that will ultimately improve employment outcomes for students with disabilities who may be eligible for DVR services. This interagency agreement has been revised from the July 2007 interagency agreement to now focus on both students with disabilities transitioning from high school as well as adults with disabilities, who have an expectation for integrated competitive employment. The three agencies also jointly developed a TAG which puts the agreement into practice.

The agreement and the TAG have been modified to reflect best practices associated with increasing employment opportunities for people with cognitive and/or physical disabilities who also have challenges with mental health. The agreement and TAG are published on the DVR public website. The three agencies have updated these agreements to reflect on-going projects that have enriched and deepened our relationship, understanding and program evolution. The updated agreements allow for an on-going vehicle that best reflects the updated procedures, policies and protocols established to serve youth eligible for DVR services.



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[DPI Interagency Agreement](https://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/dpi\\_interagency\\_agreement.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf)  
[Transition Action Guide \(TAG\)](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/tag.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf)

### Financial responsibilities of each State Agency providing employment services

When there is overlap of educational goals and employment/rehabilitation goals and services, a cost sharing arrangement may be negotiated between DVR, the school district, and Long-Term Care and/or Mental Health programs. To know who will pay for a service, all parties must be involved in transition planning in order to make a determination about appropriate services.

The following are general guidelines to help understand how decisions can be made under the DVR/DPI/DHS interagency agreement.

Test 1 - Will the service help to achieve the educational goal of the IEP? If yes, the school is primarily responsible for the service.

Test 2 - Will the service help to achieve the employment goal of the IPE? If yes, DVR is primarily responsible for the service.

Test 3 - If the same service appears on both the IEP and IPE, the school and DVR are responsible for negotiating a cost sharing arrangement (conflicts between schools and DVR are to be resolved utilizing the process outlined in the DPI/DVR/DHS Interagency Agreement).

Test 4 - If the student is over 18 and eligible for Medicaid long-term care services and supports, and chooses to enroll in a Long-Term Care and/or Mental Health program, the three agencies are responsible for negotiating a cost sharing arrangement to determine resources for each individual's situation. (Conflicts between agencies are to be resolved utilizing the process outlined in the DPI/DVR/DHS Interagency Agreement.)

Staff of all three potential funding sources (i.e., DVR, DPI and DHS) are trained in the use of this decision making process.

### *Wisconsin Interagency Collaboration Projects and Teams*

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#### Wisconsin Community of Practice on Transition

The Wisconsin Community of Practice on Transition is an interagency collaboration that includes partners from DVR, DPI, DHS, BPDD, Wisconsin Family Assistance Center for Education, Training & Supports (WI FACETS), Wisconsin State Parent Education Initiative (WSPEI), UW Waisman Center, WI Technical Colleges and Parents. The mission of the collaboration is to bring stakeholders together to impact policies, practices and outcomes for youth with disabilities in transition to adult life.



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The strategic plan for 2015-2016 includes a focus on the County Communities on Transition (CCoT's) to create local relationships between schools, DVR service providers and employers to improve the outcomes of youth with disabilities transitioning from high school to employment.

### Wisconsin PROMISE

The PROMISE initiative is a research and demonstration project that is intended to improve services for youth Social Security Supplemental Security Income (SSI) recipients and their families. The services help youth recipients achieve better outcomes, including graduating from high school ready for college and a career, completing postsecondary education and job training, and obtaining competitive employment in an integrated setting. As a result, these youth SSI recipients can achieve long-term reductions in reliance on SSI. Wisconsin is one of six sites participating in the demonstration.

DVR has hired counselors that have a caseload that consists exclusively of Promise youth. These counselors are using specific evidence based practices and rapid engagement services to most effectively serve youth in transition starting at age 14. WI DVR is already using the lessons learned from WI PROMISE to improve the transition services we offer to our youth.

Wisconsin Promise will help youth and their families meet their school and work goals in order to better their income and financial stability, reducing poverty.

- (i) **Comprehensive System of Personnel Development; Data System on Personnel and Personnel Development.** *Describe the designated State agency's procedures and activities to establish and maintain a comprehensive system of personnel development designed to ensure an adequate supply of qualified State rehabilitation professional and paraprofessional personnel for the DSU, including the following:*
- (1) *Data System on Personnel and Personnel Development*

DVR tracks and maintains staffing information by classification, vacancy rate and information to determine the statewide deployment of positions based on census population data. This information is updated regularly and reviewed at least quarterly.

DVR has taken action to ensure sufficient staff to serve the caseload based on the projected number of consumers with active IPEs. Throughout the period governed by the WIOA State Plan, the statewide average of active IPEs will not be more than 100 per counselor, recognizing that the average case work activity includes an additional 20-25% of consumers in applicant and plan development status.

Eligibility Pilot: Beginning in 2015, DVR contracted with the University of Wisconsin-Stout Vocational Rehabilitation Institute (SVRI) for an eligibility review process, authorizing SVRI to collect and make recommendations to appropriate DVR staff for eligibility and OOS determinations.

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This pilot is anticipated to free up to 15% of the counselor's time to refocus on direct consumer employment plan activities. This pilot, therefore, anticipates that additional staff will be retained who experience "case burnout" from process activities.

The pilot has since been rolled out statewide and is no longer considered a pilot. The service is going well and will continue to be monitored for its effectiveness.

- (A) **Qualified Personnel Needs.** *Describe the development and maintenance of a system for collecting and analyzing on an annual basis data on qualified personnel needs with respect to:*
- (i) *the number of personnel who are employed by the State agency in the provision of VR services in relation to the number of individuals served, broken down by personnel category;*
  - (ii) *the number of personnel currently needed by the State agency to provide VR services, broken down by personnel category; and*
  - (iii) *projections of the number of personnel, broken down by personnel category, who will be needed by the State agency to provide VR services in 5 years based on projections of the number of individuals to be served, including individuals with significant disabilities, the number of personnel expected to retire or leave the field, and other relevant factors.*

The data in Table 6 below shows the number of permanent authorized FTEs by personnel category and the current vacancies in each category as of April 2014. However, we anticipate a vacancy rate of 5% during the five-year projection period, (combination of past and current budget instructions). DVR anticipates maintaining adequate resources both in fiscal and staff resources to ensure a sustainable caseload. In December 2013, Act 58 provided funding for nine additional VR Counselor positions.

Section VI, Table 6. Authorized FTEs by category and projected vacancies

Row	Job Title	Total positions	Projected vacancies over the next 5 years
1	VR Counselor	196	10
2	Consumer Case Coordinator	69	3
3	Field Managers/Supervisors	25	1
4	Central Office Senior Leadership/Managers	7	3
5	Central Office Staff Support	25	1
6	<b>Total</b>	<b>322</b>	<b>18</b>

DVR will continue to maintain an average employment plan caseload of 16,500, not to exceed 17,000, during FFY 2016-20. During the five year caseload projection period, the counselor caseload ratio should

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continue to comply with the DVR's goal of not more than 100 consumers with active IPEs per counselor per month, recognizing that another 20-25% are individuals in applicant or plan development status.

*(B) Personnel Development. Describe the development and maintenance of a system for collecting and analyzing on an annual basis data on personnel development with respect to:*  
*(i) a list of the IHE in the State that are preparing VR professionals, by type of program;*

The Wisconsin DSPS issues licenses for professional counselors, including VR counselors. There are currently two IHE in Wisconsin that maintain Council on Rehabilitation Education (CORE) accreditation and are recognized by the DSPS. These are the University of Wisconsin - Madison and the University of Wisconsin – Stout, which offers campus-based and distance learning master's level programs.

There are two state university counselor preparation programs accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) that are also recognized by the DSPS and that matriculate graduate level students in general counseling and related areas. The University of Wisconsin campuses at Oshkosh and Whitewater have CACREP accredited programs.

The DSPS also recognizes and posts on its website other pre-approved graduate degree programs that meet General Counseling equivalency standards for licensure in Wisconsin. Licensed Professional Counselors (LPC) in Wisconsin must complete a minimum of thirty hours of continuing education hours every two years out of which four hours must be in the area of Boundaries and Ethics. See the [DSPS website](https://dsps.wi.gov/pages/Home.aspx) <https://dsps.wi.gov/pages/Home.aspx>.

DVR has contracted for on-line continuing education opportunities and in-person regional trainings, including training relating to counselor ethics.

*(ii) the number of students enrolled at each of those institutions, broken down by type of program; and*

The University of Wisconsin - Madison Rehabilitation Psychology Graduate Program reported 21 students currently enrolled in their master's degree program. The University of Wisconsin- Stout indicated a total of 71 students currently enrolled in the master's degree program in VR Counseling for the academic year.

The University of Wisconsin - Oshkosh reported a total of 85 students currently enrolled in the three tracks of Community Counseling, School Counseling and Student Affairs. The University of Wisconsin- Whitewater's enrollment for the current school year is 120 students enrolled in Community Counseling, School Counseling and Higher Education areas of emphasis.

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*(iii) the number of students who graduated during the prior year from each of those institutions with certification or licensure, or with the credentials for certification or licensure, broken down by the personnel category for which they have received, or have the credentials to receive, certification or licensure.*

DVR maintains information on universities from which new counselor hires graduate.

Graduates of the two CORE campuses (Madison and Stout) are eligible for or will have earned CRC certification and eligibility for the LPC in the State of Wisconsin.

The University of Wisconsin-Madison graduated 27 Rehabilitation Psychology students in the master's program for academic year. The University of Wisconsin-Stout reported 25 students annually graduating from their Masters of Science (MS) VR program. All graduates are eligible to apply for the CRC and or LPC training certificate. Eighteen students are projected to graduate from the UW Stout MS VR program annually and 33 are projected to graduate from the program annually.

The University of Wisconsin-Oshkosh reported eight annual graduates for the school year that will be eligible to receive CRC or professional counselor-in-training licensure, with three of those graduating from the Community Counseling program. UW Whitewater reported a total of 28 students graduating annually from their counseling graduate programs of which 14 were from the Community Counseling program and eligible to seek counselor-in-training licensure, and 12 graduates in School Counseling able to seek licensure as school counselors.

Students who graduate from counseling programs that are not pre-approved by DSPS must have their educational course work reviewed individually by DSPS prior to issuance of a license or in-training license.

Summary data for the four university counselor preparation programs is in Table 7 below by number of graduates for (to provide an annual snapshot) 2012-2013 school year and enrollments for the 2013-2014 school year.

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Section VI, Table 7. Summary data for university counselor preparation programs

Row	Institutions	Students enrolled	Employees sponsored by agency and/or RSA	Graduates sponsored by agency and/or RSA	Graduates from the previous year
1	University of Wisconsin – Madison Rehab Psych	21	NA	NA	27
2	University of Wisconsin – Stout MS VR Program	71	NA	NA	25
3	University of Wisconsin – Oshkosh Community Counseling School Counseling Student Affairs	32 38 15	NA	NA	3 4 1
4	University of Wisconsin-Whitewater Community Counseling School Counseling Higher Education	55 47 18	NA	NA	14 12 2

*(2) Plan for Recruitment, Preparation and Retention of Qualified Personnel. Describe the development and implementation of a plan to address the current and projected needs for qualified personnel including, the coordination and facilitation of efforts between the DSU and IHE and professional associations to recruit, prepare, and retain personnel who are qualified, including personnel from minority backgrounds and personnel who are individuals*

DVR uses various methods to regularly monitor and plan for the recruitment, preparation, and retention of qualified personnel to meet caseload obligations.

Examples of these tools are:

- Caseload Projection Table (Monthly)
- DVR Staff Resources Analysis with current census data (updated as vacancies occur)
- DVR Staff Vacancy Report (updated as vacancies occur)
- Bureau of Consumer Services (BCS) staff resources allocation goals by county (updated quarterly)

In addition, Human Resource staff track annual hiring data based on the number of professional counselor hires by their school of graduation.

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Allocation of staff by classification is done in a manner proportionate to the demographic area they cover. Each geographic area or WDA is allocated the same percentage of staff assigned to cover it as is represented by the population base in that area compared to the statewide population. For the past several years, as positions are filled, DVR has realigned the staff complement of an area to meet the staffing plan requirements for Counselor and Case Coordinator positions. The plan includes a minimum level of administrative staffing in the Central Office to maximize ability to meet resource needs in the field. Following a multi-year 40% reduction in central administration and supervisory staff, the central administration staffing allocation is 10% and field supervision staffing is 9% for a combined 19% allocation for non-direct services. DVR is in the process of reviewing the staffing plan to ensure it meets the current and future staffing needs. DVR has introduced two new WDA positions to help meet the staffing needs: Vocational Rehabilitation Specialist and a Financial Specialist.

In its recruitment materials and practices, DVR requires that applicants for VR counselor positions meet the standards for employment as specified in the Wisconsin State licensure statutes. Only applicants who meet the hiring standards are interviewed and hired. For example, during FFY 2015, DVR developed and used recruitment material focused on opportunities in Wisconsin for LPC. Entry level VR Counselors must have a valid "Licensed Professional Counselor" or "Licensed Professional Counselor in Training" credential from the Wisconsin Department of Regulation and Licensing before they start employment with the agency. This is a State requirement for those who practice as Professional Counselors.

DVR holds a seat on the Wisconsin State License Review Board and DVR review board member clarifies and promotes the interests and needs of DVR for recruitment, preparation and retention of qualified staff.

DVR's hiring plan includes coordination of job announcement postings with diverse entities in the state, including partners in the One-stop system, professional organizations and accredited university programs. DVR actively recruits rehabilitation counselor graduate school students for internships with the agency throughout the school year, and provides student practicum sites. Several of the VR Counselor In-Training hires have been past interns or practicum students. DVR seeks to attract candidates from other states as part of its hiring strategies. For internships, DVR will continue to target University programs that attract a high complement of diverse students, including individuals with disabilities.

Job announcements are posted with various media serving minority groups and advertised across partners in the One-stop system, some of whom specialize in services to target groups. DVR has had success in outreach recruitment efforts resulting in an increase in the number of qualified minority applicants.

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DVR regularly evaluates and modifies its recruitment efforts and in-service training plan to ensure that all personnel, in particular VR counselors, meet the highest requirements of the State applicable to their job classification. Retention of staff is a key element of succession planning, and DVR management regularly reviews and updates its succession plan.

DVR recently added a new VRC classification: VRC Advanced. This classification addresses senior VRCs who offer mentoring; provide clinical supervision, as well as other duties. DVR has a target to hire 20 VRC Advanced positions as openings become available. These positions are allocated based on staff distribution throughout the state. These are not additional positions, but are conversions of current VR Counselor positions.

DVR must also turn its attention to retention of new staff that often receive their initial employment with VR but often are being recruited away to other institutions for higher salaries. DVR senior leaders will work with the department's human resources staff to focus on retention efforts that will adequately compensate and reflect VR experience for compensation adjustment. DVR leaders will also look for additional tools that augment compensation packages that also address retention efforts.

*(4) **Staff Development.** Describe the State agency's policies, procedures, and activities to ensure that, consistent with section 101(a)(7)(C) of the Rehabilitation Act, all personnel employed by the DSU receive appropriate and adequate training in terms of:*

*(A) A system of staff development for professionals and paraprofessionals within the DSU, particularly with respect to assessment, vocational counseling, job placement, and rehabilitation technology, including training implemented in coordination with entities carrying out State programs under section 4 of the AT Act of 1998; and*

The personnel standards for VR counselors in Wisconsin are established upon the highest requirement in the State, Chapter 457 of the Wisconsin State statutes licensure requirements for the title of "Professional Counselor". Under these rules, individuals who practice professional counseling must

have a state license or hold a temporary license or training certificate. Counselors must have a master's degree in rehabilitation counseling or closely related fields, 3,000 hours of post master's degree clinical supervision, pass the National Board for Certified Counselors exam or the Commission on Rehabilitation Counselor Certification (CRCC) exam, and pass the Wisconsin licensure examination. This is the state personnel standard which exceeds the national standard.

All VR Counselors employed by DVR since May 1992 meet the State required standards for licensure as a condition of employment, including continuing education requirements which all LPCs must maintain, including requirements for courses in professional counselor ethics and boundaries. Opportunity for continuing education is open to all professional rehabilitation counselor staff.

Personnel standards for paraprofessional staff are established by DVR and the State of Wisconsin. Paraprofessional staffs are required to take and pass an online exam consistent with classification



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requirements. Opportunity for continuing education courses is open to all paraprofessional staff in addition to the professional rehabilitation counselor staff.

DVR provides and requires that all newly hired staff participate in a comprehensive orientation and training program that occurs early in his/her employment.

*(4) **Staff Development.** Describe the State agency's policies, procedures, and activities to ensure that, consistent with section 101(a)(7)(C) of the Rehabilitation Act, all personnel employed by the DSU receive appropriate and adequate training in terms of:*

*(A) A system of staff development for professionals and paraprofessionals within the DSU, particularly with respect to assessment, vocational counseling, job placement, and rehabilitation technology, including training implemented in coordination with entities carrying out State programs under section 4 of the AT Act of 1998; and*

The educational needs for DVR personnel are determined based on input from several different sources. These sources include but are not limited to:

- RSA regulatory language (34CFR Part 361)
- Wisconsin Statutes and Administrative Code (DSPS)
- Comprehensive Training Needs Assessment
- Professional State Councils, (e.g., WRC), and
- Individual Performance Reviews

DVR conducts a comprehensive training needs assessment every three years using a survey instrument administered by DVR. DWD (the DSA) also conducts staff training needs assessment and offers training based on this evaluation. DVR obtains input on training needs from various State Councils and organizations, primarily WRC. Computerized training records are kept for each employee. Annual employee "GARS" are conducted by management with each employee. The individual reviews help DVR identify where additional training is needed, and for which staff.

Wisconsin statutes and administrative code outline specific training needs based upon licensure requirements for VR counselors, in order to practice in the State of Wisconsin. The Division maintains a membership with the CRCC, which allows the awarding of continuing education hours to staff at no cost to the staff member. Continuing education hours are essential to the counselors to maintain State licensure. DVR may direct the employee to attend training, providing all expenses are paid.

To minimize staff turnover and promote leadership development, all staff are encouraged, and as appropriate, funded to participate in capacity building training activities. In addition, DVR provides training to statewide management staff at bi-monthly meetings. Through a paid annual application to CRCC, the Division is granted the ability to pre-approve continuing education hours for participants in training programs it conducts or coordinates.



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DVR has consolidated New Employee Orientation and Comprehensive Staff Training into one multi-day training event entitled Comprehensive New Staff Training. This training program examines DVR process from point of referral and application through closure/follow-along. The program also incorporates material on rehabilitation technology resources, effective counseling and assessment practices, and other key components for successful rehabilitation outcomes. Staff with various positions participate in designing and updating the training curriculum and content presentations, and are involved in delivering the training. The comprehensive staff training program brings a mix of staff classifications together in one group upon hire or soon thereafter, as a means to increase the consistency in how VR services are delivered throughout the DVR.

Paraprofessional staff are jointly and individually mentored on case management and related VR services in accordance with their job descriptions and performance expectations. DVR continues to assure all professional staff understand and are trained to meet job description performance standards.

DVR utilizes statewide or bi-regional meetings to provide staff training on DVR policy and processes as well as collaboration, motivational interviewing, and wellness. DVR will continue to provide these all staff opportunities dependent on staff time and funding resources as part of a professional development program.

Specific attention will continue to update and incorporate vocational counseling, job placement; rehabilitation technology and assessment tools and practices into the training curriculum. DVR collaborates with UW-Stout and ILC to offer AT training to DVR consumers and staff at venues across the state. DVR will continue to emphasize use of rehabilitation technology services and resources in presentations to professional and paraprofessional staff. To identify and access training material (including online formats) available from a variety of Wisconsin resources as well as other VR agencies. DVR will continue to seek resources from RSA through its technical assistance offerings as needed.

DVR participated in a research study, which looked at Motivational Interviewing skills and how those skills impact the relationship between consumers and the VR counselor. This study was sponsored by TACE5 and supported by University of Wisconsin Madison and several private consultants. Since FFY 2013 over 188 counselors, 27 DVR supervisors and several Central Office Staff were trained. The results of this research have shown Motivational Interviewing to be very promising and DVR will continue to provide training as both a professional development tool as well as a counselor retention effort.

DVR has partners with the Promise Grant to expand training in "trauma-informed care" and reviewing additional opportunities to add to new and continuing staff training. More training will also be provided to advance "rapid engagement" with consumers to ensure a better and faster attachment to the labor force using techniques such as those demonstrated through IPS. This should also ensure smaller caseloads for counselors.

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In addition, new supervisors are required to attend supervisory trainings offered by the Department of Workforce Development. DVR has implemented training targeted at staff which has demonstrated supervisory skills which may play an important role when future manager positions open. Staff members are selectively sponsored for advanced management and leadership training through WI Enterprise Management Development Academy. Over the past several years DVR has also supported sending 1-2 managers/year to attend the National Rehabilitation Leadership Institute. In addition, the DVR provides on-going training for all managers at supervisory administrative meetings.

*(B) Procedures for the acquisition and dissemination of significant knowledge from research and other sources to DSU professionals and paraprofessionals.*

DVR developed a system, called the *Information Center* that provides access to VR regulatory and program policy information on key issues and topics of relevance to program staff, consumers, and the general public. This online resource promotes consumer informed choice and ready access to key VR information for staff in the remotest of locations. The *Information Center* includes VR federal and state

requirements and rules, policy interpretations, procedures, guidance information and informational items in user-friendly Question & Answer formats. A web search feature is available. The *Information Center* cross-references and indexes all the policies, directives and related guidance affecting the VR program. Before posting to the DVR website and the *Information Center*, DVR policy and written guidance pieces are reviewed and approved by DVR's Policy Academy and DVR Senior leadership Team (SLT). The Policy Academy is composed of a cross section of professional and paraprofessional staff, as well as management staff. VR policy analyst staff review and revise the material to keep it up-to-date and correct. See the [DVR Information Center](https://dwd.wisconsin.gov/dvr/info_ctr/default.htm) [https://dwd.wisconsin.gov/dvr/info\\_ctr/default.htm](https://dwd.wisconsin.gov/dvr/info_ctr/default.htm).

There are two full-time VR policy analysts who provide ongoing technical assistance, consultation and training to statewide staff on issues of service delivery as mandated by the Rehabilitation Act. The policy analysts also develop guidance and best practices for staff by researching other state practices, conducting literature reviews, and researching state and federal laws.

The policy analysts also participate in the DVR's Policy Academy comprised of field representatives from each WDAs and DVR senior leadership. The purpose of the Policy Academy is to address and develop policy and guidance pieces and background information on topics pertinent to the practice of VR in Wisconsin. Members of the Policy Academy take the information from these meetings back to their respective (WDA) to disseminate to staff.

As a critical component of training, meetings are periodically scheduled for DVR WDA Directors and Supervisors during which various training topics are addressed. In a "train the trainer" model, WDA Directors and Supervisors are then responsible for training local field staff and recording the training event in the minutes of their WDA meetings.

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Research findings and promising techniques are shared with staff through the DVR's Rehabilitation Resource newsletter, and introduced in staff trainings with an emphasis on translation to VR service delivery practice. The VR policy analysts contribute to research development and translation of research into program and policy changes. The comprehensive training program for new staff incorporates and translates research findings into effective VR practice.

Research findings are also utilized in project and grant development activities initiated by DVR. One example is the use of data from research and other sources in the development of technical specifications for service provider agreements, transition, AT and supported employment special projects. DVR uses research findings to strengthen service quality efforts. These results are shared with the Policy Academy and other staff to inform agency changes and improvements. DVR's website contains links to pertinent research information and scheduled training opportunities from internal and external sources. Web training resources are updated and disseminated to staff through the DVR Rehabilitation Resource newsletter as well as via e-mailed communications.

In particular, continuing education opportunities relative to research findings are made available through the dissemination of published materials, and access to webinars and on-site training sponsored by leading Rehabilitation Research and Training Centers (RRTCs) such as the Virginia Commonwealth University RRTC on workplace supports and job retention, Mississippi RRTC on Blindness and Low Vision; The Institute for Community Inclusion VR RRTC, The Cornell RRTC on Disability demographics and statistics, and the Hunter College RRTC on Improving Employment Outcomes. In addition, the research and practice-based publications from the Institute on Rehabilitation Issues (IRI monographs) are shared with VR staff and management. DVR staffs also participate in training seminars and webinars sponsored by the RSA.

DVR will continue to emphasize the need to use and apply research when developing guidance, best practices, and staff trainings. When guidance and best practices are developed, they will continue to be vetted through the Policy Academy and disseminated to staff through various means including emails, staff and management meetings, inclusion on DVR's internal web site and in the current *Information Center* or updated version. As needed, specific staff training will also be developed and provided.

DVR is also part of the PROMISE Grant initiative. The research findings and evidenced based practice will be shared with staff as a result of the grant.

**(5) Personnel to Address Individual Communication Needs.** *Describe how the DSU has personnel or obtains the services of other individuals who are able to communicate in appropriate modes of communication with or in the native language of applicants or eligible individuals who have limited English speaking ability.*

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DVR maintains the ability to communicate with customers in their preferred mode using a variety of resources. Designated staffs maintain and coordinate foreign language translation and interpreter lists, including remote and on-site CART services.

DVR affirmatively recruits staff fluent in Spanish and American Sign Language. DVR maintains relationships with providers for both oral and written translations in over 60 languages. Oral translations are available, on demand, via a telephone connection. Translations in Spanish and Hmong of DVR's most frequently used publications and forms are available as print-on-demand from the public website. Audio-taped materials are available via a contracted provider. DVR maintains in-house technology to prepare Brailled and large print materials.

**(6) Coordination of Personnel Development Under the Individuals with Disabilities Education Act.**  
*As appropriate, describe the procedures and activities to coordinate the DSU's comprehensive system of personnel development with personnel development under the Individuals with Disabilities Education Act.*

DVR updated the interagency agreement with the state's DPI in December of 2010. The agreement also includes DHS, Division of Long Term Care, Division of Mental Health and Substance Abuse Services, and Division of Public Health. This agreement describes the roles and responsibilities of the tri-agency state partnership which includes DVR, DPI, and DHS with respect to supports and services to youth-in-transition from high school and adults with disabilities who have an expectation for integrated competitive employment.

A TAG is a guide for all stakeholders involved in the delivery of transition services and outlines the inter-agency team member roles, and responsibilities in the transition process. The TAG also includes effective practices, resources, and service information. As this document is used in practice, stakeholder feedback and suggestions are collected and updates are made.

To further support the interagency agreement and the TAG, the tri-agency partners have committed to participating in quarterly meetings to review information, provide updates and discuss and resolve issues. In addition, the interagency team will provide trainings to our respective staff throughout the state. The agreement and supporting documents continue to be shared by DVR staff at conferences for education professionals, VR professionals, and long-term support professionals. A DVR staff person will be a member of the planning committee of the annual statewide Rehabilitation & Transition Conference as part of the continued effort to educate stakeholders.

DVR, DPI and DHS will continue joint sponsorship of training events focused on improving transition and VR services. In addition to the agreement-specific training, DVR staffs are encouraged to attend other transition-focused trainings to increase their knowledge of transition issues and processes. DVR supports attendance of staff at various transition conferences held around the state e, as a means to increase coordination of services and transition service delivery skills.

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DVR's START, consisting of one primary and one alternate representative from each of the 11 VR workforce development service areas, act as local transition experts and technical assistance resource. START members will continue to provide training, technical assistance and consultation to staff in their respective service areas. The team's goals also include improving individualized engagement of students with disabilities and their parents in the transition/VR process as well as increasing engagement of schools in transition services. A continued focus for the START team will be to identify specific needs of DVR staff related to the provision of services to transition-aged youth and develop strategies and tools to address those needs.

DVR will continue to designate a liaison counselor to each school identified by Wisconsin's DPI as a referral source for DVR applicants.

DVR liaison staff work with educators and parents in providing information related to the interagency agreement as well as information on DVR services.

### *(j) Statewide Assessment.*

*(1) Provide an assessment of the rehabilitation needs of individuals with disabilities residing within the State, particularly the VR services needs of those:*

The Wisconsin DVR conducts comprehensive statewide needs assessment (CSNA) of the rehabilitation (and other) needs of individuals with disabilities residing in the state every three years. Wisconsin DVR chose a contractor to conduct the CSNA for FFY 2018-20. The CSNA process also includes a review of Wisconsin disability statistics, DVR customer and service federal report data, and public comment and input provided to the WRC throughout the year.

DVR also receives input during public hearings conducted by DVR and WRC on an as needed basis for service delivery or as part of the State Plan efforts. DVR has instituted a broader public hearing process, utilizing video conferencing equipment available throughout the 11 regions of Wisconsin. Residents throughout the state would be within easy travel distance to the 11 sites to provide testimony in person, via video conferencing equipment, connecting to the central site located in the Wisconsin capital city. This has provided broader input from service providers, consumers and family members to comment and provide feedback on DVR services and policies.

DVR and WRC will continue to work cooperatively in this process. The identified rehabilitation needs of individuals with disabilities are discussed with the full council. DVR and WRC identify and prioritize the rehabilitation needs and develop DVR systemic and service delivery goals to address the needs.

WRC also continues to use feedback received from the customer satisfaction survey conducted every two years of individuals closed in the previous calendar year and information from previous focus groups for process improvements and quality assurance.

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Since FFY 2008 and continuing through FFY 2018, individuals with a “most significant disability” received service immediately upon their eligibility. Since January of 2015, there has been no wait for individuals with a “significant disability”. With the new federally required emphasis on youth and the requirement to engage in outreach to individuals in center-based services, DVR will continue to monitor the OOS waiting list to ensure that already active DVR job seekers have access to the DVR services that will assist them in reaching their employment goals.

Due to the expanded availability of Medicaid-funded long-term employment support services and the updated Wisconsin Medicaid Waiver policies emphasizing integrated community employment opportunities, DVR anticipates a continued increase in demand during for supported employment referrals, placements and services. DVR supported employment, long-term employment supports service planning, and coordination efforts are described in state plan attachments describing SES and funding. DVR continues to address the needs identified in the previous plan and have maintained them as priorities for this State Plan period. They are:

### *(A) with the most significant disabilities, including their need for SES;*

- Long-term support for people who do not qualify for these supports based on IQ – for example, people diagnosed with autism or mental illness.
- Improved job coaching so that coaching can fade in a reasonable and timely way.
- Development of a mentor system for work place role models.
- Ability to address basic needs before or during rehabilitation e.g. food shelter, basic medical care.
- Improved use of appropriate work skills evaluation tools.
- Support of business community for developing a work environment friendly to individuals with disabilities, e.g. need for part-time employment, preservation of benefits, flexibility, volunteer work.
- Support of wrap around services not just on the job, e.g. transportation.
- Need to change the long-term support system to a managed care approach to retain and expand funding for long-term SES.
- Need to orient the long-term care system toward a “money follows the person” approach.
- Development of natural supports, in lieu of funded long-term extended services.
- Expansion of peer support specialists for individuals with mental illness.
- Informational services regarding various options and programs for families.
- More and better targeted career information to address the attitude that there are no jobs that persons with disabilities can do.
- Increased need for soft skill preparation to expand employment opportunities.
- Increased education for business community re: the business benefits of hiring our consumers.
- Expanded work incentives and increased access to benefits advisement.

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- Need for expanded work incentive demonstrations to more fully address the number of consumers experiencing disincentive to full employment (e.g., SSDI \$2/\$1 benefit offset and “Making Work Pay” cost-share demonstration).
- DVR Administrator to continue to provide quarterly updates on the wait list numbers to the Council as recommended.
- DVR develop methods to increase consumer awareness of work incentives and Partnership Plus options and evaluate the impact on outcomes for SSI/DI recipients as the WRC recommended through their observation that employment outcomes for SSI/DI recipients appear to have lower earnings and hours than the general VR population.
- Exploration of STEM careers for specialized disability types, such as Autism, for specialized training.

### *(B) who are minorities;*

Specific needs identified include:

- Provide training to all VR staff in multicultural awareness;
- Increase VRC expertise to address cross cultural needs;
- Develop awareness in staff of socio-economic issues that are interfering with a person’s ability to stay engaged;
- Develop better methods to identify issues preventing involvement and make appropriate referrals to community resources to consider these issues to increase engagement of individuals in the VR process;
- Culturally competent mental health counseling;
- More Spanish speaking VR and employment and training staff;
- Develop common protocols for employers to address language barriers;
- Develop cooperative programming with the Welfare-to-Work (WtW) staff to address individuals with disabilities (usually in the WtW Transition program) in the WtW system – the majority of which are individuals of African-American heritage;
- Transportation to jobs in suburbs;
- Skills training to prepare for specific occupations;
- Increased outreach and availability of VR services in areas of the state with the largest concentrations of African-Americans;
- Conduct outreach to recruit potential eligible consumers – e.g. Hmong, Native American;
- For individuals who are Hmong, develop closer working relationships with their clan system to educate clan leaders regarding the VR program, eligibility requirements and services (need permissions for many things: medical evaluations, type of work, etc.);
- Address learning the job through job coaching provided by a Hmong person;
- Build better understanding between employer and employee through mentoring provided by a Hmong person;



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- Increase coordination of VR services between the tribal VR agency and DVR, targeting Native Americans not living on or near reservations;
- Use of post-employment services for retention needs;
- Develop mentoring services related to crime/poverty to support employment efforts e.g. African American, Native American, Hmong (with specific beliefs or different tribes), and Hmong with their clan structure; and,
- Increase the service rate for minorities as it does not meet the national standard.

*(C) who have been unserved or underserved by the VR program;*

Under the new federal law, DVR is developing outreach strategies to combine the needs of students with disabilities and those that might have been previously referred from schools to center-based services, rather than to DVR for career and employment needs. DVR believes this new focus will dramatically change the consumers served moving forward into the near future.

DVR, working with DPI, DWD-Equal Rights Division who administers the subminimum wage licenses and reviewing federal reports has identified the following targeted opportunities for DVR outreach:

- In-school Youth: Approximately 35,000 students.
- Subminimum Wage: 9,000 individuals.
- Subminimum Wage and Child Labor Permit (under 18 yrs): 1,000 youth.
- With this new targeted information, DVR will work with education and long-term care agencies to operationalize new federally mandated requirements to engage in direct outreach to these individuals.
- Individuals on OOS Waiting List - DVR has addressed the wait list so that in FFY 2015 individuals with a most significant disability will continue to be immediately activated. DVR anticipates that individuals with a significant disability will also have no wait for FFY 2015, assuming that our current funding and staffing levels remain the same and that the cost of services change remains at 2% over FFY 2015.
- Reduce the wait list.
- Felons with disabilities.
- Transition students and their families do not recognize the importance of early DVR involvement.
- Transient or homeless population – inability to contact if no phone or home.
- Long-term support for individuals with mental illness.
- People with Alcohol and Other Drug Abuse issues.
- Study job retention – 1, 2, years out.
- Transportation – public and private.
- Caregiver reimbursement.
- People unemployed or laid-off due to recession.
- Older adult workers.



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- Minority populations in general.

*(D) who have been served through other components of the statewide workforce investment system; and*

- Increase partnerships with the statewide workforce investment system to develop innovative programs to serve common customers. With the economic downturn, there has been increased funding for DWs and other general workforce populations.
- Ongoing training of job center staff on disability sensitivity issues. The elimination of the Navigator program will affect DVR's need to provide ongoing training to job center staff.
- Continued efforts to coordinate the efforts of different government agencies with very different rules and expectations for participation. An individual facing parenting responsibilities, poverty, and disability issues needs to work with agencies that can coordinate their efforts.
- Cooperation with job center network is valuable to consumers who can work on certain aspects of their job search independently.
- Need for basic computer skills by consumers to use all resources available. This need has been identified as well in the workforce system. Individuals engaged in manufacturing throughout their career and now attempt to change careers are faced with a skill deficit in use of computers.
- Job readiness classes that focus on how to communicate skills and address their disability to the employer.
- Improve work needs assessment before referring to general programs for employment search.
- Provide expertise for tools that advance talent match between business and DWD (i.e. Talent Acquisition Portal).
- Increase job openings on the system.
- Continue to expand partnerships and encourage coordination of services.
- Development of new ways to provide for job creation or to incentivize employers.
- Work cooperatively to remove stigmas in the workplace.
- Use of Customized Employment when appropriate.

*(E) who are youth with disabilities and students with disabilities, including, as appropriate, their need for pre-employment transition services or other transition services.*

Through the CSNA WI DVR will follow a fiscal forecasting model to determine the need for Pre-ETS services in the state. The following process will be used:

- Determine the number of students with disabilities in the state to get the number of potentially eligible students.
- Identify the method of how WI DVR provides Pre-ETS Services.
- Demonstrate that Pre-ETS have been made available to all students with disabilities that need them.
- Identify the amount of the 15% reserve funds will be necessary to provide Pre-ETS

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### *(2) Identify the need to establish, develop, or improve community rehabilitation programs (CRP) within the State; and*

When fiscal forecasting for Pre-ETS is completed, WI DVR will then begin to provide Authorized Pre-ETS services statewide when appropriate and necessary.

In Wisconsin, the VR program works with many service providers including CRP. WI VR will continue work in the following areas to improve services to consumers in partnership with all DVR providers:

- Development of more community-based work alternatives.
- Focus on integration and an alternative to center-based services.
- DVR should develop expertise locally of how to best utilize CRP services.
- Enhance current programs to be more culturally sensitive before developing more programs.
- Work with providers and CRP to help them increase their capacity to develop new types of services.
- Develop community outreach to other local and neighborhood agencies, centers, clinics, union centers, schools, employers, other social service agencies as potential providers.
- Tracking satisfaction and outcome of VR vendors and service providers, as recommended by WRC.
- Use of trauma informed care practices and multicultural awareness techniques.
- Connect and coordinate Federal 503 activities for increased hiring of people with disabilities with federal contractors.

With Wisconsin's USDOE Promise Grant, many of the resources mapped out for family services will now be available for DVR staff to also use for referral to other service that address the non-DVR needs of consumers. This important effort will be on going throughout the life of the grant but will be maintained by DVR staff upon the grant's completion.

DVR is pursuing a partnership with the University of Wisconsin Graduate School for Public Policy to do quality reviews that research consumer service delivery, especially those of minority populations and those living in poverty.

DVR is collaborating with the BPDD to pursue expansion of service providers, especially those that focus on youth, supported employment and job development for increased service provider capacity. Additionally, DVR has reached out to the Wisconsin Rehabilitation Association (WRA) to encourage training development for increased service provider capacity.

### *(3) Include an assessment of the needs of individuals with disabilities for transition career services and pre-employment transition services, and the extent to which such services are coordinated with transition services provided under the Individuals with Disabilities Education Act .*

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DVR has identified 35,000 students in the Wisconsin public school systems that are eligible for VR services. Additionally, through the Promise Grant we know that over 6,000 youth between the ages of

14-16 are receiving SSI and may or may not have an active IEP. Wisconsin, through its Promise Grant and supported employment experience, believes that targeting outreach to SSI and individuals with the

most significant disabilities will allow for strategic niche for needed VR services and collaboration with the schools. DVR will continue to collaborate through the TAG and the active coordination of services with education and long-term care services.

*(k) Annual Estimates. Describe:*

*(1) The number of individuals in the State who are eligible for services.*

### 1) Estimate of Number of Individuals in the State Eligible for VR Services:

The 2014 U.S. Census Bureau American Community Survey determined that the population of Wisconsin was 5,724,692, which was a 0.3% increase over the 2013 estimate. In 2014, there were an estimated 4,561,244 working-age residents 16 years and older.

The 2014 U.S. Census Bureau American Community Survey estimates reported 646,635 residents (civilian, non-institutionalized) with a disability equaling 11.4% of the total population.

The U.S. Census Bureau estimates for 2014 also reported the following demographic profile for the residents of the state:

- 86.3% were White;
- 6.3% were Black or African American;
- 4.1% were Hispanic (any race);
- 2.6% were Asian;
- 2.1% were multi-racial;
- 0.9% were American Indian and Alaska Native;
- Less than 0.1% were Native Hawaiian and Other Pacific Islander.

Among people of at least five years of age living in Wisconsin in 2014, 8.6% spoke a language at home other than English. Of this group, 37.5% reported speaking English less than “very well”. Of those speaking a language other than English at home, 52.7% spoke Spanish and 47.3% spoke some other language.

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Additional disability and employment detail is available in the 2014 U.S. Census Bureau American Community Survey. An estimated 9.4% or 332,673 of Wisconsin's total civilian, non-institutionalized population ages 18 to 64 years reported having a disability.

According to the Wisconsin DPI website for the 2016-1 school year, child count figures from DPI, there were 118,417 students with disabilities served by public schools. While the number of persons potentially eligible for VR services is variable, our best estimate is 212,543 individuals between the ages of 16 and 64. This combined number of unemployed and those out of the labor force who are disabled and were between the ages of 16 and 64 in 2014 according to U.S. Census estimates.

### 2) Number of Eligible Individuals Who Will Receive Services:

During FFY 2017, DVR served 31,757 individuals with disabilities will apply for and/or receive services. Of those eligible individuals, received services under the Title VI-B supported employment program. Wisconsin is currently using an OOS in accordance with Section 5.3 of the State Plan. In FFY 2017 an average of 157 consumers were on the waitlist each month. In FFY 2018 DVR estimates 160 individuals on the waitlist for FFY 2018.

The following information explains DVR estimated number of individuals to apply for and/or be served under each priority category within the OOS for FFY 2018.

**Section VI, Table 8. Estimate of consumers served & amount spent per OOS category**

Category	Title I or Title VI Funds	Estimated Number to be Served	Average Costs of Services
Most Significant (Includes Supported Employment estimate N= 2,332)	\$21,819,893	10,457	\$2,087
Significant Estimated Number to be Served: (Includes Supported Employment estimate N= 781)	\$40,302,476	22,626	\$1,781
Other Eligible Estimated Number to be Served: 187	\$74,027	187	\$396
On OOS Wait List	\$5,358	237	\$23
Applicants on Hand	\$6,316	1,342	\$5
Applicants Closed from Application Status	\$40,062	1,044	\$38
<b>Total Number</b>	<b>\$62,248,132</b>	<b>35,891</b>	<b>\$4,330</b>

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- 3) Through FFY 2018 DVR counselor caseload ratio is projected to comply with DVR's goal of not more than 100 consumers with active IPEs per counselor per month, recognizing that another 20-25% are individuals in applicant or plan development status.

DVR will continue to manage its fiscal resources using the OOS to ensure that all active IPE will continue to be fully supported throughout FFY 2018 and FFY 2019.

*(2) The number of eligible individuals who will receive services under:*

Wisconsin is currently using an OOS in accordance with section 5.3 of the State Plan. DVR estimates that during FFY 2015, 43,976 individuals with disabilities will apply for and/or receive services under the Title I-B basic VR services program, and 1,429 eligible individuals will receive services under the Title VI-B supported employment program.

- (A) *The VR Program;*  
 (B) *The Supported Employment Program; and*  
 (C) *each priority category, if under an OOS.*

The following table shows DVR estimated number of individuals to apply for and/or be served under each priority category within the OOS for FFY 2018.

**Section VI, Table 9. Number of individuals to apply for and/or be served under each OOS Category**

Category	Title I or Title VI Funds	Estimated Number to be Served	Average Cost of Services
Most Significant (includes Supported Employment estimate N=1,429)	\$17,816,000	10,172	\$1,751
Significant (includes Supported Employment estimate N=487)	\$33,134,000	27,810	\$1,191
Other Eligible	\$81,000	1,516	\$53
Pre OOS, Applicants on Hand and Those on OOS Wait List	\$54,000	4,478	\$12
<b>Totals</b>	<b>\$51,085,000</b>	<b>43,976</b>	<b>\$1,096</b>

*(3) The number of individuals who are eligible for VR services, but are not receiving such services due to an OOS; and*

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DVR currently immediately serves individuals with the most significant disabilities (OOS Category 1) and individuals with significant disabilities (OOS Category 2) without placing them on a waiting list. All other eligible individuals (OOS Category 3) are currently placed on the OOS wait list and their wait time is indefinite. DVR anticipates that the number of individuals will remain on indefinitely.

*(4) The cost of services for the number of individuals estimated to be eligible for services. If under an OOS, identify the cost of services for each priority category.*

In FFY 2018 the estimated total case service expenditures – all funds including supported employment and Social Security Reimbursement Program Income funds, is currently estimated to be \$51.085 million.

During FFY 2018, DVR's estimated need will be \$51.085 million to serve the estimated 43,976 individuals that will apply for and/or receive services for one or more days of the fiscal year. The average employment plan service cost for a full year of service is projected to be \$3,345.

Through FFY 2018, DVR counselor caseload ratio is projected to comply with DVR's goal of not more than 100 consumers with active IPEs per counselor per month, recognizing that another 20-25% are individuals in applicant or plan development status.

DVR will continue to manage its fiscal resources using the OOS to ensure that all active Individualized Plans for Employment will continue to be fully supported throughout FFY 2017 and FFY 2018.

*(I) State Goals and Priorities. The DSU must:*

Overall Values:

DVR values:

- Enabling the individual with a disability to increase their self-sufficiency through education and employment;
- Community partners and collaborators who share the expectation to increase individual self-sufficiency through education and employment;
- Competent employees and colleagues who are knowledgeable in rehabilitation and committed to serving individuals with disabilities to increase their self-sufficiency and employment;
- DVR leaders who demonstrate the commitment, knowledge and experience to lead the program and employees to increase education and employment opportunities with persons with disabilities; and
- Sound fiscal and administrative practices that support all DVR personnel, community partners and individuals with disabilities to achieve self-sufficiency and employment.

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*(1) Identify if the goals and priorities were jointly developed and agreed to by the State VR agency and the State Rehabilitation Council, if the State has a Council, and jointly agreed to any revisions.*

To align with the requirements and performance expectations of the Rehabilitation Act and the implementing regulations, DVR, in conjunction with DSA (DWD), the Governor, and the WRC has developed annual goals and priorities that are consistent with the provisions and requirements of Section 106 of the Act and with the regulations found in 34 CFR, parts 361.80 through 361.89 and generally with the spirit and intent of WIOA.

DVR believes that all individuals that apply and seek assistance have the ability and desire to work. DVR commits itself to assisting disabled individuals with achieving dignity through work. Consistent with our mission, and our values, DVR, as expressed in public hearings and stakeholder feedback sessions, agrees that “employment first” reflects DVR’s core set of principles and practices that promote individualized planning and support for employment options for all disabled individuals and that it is the primary goal of our services.

The WRC assists DVR in the preparation of the State Plan and amendments to the plan, applications, reports, needs assessments and evaluations required by the Rehabilitation Act and subsequent amendments.

The WRC has committees that assume duties assigned to the Council in the Rehabilitation Act. The WRC has established committees to align with WIOA topics: Pre-ETS, 511, and Business Services. The Executive Committee oversees the work of the Council and assures that Council functions and responsibilities are carried out.

The Council, as a whole, monitors DVR goals and priorities by reviewing service and fiscal data and the waiting list, and advising on systemic issues, such as how DVR works with Job Centers and other state agencies. Based on its monitoring activities, the WRC provides on-going advice to DVR on performance and service priorities. DVR's Policy Academy, a key body of direct services and management that meets monthly to shape policies around goals and priorities, includes a WRC liaison member.

*(2) Identify the goals and priorities in carrying out the VR and Supported Employment programs.*

Priority #1: DVR shall assist eligible individuals, including individuals with a significant disability, to obtain, maintain, or regain high quality employment.

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Programmatic Goal 1: DVR will transition to a youth-focused, most significantly disabled caseload to ensure that all individuals with disabilities who want to work have the opportunities to share their talent with the community and businesses.

Programmatic Goal 2: DVR will transition to an outreach model to encourage students with disabilities to seek services and obtain the career and employment supports needed to help with their post-secondary employment success.

Programmatic Goal 3: Utilize evidence-based practices that advance the employment of individuals with the most significant disabilities needed additional supports.

SES uses the IPS Career Profile in lieu of extensive assessment services. For those individuals that have not been successful, Customized Employment services will be utilized including Discovery.

Business relationships similar to the IPS model (Systematic Job Development) will be used as a strategy in supported employment job development.

Programmatic Goal 4: Provide targeted counseling to consumers dependent on public benefits that provide enriched information of the benefits of work.

Use of Benefits Analysis services will be encouraged for all consumers in Supported Employment receiving benefits in order to address hesitations and foster economic independence and economic self-sufficiency. Youth will be encouraged to explore paid work options prior to an application for benefits.

Programmatic Goal 5: DVR will meet and exceed the expenditure requirement under WIOA requiring at least 50% of supported employment funds on youth with significant disabilities.

Supported Employment were provided to youth with significant disabilities needing supported employment to utilize at least 10% of the budgetary required by WIOA. The remaining funds will be provided to adults with significant disabilities. DVR did supplement the funds provided in the supported employment grant by a multiple of five. In 2018, the SES grant will not be available.

Historically DVR program has used case aids to provide SES to DVR consumers with a typical annual expenditure of just less than \$6.7 million in SES. Use of systematic instruction principles has been incorporated into supports in Supported Employment. This strategy should assist in higher quality placements, a quicker and more successful transition to long-term supports, which should, in turn, address some capacity concerns in the long-term care system.

Programmatic Goal 6: DVR will collaborate with other partners, most importantly long-term care services, to provide a braided approach to working with individuals with the most significant disabilities needing additional employment supports.



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DVR will continue to work collaboratively with DHS to increase statewide supported employment resources. Efforts will focus on increasing access to SES as well as Long Term Employment Supports, and financial coordination of these services. DVR has collaborative relationships with The Division of Mental Health and Substance Abuse services that contract with counties and other entities for Mental Health services including IPS (via Medicaid waiver approved funds).

The Division of Long Term Care within DHS uses a Managed Care approach to provide employment services to individuals with developmental and physical disabilities.

DVR conducts regular collaborative meetings and activity with sources of long-term support including managed care organizations, self-directed managed care and county programs to facilitate referrals, service coordination and increase outcomes.

Programmatic Goal 7: DVR will continue to operate its Business Services Initiative with 20 business service consultants working with regional workforce business service teams, conducting outreach to businesses to identify their talent needs, and offering technical assistance to workforce partners and businesses on ADA and accommodations for people with disabilities.

Programmatic Goal 8: Increase temporary work, paid internship, and OJT opportunities for job ready DVR consumers and for consumers who were transition age at application.

The goals also address the performance of DVR on the federal VR program standards and indicators, on the WRC recommendations and the RSA annual reviews and periodic on-site monitoring of DVR's program

*(3) Ensure that the goals and priorities are based on an analysis of the following areas:*  
*A. the most recent comprehensive statewide assessment, including any updates;*

DVR has assessed the population currently not attached to the labor force and have focused outreach and collaboration with providers and agencies that can assist DVR with providing opportunities to those individuals needing employment services.

DVR is also assisting our workforce partners with technical assistance to ensure that the general employment services are both programmatically and physically accessible to job seekers with disabilities.

*B. the State's performance under the performance accountability measures of section 116 of WIOA; and*

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DVR has had a successful employment service approach to its customers, both those seeking employment assistance and businesses needing employment talent, and feels confident that we will meet and exceed these measures. DVR over the last three performance years have greatly exceeded our employment goals. With added attention to retention and documenting credentials and skills, continue to feel confident of our future success under the new WIOA measures.

*C. other available information on the operation and effectiveness of the VR program, including any reports received from the State Rehabilitation Council and findings and recommendations from monitoring activities conducted under section 107.*

In 2015, an extensive effort was completed related to examining the needs of individuals who may need supported employment. DVR examined data provided by DPI, data provided by the Equal Rights Division (administrator of one 14(c) program in Wisconsin), as well as other sources to determine the potential number of consumers that will potentially need SES required under WIOA. The potential number of students with IEP's needing services is identified at 35,000 and the number of individuals currently served under just one of the 14(c) available subminimum wage certificates is 6,500 individuals. The current average caseload of total individuals served with an active IPE in Wisconsin is 15,000 individuals.

Changes to SES are necessary to meet the higher number of individuals to be served under WIOA, to include customized employment and to reduce the level and time necessary for extended services, and to insure the sustainability and viability of the long-term care system and DVR's service provider network.

The services available for supported employment and outcomes were analyzed and a number of internal and external stakeholder groups identified improvements. A workgroup of DVR staff and DHS staff reviewed the current technical specifications and identified improvements. In 2016, supported

employment providers were asked to complete surveys regarding service capacity for SES services. In addition, focus groups were conducted with WRC of providers to discuss SES services and barriers in providing services including expansion to underserved areas.

Services were streamlined and provide lasting value and outcomes to the individuals served. DVR will pilot approaches, which will encourage rapid engagement, and improved support services encouraging natural supports, evidence based practices and a more rapid and sustainable transition to long term supports.

*(m) OOS. Describe:*

*(1) Whether the DSU will implement and OOS. If so, describe:*

*(A) The order to be followed in selecting eligible individuals to be provided VR services.*

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The Wisconsin DVR implemented an OOS within its VR program effective December 5, 1994. An updated process was approved by the WRC and was approved as part of Wisconsin's FFY 2013 State Plan.

Based on a functional assessment in each of the seven areas of life functioning, eligible individuals are assessed according to the significance of their disability, as defined in the Rehabilitation Act, section 7(21)(A):

- ...the term "individual with a significant disability" means an individual with a disability -
  - (i) Who has a severe physical or mental impairment which seriously limits one or more functional capacities (such as mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome;
  - (ii) Whose VR can be expected to require multiple services over an extended period of time; and
  - (iii) Who has one or more physical or mental disabilities resulting from [list] ... or another disability ... to cause comparable substantial functional limitations.

### DVR Policy on OOS

At any time that DVR resources do not permit all eligible consumers to be served, an OOS for services shall be implemented. First priority will be given to consumers with the most significant disabilities. Second priority shall be given to consumers with significant disabilities. Third priority will be given to other eligible consumers.

In FFY 2013, DVR implemented a simpler, easier OOS that was approved by the WRC.

**Category 1:** A consumer has a most significant disability if a mental or physical impairment exists that seriously limits four or more functional capacities in terms of an employment outcome and whose VR requires multiple services over an extended period of time.

**Category 2:** A consumer has a significant disability if a mental or physical impairment exists that seriously limits one to three functional capacities in terms of an employment outcome and whose VR requires multiple services over an extended period of time.

**Category 3:** Other eligible consumers who do not have a disability that seriously limits one or more functional capacities and do not require multiple services over an extended period. Also included in this category are all consumers who do not require multiple services over an extended period of time.

Consumers currently not activated from the waitlist have the ability to have their current category placement reviewed and if limitations cause them to be categorized into a higher category, DVR will make the adjustment. No current consumer will be moved to a lower category.

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Potentially Eligible: The Workforce Innovation and Opportunity Act requires DVR agencies to provide pre-employment transition services to all students with disabilities whether they have applied for or been determined eligible to receive DVR services. If a student is receiving pre-employment transition services and has applied for DVR and been placed on an OOS waitlist, DVR must continue to provide only pre-employment transition services while the student is on the waitlist.

### *(B) The justification for the order.*

#### **Staff and Fiscal Resources:**

In October 2004 (FFY 2005) a decision was made to assign all new applicants to the OOS wait list and not activate anyone from the list due to insufficient funding resources. As a result, the number of applicants on the OOS wait list exceeded 13,000 by July 2005 and significantly more eligible individuals were waitlisted than were being served by DVR.

In FFY 2006, with a significant increase in state match funds, wait list service invitations were issued and the monthly wait list numbers decreased significantly. By the beginning of FFY 2007, there was no wait for employment plan services for applicants with the most significant (category 1) and significant (category 2) disabilities and a short wait for applicants with non-significant disabilities.

Between 2008 and 2010, DVR used available fiscal resources to immediately activate category 1 applicants, and activate category 2 applicants after a wait of several months. There is an indefinite wait for those with non-significant disabilities (category 3).

During FFY 2010, human resources were limited and both the number of individual's waitlisted and the wait time increased due to staffing shortages. The DVR staffing shortages were mitigated during FFY 2011. Since January 2015, DVR has had sufficient staff and fiscal resources to immediately activate applicants in category 1 and 2, applicants with the most significant disabilities and significant disabilities. There is an indeterminate wait list for employment plan services for applicants with non-significant disabilities (category 3).

### *(C) The service and outcome goals.*

Since January 2015, DVR has been able to immediately activate applicants with the most significant disabilities, and for individuals with significant disabilities, categories 1 and 2. This was as a result of 2013 Act 58 which provided DVR its full State Match and nine additional counseling positions. With this sufficient funding and staffing, DVR anticipates the wait for employment plans for applicants with significant disabilities will continue to be immediately activated from the waitlist. DVR will keep the currently approved OOS plan in place for the foreseeable future.

### *(D) The time within which these goals may be achieved for individuals in each priority category within the order.*

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Category 1: immediate activation in the foreseeable future

Category 2: immediate activation currently and expected to be less than a 6 month wait if activated

Category 3: waitlist anticipated for the foreseeable future with no activation expected.

*(E) How individuals with the most significant disabilities are selected for services before all other individuals with disabilities; and*

### DVR Policy on OOS

At any time that DVR resources do not permit all eligible consumers to be served, additional categories will remain on an OOS waitlist. First priority will be given to consumers with the most significant disabilities. Second priority shall be given to consumers with significant disabilities. Third priority will be given to other eligible consumers.

In FFY 2013, the WRC approved the following OOS:

**Category 1:** A consumer has a most significant disability if a mental or physical impairment exists that seriously limits four or more functional capacities in terms of an employment outcome and whose VR requires multiple services over an extended period of time.

**Category 2:** A consumer has a significant disability if a mental or physical impairment exists that seriously limits one to three functional capacities in terms of an employment outcome and whose VR requires multiple services over an extended period of time.

**Category 3:** Other eligible consumers who do not have a disability that seriously limits one or more functional capacities and do not require multiple services over an extended period of time. Also included in this category are all consumers who do not require multiple services over an extended period of time.

Consumers currently on a waitlist are able to have their current category placement reviewed annually and if limitations cause them to be categorized into a higher category, DVR will make the adjustment. No current consumer will be moved to a lower category.

The DVR SLT manages the OOS process using the following method:

- At least once a month the DVR Reports Team completes and the DVR Senior leadership reviews, a statewide analysis of the fiscal and staff resources available to DVR and determines the number of eligible consumers that can be supported for employment plan IPE services.
- As resources make it possible, the Director of the BCS sends a list of eligible consumers to be contacted to start IPE development activities.

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- This list contains the names of consumers who have been determined eligible for DVR services on or before the date specified on the list.
- Consumer names are listed starting with those with the most significant disabilities (OOS Category 1) and in the order that they applied for DVR services.
- If more consumers can be contacted for IPE development than the number of consumers in OOS Category 1, the IPE development contact list will include OOS Category 2 consumers, by order of application date. The same will be done with OOS Category 3 consumers, if the names of Category 2 consumers are exhausted.
- The list also contains a due date by which staff are to contact and take action on each case.
- This process automatically and seamlessly moves to the next OOS Category on the DVR Waiting List depending on how many eligible applicants can be served with the resources available.

*(2) If the DSU has elected to serve eligible individuals, regardless of any established OOS, who require specific services or equipment to maintain employment.*

Does not apply.

**(n) Goals and Plans for Distribution of title VI Funds.**

*(1) Specify the State's goals and priorities for funds received under section 603 of the Rehabilitation Act for the provision of SES.*

Plans for distributing funds received under Title VI Funds for FFY prior to 2018 include the following:

- The entire award of Title VI-B dollars is distributed statewide to all DVR WDAs for the provision of SES.
- DVR will continue supplemental funding of SES to meet additional and needed demand. Previous annual investments include Title VI-B funds of \$413,537 covered approximately 6.1% of the **total agency investment** of \$6.7 million expensed on SES for individuals in all OOS categories needing supported employment. The remainder of the service is funded with Title I-B funds.
- DVR provides fee-for-service outcome based payments to non-profit and profit rehabilitation entities and other service providers for the provision of time-limited SES. When a DVR consumer clearly meets the requirements of the federal definition for supported employment, Title VI-B funds are used to purchase the employment support services necessary to achieve and sustain a successful integrated employment outcome.
- Customized Employment is available for individuals who are considering supported employment with a recognized need for long-term support. The use of this model requires the service provider attain a certificate of customized employment training completion before services are authorized for purchase and the consumer meet customized employment criteria. DVR has developed service descriptions and associated fees

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- IPS model is expanding and will be available in more than 13 counties. The model is a systems change approach to provide employment using evidence based practice elements in the treatment of serious and persistent mental illness. DVR has developed service descriptions and associated fees. IPS in Wisconsin also incorporates learning collaborative which collects data, sets outcome goals and provides ongoing technical assistance.

No funds were provided for Title VI effective with FFY18. Wisconsin DVR will continue to provide SES using Title I-B funds.

*(2) Describe the activities to be conducted, with funds reserved pursuant to section 603(d), for youth with the most significant disabilities, including :*  
*(A) the provision of extended services for a period not to exceed 4 years; and*

- DVR will continue to find partnership opportunities with DHS and DPI to continue outreach to transition students who may need supported employment. DVR will work with schools to offer work experiences to transition students while still in high school, ensuring a more hopeful employment path when reaching adulthood. DVR also developed and will continue to utilize a Youth OJT agreement to assist an employer in associated costs of training a youth in a job.
- Changes to SES are necessary to meet the higher number of individuals to be served under WIOA, to include customized employment and to reduce the level and time necessary for extended services, and to insure the sustainability and viability of the long-term care system and DVR's service provider network. The services available for supported employment and outcomes were analyzed and a number of internal and external stakeholder groups identified improvements. A workgroup of DVR staff and DHS staff reviewed the current technical specifications and identified improvements. In 2011, supported employment providers were asked to complete surveys and share information about how services are provided to consumers related to hours, travel, length and type of services.
- Services will be streamlined and provide lasting value and outcomes to the individuals served. DVR will pilot approaches, such as systematic instruction, which will encourage rapid engagement, and improved support services encouraging natural supports, evidence based practices and a more rapid and sustainable transition to long term supports.

*(B) how the State will leverage other public and private funds to increase resources for extended services and expanded supported employment opportunities for youth with the most significant disabilities.*

- DVR will continue to work collaboratively with DHS to increase statewide supported employment resources. Efforts will focus on increasing access to SES as well as Long Term Employment Supports (LTES), and financial coordination of these services among funding sources such as Wisconsin's



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county-based Family Care services (via Medicaid waiver approved funds). Interagency activities will aim to increase the number of supported employment fee-for-service providers in targeted areas of the State who provide customized employment services and integrated community-based SES and LTES in lieu of center-based extended employment.

- DVR conducts regular collaborative meetings and activity with sources of long-term support including managed care organizations, self-directed managed care and county programs to facilitate referrals, service coordination and increase outcomes.
- DVR is a strong partner in the BPDD and their “Let’s Get to Work” pilot to strengthen career and job attachments for high school transition students. Outcome goals include:
  - Changes in policy that increase community employment for youth with Intellectual and Developmental Disabilities (I/DD)
  - Increases in integrated, community employment rates of youth with I/DD
  - Changes in stakeholder attitudes about the employability of youth with I/DD
- The federally funded PROMISE grant and Let’s Get to Work are comprised of four main areas: 1) **Consortium** of 70 key stakeholders who identify policy issues and includes a youth track, 2) a **policy team** that takes the work of the Consortium and strategizes way to implement policy changes, 3) **9 school pilot sites** implementing evidence based practices and identifying barriers to employment, and 4) **coaches** who provide intense, on-site technical assistance to the school sites.
- DVR will additionally work more closely with the long term care community to assist co-enrolled adults who seek integrated work opportunities in the community. Braiding services and offering an array of funded services will help disabled individuals achieve successful outcomes, providing immense opportunities for both the long-term care and DVR consumers. DVR has established an on-going and collaborative relationship with various groups to facilitate communication and coordination of services to mutual consumers. This collaboration has included cross-training, local outreach, common policy instruction. DVR has also implemented enhanced data collection to better track outcomes and successful closure information within the DVR case management system.
- DVR will continue to promote the “Partnership Plus” opportunities in the TTW program. DVR will share information with eligible Ticket holders on post-VR services and supports available through assignment of their Ticket to an approved employment network provider.

(o) **State's Strategies.** *Describe the required strategies and how the agency will use these strategies to achieve its goals and priorities, support I & E activities, and overcome any barriers to accessing the VR and the Supported Employment programs (See sections 101(a)(15)(D) and (18)(B) of the Rehabilitation Act and section 427 of the GEPA):*



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Based on the themes of DVR and WRC needs assessment activities and DVR annual goals and priorities, these strategies are intended to improve the performance of DVR with respect to the VR program evaluation standards and performance indicators established in section 106 of the Act.

DVR is primarily responsible for assuring that services within the Scope of VR Services (34 CFR 361.48) are available to assist eligible individuals with an IPE in achieving their employment goals. As needed to assure the timely and continuous provision of IPE services, the agency's financial priority is to expend Title I-B operational and discretionary case aid funds to assure the timely and continuous availability and delivery of services to DVR program participants over the anticipated term of their service plans.

DVR manages its funding, resources and waitlist through a projection model that weighs each of these factors. A Reports Team then reviews the projection table on a monthly basis and determines the amount of individuals that will be invited off the waitlist. DVR's target employment plan goal is 16,500.

The case aids budget is dedicated to the continuous and timely support of IPE services and to develop and activate employment plans for eligible individuals with most significant and significant disabilities in a timely manner from the DVR wait list.

DVR is shifting its focus to a student, youth and supported employment model to ensure that the populations targeted for WIOA outreach have access to VR services. DVR has changed policies and fee schedules on transportation and existing business. In addition, DVR has implemented student work based learning technical specifications and fee schedules.

Annually, DVR utilizes a portion of funds for the development and implementation of innovative approaches to expand and improve the provision of VR services. Under WIOA, DVR will focus on innovations and expansions that target students, youth and supported employment populations.

After the Division is assured that eligible individuals are adequately supported in their employment plan costs, and that Title I-B funds have been used to activate individuals with the most significant and significant disabilities from the OOS wait list in a timely manner, up to 2% of Title I-B case aids funds may be used for other allowable purposes, including I & E services.

*(1) The methods to be used to expand and improve services to individuals with disabilities.*

DVR is currently focusing on programs that expand financial literacy, job development, youth services, and underserved tribal populations. Each program was created to address specific local needs in respective WDAs. Topics include: banking basics, car purchases, budgeting, understanding credit, employment barriers, online applications, social skills, temporary work experiences, self-advocacy, and obtaining gainful employment. Throughout the year, quarterly reports are due to DVR for review of progress and scope. It is anticipated for these services to transition from I & E funding to fee-for-service

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agreements upon successful effective completion. DVR has implemented services to potentially eligible around the state.

*(2) How a broad range of AT services and devices will be provided to individuals with disabilities at each stage of the rehabilitation process and on a statewide basis.*

One of the major needs in the area of AT is to disseminate comprehensive information to VR consumers and staff about techniques, devices and services that have been effective in helping consumers achieve employment outcomes. Following a recent statewide AT survey, a staff guidance piece was issued to clarify common AT language, to reiterate DVR's policy that AT should be used throughout the VR process, and to review the method of proper AT purchase and access to AT resources and references.

The current policy states the need for AT is assessed and provided throughout the VR process. At intake, consumers routinely provide information on accommodation needs. At eligibility and OOS determination, the Functional Assessment Rating includes the impact of existing AT and the need for AT as a "requires services" issue. Information gathered at intake and during eligibility/OOS, determination is updated and discussed in the development of the IPE. Unanticipated needs for AT, particularly when the consumer obtains employment, are addressed with IPE amendments.

Ensuring that AT is available to VR consumers is a top priority and a vital link to successful employment outcomes. DVR is planning on implementing AT assessment and training technical specifications to improve services and consistency around the state.

DVR has engaged Independent Living Centers (ILC) with I & E projects to expand AT resources to locations in the state needing a neutral resource for these assessments. The goal of the projects is to increase the availability of qualified AT assessment providers and resources, providing additional AT options without having to rely on an in-house technology provider also conducting the assessment.

The timeframe for the expansion of this service is anticipated to be three years, and the two projects will continue into a fee for service when the expansion phase is completed. Information gathered from the projects will be shared with the other six ILC to determine whether the availability of neutral AT assessments and services can be made available statewide through the ILC network.

*(3) The outreach procedures that will be used to identify and serve individuals with disabilities who are minorities, including those with the most significant disabilities, as well as those who have been un-served or underserved by the VR program.*

DVR will continue to make this target group a priority for outreach and service delivery. In addition, DVR data as calculated by RSA indicates that the success rate for this group of consumers currently lags behind the success of non-minorities. There is an acknowledged discrepancy in the numbers calculated by RSA and the numbers calculated by DVR. DVR will work with RSA to make a determination about the

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accuracy of the currently used calculation to determine the level of minority consumers in the WI DVR system. To increase the service delivery rate and successful employment outcomes for DVR minority consumers served, DVR will use the following strategies:

- Increased emphasis in the identification, referral and provision of effective VR services to individuals with disabilities who are also a member of a minority group in the following geographic areas: Milwaukee, Madison, Wausau, and the Native American tribal communities. These areas represent significant population concentrations of individuals with disabilities who are African American, Hispanic, Hmong and Native Americans.
- DVR will maintain a focus on multicultural service and training and linguistic access to DVR information and services. DVR has identified its vital documents and these are available in Spanish and Hmong, as well as alternate formats, including large print, audio tape and Braille. DVR has a contract with a vendor that can provide translation of documents and program information into many languages (i.e. Russian, Albanian, Italian, etc.). DVR continues to monitor its publications and other information to ensure that the list of vital documents remains current and that information that is needed to access services is available in other languages and in alternate formats. Training of DVR Counselors in trauma-informed care will also help with minority populations to succeed in employment by better customizing sequencing of services.
- DVR will continue to provide revenue identified in the State budget to the GLITC under a MOU for the improvement of VR services to Native Americans with disabilities in Wisconsin. The agreement will identify the activities and services supported by the funding as well as outline the collaborative partnership parameters between WIDVR and the Section 121 programs for serving Native American tribal members who are eligible for VR services. IPEs may be jointly developed with the input of the consumer, Native American workers and DVR staff. DVR employs staffs who are Native American tribal members including one manager and counselor in the Northern Wisconsin counties, a consumer case coordinator in the Green Bay region, a consumer case coordinator in Milwaukee County, and a VR Program Manager in the Central Office.
- DVR has undertaken initiatives to serve the state's rapidly increasing Latino/Hispanic populations. In Milwaukee, DVR is co-located in a job center operated by UMOS, a Latino human service organization. DVR and UMOS staffs collaborate in areas of service provision to W-2 recipients with disabilities and on disability related access issues to the unique services provided by each agency. Other DVR offices have hired bilingual counselors. These efforts are aimed at increasing and improving outreach and service delivery in three of the largest Latino/Hispanic communities in Wisconsin. When DVR does not have access to a staff member who is fluent in the native language of the consumer, DVR also utilizes language translation services. Key applicant and participant information brochures and frequently asked questions posting are available in Spanish and Hmong through print and website publications.

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- DVR agrees that language barriers pose a challenge to the delivery of DVR services and that staff must take the time and make the effort to surmount language barriers and achieve a full understanding of the DVR process. DVR uses the Spanish version of the Client Assistance Program, DVR process chart, to assist consumers in understanding DVR processes and where their responsibilities lie.
- DVR acknowledges the requirements of the GEPA Section 47 and the need to have equitable access and participation in the DVR program service delivery system for individuals with special needs. In addition, the DSA has a statewide work group with representation from DVR to provide services to Limited English Speaking individuals who are often un-served or underserved due to language barriers.
- DVR will continue to strengthen employment linkages for high school students in Milwaukee by continuing the local employment-focused collaboration between the Milwaukee Public School District, the local workforce investment system, private sector employers and CRP. This collaboration was a former I & E project that has converted to a fee-for-service arrangement. Milwaukee is the highest population center in Wisconsin and also the highest population center of minority groups a high number of minority high school students with disabilities have been served in this project.

*(4) The methods to be used to improve and expand VR services for students with disabilities, including the coordination of services designed to facilitate the transition of such students from school to postsecondary life (including the receipt of VR services, postsecondary education, employment, and pre-employment transition services).*

WI DVR, in collaboration with local educational agencies, are now required to offer to transition age high school students with disabilities (ages 14-21) PRE-ETS using no less than 15% of our federal allocation on an annual basis.

PRE-ETS services include:

- Job exploration counseling
- Work-based learning experiences, (after school work opportunities outside the traditional school setting including internships that are provided in an integrated environment)
- Counseling on opportunities in comprehensive transition or enrollment in postsecondary educational programs
- Workplace readiness training to develop social skills and independent living
- Instruction in self-advocacy/peer mentoring

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Wisconsin DVR has met the expenditure goal for Pre-ETS for FY2016 and FY2017. This was achieved by each WDA developing a plan to reach their individual goal. In order to reach those goals, each WDA is ensuring they have a strong relationship with the local school districts and the local WDBs. Summer work experiences, work place readiness training to develop social skills and independent living, and other work based learning experiences have been implemented and will continue to expand as the population of high school students we serve increases.

Per WI DVR policy, youth with disabilities are recommended to apply for DVR services at least two years prior to graduation. The plan for employment should be developed as soon as possible, but the time shall not exceed 90 days after the enrollment. DVR staff will use rapid engagement and motivational interviewing techniques when working with this population. DVR in collaboration with the local education agency will provide services to assist the student in developing and successfully achieving their IPE goal.

### Financial responsibilities between DVR and DPI

When there is overlap of educational goals and employment/rehabilitation goals and services, a cost sharing arrangement may be negotiated between DVR, the school district, and Long-Term Care and/or Mental Health programs. The TAG is the tool that is used to help make those braided funding decisions. To know who will pay for a service, all parties must be involved in transition planning in order to make a determination about appropriate services.

Staff of all three potential funding sources (i.e., DVR, DPI and DHS) are trained in the use of this decision making process outlined in the TAG. The details of the TAG are listed under (b) below.

### Wisconsin Community of Practice on Transition

The Wisconsin Community of Practice on Transition is an interagency collaboration that includes partners from DVR, DPI, DHS, and BPDD, WI FACETS, WSPEI, UW Waisman Center, WI Technical Colleges and parents. The mission of the collaboration is to bring stakeholders together to impact policies, practices and outcomes for youth with disabilities in transition to adult life. The strategic plan for 2015-2016 includes a focus on the CCoT's to create local relationships between schools, DVR service providers and employers to improve the outcomes of youth with disabilities transitioning from high school to employment.

### Wisconsin PROMISE

The PROMISE initiative is a research and demonstration project that is intended to improve services for youth Social Security SSI recipients and their families. The services help youth recipients achieve better outcomes, including graduating from high school, ready for college and a career, completing postsecondary education and job training, and obtaining competitive employment in an integrated setting. As a result, these youth SSI recipients can achieve long-term reductions in reliance on SSI. Wisconsin is one of six sites participating in the demonstration.

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DVR has hired counselors that have a caseload that consists of PROMISE youth exclusively. These counselors are using specific evidence based practices and rapid engagement services to most effectively serve youth in transition starting at age 14. WI DVR is already using the lessons learned from WI PROMISE to improve the transition services we offer to our youth.

Wisconsin PROMISE will help youth and their families meet their school and work goals in order to better their income and financial stability, reducing poverty. Find out more about Wisconsin PROMISE services.

**Formal interagency agreement.** The State plan must include information on a formal interagency agreement with the State educational agency that, at a minimum, provides for—

- 1) Consultation and technical assistance to assist educational agencies in planning for the transition of students with disabilities from school to post-school activities, including vocational rehabilitation services;
- 2) Transition planning by personnel of the designated State agency and educational agency personnel for students with disabilities that facilitates the development and completion of their IEPs under section 614(d) of the IDEA;
- 3) The roles and responsibilities, including financial responsibilities, of each agency, including provisions for determining State lead agencies and qualified personnel responsible for transition services; and
- 4) Procedures for outreach to and identification of students with disabilities who are in need of transition services. Outreach to these students should occur as early as possible during the transition planning process and must include, at a minimum, a description of the purpose of the vocational rehabilitation program, eligibility requirements, application procedures, and scope of services that may be provided to eligible individuals.

WI DVR has a tri-agency Interagency Agreement that defines necessary relationships, policies and procedures between DVR, DPI and DHS. The agreement is designed to create common understanding, and establish collaborative efforts regarding services that will ultimately improve employment outcomes for students with disabilities who may be eligible for DVR services.

This interagency agreement is being revised to now focus on both students with disabilities transitioning from high school as well as adults with disabilities, who have an expectation for integrated competitive employment. The three agencies also jointly developed a TAG, which puts the agreement into practice. The agreement and the TAG have been modified to reflect best practices associated with increasing employment opportunities for people with cognitive and/or physical disabilities who also have challenges with mental health.

The agreement and TAG are published on DVR public website. The three agencies have updated these agreements to reflect on-going projects that have enriched and deepened our relationship, understanding and program evolution. The updated agreements allow for an on-going vehicle that best

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reflects the updated procedures, policies and protocols established to serve youth eligible for DVR services.

This agreement between DPI, DVR and DHS has four overall priorities supporting integrated employment:

- 1) To comply with federal legal mandates under the Rehabilitation Act of 1973, as amended by WIOA enacted on July 22, 2014, and the IDEA of 2004.
- 2) To provide practical guidance, technical assistance, and training to internal and external stakeholders and staff regarding employment-related services and supports.
- 3) To provide information on employment services to individuals with disabilities and their family members or guardians so they will be able to participate fully in employment.
- 4) To provide clarification of roles of stakeholders within each respective department regarding individuals with disabilities who have identified support needs associated with employment and independent living, so that individuals and their families may regard such efforts to be as seamless, non-duplicative, and as transparent as possible.

The interagency agreement and TAG are published on DVR public website.

[DPI Interagency Agreement](https://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/dpi\\_interagency\\_agreement.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf)  
[Transition Action Guide \(TAG\)](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf) [https://dwd.wisconsin.gov/dvr/pdf\\_files/tag.pdf](https://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf)

DVR utilizes this agreement as the official document to guide its coordination of transition activities for youth with disabilities as they move from school to post-high school VR services with education officials and with long-term care and employment support providers. The TAG details and supports the interagency coordination processes and procedures to deploy the necessary supports and activities for DVR eligible youth to successfully transition from school to post-high school employment. The TAG includes policy information, definitions, timelines, and most importantly, effective practice examples.

On a statewide basis, WI DVR has designated high school transition staff to provide leadership, information and referral, advocacy, technical assistance, and to promote collaboration among consumers, parents, adult service providers, and other service agencies. The designated DVR transition staff consists of a Statewide Coordinator and the START. START has DVR representative from each of the 11 WDAs in the state. For their respective areas, the START members take lead responsibility for transition services delivered across their WDA. This lead responsibility includes coordination of activities and training of other DVR staff. DVR staff is also involved in various local transition councils and statewide transition initiatives.

To facilitate the transition of students with disabilities from school to the receipt of VR services in FFY 2016-19, DVR will:



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- Continue to have counselors assigned to each school district and/or school building as identified by DPI. It is the role of the assigned liaison counselors to provide outreach, technical assistance, information and referral to the secondary education officials in their assigned schools and districts as well as to assure the provision of direct services to eligible youth.
- DVR START, supported by the interagency agreement, have the role to improve consistency and engagement in the transition process. DVR START team and DPI Wisconsin TIG also collaborate to improve consistency in the provision of service to youth with disabilities as they transition from school to post high school activities that include VR services. TIG provides technical assistance to school districts, CESA and county Transition Advisory Councils, including, information dissemination and participation in staff development activities. The Interagency Agreement also supports TIG. DVR START and TIG also collaborate to provide training regarding the Interagency Agreement. DVR will be working much more closely with school staff to provide integrated and competitive employment opportunities for our students. Schools will retain their current responsibilities to serve students with disabilities under IDEA but, with the new law, DVR will now be an enhanced partner, providing additional services and supports to increase the employment outcomes for our students with disabilities.

DVR will partner to maintain the Interagency Agreement with DCF, DPI, and DHS. DVR will continue to utilize this agreement as the official document to guide its coordination of transition activities for youth with disabilities as they move from school to post-high school VR services with education officials and with long-term care and employment support providers.

DVR will promote the Transition Technical Assistance Guide (TAG) to compliment the Interagency Agreement. The TAG details and supports the interagency coordination processes and procedures to deploy the necessary supports and activities for DVR eligible youth to successfully transition from school to post-high school employment. The TAG includes policy information, definitions, timelines, and most importantly, effective practice examples.

*(5) If applicable, plans for establishing, developing, or improving CRP within the State.*

DVR actively works with CRP to identify new services, new patterns of services, and efficient methods of payment. Based on feedback from WRC, VR counselors, service providers and consumers, DVR has identified a need to improve the provision of effective job development services for consumers with the most significant disabilities and multiple barriers to placement. These individuals are considered "the most difficult to successfully place into employment".

DVR continues to utilize technical specifications and fee schedules in the provision of services provided by CRP including: job development, supported employment, job coaching, benefits analysis, and vocational evaluation. In addition, DVR conducts regular meetings with vendors of these services for feedback, clarification and ongoing compliance and improvement of services. Statewide trainings were provided to CRPs and other service providers on supported employment and systematic instruction.



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DVR will continue to provide an OJT affirmative hiring initiative to assist employers with the initial cost of training a hired DVR job seeker. DVR area managers train CRP job-placement staff on the use of the OJT initiative. CRP job placement staff is encouraged to use the OJT initiative when they speak to employers about hiring DVR job seekers.

DVR senior management meets with management representatives of CRP community at least twice a year to provide updates and to discuss ways to improve DVR/CRP service delivery relationship.

DHS has invested in a rebalancing initiative to assist CRP to expand opportunities for integrated competitive work for those with the most significant disabilities. DVR continues to provide referral and service funding support for expansion of employment opportunities for this population in partnership with the CRP.

### *(6) Strategies to improve the performance of the State with respect to the performance accountability measures under section 116 of WIOA.*

- The Quality Assurance Unit developed a coding manual for use as a desk reference and will provide coding training to staff to ensure that they have a good understanding of when to select the code for personal income as the primary source of support at application and at case closure.
- The Quality Assurance Unit complete a case file review to assist in monitoring compliance
- The Quality Assurance Unit will also review cases to ensure equitable service delivery to all consumers.

### *(7) Strategies for assisting other components of the statewide workforce development system in assisting individuals with disabilities.*

To assure that individuals with disabilities have access to the full range of services provided by the other WIOA partners, DVR has identified strengthening WIOA partnerships as a major goal. DVR is collocated as a partner in 19 Comprehensive One Stop Job Centers in the state. Collocation operating agreements exist with WIOA partners. In addition to the 19 comprehensive One Stop Job Centers, DVR has 23 additional service locations throughout Wisconsin.

DVR provides training and technical assistance to One-Stop Job Center partners in serving individuals with disabilities and developing a greater awareness of programmatic and access needs.

DVR has been an active partner in the launch of a DWD website for job seekers called the JCW. DVR has provided expertise on the use of the website for people with disabilities including website accessibility. DVR has encouraged consumers in job ready status to register with the job-seeker website and to utilize

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its many job search resources. Additionally, DVR has a link from the JCW website to the DVR website for job seekers with disabilities who may also be interested in DVR services.

DVR actively participates with DWD-DET in implementing the state's Workforce Investment Grant. Wisconsin and DET has been a national leader in developing Job Center accessibility assessments and resolutions to accessibility issues.

DWD enters into a uniform MOU with the entities that are partners in the One-Stop Service Delivery System under Title 1 of the Workforce Development Act. DWD uniform template agreement is used throughout Wisconsin in cooperation with 11 local Workforce Investment Development Boards. DVR also enters into an MOU and One Stop Job Center Operating Agreement with each of the 11 Local Workforce Investment Boards in Wisconsin. DVR's MOU addresses operation of the One-Stop service delivery system including a description of services and methods for referrals. DVR works collaboratively with One-Stop partners on common intake, interagency referrals, business development, and to facilitate job placement with employers.

Through DWDs statewide and local MOUs with the One-Stop Partners and Job Center network and DVR Workforce Investment Board MOUs, the requirements of 34 CFR Part 361.23(b) are satisfied. DVR also has an agreement with DOL funded Veterans services program to coordinate services for common customers and to deliver quality services for disabled veterans.

DVR has a DSA with the DOL-Work Opportunities Tax Credit (WOTC) program administered by DWD. The agreement allows DVR to validate DVR-served employees as WOTC program eligible so that their employer may claim the tax credit. DVR and WOTC staff will conduct routine joint training to enhance use of the tax credit with job placement service providers and employers.

Local DVR directors have been working jointly with local WDA staff and DOC staff to design local "pipeline" programs to assist correctional institution residents to make the transition to the world of work.

Together DVR and DET staff are working to expand the "Schedule A" hiring program. Wisconsin has had some success with the Schedule A program and feels there are additional opportunities to be developed.

Finally, DVR WDA Directors are appointed members of the WDBs and are directly involved in WDB program planning.

- (8) How the agency's strategies will be used to:*
- (A) achieve goals and priorities by the State, consistent with the comprehensive needs assessment;*
  - (B) support innovation and expansion activities; and*

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*(C) overcome identified barriers relating to equitable access to and participation of individuals with disabilities in the State VR Services Program and the State SES Program.*

DVR has a MOU in effect between DVR and the W-2 program in the Milwaukee WDA. The purpose of the MOU is to establish collaborative efforts regarding services and to develop a common understanding of each agency's roles, policies, and procedures to better serve individuals with disabilities who may benefit from services from both programs. A goal for both DVR and the W-2 programs included in the MOU is to increase services to individuals with disabilities who are minorities.

An MOU is in effect with the GLITC to establish collaborative efforts to better serve Native Americans living on or near reservations as well as in urban areas such as Milwaukee and Madison. DVR also hired a project consumer case coordinator to conduct outreach activities in the Milwaukee area to identify Native Americans with disabilities that may benefit from VR services.

In addition, DVR has VRC staff who serve as liaisons with each of the Section 121 Tribal VR Programs including GLITC, Oneida, Lac Courte Oreilles, and College of Menominee Nations. The liaisons provide onsite technical assistance to tribal programs regarding the State VR program and collaborate with the tribal programs in providing services. Liaisons and WDA staff meet regularly with the tribal programs to address issues common to each program.

On a statewide level, DVR engages in hiring practices that promote diversity in the workforce and that are representative of the diverse groups of people we serve. DVR developed with WDA 2, an innovative practice for wrap-around services for those individuals with unstable housing and support services ensuring that they receive the wrap-around services they need to succeed in their employment goal. WDA 2 believes that this effort will help to serve a more diverse population.

DVR entered into an agreement with DHS to pilot a new comprehensive approach for the provision of supported employment to individuals with chronic and persistent mental illness called IPS. The Wisconsin IPS system change grant partnership with Dartmouth College Community Mental Health Program provides funds for mental health care employment service expansion and technical assistance. As part of the 3-year initiative, DVR counselors and job development and placement, providers will be trained in the new methodology that incorporates employment into mental health service delivery. If successful, this new methodology will be deployed statewide, expanding as counties have the resources to serve this population.

**(p) Evaluation and Reports of Progress: VR and Supported Employment Goals. Describe:**

**(1) An evaluation of the extent to which the VR program goals described in the approved VR services portion of the Unified or Combined State Plan for the most recently completed program year were achieved. The evaluation must:**

**(A) Identify the strategies that contributed to the achievement of the goals.**

**(B) Describe the factors that impeded the achievement of the goals and priorities.**

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Strategies that DVR believes contribute to the achievement of employment outcomes, including supported employment outcomes, include:

- 1) DVR immediately serves and develops employment plans for eligible applicants with the most significant disabilities, (Category 1) and applicants with significant disabilities (Category 2). Applicants with other disabilities (Category 3) are currently on an OOS waitlist.
- 2) DVR requires at least monthly staff contact with consumers unless a different timeframe for contact is specified in their employment plan. Increased consumer contact is a strategy to both improve services and employment outcomes.
- 3) DVR uses a performance and outcome-based fee schedule for job placement activities that pays vendors for a consumer's success in finding and retaining competitive employment.
- 4) DVR focused increased time and attention and will continue to improve VR services in for consumers in need of supported employment and long term support services. DVR is an active member of a multiagency effort to identify and deploy new strategies to increase employment outcomes for persons in need of long term employment supports. DVR is also exploring DSAs with the DHS to be identifying common customers and improve joint planning.
- 5) DVR will use Title I-B funds to continue to provide OJT affirmative hiring opportunities to private sector employers who hire and provide temporary as well as permanent work opportunities to DVR consumers. DVR will also support paid OJT internships within state agencies willing to hire and provide temporary as well as permanent employment opportunities to DVR consumers. The goal of the OJT affirmative hiring and paid internship initiatives is to increase OJT hires and resume building opportunities in the private as well as public employment sectors. Another purpose is to affirmatively target and increase the number of qualified candidates with significant disabilities in the employer's pool for permanent hires.
- 6) DVR is committed to developing and implementing an eligible high school student's IPE as early as possible during the transition from high school planning process. DVR will develop a student's IPE prior to graduation. In accordance with the MOU between DVR and DPI, DVR will maintain contact with students and education agencies, attend transition meetings to provide transition planning consultation and technical assistance. It is the mission of DVR to provide outreach to students with disabilities as early as possible so transition service needs can be identified and addressed prior to graduation.

DVR seeks program evaluation and monitoring assistance from WRC. WRC regularly solicits input on VR services and priorities through public comment and hearings, and from WRC members and expert panels of consumers and stakeholders invited to WRC meetings. WRC previously had a committee titled the WRC Evaluation Committee which analyzed the performance of DVR in serving specific groups and types of disability by requesting direct input from those consumers and reviewing VR service data, patterns and outcomes. WRC now has a committee titled State Plan/Performance Measures that focuses on DVR data collection and service delivery strategies to assist with the new standards. DVR complies with requests from WRC for specific and intensive evaluation reports on services and

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outcomes for specific disability groups that the Council wishes to review as potentially un-served or underserved and related to the new performance measures. WRC further reviews consumer satisfaction with VR service delivery by interacting with consumers and studying the results of DVR's Consumer Satisfaction Survey. In addition to WRC, other disability specific state councils such as the Statutory Council on Blindness, regularly request and review DVR reports on service delivery to specific groups of persons with disabilities and provide feedback to DVR.

WRC/DVR partnership is intended to improve the performance of DVR with respect to the evaluation standards and performance measures established in WIOA. WRC issues an annual report reviewing the activities and performance of DVR as well as offering WRC advice on goals and priorities in the State Plan. DVR and WRC jointly submit the report to RSA. Input from the WRC is an important component of the DVR's comprehensive Needs Assessment and annual updates to the assessment.

*(2) An evaluation of the extent to which the Supported Employment program goals described in the Supported Employment Supplement for the most recent program year were achieved. The evaluation must:*

*(A) Identify the strategies that contributed to the achievement of the goals.*

*(B) Describe the factors that impeded the achievement of the goals and priorities.*

DVR continues to implement a plan to stabilize the OOS wait list time with the FFY 2013 goal of maintaining immediate activation of employment plans for persons determined to have the most significant disabilities (Category 1) and maintaining the wait to begin employment plan development to no longer than six months for persons determined to have significant disabilities (Category 2). This will also help DVR achieve goals 1.1, 1.2, 1.3, 1.4 and 2.1.

Target 1: No more than six months in OOS wait list for eligible individuals that have significant disabilities (OOS Category 2). DVR currently has no wait for this category.

Target 2: 100% of consumers will have their IPE developed and IPE services initiated within 90 days of eligibility determination or activation from OOS Wait List, whichever is latest.

Strategies that support this goal include the commitment of DVR to interface SES with the Medicaid Waiver Family Care long term employment support services as these services are expanded throughout Wisconsin.

DVR will continue to develop and implement activities leading to increased supported employment activities. DVR implemented activities leading to increased supported employment opportunities as described in attachments 4.11(c) (4) and 6.3.

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- 1) DVR conducted several needs assessment activities including a key informant survey, non-DVR employer, DVR employer and consumer focus groups, in addition to a service provider stakeholder session to identify service needs for the state plan.
- 2) Establish a baseline of available supported employment resources by type and county: DVR worked cooperatively with Department of Health and Family Services as they implemented the statewide managed care system. DVR interfaced SES with Family Care long-term support services in a successful effort to expand SES. Statewide Family Care implementation was delayed in some counties due to state budget issues. DVR continues to develop local partnerships with the managed care entities, promoting closer collaboration and improved transition services.
- 3) Develop and implement a plan to increase available supported employment resources. DVR plan is to increase coordination with other funding sources such as Wisconsin's county-based Family Care long term funding and services, and increase the number of supported employment providers in targeted areas of the state. The BPDD pilot "Let's Get to Work" for transition students also holds great promise as a template for adult braided services and further collaboration with the state's long-term care program.

*(3) The VR program's performance on the performance accountability indicators under section 116 of WIOA.*

*(A) Percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.*

DVR has in place DSAs with Wisconsin's UI wage section, allowing the capturing of data for quarterly earnings and employment. DVR will update this agreement to allow for the sharing of the UI data with RSA. DVR will need to establish an additional DSA allowing it to capture out of state data to ensure the full measuring of earnings for DVR participants. This will be done via the State Wage Interchange System (SWIS) once it becomes available. DVR will additionally add tools to measure and collect self-employment earnings and successes.

It is anticipated that RSA will assist DVR in developing a benchmark and goal for the first year of participation and negotiating adjustments as needed.

Projection for PY 2017: 51%

*(B) The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.*

DVR has in place DSAs with Wisconsin's UI wage section, allowing the capturing of data for quarterly earnings and employment. DVR will update this agreement to allow for the sharing of the UI data with

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RSA. DVR will need to establish an additional DSA allowing it to capture out of state data to ensure the full measuring of earnings for DVR participants. This will be done via the State Wage Interchange System (SWIS) once it becomes available. DVR will additionally add tools to measure and collect self-employment earnings and successes. It is anticipated that RSA will assist DVR is developing a benchmark and goal for the first year of participation and negotiating adjustments as needed.

Projection for PY 2017: 49%

(C) The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

DVR has in place DSAs with Wisconsin's UI wage section, allowing the capturing of data for quarterly earnings and employment. DVR will update this agreement to allow for the sharing of the UI data with RSA. DVR will need to establish an additional DSA allowing it to capture out of state data to ensure the full measuring of earnings for DVR participants. This will be done via the State Wage Interchange System (SWIS) once it becomes available. DVR will additionally add tools to measure and collect self-employment earnings and successes. It is anticipated that RSA will assist DVR is developing a benchmark and goal for the first year of participation and negotiating adjustments as needed.

Projection for PY 2017: \$2,600/quarter

(D) The percentage of program participants who obtain a recognized postsecondary credential or a secondary school diploma or its recognized equivalent during participation or within one year after exit from the program

DVR has updated its case management system to collect information regarding this performance measure. It is anticipated that RSA will assist DVR is developing a benchmark and goal for the first year of participation and negotiating adjustments as needed.

Projection for PY 2017: 31%

(E) The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measureable skill gains toward such a credential or employment.

DVR has updated its case management system to collect information regarding this performance measure. It is anticipated that RSA will assist DVR is developing a benchmark and goal for the first year of participation and negotiating adjustments as needed

Projection for PY 2017: 31%



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### (F) The indicators for effectiveness in serving employers.

Through collaboration with Titles I-IV, Wisconsin selected the Penetration Rate and the Repeat Business as the effectiveness in serving employers measures. Training on these measures and data collection has begun.

Projection for PY 2017: To be determined

In 2013, DVR initiated a business service model in and continues to serve and have strong ties to employers. Twenty positions were created in 2013 to function as employment specialists (same classification as WP Job Service-Employment and Training Specialists A, B) to conduct business needs assessments, develop job matches, and place consumers in jobs. The employment specialists, called Business Service Consultants are proportionally distributed throughout the state with at least one BSC assigned to each WDA. These positions were originally project positions which have ended. DVR now has 9 permanent BSC positions to cover the state.

BSCs are able to work with businesses to determine if any of the 7,000 job seekers on DVR caseloads who are ready for employment match the skills that are needed by businesses, allowing DVR counselors to spend more time with job seekers who require intensive IPE development and career counseling.

The new positions have also assisted counselors in placing those in the training queue, another 7,000 additional disabled individuals that would be an excellent source of talent recruitment for businesses needing specialized skilled individuals. Internships and work experiences can be especially beneficial to those ending their academic training and needing work experience to better match to employer needs.

DVR Business Service Consultants are part of the Business Service teams located in each of the 11 WDAs. Along with other workforce partners, the BSCs conduct outreach to businesses and share the needs and job openings with all the workforce partners. DVR staffs play a significant role in sharing the business needs with other partners and, in turn, have access to other business leads developed by workforce partners.

DVR has just began using Job Center of Wisconsin Business along with other Title partners to track metrics, services and outreach activities.

(2) An evaluation of the extent to which the Supported Employment program goals described in the SES for the most recent program year were achieved. The evaluation must: (A) Identify the strategies that contributed to the achievement of the goals. (B) Describe the factors that impeded the achievement of the goals and priorities.



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DVR has met a goal of providing supplemental funds to serve any individual needing SES. The entire award of Title VI-B dollars is distributed statewide to all DVR Workforce Development areas (WDA) for the provision of SES. Previous annual investments include Title VI-B funds of \$413,537 covered approximately 6.1% of the total agency investment of \$6.7 million expensed on SES for individuals in all OOS categories needing supported employment. The remainder of the service is funded with Title I-B funds. DVR has placed a priority on SES and will continue supplemental funding of SES to meet additional and needed demand.

DVR has established a goal to improve the capacity and quality of supported employment, customized and individual placement and support services. DVR provides fee-for-service outcome based payments to non-profit and profit rehabilitation entities and other service providers for the provision of time-limited SES. There continues to be issues of capacity and quality with the provision of all types of SES. This goal has not been met.

DVR has provided additional funds for supported employment but the provider network has not kept up with demand. There has been uncertainty among the CRP who serve as providers of supported employment due to an anticipated structural change in the managed care system in Wisconsin. In addition, that same network of providers faces uncertainty as to the impact of the WIOA and Center for Medicaid Services rules related to pre-vocational services and settings related to sub-minimum wage employment. Those changes will affect the financial stability of the providers who also operate sheltered workshops.

In FY 2016-2017 there is a plan to emphasize building capacity and improving the quality of the existing provider network. DVR has updated and strengthened the technical specifications for services, which include identification of specific roles, and responsibilities for the consumer, DVR and the service providers. We expect to provide training for providers that will include use of new methodologies for job development and on the job supports, taking some evidence based strategies from IPS and incorporating them into SES. DVR will also be creating a standardized statewide service for customized employment. DVR will continue to explore strategies to identify new providers and to work with the existing provider network to increase capacity.

DVR also has a goal to continue to expand the IPS model of supported employment for individual with serious and persistent mental illness in Wisconsin. This goal has been met. The number of sites has grown from three sites in 2010, to more than 22 in FY 2015. It is expected that IPS will continue to grow across Wisconsin. DVR is an active partner in that effort.

### *(4) How the funds reserved for I & E activities were utilized.*

The following table and narrative highlights the I & E activity supported by DVR funds in FFY 2015. I & E activities are generally funded in accordance with DVR's state fiscal year (i.e., July 1 – June 30) but may be conducted on a federal fiscal year if applicable.

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**Section VI, Table 8. Innovation and Expansion (I & E) activity supported by DVR funds in FFY 2015**

Contract / Agreement	Start/End	DVR Funds	Fiscal Arrangement and Type
8 local I & E projects with CIL's	7/1/2010-6/30/13	\$15,000 each location annually	Each CIL worked with the local WDA Director to develop new patterns of services to be provided to DVR Consumers. Projects include: AT work evaluation services, peer assisted job search instruction, financial literacy training and youth job groups.
REDI Walgreen's	4/1/12-6/30/13	\$18,600 for site creation. Case service funds for direct consumer services.	Intensive retail training with supports and competency based certification for potential hire with corporate partners.
Let's Get to Work	2/1/12-6/30/15	Case Service funds via Youth OJT	DVR has committed and created a youth transition OJT to attach youth with disabilities to competitive employment prior to HS completion.
Vocational Futures Planning Services	10/1/12 -9/30/15	Case Service funds	Collaborative effort with long term care and other providers to provide individualized-based services, including case management services, to people with significant physical disabilities that are in need of long term care.
Milwaukee Wrap Around Pilot	6/1/2013-9/30/2015	\$350,500 annually	Mentor program to establish resources and services to assist in employment.

### **I & E — Place and Train Models**

An important outcome of listening to business needs includes the development of specialized training programs either with other workforce partners or solely developed with DVR consumers, helping DVR job seekers obtain the needed curriculum instruction, experience and recruitment assistance necessary to meet the talent needs of specific employers.

In FFY 2014, DVR BSCs:

- Were involved in 677 direct hires of DVR job seekers

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- Arranged 298 OJT experiences for DVR job seekers
- Arranged 407 internships and temporary work experiences for DVR job seekers
- Had contact with 4,245 businesses in Wisconsin to discuss recruiting and hiring people with disabilities

Private-sector and state agency employers have benefited significantly from the following DVR OJT initiatives:

- Since February 2009, more than 2,400 OJT private-sector hires were supported by a 50% payroll cost subsidy for employers providing up to 90 days of OJT following a hire. In this same time period, DVR has invested nearly \$2.6 million for more than 180 DVR job-seekers participating in six month OJT internships with 23 state agencies and other public entities.
- DVR partnered with the Walgreens REDI to provide training for individuals with disabilities in a retail setting. This national program began its pilot in Milwaukee-area Walgreens retail locations in 2012 and is now a statewide initiative.
- Building on the success of the REDI model, also called place and train, DVR offered the place and train model with other businesses and is currently working with businesses throughout Wisconsin to implement this model in their workplaces.

As required under section 101(a)(15)(E)(ii) of the Act, WRC and DVR annually jointly prepare and submit to the RSA Commissioner a report on the activities and progress of DVR in meeting its goals and priorities. This report is known as the annual WRC report. The report is available on-line and, upon request, from either WRC or DVR in print and alternative formats. DVR uses funds to support the operation and activities of WRC, and as consistent with the state plan prepared under Section 705(e) (1), also uses funds to support the operation of the State Independent Living Council.

**(q) Quality, Scope, and Extent of SES. Include the following:**

- (1) The quality, scope, and extent of SES to be provided to individuals with the most significant disabilities, including youth with the most significant disabilities.*
- (2) The timing of transition to extended services.*

In Wisconsin, supported employment is funded by primarily three sources; DVR Title I-B and long-term funding directed by DHS, Division of Long Term Care (DHS/DLTC) and Division of Care and Treatment Services (DCTS) Funds are managed locally by regional managed care organizations or a self-directed support system known as IRIS (Include, Respect, I Self-Direct)) and Managed Care Organizations (MCO's) Mental Health long term supports are managed locally by each county.

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To a much lesser extent, Social Security Plans to Achieve Self-Support (PASS) plans, the TTW, natural supports and private party payments have been used to maintain a small number of individuals in long-term supported employment. DVR is promoting the TTW Partnership Plus to ticket holders which has the potential to increase funding for long-term supports. All of these financial resources enhance the quality, scope, and extent of services proposed under the Title VI plan.

The quality of the DVR supported employment program includes the following components:

1. Use of DVR technical assistance to provide coordination, guidance, and consultation to counselors developing and implementing supported employment individualized plans for employment. DVR training and technical assistance is provided statewide for both service providers and DVR staff on the technical specifications for supported employment service agreements. These [technical specifications](#) are posted on the DVR public website.
2. DVR staff is also involved with the planning and provision of supported employment training including customized employment in collaboration with the Wisconsin PROMISE Grant
3. DVR's technical specifications for Supported Employment include strong outcome measures and statewide fee for service payment rates for SES. The [supported employment technical specifications](#) are posted on the DVR public website.
4. The fee structure is reviewed on a regular basis and will be reviewed again in FFY 2018
5. DVR guidance pieces are provided to DVR staff as well as external stakeholder partners to assist in the provision of SES. Guidance documents are designed to explain supported employment service and outcome policy as it relates to the Rehabilitation Act, WIOA and its implementing regulations, and to provide best practice suggestions and answer common questions.
6. In several counties in partnership with the DHS, Division of Care and Treatment Services, IPS are provided. The collaborative project has been in place since 2010 and is expected to expand and become a fee for service arrangement and typical practice following this evidence based model for common consumers in counties that offer IPS.

The scope and extent of supported employment is affected by the availability of extended services funding for ongoing employment supports available in integrated community settings. The expansion of support services for individuals seeking competitive employment in an integrated setting has been primarily achieved through the DHS statewide expansion of the Family Care system in Wisconsin. DVR staff also identify and use other extended support services and funding resources such as employer and natural supports, PASS, Impairment Related Work Expenditures, and family support.

The IPE for DVR consumers, who select competitive employment in an integrated setting but may require long term employment support, usually begins with an assessment called a career Profile to help

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determine the employment goal related to the consumer's interests and strengths. The assessment process may include trial work or other employment explorations to help identify the extent of supports that may be necessary. If needed, the potential source(s) of funding for the long term employment supports must also be identified. If the source of extended services cannot be identified at the time of implementation of the employment plan, the plan must at least identify the services, activities and/or progress measures designed to identify the nature, type, scope, requirements and source of extended services. The DVR identifies extended services from private nonprofit organization, employers, and other appropriate resources for an individual with a most significant disability transitioning from employment supports provided by the DVR. SES are provided only to those individuals with the most significant disabilities and who, as may be required, have an identified likely source of long term support.

The timing of the transition to extended services for consumers receiving SES from the DVR as part of their approved employment plan occurs as soon as the plan services are completed and the consumer has achieved the employment outcome described, or after a period of time not to exceed 24 months (Youth up to 48 months) whichever comes first. DVR may, under special circumstances, extend SES beyond 24 months (Youth up to 48 months) if the eligible individual and the VR counselor agree to extend the time to achieve the employment outcome identified in the plan.

DVR also developed a white paper on the standard for a competitive, integrated [employment outcome](https://dwd.wisconsin.gov/dvr/info_ctr/closure/employment_outcome.pdf) ([https://dwd.wisconsin.gov/dvr/info\\_ctr/closure/employment\\_outcome.pdf](https://dwd.wisconsin.gov/dvr/info_ctr/closure/employment_outcome.pdf)) when extended supports are needed. The paper was shared with DVR staff and CRP partners. Link:

DVR has used and will continue to use the recommendations made by the Managed Care and Employment Task Force, the DHS Prevocational Services guidelines, the DHS Guiding Principles for Competitive Integrated Employment, and the DVR standard for a competitive, integrated employment outcome for planning and implementation of statewide services in supported employment. The interagency Memorandum of Agreement with DPI and DHS/DLTC remains in place during FFY 2013 and will continue to inform efforts to include high school transition students as well as adults in supported employment and extended services.

Both the DHS Task Force and DVR's interagency MOU are focused on developing coordinated services and funding mechanisms, within the context of the Family Care Managed Care service delivery system. Family Care has been expanded to a statewide basis beginning in January 2018. A successful deployment of Family Care services throughout Wisconsin means that DVR consumers who desire community employment and are in need of extended employment supports will be able to access those supports without a wait for extended employment support funding.

DVR will also monitor the quality and availability of DVR supported employment service providers to reflect concern expressed by stakeholders and existing and common DVR/DHS service providers that long-term care and managed care changes may impact job coaching and other SES due to DHS changes.

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and issued guidance relating to payments for job coaching and other related support services such as transportation or personal attendant services.

DVR will continue to support collaborative efforts aimed at expanding integrated, competitive community employment opportunities for those in need of SES. The DHS (Medicaid Agency), the CRP provider community, and the regional Managed Care Organizations are all current collaborative partners. With the increased efforts for placing more individuals in employment through supported employment, DVR must also work with our long term care partners to address transportation challenges faced by our common customers, especially those in rural areas with fewer public and private transportation resources.

### Vocational Rehabilitation Certifications and Assurances

#### CERTIFICATIONS

States must provide written and signed certifications that:

1. The **designated State agency or DSU (as appropriate) listed above** is authorized to submit the VR services portion of the Unified or Combined State Plan under Title 1 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by WIOA\*, and its supplement under Title VI of the Rehabilitation Act. \*\* YES
2. As a condition for the receipt of Federal funds under Title I of the Rehabilitation Act for the provision of VR services, **the designated State agency listed above**)<sup>2</sup> agrees to operate and administer the State VR Services Program in accordance with the VR services portion of the Unified or Combined State Plan<sup>3</sup>, the Rehabilitation Act, and all applicable regulations<sup>4</sup>, policies, and procedures established by the Secretary of Education. Funds made available under Section 111 of the Rehabilitation Act are used solely for the provision of VR services and the administration of the VR services portion of the Unified or Combined State Plan;
3. As a condition for the receipt of Federal funds under Title VI of the Rehabilitation Act for SES, the designated State agency agrees to operate and administer the State SES Program in accordance with the supplement to the VR services portion of the Unified or Combined State Plan<sup>5</sup>, the Rehabilitation Act, and all applicable regulations<sup>6</sup>, policies, and procedures established by the Secretary of
4. Education. Funds made available under Title VI are used solely for the provision of SES and the administration of the supplement to the VR services portion of the Unified or Combined State Plan;
5. The designated State agency and/or the DSU has the authority under State law to perform the functions of the State regarding the VR services portion of the Unified or Combined State Plan and its supplement;
6. The State legally may carry out each provision of the VR services portion of the Unified or Combined State Plan and its supplement.
7. All provisions of the VR services portion of the Unified or Combined State Plan and its supplement are consistent with State law.

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<sup>2</sup> All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.

<sup>3</sup> No funds under title I of the Rehabilitation Act may be awarded without an approved VR services portion of the Unified or Combined State Plan in accordance with section 101(a) of the Rehabilitation Act.

<sup>4</sup> Applicable regulations, in part, include the Education Department General Administrative Regulations (EDGAR) in 34 CFR parts 76, 77, 79, 81, and 82; 2 CFR part 200 as adopted by 2 CFR part 3485; and the State VR Services Program regulations.

<sup>5</sup> No funds under title VI of the Rehabilitation Act may be awarded without an approved supplement to the VR services portion of the Unified or Combined State Plan in accordance with section 606(a) of the Rehabilitation Act.

<sup>6</sup> Applicable regulations, in part, include the citations in footnote 6.



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8. The (enter title of State officer below) has the authority under State law to receive, hold, and disburse Federal funds made available under the VR services portion of the Unified or Combined State Plan and its supplement;
9. The (enter title of State officer below) has the authority to submit the VR services portion of the Unified or Combined State Plan and the supplement for SES;
10. The agency that submits the VR services portion of the Unified or Combined State Plan and its supplement has adopted or otherwise formally approved the plan and its supplement.

### ASSURANCES

*The designated State agency or DSU, as appropriate and identified in the State certifications included with this VR services portion of the Unified or Combined State Plan and its supplement, through signature of the authorized individual, assures the Commissioner of the RSA, that it will comply with all of the requirements of the VR services portion of the Unified or Combined State Plan and its supplement, as set forth in Sections 101(a) and 606 of the Rehabilitation Act. The individual authorized to submit the VR services portion of the Unified or Combined State Plan and its supplement makes the following assurances:*

#### The State Plan must provide assurances that:

1. **Public Comment on Policies and Procedures:** The designated State agency assures it will comply with all statutory and regulatory requirements for public participation in the VR Services Portion of the Unified or Combined State Plan, as required by section 101(a)(16)(A) of the Rehabilitation Act.
2. **Submission of the VR services portion of the Unified or Combined State Plan and Its Supplement:** The DSU assures it will comply with all requirements pertaining to the submission and revisions of the VR services portion of the Unified or Combined State Plan and its supplement for the State SES program, as required by Sections 101(a)(1), (22), (23), and 606(a) of the Rehabilitation Act; Section 102 of WIOA in the case of the submission of a unified plan; Section 103 of WIOA in the case of a submission of a Combined State Plan; 34 CFR 76.140.
3. **Administration of the VR services portion of the Unified or Combined State Plan:** The designated State agency or DSU, as appropriate, assures it will comply with the requirements related to:
  - (a) The establishment of the designated State agency and DSU, as required by Section 101(a)(2) of the Rehabilitation Act.
  - (b) The establishment of either a State independent commission or State Rehabilitation Council, as required by Section 101(a)(21) of the Rehabilitation Act. The designated State agency or DSU, as applicable (Option A or B must be selected):
    - (A) (not selected) is an independent State commission.
    - (B) **(selected) has established a State Rehabilitation Council**
  - (c) Consultations regarding the administration of the VR services portion of the Unified or Combined State Plan, in accordance with Section 101(a)(16)(B) of the Rehabilitation Act. The non-Federal share, as described in 34 CFR 361.60.

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- (d) The financial participation by the State, or if the State so elects, by the State and local agencies, to provide the amount of the non-federal share of the cost of carrying out the VR program in accordance with section 101(a)(3).
  - (e) The local administration of the VR services portion of the Unified or Combined State Plan, in accordance with Section 101(a)(2)(A) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the local administration of VR funds. ((not selected) Yes/**(selected) No**)
  - (f) The shared funding and administration of joint programs, in accordance with section 101(a)(2)(A)(ii) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the shared funding and administration of joint programs. ((not selected) Yes/**(selected) No**)
  - (g) Statewideness and waivers of statewideness requirements, as set forth in Section 101(a)(4) of the Rehabilitation Act. Is the designated State agency requesting or maintaining a waiver of statewideness for one or more services provided under the VR services portion of the Unified or Combined State Plan? ((not selected) Yes/**(selected) No**) See Section 2 of this VR services portion of the Unified or Combined State Plan.
  - (h) The descriptions for cooperation, collaboration, and coordination, as required by Sections 101(a)(11), (24)(B), and 606(b) of the Rehabilitation Act.
  - (i) All required methods of administration, as required by Section 101(a)(6) of the Rehabilitation Act.
  - (j) The requirements for the comprehensive system of personnel development, as set forth in Section 101(a)(7) of the Rehabilitation Act.
  - (k) The compilation and submission to the Commissioner of statewide assessments, estimates, State goals and priorities, strategies, and progress reports, as appropriate, and as required by Sections 101(a)(15), 105(c)(2), and 606(b)(8) of the Rehabilitation Act.
  - (l) The reservation and use of a portion of the funds allotted to the State under Section 110 of the Rehabilitation Act for the development and implementation of innovative approaches to expand and improve the provision of VR services to individuals with disabilities, particularly individuals with the most significant disabilities.
  - (m) The submission of reports as required by Section 101(a)(10) of the Rehabilitation Act.
4. **Administration of the Provision of VR Services:** The designated State agency, or DSU, as appropriate, assures that it will:
- (a) Comply with all requirements regarding information and referral services in accordance with Sections 101(a)(5)(D) and (20) of the Rehabilitation Act.
  - (b) Impose no duration of residence requirement as part of determining an individual's eligibility for VR services or that excludes from services under the plan any individual who is present in the State in accordance with Section 101(a)(12) of the Rehabilitation Act.
  - (c) Provide the full range of services listed in Section 103(a) of the Rehabilitation Act as appropriate, to all eligible individuals with disabilities in the State who apply for services in accordance with Section 101(a)(5) of the Rehabilitation Act? (Yes/No)



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- (d) Determine whether comparable services and benefits are available to the individual in accordance with Section 101(a)(8) of the Rehabilitation Act.
  - (e) Comply with the requirements for the development of an IPE in accordance with Section 102(b) of the Rehabilitation Act.
  - (f) Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with Section 102(d) of the Rehabilitation Act.
  - (g) Provide VR services to American Indians who are individuals with disabilities residing in the State, in accordance with Section 101(a)(13) of the Rehabilitation Act.
  - (h) Comply with the requirements for the conduct of semiannual or annual review, as appropriate, for individuals employed either in an extended employment setting in a CRP or any other employment under Section 14(c) of the Fair Labor Standards Act, as required by section 101(a)(14) of the Rehabilitation Act.
  - (i) Meet the requirements in Sections 101(a)(17) and 103(b)(2) of the Rehabilitation Act if the State elects to construct, under special circumstances, facilities for CRP.
  - (j) With respect to students with disabilities, the State:
    - (iv) has developed and will implement,
      - (a) strategies to address the needs identified in the assessments; and
      - (b) strategies to achieve the goals and priorities identified by the State, to improve and expand VR services for students with disabilities on a statewide basis; and
      - (c) has developed and will implement strategies to provide pre-employment transition services (Sections 101(a)(15) and 101(a)(25)).
5. **Program Administration for the Supported Employment Title VI Supplement:**
- (a) The DSU assures that it will include in the VR services portion of the Unified or Combined State Plan all information required by Section 606 of the Rehabilitation Act.
  - (b) The designated State agency assures that it will submit reports in such form and in accordance with such procedures as the Commissioner may require and collects the information required by Section 101(a)(10) of the Rehabilitation Act separately for individuals receiving SES under Title I and individuals receiving SES under Title VI of the Rehabilitation Act.
  - (c) The DSU will coordinate activities with any other State agency that is functioning as an employment network under the TTW and Self-Sufficiency program under section 1148 of the Social Security Act.
6. **Financial Administration:**
- (a) The designated State agency assures that it will expend no more than 2.5% of the State's allotment under Title VI for administrative costs of carrying out this program; and, the designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10% of the costs of carrying out SES provided to youth with the most significant disabilities with the funds reserved for such purpose under Section 603(d) of the Rehabilitation Act, in accordance with Section 606(b)(7)(G) and (H) of the Rehabilitation Act.
  - (b) The designated State agency assures that it will use funds made available under Title VI of the Rehabilitation Act only to provide SES to individuals with the most significant disabilities,

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including extended services to youth with the most significant disabilities, who are eligible to receive such services; and, that such funds are used only to supplement and not supplant the funds provided under Title I of the Rehabilitation Act, when providing SES specified in the IPE, in accordance with Section 606(b)(7)(A) and (D), of the Rehabilitation Act.

### 7. **Provision of SES:**

- (a) The designated State agency assures that it will provide SES as defined in Section 7(39) of the Rehabilitation Act.
- (b) The designated State agency assures that:
  - i. The comprehensive assessment of individuals with significant disabilities conducted under section 102(b)(1) of the Rehabilitation Act and funded under Title I of the Rehabilitation Act includes consideration of supported employment as an appropriate employment outcome, in accordance with the requirements of Section 606(b)(7)(B) of the Rehabilitation Act.
  - ii. An IPE that meets the requirements of Section 102(b) of the Rehabilitation Act, which is developed and updated with Title I funds, in accordance with Sections 102(b)(3)(F) and 606(b)(6)(C) and (E) of the Rehabilitation Act.

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### Appendix 1: Performance Goals for the Core Programs

*Include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in Section 116(b)(2)(A) of WIOA.*

Wisconsin's WIOA Core Programs developed expected levels of performance in January 2018. At the point of these projections, the WIOA Title I and III PY18 (with data from PY16) Statistical Adjustment Model was not prepared by USDOL. Additionally, the goals prescribed by the Government Performance Result Act (GPRA) of 1993 (Modernization Act of 2010) were not published by USDOL for PY18 and PY19. Wisconsin DWD examined the adjusted (negotiated) levels of performance from other ETA Region 5 states, the previously released Statistical Adjustment Model for PY17 (with data from PY15) and continuous improvement that provides optimal return on investment.

The most notable method of continuous improvement and service design change is the Division of Employment Training's (DET) application of the Title I "governor's reserve" discretionary funding to Short - Term Training grants. These grants will adversely impact Adult Program performance based on grant provisions that require grantees to only train the individuals with barriers to employment. Each participant covered in the Short-Term Training Grant must be included in one of the following demographics to receive training: current offender/ex-offender, individual with a disability, Veteran, young adult (ages 18-24) with poor work history and long-term public assistance recipient.

The Title II program presents its expected level of performance only for the Measurable Skill Gain based on guidance from the Office of Career and Technical Adult Education (OCTAE).

The Title III program presents its expected levels of performance for employment and earnings indicators based on the statistical adjustment model from PY2016 with PY2015 data and continuous improvement demonstrated through past performance.

The Title IV program will not present expected levels of performance during PY18 and PY19 consistent with guidance received from the Rehabilitation Services Administration (RSA).

The levels in Appendix 1 are an estimate to meet the state's combined state plan submission requirements. Wisconsin's WIOA Core Programs will reevaluate its expected levels of performance upon receiving further negotiation guidance from USDOL and USDOE and offer updated submissions to the federal Departments for negotiation during the Spring of 2018.

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**Table 1. Employment (Second Quarter after Exit)**

Program	PY 2018 Proposed/ Expected Level	PY 2018 Negotiated/ Adjusted Level	PY 2019 Proposed/ Expected Level	PY 2019 Negotiated/ Adjusted Level
Adults	70.00		70.00	
Dislocated Workers	80.00		81.00	
Youth	74.00		75.00	
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	66.00		66.00	
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

**Table 2. Employment (Fourth Quarter after Exit)**

Program	PY 2018 Proposed/ Expected Level	PY 2018 Negotiated/ Adjusted Level	PY 2019 Proposed/ Expected Level	PY 2019 Negotiated/ Adjusted Level
Adults	69.00		69.00	
Dislocated Workers	79.00		80.00	
Youth	72.00		73.00	
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	64.00		64.00	
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

**Table 3 Median Earnings (Second Quarter after Exit)**

Program	PY 2018 Proposed/ Expected Level	PY 2018 Negotiated/ Adjusted Level	PY 2019 Proposed/ Expected Level	PY 2019 Negotiated/ Adjusted Level
Adults	4,800.00		4,800.00	
Dislocated Workers	7,000.00		7,100.00	
Youth	Baseline		Baseline	
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	5,000.00		5,100.00	
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

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**Table 4 Credential Attainment Rate**

Program	PY 2018 Proposed/ Expected Level	PY 2018 Negotiated/ Adjusted Level	PY 2019 Proposed/ Expected Level	PY 2019 Negotiated/ Adjusted Level
Adults	55		55	
Dislocated Workers	65		65	
Youth	62		62	
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	N/A	N/A	N/A	N/A
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

**Table 5. Measurable Skills Gain**

Program	PY 2018 Proposed/ Expected Level	PY 2018 Negotiated/ Adjusted Level	PY 2019 Proposed/ Expected Level	PY 2019 Negotiated/ Adjusted Level
Adults	Baseline	Baseline	Baseline	Baseline
Dislocated Workers	Baseline	Baseline	Baseline	Baseline
Youth	Baseline	Baseline	Baseline	Baseline
Adult Education	45		45	
Wagner-Peyser	N/A	N/A	N/A	N/A
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

**Table 6 Effectiveness in Serving Employers**

Program	PY 2018 Proposed/ Expected Level	PY 2018 Negotiated/ Adjusted Level	PY 2019 Proposed/ Expected Level	PY 2019 Negotiated/ Adjusted Level
Adults	Baseline	Baseline	Baseline	Baseline
Dislocated Workers	Baseline	Baseline	Baseline	Baseline
Youth	Baseline	Baseline	Baseline	Baseline
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	Baseline	Baseline	Baseline	Baseline
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

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## **VII. PROGRAM-SPECIFIC REQUIREMENTS FOR COMBINED STATE PLAN PARTNER PROGRAMS**

States choosing to submit a Combined State Plan must provide information concerning the six core programs—the Adult Program, DW Program, Youth Program, WP Act Program, AEFLA Program, and the VR Program—and also submit relevant information for any of the 11 partner programs it includes in its Combined State Plan. When a State includes a Combined State Plan partner program in its Combined State Plan, it need not submit a separate plan or application for that particular program.<sup>7</sup> If included, Combined State Plan partner programs are subject to the “common planning elements” in Sections II and III of this document, where specified, as well as the program-specific requirements for that program.

The requirements that a State must address for any of the Combined State Plan partner programs it includes in its Combined State Plan are available in a separate supplemental document, *Supplement to the Workforce and Innovation Act (WIOA) Unified and Combined State Plan Requirements*. The Departments are not seeking comments on these program-specific requirements, which exist under separate OMB control numbers.

### **Trade Adjustment Act**

The TAA program is a Federal program that offers a variety of benefits and services to workers whose employment has been adversely impacted by foreign trade. Through a number of benefits and services, the TAA program provides trade-affected workers with opportunities to obtain the support, resources, skills, and credentials they need to return to the workforce in a good job. These include re-employment and career planning services, training, job search allowances, relocation allowances, wage subsidies for older workers, and income support in the form of Trade Readjustment Allowances (TRA).

*(a) The TAA program is a required partner in the one-stop delivery system, established under Section 121 of WIOA. Therefore, given that the TAA program is part of the broader workforce system and a key goal for the TAA program is to ensure that trade-affected workers are able to successfully return to work, ETA strongly encourages States to integrate their TAA program activities in concert with other workforce system core and partner programs that may also address the needs of trade-affected workers. WIOA Sec. 103(3)(A)(B). Consistent with the Governor-Secretary Agreement, the States agree to use funds obligated under the TAA Annual Cooperative Financial Agreement (CFA), to carry out the TAA program, including: 1) ensuring integration of the TAA program into its one-stop delivery system; 2) using the centers in this system or network as the main point of participant intake and delivery of TAA program benefits and services; and 3) ensuring the terms of the MOU with the Local Workforce Investment Boards, as established under WIOA Section 121(c) will apply to the assistance provided by other one-stop partners to TAA participants. (Trade Act Sec. 239 (a) as amended by WIOA Section 512 (hh))*

<sup>7</sup> States that elect to include employment and training activities carried out under the Community Services Block Grant (CSBG) Act (42 U.S.C. 9901 et seq.) under a Combined State Plan would submit all other required elements of a complete CSBG State Plan directly to the Federal agency that administers the program. Similarly, States that elect to include employment and training activities carried by the Department of Housing and Urban Development and programs authorized under section 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 that are included would submit all other required elements of a complete State Plan for those programs directly to the Federal agency that administers the program.

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*Describe the State's process for operating the TAA program that ensures coordination and integration with WIOA core and partner programs. Provide examples, if available, of how the co-location of WP in one-stop centers and the addition of TANF, have improved access to these services for trade-affected workers.*

The TAA program is administered by the Bureau of Workforce Training within DWD-DET and participant services are delivered by local-level Bureau of Job Service staff who are also part of DWD-DET. TAA coordinates with job center partners to deliver a coordinated service delivery approach to serve trade-affected DWs. Operating with required partners in the job centers, TAA can develop and offer participants one coordinated IEP.

TAA promotes training and skills credentials to overcome employment barriers and develop occupational skills that are in demand by local and regional employers. Especially for low skill DWs, TAA works with Wisconsin's Technical Colleges and TAACCCT grants to promote a career ladder or career lattice approach to skills development that provides credentials that are recognized and in demand by employers.

Once a new TAA petition is received, the local Rapid Response team is contacted so that rapid response services can be initiated if the petition serves as the first notice of layoffs. Appropriate TAA staff at the local level are also informed. Where a petition is certified and affected workers are already enrolled in the WIOA DW program, the local TAA and WIOA DW career planners should work together to design a comprehensive employment plan for the individual that integrates benefits and services from each of the programs.

Other critical re-employment services are readily available to TAA participants at the Job Centers. Examples of services include: resource room assistance for finding LMI, literacy testing, and other assessments of skills gaps, financial aid sources, and pre-vocational workshops.

TAA and WIOA DW career planners are encouraged to work collaboratively, when appropriate, to help TAA participants identify training needs and prepare for training. TAA career planners usually take the lead in case management during occupational training, with partner staff providing a supporting role. Once TAA participants complete training, WIOA DW staff are encouraged to assist with job placement activities, with TAA providing out-of-area job search and relocation expenses where appropriate.

At the service delivery level, TAA program staff routinely work in coordination with other workforce entities such as WIOA DW Program, Veterans Program, and Technical Colleges. Local TAA staff maintains communication with job center partners by attending cross-program staff meetings and Rapid Response sessions and playing an active role with key functions within the job center. Local TAA staff are encouraged to provide job center partners with updates on changes to TAA legislation, new petition

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filings and certifications, and upcoming TAA orientation sessions in the local WDA. Local Job Service TAA staff will be present at all Trade Intake sessions.

In addition, partner entities (WIOA, Veteran, Technical Colleges, etc.) will be invited to participate in the TAA orientation sessions to promote co-enrollment or dual-enrollment and cross-program coordination. DWD-DET will continue to take steps to provide local WIOA DW staff with working knowledge of the TAA program.

*(b) States must develop and manage resources (including electronic case management systems) to integrate data, including co-enrollment data, provided through different agencies administering benefits and services to trade-affected workers in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (WIOA section 103(b)(3)) Describe how the State will use TAA funding for infrastructure, other shared costs, and the promotion of the development of integrated intake, case management and reporting systems.*

TAA participant information is tracked in ASSET, along with the State's Title I, Title III, RESEA and OVES programs. Partner staff across these programs have access to all participant records in an effort to promote cross-program coordination and a comprehensive unified service delivery plan. Participant data is extracted from this system and used for DOL performance reporting. TAA funding will continue to be used to help support ASSET as well as the data warehouse and Business Intelligence reporting software used for ASSET reporting.

TAA funding will also likely be used to help support other systems and efforts that benefit TAA participants. Examples of such systems and efforts include the development and maintenance of DWD-DETS online job seeker tools that will be accessible through the website and the State's common intake system that is currently in the research phase.

*(c) Except for States covered by the regulatory exemption 20 CFR 618.890 (c) or to perform non-inherently governmental functions, States must engage only State government personnel to perform TAA-funded functions undertaken to carry out the TAA program, and must apply to such personnel the standards for a merit system of personnel administration applicable to personnel covered under 5 CFR part 900, subpart F. (20 CFR 618.890) Describe how TAA program-funded benefits and services are approved by merit-staffed employees in accordance with 20 CFR 618.890.*

Wisconsin employs only merit-staffed State government personnel to perform TAA-funded functions. Their job is to carry out the delivery and approval of TAA program benefits and services. All standards for our merit system apply to our TAA staff.



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### TAA Program Assurances

The TAA program is a Required Partner in the one-stop system, established under Section 121 of WIOA. However, to receive TAA program funds, States must adhere to the signed Governor-Secretary Agreement, in addition to the terms and conditions provided in the TAA Annual CFA and the UI Annual Funding Agreement, executed each fiscal year between the State and ETA.

The CFA, which is incorporated by reference into the Governor-Secretary Agreement, explains program requirements, limitations on the use of funds, assurances and other important grant provisions that States must follow to receive TAA program funding for Training and Other Activities (which includes training, employment and case management services, and allowances for job search and relocation and State administration of these benefits and services).

At the beginning of each fiscal year, ETA provides each Cooperating State Agency (CSA) with a CFA for that year, which the CSA is required to execute and submit to ETA's Office of Grants Management. The UI Annual Funding Agreement is the mechanism for funding the State administration of TRA and older worker wage subsidies through the State agency that administers the UI laws for the State.

### The State Plan must include assurances that:

1. On an annual basis, the CSA will execute TAA CFAs and UI Funding Agreements for each fiscal year during the four-year State planning cycle.

### Jobs for Veterans State Grants

The JVSG are mandatory, formula-based staffing grants provided by DOL to states. The JVSG is funded annually in accordance with a funding formula defined in the statute (38 U.S.C. 4102A (c) (2) (B) and regulation and operates on a fiscal year (not program year) basis, however, performance metrics are collected and reported (US DOL Veterans Employment & Training Service (VETS)-200 Series Reports) quarterly (using four "rolling quarters") on a Program Year basis (as with the ETA-9002 Series). Currently, VETS JVSG operates on a five-year (FY 2015-2019), multi-year grant approval cycle modified and funded annually.

In accordance with 38 U.S.C. § 4102A(b)(5) and § 4102A(c), the Assistant Secretary for Veterans' Employment and Training (ASVET) makes grant funds available for use in each State to support DVOP specialists and LVER staff. As a condition to receive funding, 38 U.S.C. § 4102A(c)(2) requires States to submit an application for a grant that contains a State Plan narrative, which includes:

*(a) How the State intends to provide employment, training and job placement services to veterans and eligible persons under the JVSG;*

The JVSG are mandatory, formula-based staffing grants provided by DOL to states. The JVSG is funded annually in accordance with a funding formula defined in the statute (38 U.S.C. 4102A (c) (2) (B) and

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regulation and operates on a fiscal year (not program year) basis, however, performance metrics are collected and reported (VETS-200 Series Reports) quarterly (using four “rolling quarters”) on a Program Year basis (as with the ETA-9002 Series). Currently, VETS JVSG operates on a five-year (FY 2015–2019), multi-year grant approval cycle modified and funded annually.

In accordance with 38 U.S.C. § 4102A(b)(5) and § 4102A(c), the ASVET makes grant funds available for use in each State to support DVOP specialists and LVER staff. As a condition to receive funding, 38 U.S.C. § 4102A(c)(2) requires States to submit an application for a grant that contains a State Plan narrative, which includes:

The State of Wisconsin OVES provides services to eligible veterans through a statewide network of DVOP and LVER staff. These services are available in one-stop centers, online, and in various outreach locations. OVES staff work with partner agencies and programs to assure that priority of service is provided to veterans. Working closely with partner agencies assures that there is not duplication of services and that veterans receive all services that they are eligible and qualified to receive. LVERs are members of the local business services team. LVERs also work with employers so that veterans become employed.

*(b) The duties assigned to DVOP specialists and LVER staff by the State; specifically implementing DVOP and LVER duties or roles and responsibilities as outlined in 38 U.S.C. § 4103A and 4104. These duties must be consistent with current guidance;*

The State of Wisconsin OVES has distinct duties and roles and responsibilities for the DVOP and the LVER staff.

The DVOP provides intensive services to meet the employment needs of veterans with a SBE as identified by DOL VPLs 03-14 and 04-14. These service categories will be adjusted to comply with subsequent guidance from DOL during the life of this planning cycle.

### Populations served by the DVOP are:

- A special disabled or disabled veteran
- A homeless veteran
- A recently separated service member who during the previous 12 months has been unemployed for more than 27 weeks
- An offender, who is a veteran, who was released from incarceration within the last 12 months
- A veteran lacking a high school diploma or equivalent
- A veteran defined as low income by WIOA
- Any veteran aged 18 to 24
- Disabled veterans enrolled in Veterans Administration's VR Chapter 31 program.

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### The DVOP duties, to the case managed populations served, include:

- Document and record all activity using the State of Wisconsin approved computer-based case management system. Paper case management folders are used for documents such as DD214s, certifications and Chapter 31 related information.
- Comprehensive assessment to identify barriers, education and skill levels.
- Develop an IEP with the client to identify the strategies to overcome barriers and to find employment. Conduct follow-up to determine progress in achieving employment and adjust the IEP as needed.
- As appropriate, make referrals to other agencies, supportive services, counseling, testing or job search workshops.
- Assist in employment seeking activities through preparation of resumes, cover letters and application forms; instruct in use of internet and/or JCW, and access to other materials and information, such as labor market analysis.
- Develop strong linkages with partner agencies to assure that there is an agreed understanding of the roles and responsibilities of the DVOP and partner staff in providing services to veterans.
- Coordinate with LVERs to refer veterans to job openings.

The LVER promotes to employers, employer associations, and business groups the advantages of hiring veterans and is a member of the job center business service team as identified in 38 U.S.C.4104(B). These service categories will be adjusted to comply with subsequent guidance from DOL during the life of this planning cycle.

### The LVER duties include:

- Planning and participating in job and career fairs
- Serving as an active member of the job center and/or regional employer service team
- Conducting employer outreach
- In conjunction with employers, conducting job searches and workshops
- Coordinating with unions, apprenticeship programs, businesses or business organizations to promote and secure employment and training programs for veterans
- Promoting credentialing and licensing opportunities for veterans
- Informing Federal contractors of the process to recruit qualified veterans
- Submitting quarterly reports on program activities to Regional Supervisors, the Director of OVES, and to the DOL/VETS State Director.

*(c) The manner in which DVOP specialists and LVER staff are integrated into the State's employment service delivery system or one-stop delivery system partner network;*

OVES LVER and DVOP staff are located in the one-stop job center/career center network throughout the state of Wisconsin. LVERs are participating members of the job center business service teams. DVOPs

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partner with WIOA, WP, State VR staff, and other center based partner agencies, to develop employment plans and return veterans to self-sufficiency.

Veteran service staff also partner with numerous non-job center based service providers. LVER staff partner with DVA, and the Wisconsin Employment Resource Connection. This partnership provides information on employment and training to active National Guard and National Guard and Reserve units.

*(d) The Incentive Award program implemented using the 1% grant allocation set aside for this purpose, as applicable;*

The State of Wisconsin OVES has an Incentive Award program in place. In FFY 2016 and subsequent years 1% of the grant allocation will be set aside for the Incentive awards.

The incentive award process that is in place allows for recognition of individuals and offices working in the various programs that serve veterans. Following DOL guidance, the recognition includes cash, non-cash and/or office awards. The state will rely on performance data as well as criteria as outlined in DOL Veterans Program Letter (VPL) 02-07 (or any subsequent DOL guidance on incentive awards). Incentive award funds will be obligated by September 30 (end of federal fiscal year) and expended by December-31 of each year (2016 – 2020).

**Eligibility for the FFY 2016 incentive award follows.** Criteria and award amounts will be adjusted annually, based upon future guidance from DOL and funding amounts available.

- Offices, including any service delivery point providing exemplary employment and training services to veterans, One-Stop Career Centers designated by the WDBs, and other agencies identified as core WIOA partners that provide services to veterans
- Employees and all partner staff that work at the Wisconsin Job Centers, central office employees, employees that work in offices that contract with Workforce Investment Boards, DVOPs and LVERs, or other employees in agencies identified as core WIOA partners that provide services to veterans.

*(e) The populations of veterans to be served, including any additional populations designated by the Secretary as eligible for services, and any additional populations specifically targeted by the SWA for services from one-stop delivery system partners (e.g., Native American veterans; veterans in remote rural counties or parishes);*

Services of the one-stop delivery system partners are available to all veterans that meet the program's eligibility criteria.

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The veterans service staff, target their provision of services to veterans to the following veterans populations:

- A special disabled or disabled veteran
- A homeless veteran
- A recently separated service member who during the previous 12 months has been unemployed for more than 27 weeks
- An offender, who is a veteran, who was released from incarceration within the last 12 months
- A veteran lacking a high school diploma or equivalent
- A veteran defined as low income by WIOA
- Any veteran aged 18 to 24
- Disabled veterans enrolled in Veterans Administration's VR Chapter 31 program, and
- Native American Veterans with SBE.

### *(f) How the State implements and monitors the administration of priority of service to covered persons;*

The OVES staff have provided written information to each of the partner programs on the requirements of priority service to veterans and covered persons. OVES staff have made numerous presentations to staff of the various agencies on the requirements of priority of service. Signage has been placed within each one stop center resource room to inform veterans and eligible individuals of the requirement for priority of service. Priority of service is highlighted on appropriate State websites.

Each local WDB is required to provide policies on priority of service within their WIOA local plan. When these plans are submitted to the state, they will be reviewed by state staff to ensure that each local area is in compliance with the law. Priority of service must be within the MOU signed by all local partners.

Program compliance is monitored by state staff, which included LPLs as well as OVES staff.

### *(g) How the State provides or intends to provide and measure, through both the DVOP and one-stop delivery system partner staff: (1) job and job training individualized career services, (2) employment placement services, and (3) job-driven training and subsequent placement service program for eligible veterans and eligible persons;* *(1) Job and job training individualized career services,*

#### The DVOP will:

- Document and record all activity using the State of Wisconsin approved computer-based case management system. Paper case management folders will be used for documents such as DD214s, certifications and Chapter 31 related information.
- Conduct comprehensive assessments to identify barriers, education and skill levels.

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- Develop an IEP with the client to identify the strategies to overcome barriers and to find employment. Conduct follow-up to determine progress in achieving employment and adjust the IEP as needed.
- Make referrals to other agencies, supportive services, counseling, testing or job search workshops as appropriate.
- Assist in employment seeking activities through preparation of resumes, cover letters, and application forms. Instruct in use of internet and/or JCW, and access to other materials and information, such as labor market analysis.
- Develop strong linkages with partner agencies to assure that there is an agreed understanding of the roles and responsibilities of the DVOP and partner staff in providing services to veterans.

Performance will be measured through Vets 200 A reports are generated to track the level of intensive service provided by DVOPs, and WEBI reports which track service provision of Vets staff, WIOA staff and WP staff.

### *(2) Employment placement services, and*

DVOPs coordinate with LVERs to refer veterans to job openings. All job orders on the public labor exchange are posted to provide veterans priority. Partner programs provide job search assistance to veterans who are eligible for and qualify for their services.

Performance will be measured through VETS 200 A reports which track the veteran entered employment, employment retention at six months and average wage and disabled veteran entered employment, retention at six months and average wage. ETA 9002D reports results of similar services provided by the labor exchange. WEBI reports include data on service provision.

### *(3) Job-driven training and subsequent placement service program for eligible veterans and eligible persons;*

DVOPs coordinate with LVERs to refer veterans to job openings. The DVOP will develop and maintain strong linkages with partner agencies to assure that there is an agreed understanding of the roles and responsibilities of the DVOP and partner staff in providing services to veterans.

Performance will be measured through the VETS 200 A report and WEBI reports.

### *(h) The hire date along with mandatory training completion dates for all DVOP specialists and LVER staff; and,*

All newly hired LVER or DVOP staff will complete on-line distance learning regarding veteran's benefits. This training is provided by (National Veterans' Training Institute) NVTI Training Solutions, a DOL VETS

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sponsored training provider. All FTE staff will be required to attend Facilitating Veteran Employment training offered by NVTI. In addition, LVER will receive training on employer outreach. DVOPs will receive training on Facilitating Veteran Employment and Intensive Services. All LVER or DVOP training will be provided within 18 months of hire. Staff will receive instructions on all data entry from DWD/OVES supervisor. Specific Webinar necessary training will be provided to LVER and DVOP staff by DWD. All DWD/OVES will receive additional training requested by staff or DWD management through Cornerstone.

There are no half-time LVERS or DVOPS.

Attached is a list of staff names, staff locations, and training dates.

**LVER Garcia, Alfonso**

06/16/2014 Basic Veterans Benefits On-Line 140 4/8/2013 - 4/19/2013  
Labor & Employment Specialist 237 6/11/2013 - 6/14/2013  
Case Management 221 7/23/2013 - 7/26/2013  
Facilitating Veteran Employment 12 9/30/2014 - 10/3/2014  
Employer Outreach 3 11/4/2014 - 11/7/2014  
Kenosha Job Center  
8600 Sheridan Ave  
Kenosha, WI 53143

**DVOP Hardy, Napoleon**

07/14/2014 Basic Veterans Benefits On-Line 142 6/3/2013 - 6/14/2013  
Facilitating Veteran Employment 12 9/30/2014 - 10/3/2014  
Intensive Services 12 11/18/2014 - 11/21/2014  
Racine County Workforce Development Ctr.  
1717 Taylor Street  
Racine, WI 53403

**DVOP Tamayo, Joshua**

09/22/2014 Facilitating Veteran Employment 27 5/19/2015 - 5/22/2015  
Intensive Services 36 8/18/2015 - 8/21/2015  
Milwaukee Job Center Southeast  
2701 S.Chase Milwaukee, WI 53207

**Gaidosh, John -Project DVOP**

03/28/2016 No classes completed or scheduled according to NVTI database  
Milwaukee Job Center Southeast  
2701 S.Chase Milwaukee, WI 53207



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**LVER James, Michael**

04/05/2015 Basic Veterans Benefits On-Line 135 12/3/2012 - 12/14/2012  
Labor & Employment Specialist 228 12/11/2012 - 12/14/2012  
Case Management 211 1/8/2013 - 1/11/2013  
Employer Outreach 18 9/22/2015 - 9/25/2015  
Milwaukee Job Center Northeast  
1915 N. Martin Luther King Drive Milwaukee, WI 53213

**DVOP Perry, Geraldine**

10/25/2010 Basic Veterans Benefits On-Line 111 9/7/2010 - 9/20/2010  
Basic Veterans Benefits On-Line 115 1/3/2011 - 1/14/2011  
Case Management 186 3/1/2011 - 3/4/2011  
Labor & Employment Specialist 199 4/26/2011 - 4/29/2011  
Labor & Employment Specialist 199 4/26/2011 - 4/29/2011  
U.S. Department of Veterans Affairs  
5400 W. National Ave. Milwaukee, WI 53295

**DVOP Lehman, Pamela ISC Milwaukee VA Regional Office**

10/20/2015 Intensive Services 45 12/15/2015 - 12/18/2015  
Facilitating Veteran Employment 45 2/2/2016 - 2/5/2016  
Basic Veterans Benefits On-Line 182 3/7/2016 - 3/18/2016  
Milwaukee Job Center Southeast  
2701 S. Chase Milwaukee, WI 53207

**DVOP Torres, Juan ISC Back-up**

06/05/2000 Labor & Employment Specialist 59 5/22/2001 - 5/25/2001  
FCAIS Online 32 10/21/2002 - 10/25/2002  
Basic Veterans Benefits On-Line 29 11/11/2002 - 11/22/2002  
Case Management 106 1/28/2003 - 1/31/2003  
Intensive Services 38 9/1/2015 - 9/4/2015  
Milwaukee Job Center Northeast  
1915 N. Martin Luther King Drive Milwaukee, WI 53212

**Corry Hunter -Project DVOP 03/21/2015**

No classes completed or scheduled according to NVTI database  
Pewaukee Workforce Development Center  
892 Main Street, suite J Pewaukee, WI 53072

**LVER Feltes, Brian 05/18/2015**

Basic Veterans Benefits On-Line 142 6/3/2013 - 6/14/2013  
Labor & Employment Specialist 244 9/10/2013 - 9/13/2013

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Case Management 227 12/10/2013 - 12/13/2013  
Employer Outreach 22 4/12/2016 - 4/15/2016  
Pewaukee Workforce Development Center  
892 Main Street, suite J Pewaukee, WI 53072

**DVOP Montgomery, Ivery 7/2/2012**

Basic Veterans Benefits On-Line 114 12/6/2010 - 12/17/2010  
Labor & Employment Specialist 228 12/11/2012 - 12/14/2012  
Case Management 211 1/8/2013 - 1/11/2013  
Workforce Development Center-Washington County  
2200 Green Tree Road West Bend, WI 53090

**DVOP Coleman, Chris 02/25/2013**

Basic Veterans Benefits On-Line 115 1/3/2011 - 1/14/2011  
Labor & Employment Specialist 203 7/12/2011 - 7/15/2011  
Case Management 194 8/30/2011 - 9/2/2011  
Fox Cities Workforce Development Center  
1802 Appleton Rd. Menasha, WI 54952

**LVER Murphy, Jeffrey 08/13/2012**

Basic Veterans Benefits On-Line 114 12/6/2010 - 12/17/2010  
Case Management 186 3/1/2011 - 3/4/2011  
Labor & Employment Specialist 200 5/3/2011 - 5/6/2011  
Transition Assistance Program 162 6/13/2011 - 6/17/2011  
Promoting Partnerships for Employment 91 2/12/2013 - 2/15/2013  
Fond du Lac Area Job & Career Center  
249 N. Peters Ave. Fond du Lac, WI 54935

**DVOP Oppermann, Sandra 42170 Intensive Services 37 8/25/2015 - 8/28/2015**

Facilitating Veteran Employment 47 2/23/2016 - 2/25/2016  
Fond du Lac Area Job & Career Center  
249 N. Peters Ave. Fond du Lac, WI 54935

**DVOP Holzman, Cynthia 02/09/2015 Basic Veterans Benefits On-Line 160 1/12/2015 - 1/29/2015**

Facilitating Veteran Employment 23 3/24/2015 - 3/27/2015  
Intensive Services 31 7/7/2015 - 7/10/2015  
Wisconsin Job Center-Green Bay  
701 Cherry Street Green Bay, WI 54301

**LVER Jablonicky, Derek 06/17/2013 Labor & Employment Specialist 245 12/3/2013 - 12/6/2013**

Case Management 231 3/18/2014 - 3/21/2014

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Employer Outreach 2 8/26/2014 - 8/29/2014  
Basic Veterans Benefits On-Line 157 12/1/2014 - 12/12/2014  
Wisconsin Job Center-Green Bay  
701 Cherry Street Green Bay, WI 54301

**DVOP Beverly, Thomas 02/09/2015 Facilitating Veteran Employment 28 6/9/2015 - 6/12/2015**  
Intensive Services 36 8/18/2015 - 8/21/2015  
Wisconsin Job Center-Green Bay  
701 Cherry Street Green Bay, WI 54301

**DVOP Marquardt, Brian 01/02/2008 Basic Veterans Benefits On-Line 53 7/11/2005 - 7/22/2005**  
Labor & Employment Specialist 129 2/7/2006 - 2/10/2006  
Case Management 139 6/6/2006 - 6/9/2006  
Promoting Partnerships for Employment 89 12/4/2012 - 12/7/2012  
Facilitating Veteran Employment 48 3/8/2016 - 3/11/2016  
Intensive Services 50 4/12/2016 - 4/15/2016  
Wisconsin Job Center-Green Bay  
701 Cherry Street Green Bay, WI 54301  
Marathon Job Center  
364 Grand Ave. Wausau, WI 54403

**DVOP Brown, Nancy - May 2, 2016- 06/03/2013 Labor & Employment Specialist 240 7/16/2013 - 7/19/2013**  
Basic Veterans Benefits On-Line 148 2/3/2014 - 2/14/2014  
Case Management 233 4/15/2014 - 4/18/2014  
Employer Outreach 1 6/10/2014 - 6/13/2014  
Medford Job Center  
639 South Second Street Medford, WI 54451

**DVOP Erickson, Terry 09/13/2010 Basic Veterans Benefits On-Line 113 11/1/2010 - 11/12/2010**  
Labor & Employment Specialist 198 4/12/2011 - 4/15/2011  
Promoting Partnerships for Employment 73 7/26/2011 - 7/29/2011  
Intensive Services 37 8/25/2015 - 8/28/2015  
Superior Job Center  
1805 N. 14 Street, Suite 1 Superior, WI 54880

**DVOP Casey, Tom 06/21/2010 Basic Veterans Benefits On-Line 102 11/2/2009 - 11/16/2009**  
Case Management 184 11/2/2010 - 11/5/2010  
Labor & Employment Specialist 197 3/22/2011 - 3/25/2011  
Eau Claire Job Center  
221 W. Madison St, Suite 140B Eau Claire, WI 54703

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**LVER Peterson, Brian 06/16/2014 Facilitating Veteran Employment 7 7/29/2014 - 8/1/2014**

Employer Outreach 4 12/16/2014 - 12/19/2014

Eau Claire Job Center

221 W. Madison St, Suite 140B Eau Claire, WI 54703

**DVOP Tesch, David 10/04/1992 Veterans Benefits 100 10/18/1993 - 10/22/1993**

Case Management (Off Site) 501 3/6/1995 - 3/10/1995

Case Management (Off Site) 550 5/12/1998 - 5/15/1998

Labor & Employment Specialist 153 12/18/2007 - 12/21/2007

Transition Assistance Program 162 6/13/2011 - 6/17/2011

Intensive Services 44 12/8/2015 - 12/11/2015

Eau Claire Job Center

**LVER Larson, Rickie 03/14/2010 Labor & Employment Specialist 90 12/3/2002 - 12/6/2002**

Case Management 107 2/18/2003 - 2/21/2003

Basic Veterans Benefits On-Line 35 7/21/2003 - 8/1/2003

Transition Assistance Program 120 3/29/2004 - 4/2/2004

Promoting Partnerships for Employment 63 7/20/2010 - 7/23/2010

Lacrosse Job Center

402 N 8th Street La Crosse, WI 54603

**DVOP Tranberg, Vern 12/28/2010 Labor & Employment Specialist 204 7/26/2011 - 7/29/2011**

Case Management 194 8/30/2011 - 9/2/2011

Basic Veterans Benefits On-Line 124 11/7/2011 - 11/21/2011

Promoting Partnerships for Employment 2/12/2013 -2/15/2013

Intensive Services 2/9/2016 -2/12/2016

Dane County Job Center

1819 Aberg Avenue Madison, WI 53704

**LVER Bauer, Joseph 03/23/2015 Basic Veterans Benefits On-Line 127 3/5/2012 - 3/16/2012**

Basic Veterans Benefits On-Line 165 4/6/2015 - 4/17/2015

Facilitating Veteran Employment 36 9/1/2015 - 9/4/2015

Employer Outreach 20 1/26/2016 - 1/29/2016

Dane County Job Center

1819 Aberg Avenue Madison, WI 53704

**DVOP Degner, Eugene 11/08/1999 Labor & Employment Specialist 55 3/27/2001 - 3/30/2001**

Case Management 91 8/21/2001 - 8/24/2001

Transition Assistance Program 147 2/11/2008 - 2/15/2008

Basic Veterans Benefits On-Line 90 11/3/2008 - 11/17/2008

Dane County Job Center

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1819 Aberg Avenue Madison, WI 53704

**DVOP Forss, Richard 09/08/2014 Facilitating Veteran Employment 27 5/19/2015 - 5/22/2015**

Basic Veterans Benefits On-Line 173 8/3/2015 - 8/14/2015

Intensive Services 48 3/15/2016 - 3/18/2016

Rock County Job Center

1900 Center Rd Janesville, WI 53546

**Matteson, William 03/09/2015 Facilitating Veteran Employment 26 4/28/2015 - 5/1/2015**

Employer Outreach 22 4/12/2016 - 4/15/2016

Rock County Job Center

1900 Center Rd Janesville, WI 53546

**DVOP Schroeder, Edward 07/16/2012 Basic Veterans Benefits On-Line 101 10/5/2009 - 10/16/2009**

Labor & Employment Specialist 231 3/19/2013 - 3/22/2013

Case Management 214 4/9/2013 - 4/12/2013

Central Office

201 E. Washington Ave.

Madison, WI 53707

**LVER Ard, Mark 08/10/2015 Facilitating Veteran Employment 19 2/24/2015 - 2/27/2015**

Employer Outreach 10 5/12/2015 - 5/15/2015

Marathon Job Center

364 Grand Ave. Wausau, WI 54404

**Maple, Jessica (Region 1 Supervisor) 03/10/2014 Facilitating Veteran Employment 4 7/15/2014 - 7/18/2014**

Leadership for the Integration of Veteran Services 10 9/30/2014 - 10/2/2014

Employer Outreach 15 7/28/2015 - 7/31/2015

Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

Rock County Job Center

1900 Janesville Avenue Janesville, WI 53546

**Jones, Charles (Region 2 Supervisor) 02/09/2015 Case Management 67 10/20/1998 - 10/23/1998**

Labor & Employment Specialist 13 1/11/1999 - 1/15/1999

Basic Veterans Benefits On-Line 98 7/6/2009 - 7/17/2009

Promoting Partnerships for Employment 85 6/26/2012 - 6/29/2012

Leadership for the Integration of Veteran Services 17 10/20/2015 - 10/22/2015

Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

LaCrosse Job Center

2815 East Ave South, La Crosse, WI 54601 Stigler, Ronald

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**Region 3 Supervisor May 2, 2016 Case Management (Off Site) 502 3/6/1995 - 3/10/1995**

Veterans Benefits 141 3/13/1995 - 3/17/1995  
Case Management (Off Site) 550 5/12/1998 - 5/15/1998  
Transition Assistance Program 121 5/3/2004 - 5/7/2004  
Competitive Grantees Conference 2005 2 8/8/2005 - 8/11/2005  
Promoting Partnerships for Employment 15 3/28/2006 - 3/31/2006  
Competitive Grantees Conference 2006 1 7/31/2006 - 8/3/2006  
Competitive Grantees Conference 1 8/7/2007 - 8/9/2007  
Leadership for the Integration of Veteran Services 3 2/20/2008 - 2/22/2008  
Labor & Employment Specialist 157 3/18/2008 - 3/21/2008  
2012 Symposium 1 11/28/2012 - 11/29/2012  
Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016  
Central Office  
201 E. Washington Ave. Madison, WI 53707

**Meyer, Gary (Director) 12/10/1984 Case Management 5 10/17/1994 - 10/21/1994**

Case Management (Off Site) 550 5/12/1998 - 5/15/1998  
Basic Veterans Benefits On-Line 52 6/13/2005 - 6/24/2005  
Promoting Partnerships for Employment 11 11/1/2005 - 11/4/2005  
Labor & Employment Specialist 153 12/18/2007 - 12/21/2007  
Leadership for the Integration of Veteran Services 3 2/20/2008 - 2/22/2008  
2012 Symposium 1 11/28/2012 - 11/29/2012  
Leadership for the Integration of Veteran Services 10 9/30/2014 - 10/2/2014  
Facilitating Veteran Employment 30 7/14/2015 - 7/17/2015  
Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

<i>(i) Such additional information as the Secretary may require.</i>
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## Appendix 2: Wisconsin WIOA Allocation Process

### The Operational Guide, Protocols & Checklist to Develop the Annual Allocations for Workforce Development Areas

It is the intention that this document, along with the Allocation Template, will help the reader understand how WIOA allocations are developed for Wisconsin Workforce Development Areas. We believe that this guide will make the process more transparent.

The document contains instructions for each step of the allocation process, protocols for allocation development and a checklist to ensure that each step is completed in a timely fashion. This guide will be the operating instruction for the staff that develop the allocations.

It is also important to note that this document is an ongoing work in progress. After each allocation cycle, the Division of Employment and Training (DET) will review the effort and improve the process, as necessary. This guide will be revised to reflect those process improvements.

The guide and the allocation process meet the Department of Labor requirements. The guide will also be revised to reflect changes to the allocation process that must be implemented in response to changes in federal requirements.

Prepared by: Gary Dennis, November 2009  
Bureau of Workforce Training

Revised: March 2010, May 2015, Oct 2015, Oct 2016, Jan 2018



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### Introduction

The workforce development activities carried out in Wisconsin's eleven Workforce Development Areas (WDAs) are federally funded through the Workforce Innovation and Opportunity Act (WIOA). WIOA funds are distributed to states based on three factors described in Sections 128 and 133 of the Act. Funds provided through this process are considered allotments, are announced through a Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) usually in March, and are provided for Youth, Adult, and Dislocated Worker programs.

### *Definitions used in the preparation of allocations:*

- **Allocations Developer**: The developer is a DWD staff person who is responsible for collecting data from various sources, inputting the data into the allocations spreadsheet, adjusting the spreadsheet and calculating the allocation shares and subsequent allocations.
- **Allocations Share**: The percent of the funds that a WDA should expect to receive from the funds available for local distribution for that program in the State based on the funding formula or hold harmless provisions.
- **Allocations Team**: A small group of workforce professionals from DWD and the WDBs who will review the allocation methodology and allocation results prior to the release of the WIOA allocations for each program year.
- **ASU**: Area of Substantial Unemployment – Number of unemployed persons residing in a county or reportable city that has at least one census tract or a combination of contiguous census tracts with a population of 10,000 and an unemployment rate of 6.5%. Data Source Contacts: The key staff to communicate with at agencies that produce data used in the allocation formulae. (Attachment D contains a listing of contacts)
- **Declining Industries**: Industry sectors (2-digit North American Industrial Classification System (NAICS) code.) that have fewer jobs than the sector had in a criterion year. For the current PY allocations, the number of jobs from the 2 year prior PY will be compared to the number of jobs in the PY from 5 years prior.
- **Economically disadvantaged adults**: individuals age 22-72 meeting (or member of family meeting): OMB poverty level or 70% of Lower Living Standard Income Level (LLSIL), excluding college students and military as counted in the census. (Concentrated Employment Program areas have a special adjusted LLSIL).

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- **Economically disadvantaged youth**: individuals age 16-21 meeting (or member of family meeting): OMB poverty level or 70% of LLSIL, excluding college students and military as counted in the census. (Concentrated Employment Program areas have a special adjusted LLSIL).
- **Excess unemployed**: The number of unemployed individuals above a 4.5% unemployment rate residing in a WDA.
- **Insured Unemployment**: total number of UI Claimants for most recently completed calendar year.
- **Internal Review Team**: A small group of DWD staff who will review the allocation spreadsheets, DOL allotment announcements and related policies to ensure that allocation shares calculation is correct prior to release to the Allocation Team for review and comment.
- **Long-term unemployed**: UI Claimants that received unemployment compensation for 15 or more weeks in the most recently completed calendar year.
- **Lower Living Standard Income Level (LLSIL)**: The LLSIL is defined as "that income level (adjusted for regional, metropolitan, urban and rural differences and family size) determined annually by the Secretary [of Labor] based on the most recent lower living family budget issued by the Secretary."
- **OMB Poverty Level**: Following the Office of Management and Budget's (OMB's) Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If a family's total income is less than that family's threshold, then that family, and every individual in it, is considered poor. The poverty thresholds do not vary geographically, but they are updated annually for inflation with the Consumer Price Index (CPI-U). The official poverty definition counts money income before taxes and excludes capital gains and noncash benefits (such as public housing, Medicaid, and food stamps).
- **Unemployment concentrations**: The WDA must meet or exceed the state unemployment rate or have 10% or more of all unemployed workers in the state in order to qualify for this factor. This data is from the prior program year (July to June)

### Factors Used in the Calculating WIOA Allocations

Once the allotment is received, Division of Employment and Training staff prepares within state allocations.

### *Youth Formula:*

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For the youth programs, the same factors used to determine Federal allotments are used to distribute funds among the WDAs. The three factors are:

1. 33 1/3% on the basis of the relative number of unemployed individuals in ASUs in each workforce investment area, compared to the total number of unemployed individuals in ASUs in the State;
2. 33 1/3% on the basis of the relative number of Excess Unemployed individuals in each workforce investment area, compared to the total number of Excess Unemployed individuals in the State; and
3. 33 1/3% on the basis of the relative number of disadvantaged youth in each workforce investment area, compared to the total number of disadvantaged youth in the State, as reported by the American community Survey. [WIOA sec. 128] See Attachment A.  
*To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the three-factor formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years.*

### Adult Formula:

For the adult programs, the same factors used to determine Federal allotments are used to distribute funds among the WDAs. The three factors are:

1. 33 1/3% on the basis of the relative number of unemployed individuals in ASUs in each workforce investment area, compared to the total number of unemployed individuals in ASUs in the State (based on the annual average ending June of the previous year after benchmarking);
2. 33 1/3% on the basis of the relative number of Excess Unemployed individuals in each workforce investment area, compared to the total number of Excess Unemployed individuals in the State (based on the annual average ending June of the previous year after benchmarking); and
3. 33 1/3% on the basis of the relative number of disadvantaged adults in each workforce investment area, compared to the total number of disadvantaged adults in the State, as reported by the American community Survey. [WIOA sec. 133] See Attachment B.

*To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the three-factor formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years.*

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### *Dislocated Worker (DLW) Formula:*

The Dislocated Worker within state allocation is calculated based on a formula developed by the Governor and approved in the State's WIOA Plan. There are six factors in the WI Dislocated Worker allocation formula. The factors and their associated weights are:

1. 25% based on a WDA's Unemployment Concentration value as a percentage of the entire state's Unemployment Concentration value.
2. 18.75% based on the relative number of Long Term Unemployed persons living in the WDA as compared to the number of Long Term Unemployed persons in the state.
3. 6.25% based on the relative number of persons living in the WDA who have established an Unemployment claim as compared to that number for the state.
4. 25% based on Declining Industries where the relative number of jobs lost by industry within the WDA is compared to the number of jobs lost by industry within the state.
5. 12.5% based on the relative number of persons reported as receiving notice of lay off in Plant Closing/Mass Lay off notices in the WDA compared to the total reported for the state.
6. 12.5% based on each WDA's prorated share of Farm Hardship as measured by farm closings.

*To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years.*

### Allocation Timetable

#### January

- The allocation process should begin in early January of each year. It begins with a written notice via email, memo or letter from the allocation developer to the data source contacts reminding them of the data each will provide. See Attachment D for data source contacts.
- Data sources return the requested data by the end of January.

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### February

- By mid February, the allocation developer enters all data needed to calculate the allocation shares. Preliminary allocation shares are distributed for internal review.
- End of February: Release, via Administrator's Memo (ADM), preliminary allocation shares to the Workforce Development Boards for review and pre-planning. The Allocations Team will be asked specifically to review the allocation shares and the process used to develop them.

### March

- DOL-ETA issues the TEGl that transmits state allotments and related policy. (approximate time, may be issued later but supposed to be out in time for the April 1 start of the Youth program).
- Internal team reviews TEGl to determine if related policy will require adjustments to the allocation spreadsheet.
- If spreadsheet adjustments are required, the allocation developer will complete revisions for review by the Allocations Team within 15 days of receipt of the TEGl. The Allocations Team will have 5 days to review spreadsheet revisions.
- Allocations developer begins working on an ADM to transmit WDA final allocation shares and allocation amounts to the Workforce Development Board Directors and other interested parties. Development of the ADM can begin once allocations related policy impact is understood. The goal is to have the ADM signed by March 31 (dependent on the issue date of the TEGl containing allotments).
- After the Allocations Team approves and returns the allocation spreadsheet the allocations developer enters the allotments into the spreadsheet to calculate WDA allocation amounts.
- Allocation developer routes the completed allocation spreadsheet to the Allocations Team for verification of the allocations. After verification, the Allocations Developer prints the "Print Allocations" tab for attachment to the ADM.
- Allocation developer routes the completed ADM for signature to the Division Administrator through their supervisor and Bureau Director.

### April

- The signed ADM is transmitted to the WDBs, DET Contracting, the Bureau of Workforce Training and other interested parties.

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- DET Contracting enters the allocation amounts into grant documents for the WDBs and ensures that the information is in COMET.

### Internal Review Team

Whenever internal review is needed, the following positions will be consulted.

- Policy Initiatives Advisor or Labor
- Market Information Section Chief
- Finance Section Chief
- DWD Budget Analyst assigned to WIOA
- DET Contracting Staff

### Allocations Team

The Allocations Team consists of DWD and WDA staff who will review processes and results to ensure accuracy and compliance with the requirements that govern the development of WIOA allocations.

Members include:

- Administrator, Div. of Employment and Training
- Director, Bureau of Workforce Training
- Local Services Section Chief
- Policy Initiatives Advisor or Labor
- Market Information Section Chief
- DWD Chief Financial Officer
- Directors from two WDBs

### Calculating the Allocations

The allocation formula is embodied in a 17-tabbed MS-Excel spreadsheet. The spreadsheet has been modified and added to over the years. The last significant revisions were done when WIA was implemented in PY2000 and when the DW programs were integrated into the spreadsheet in PY04.

Although the spreadsheet is usually referred to as the Allocation Formula, there are really two allocation formulas that are calculated in the spreadsheet; the Youth/Adult formula (aka the 3-part formula) and the Dislocated Worker formula, which has 6 parts. Both formulae use some common data so they are done together.

In the chart below is a list of the tabs within the spreadsheet. Each tab is classified by its primary purpose and program it influences. A tab that is classified as a Calculator generally takes data that has been input in another location and processes it to produce a factor for the formula. An Input tab



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generally is a storage location for data that has been provided by a data source and will be used by a Calculator tab. In some instances, a tab will be both Calculator and Input. The Info/Print tabs contain information of interest or summarize results in a printable format.

Tab Name:	Calculator	Info/Print	Input	Adult	Youth	DLW
Reference			X	X	X	X
DOL Allotment	X		X	X	X	X
Print Allocations	X	X		X	X	X
Calc Adult	X			X		
Calc Youth	X				X	
Calc DLW	X					X
3-Part	X			X	X	
DLW 6-Part	X					X
WARN Data			X			X
UI Claimants	X		X			X
UI Concentrations	X					X
Farm Loss	X		X			X
Industry Decline	X					X
ASU-EU Calculator	X			X	X	X
ASU Calculations			X	X	X	X
LAUS Data						
Decline Data						
Updates		X	X	X	X	X

*\*Comments on the Table:*

*\* Column 2, 3, and 4 describe the purpose of the tab. Column 5,6, and 7 describe the program that tab applies to.*

*\*LAUS Data Tab: Tab was used historically and retained as placeholder until PY 2017*

*\*Decline Data Tab: Tab was used historically and retained as placeholder until PY 2016*

### Specific Instruction for each Tab

- **Reference TAB:** This tab is a location to enter data that will be referenced throughout the workbook. For example, every year the Program Year must be changed manually on virtually every tab. By referencing a cell on this sheet, all the Program Years can be changed with one entry. Similar mass references are included in this tab.
- **DOL Allotment TAB:** This tab calculates the gain/loss from the prior year; calculates the state admin, 10% discretionary fund, special response fund and funds for local distribution; and,

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provides a history of allotments received from DOL.

The allocation developer has a number of procedures to execute on this sheet. They are:

1. Copy the most current year allotment amounts from column D4-D13 to column C4-C13.
2. Enter new PY allotments from the DOL TEGL into column D4-D13.
3. Copy Column D4-D13 to the first free column to the right of the "History Section."
4. Enter the TEGL number and date as the information source in Cell B15 and at the end of the source list starting in A27.

*The Print Allocation Tab references the local distribution amounts in column K5-K7.*

*Allocation shares multiplied by the local distribution amounts generates WDA allocations by program.*

- **The Print Allocation Tab:** The Print Allocations tab calculates and displays each WDA's allocation shares, allocation amount, and its hold harmless status for each program. All the calculations on this tab are automatic. The allocation shares come from the Calc Adult, Calc Youth and Calc DW. Allocations are generated by multiplying the allocation share by the allotment available for local distribution from column K on the DOL Allotment Tab. The source notation comes from the DOL Allotment page as well and the Program Year comes from the Reference Tab.

*The only manual task for the Allocations developer is to print the sheet.*

- **CALC Adult Tab:** This tab applies the hold harmless provision to the Adult allocation shares calculated on the 3-part tab, maintains a history of prior allocation shares, and exports the allocation shares and the hold harmless designation to the Print Allocations Tab. The tab has three sections.
  1. Section 1 calculates whether a WDA will be held harmless and adjusts the allocation shares of those WDAs not held harmless down to make up for the hold harmless adjustment. This iterative process may cause some WDAs not initially held harmless to be protected as their share falls to provide the hold harmless to eligible WDAs.

This section compares the allocation shares calculated on the 3-part tab to 90% of the Average of Prior 2 Years Share and chooses the higher of the two shares. If any WDA is held harmless, the sum of the shares will exceed 100%. Each subsequent column checks if each WDA share in the previous column exceeds the hold harmless share and if so, reduces the share in proportion to its contribution to exceeding 100% in the sum of the prior column. This process progressively reduces the sum of the column closer to 100%. When the column sum reaches 100.0000%, or there have been 25 recalculations, whichever is later, recalculation can stop.

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2. Section 2 is a historical table of allocation shares by WDA from the inception of WIA. The shares from the most recent 2 years prior to the allocation year provide the data for the Average of Prior 2 Years Share in Column C in Section 1.
3. Section 3 is used to double check the final adjustment against the 90% hold harmless amount and label the hold harmless WDAs. This section contains all of the exportable data from this sheet for the Print Allocations Tab.

Most of the calculations are automatic in this sheet though there are some maintenance functions that an Allocations developer must perform. They are:

1. In Section 2, ensure that the Allocation Shares for the most recent program year are actual values, not cell references. If they are cell references or formulas, copy the Allocation share column onto itself using Paste Special, Values and Formatting. This will convert the relative references to values.
  2. Copy the two most recent Program Year's data from this Section to columns C & D of this Section. Section 1, column C uses this data to calculate the Average of the Prior 2 Years.
  3. After the calculations have been run, copy column AE from Section 1 to the appropriate PY blank column in section 2. Use the Paste Special, Values and Number Formatting when copying to ensure that the allocation shares are recorded as values rather than relative reference cells or formulas. (if the sum of column AE in Section 1 is greater than 100.0000%, copy the first column where the total equals 100.0000% to Section 2).
  4. After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.
  5. If a column of allocation shares other than column AE from Section 1 is used as the calculated allocation shares, the Allocations developer must change the references in Section 3, column C to reflect the Section 1 column used.
- **CALC Youth Tab:** *This tab applies the hold harmless provision to the Youth allocation shares calculated on the 3-part tab, maintains a history of prior allocation shares, and exports the allocation shares and the hold harmless designation to the Print Allocations Tab. The tab has three sections.*
    1. *Section 1 calculates whether a WDA will be held harmless and adjusts the allocation shares of those WDAs not held harmless down to make up for the hold harmless*

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*adjustment. This iterative process may cause some WDAs not initially held harmless to be protected as their share falls to provide the hold harmless to eligible WDAs.*

*This section compares the allocation shares calculated on the 3-part tab to 90% of the Average of Prior 2 Years Share and chooses the higher of the two shares. If any WDA is held harmless, the sum of the shares will exceed 100%. Each subsequent column checks if each WDA share in the previous column exceeds the hold harmless share and if so, reduces the share in proportion to its contribution to exceeding 100% in the sum of the prior column. This process progressively reduces the sum of the column closer to 100%. When the column sum reaches 100.0000%, or there have been 25 recalculations, whichever is later, recalculation can stop.*

- 2. Section 2 is a historical table of allocation shares by WDA from the inception of WIA. The shares from the most recent 2 years prior to the allocation year provide the data for the Average of Prior 2 Years Share in Column C in Section 1.*
- 3. Section 3 is used to double check the final adjustment against the 90% hold harmless amount and label the hold harmless WDAs. This section contains all of the exportable data from this sheet for the Print Allocations Tab.*

Most of the calculations are automatic in this sheet though there are some maintenance functions that an Allocations developer must perform. They are

1. In Section 2, ensure that the Allocation Shares for the most recent program year are actual values, not cell references. If they are cell references or formulas, copy the Allocation share column onto itself using Paste Special, Values and Formatting. This will convert the relative references to values.
2. Copy the two most recent Program Year's data from this Section to columns C & D of this Section. Section 1, column C uses this data to calculate the Average of the Prior 2 Years.
3. After the calculations have been run, copy column AE from Section 1 to the appropriate PY blank column in section 2. Use the Paste Special, Values and Number Formatting when copying to ensure that the allocation shares are recorded as values rather than relative reference cells or formulas. (if the sum of column AE in Section 1 is greater that 100.0000%, copy the first column where the total equals 100.0000% to Section 2).
4. After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.

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5. If a column of allocation shares other than column AE from Section 1 is used as the calculated allocation shares, the Allocations developer must change the references in Section 3, column C to reflect the Section 1 column used.

- **CALC DLW Tab:** This tab applies the hold harmless provision to the Dislocation Worker allocation shares calculated on the DW 6-part tab, maintains a history of prior allocation shares, and exports the allocation shares and the hold harmless designation to the Print Allocations Tab. The tab has three sections.

1. Section 1 calculates whether a WDA will be held harmless and adjusts the allocation shares of those WDAs not held harmless down to make up for the hold harmless adjustment. This iterative process may cause some WDAs not initially held harmless to be protected as their share falls to provide the hold harmless to eligible WDAs.

This section compares the allocation shares calculated on the DW 6-part tab to 90% of the Prior Year Share and chooses the higher of the two shares. If any WDA is held harmless, the sum of the shares will exceed 100%. Each subsequent column checks if each WDA share in the previous column exceeds the hold harmless share and if so, reduces the share in proportion to its contribution to exceeding 100% in the sum of the prior column. This process progressively reduces the sum of the column closer to 100%. When the column sum reaches 100.0000%, or there have been 25 recalculations, whichever is later, recalculation can stop.

2. Section 2 is a historical table of allocation shares by WDA from PY04. The shares from the most recent year prior to the allocation year provides the data for the Prior PY Shares in Column C in Section 1.
3. Section 3 is used to double check the final adjustment against the 90% hold harmless amount and label the hold harmless WDAs. This section contains all of the exportable data from this sheet for the Print Allocations Tab.

Most of the calculations are automatic in this sheet though there are some maintenance functions that an Allocations developer must perform. They are:

1. In Section 2, ensure that the Allocation Shares for the most recent program year are actual values, not cell references. If they are cell references or formulas, copy the Allocation share column onto itself using Paste Special, Values and Number Formatting. This will convert the relative references or formulas to values.
2. Change the references in Section 1, column C to references the allocation shares from the most recent program year prior to the year allocations are being calculated for.

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3. After the calculations have been run, copy column AE from Section 1 to the appropriate PY blank column in section 2. Use the Paste Special, Values and Number Formatting when copying to ensure that the allocation shares are recorded as values rather than relative reference cells or formulas. (if the sum of column AE in Section 1 is greater than 100.0000%, copy the first column where the total equals 100.0000% to Section 2)
  4. After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.
  5. If a column of allocation shares other than column AE from Section 1 is used as the calculated allocation shares, the Allocations developer must change the references in Section 3, column C to reflect the Section 1 column used. Add a note to the Updates Tab that the reference was changed.
- **3-Part TAB:** This tab is used to calculate allocation shares from the 3 factors in the WIA legislation. The 3-part formula is set up to calculate a share that a WDA would receive of the State's allotment if based solely on the factors in the Act. Each factor is 1/3 of the share. The factors are the relative share the WDA's economically disadvantaged adults or youth make up of the State's economically disadvantaged adults or youth, the relative share the WDA makes up of the State's unemployed in excess of 4.5% and the WDA's share of unemployed living in the State's ASUs (above 6.5%). The results of this page are exported to Column E in Section 1 in the Calc Adult and the Calc Youth Tabs where they are compared to the hold harmless levels.

The Allocations developer has very little to do on this sheet. Everything is either calculated by formula within cells from data brought into this tab from ASU-EU Calculator Tab, data imported from ASU-EU Calculator or data hard coded into columns I & J from the 2000 Census. The data in column I, "Adult Economic Disadvantaged," & J, "Youth Economic Disadvantaged," changes one time per decade and must be updated by hand - based on instructions from the Department of Labor.

- **DW 6-Part TAB:** This sheet is used to aggregate the six dislocated worker factors together to generate an allocation share based on economic factors only. Each of the gray columns represents results from other tabs and their weighting factor is listed in the last row of the chart. For each WDA, Column C is the sum of each factor value multiplied by its weighting. The numbers in the non-shaded columns are informational and provide context for the numbers in the shaded columns but are not used in the calculations. The values in Column C are exported to Tab Calc DW, Column E for use in adjusting the allocation shares by Hold harmless.

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Most of the work on this tab is managed by the spreadsheet itself. The Allocations developer only has to update the date of the Unemployment and WARN Data, the headers on farm loss data and the reference years in the declining industry's header.

The data for this tab comes from a variety of other tabs. The data from those other tabs are brought to this tab to calculate the DW allocation share before the hold harmless provision is applied

- ✓ The Total Paid UC comes from column D of the UI Claimant Tab.
  - ✓ The % Total UC comes from column C of the UI Claimant Tab.
  - ✓ The data for the 15 or More Weeks comes from column F of the UI Claimant Tab.
  - ✓ The % UC Long is imported from column E of the UI Claimant Tab.
  - ✓ The Number Affected in WARN Notices comes from column E of the WARN Data Tab.
  - ✓ Percent of Total Affected by WARN Notice is accessed from column F of the WARN Data Tab.
  - ✓ WDAs where Unemployed concentrations are a factor is imported from the UI Concentrations Tab, column D.
  - ✓ # of Farm Losses to 2002 is from the Farm Loss Tab, column E.
  - ✓ % of Farm Loss is gathered from column F of the Farm Loss Tab.
  - ✓ Employment Decline is copied in from the Industry Decline Tab, column I. The % Decline comes from column J of that same tab.
- **WARN Data TAB:** This tab gathers data that addresses the DOL formula requirement to account for Plant Closing-Mass Layoff. WDAs areas receive a prorated share of the total number of persons reported as being laid off from their employment by employers who file a Notice under state & federal plant closing - mass layoff laws. The Dislocated Worker Unit of the BWT supplies this data. The Allocations Developer copies in this data by WDA from the electronic report provided by the DW Unit.

The numbers affected by WARN notices for the most recent calendar year are entered in column E9 through E19. The percent shares are calculated automatically in column F9 to 19. This data automatically exports to the DW 6-Part Tab, columns H & I.

The Allocations Developer then will copy cells E6 through F21 to the next available column in the Historic Information section (Row 45). This area of the spreadsheet is for information only.

- **UI Claimant TAB:** The purpose of this tab is to calculate the relative share each WDA will receive of the state's long-term unemployed and number of UI Claimants for the Dislocated Worker calculation. The data is provided by the Unemployment Insurance Division in PDF (this may be changeable in the future). The report is UI Report: DWDUIBNP.UI9618.TSOLIB.WIAUIDUR, Table



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of SDA by WKPD.

- ✓ The number of claimants must be entered from the report into cells D7 to D17. Column C calculates the WDA shares of the state total.
  - ✓ The number of UI recipients that have received payments for more than 15 weeks is entered for each WDA in cells F7 through F17. Column E calculates the WDA shares.
  - ✓ The number receiving UI for less than 15 weeks is entered by WDA in cells G7 through G17. There is currently no use for this information in any calculations at this time.
  - ✓ When adding columns F + G, you will not get the number of claimants recorded in column D. Column F + G equals all check recipients. Column D is all check recipients plus those who have started a claim but did not receive a check, for whatever reason.
  - ✓ The tab exports Columns C, D, E, and F automatically to the DW 6-Part Tab for use in calculating the DW allocation share.
- **UI Concentrations TAB:** The purpose of this tab is to determine whether a WDA qualifies as having a concentration of unemployed. The tab calculated the state's average unemployment rate for the prior calendar year, and then calculates the value of 10% of the state's average unemployment for the prior calendar year. If a WDA's unemployment rate (as calculated in column G) exceeds the state rate or if the WDA number of unemployed (column H) exceeds 10% of the state's total unemployment, the WDA qualifies to compete for shares of this factor. The WDAs that qualify receive a relative share based on their share of the total unemployment of the qualifying WDAs.

The data used here comes from the file used for the within state allocation that has been submitted to the DOL in accord with instructions in Training and Employment Guidance Letter 04-09 and BLS LAUS Technical Memorandum No. S-09-23. This file is used by the DOL to determine allotments to states.

The Allocations Developer has nothing to manipulate on this page. All data used to determine this factor comes from other tabs or is the result of within tab calculations. No input required. The tab will export cells C8 through D18 to DW 6-Part cells J7 to K17. This factor makes up 25% of the DW allocation share. The box that is marked informational in this tab illustrates how each WDA qualifies for the factor.

Some WDAs qualify by having more than 10% of the state's total unemployment, some because their rate is higher than the state's unemployment rate and in some cases because they meet both. Incidentally, a WDA does not qualify a larger share by meeting both benchmarks.

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- **Farm Loss TAB:** This tab calculates each WDA's share of farm hardship experienced in the state. We measure Farm hardship by comparing the number of farms in operation in a reference year compared to the average number of farms in operation in 1982 to 1984. Reference year data is updated every 5 years via the Census of Agriculture – County Data. (E.g. the 2007 census became available in 2009 and is used for PY2010 calculations.) The Allocations Developer will need to hard code in the number of farms by county in column D34 to D105. Update the headers to refer to the actual years used in the calculation of farm loss. Once the data is entered, the tab will calculate the loss by county and WDA and export the number of farm losses and the WDA share of farm loss to the DW 6-Part tab, columns L & M respectively.
- **Industry Decline TAB:** This tab computes the declining industry factor by calculating job losses in declining industry. This tab has two sections. Section A summarizes the employment in declining industry and calculates the WDA's relative share of the state's declining industry employment.

Section B provides the raw data by two-digit NAICS and is supplied by QCEW Staff. The most recently available calendar year data is compared to average industry employment data from the calendar year 5 years earlier. (E.g. CY2008 data is compared to CY2003.) Wherever there is job loss from the reference year to the most recent year, that industry loss is added to the WDA total losses in declining industries.

Because some employers do not provide location information, there are employment numbers not assigned to a county. The unassigned employment is distributed to each WDA based on the distribution of employment with known locations.

Instruction for the Allocations Developer follows.

### Section A

- ✓ *Column E3 – E13 is total distributed employment by WDA gathered from Section B, column H58 – H916.*
- ✓ *Column F3 – F13 calculates the share of total distributed employment attributable to each WDA.*
- ✓ *Column G3 – G13 calculates the share of the unassigned job loss (column I18 - 55 in section B) that should be distributed to each WDA by multiplying the total unassigned job losses (cell I56) by the WDA share of distributed employment (column F3-13).*
- ✓ *Column H3 – H13 sums the distributed employment loss in declining industries by WDA from Section B, column I58 – I916.*
- ✓ *Column I3 – I13 totals each WDA's employment declines by adding columns G & H in Section A together. This brings unassigned job loss and distributed employment loss together for calculating the WDA share of employment loss in declining industries.*

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- ✓ Column J is the WDA share calculated by dividing the WDA's total employment in declining industry listed in column I by the State's employment in declining industry (cell I14)
- ✓ Data in columns I & J move to the DW 6-Part tab in columns N & O.
- ✓ Distributed employment in Section B, column G & H is distributed by 2 digit NAICS by county and aggregated to WDA.

### Section B

All of the data for Section B is copied in from the Decline Data tab. When copying to any of the columns in Section B, the copy must be done by WDA and a summation of the WDA's data done at the end of their data.

- ✓ Column A19 – A916: copy in the WDA number from the Decline Data tab, column B6
  - ✓ Column B19 – B916: copy in the County number (labeled as CNT) from the Decline Data tab, column A6
  - ✓ Column C19 – C916: copy in the NAICS (labeled as NA) from the Decline Data tab, column C6
  - ✓ Column D19 – D916: Copy in the Industry Titles from the Decline Data tab, column J6 (labeled as Title)
  - ✓ Column G19 – G916: Copy in the employment numbers from the Decline Data tab, column F6 (labeled as Employ1). This is the employment data for the reference year.
  - ✓ Column H19 – Copy in the employment numbers from the Decline Data tab, column I6 (labeled as Employ2). This is the employment data for the most recent year.
  - ✓ Column I19 – I916: This column calculates the number of job losses that have occurred by subtracting industry employment for the most recent year (column H19 – H916) from the industry employment in the reference year (column G19 – G916). If jobs have been lost in the comparison, the number lost will show. If there are job gains or no loss, the cell will appear blank.
  - ✓ There is more cut and paste work on this tab than on any other in the workbook. In addition to the care that must be taken getting the data into this tab, care must also be taken to update column headers to represent the correct year for data comparisons.
- **ASU-EU Calculator TAB:** This tab is used to take ASU data (Column O from ASU calculations tab) and LAUS data (Column N from ASU calculations tab) to calculate the WDA Share of the State's ASU and Excess Unemployment totals. The Allocations Developers role on this tab is checking and validating as all actions are done automatically. The list of counties and their sub parts need to be checked against the list of counties and parts of counties on the ASU calculations tab to ensure exact matches in the 2 lists.

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Here is how this tab works.

- ✓ Column G calculates the ASU Unemployment Rate for each geographic area listed in column A by dividing column C data by the sum of column C & D. The resultant ASU unemployment rate is checked by column J to discern if the rate exceeds 6.5%. If it does, a "1" is entered in column J. If there is a "1" in column J for any geographic area within a WDA, the WDA total ASU unemployment in column C is entered into column J of the "sum" row for the WDA. This value is then divided by the state total ASU unemployment to report the WDA share of ASU unemployment.
  - ✓ Column H calculates the LAUS unemployment rate for each geographic area listed in column A by dividing the LAUS unemployment in column E by the sum of column E & F. The result is checked by column I. If column H is greater than 4.5%, column I calculates the number of unemployed the equivalent to 4.5% of the labor force and subtracts that number from the number of LAUS unemployed in column E. Provided the result of that calculation exceeds zero it is entered into column I. The column totals the result from all geographic areas in the WDA to determine the WDA's number of excess unemployed and enters it into the "sum" row. The WDA's share is entered into just below the "sum" row and is calculated by dividing the WDA number of excess unemployed by the State Excess unemployed total.
  - ✓ Columns E & F data in the "sum" row for each WDA is exported to the UI Concentrations tab columns H & I respectively and are used to calculate an unemployment rate; which should match the LAUS unemployment rate in the "sum" row of column H on this tab.
  - ✓ Columns I & J data in the "sum" row are exported to the 3-Part tab, columns K & L respectively. There this data is used to calculate the WDA share of Excess unemployment (column E) and share of ASU unemployment (column F). The shares calculated here should equal the shares in the row just below the "sum" line for each WDA on this tab.
  - ✓ All cells are locked on this tab. The only time data entry is required is if there is a mismatch on the list of geographic areas.
- **ASU Calculations TAB:** The Local Area Unemployment Statistics (LAUS) program manager conducts the ASU exercise every year for the US Department of Labor. County level unemployment data from the LAUS program and the most recent US Census data. In order for an area to qualify as an ASU, the total unemployment has to be 6.451% or greater, the population has to be at least 10,000 and all components of the ASU area have to be contiguous. An ASU can be a county, city, or combination of areas, such as census tracts and counties. In order to develop a qualifying ASU, the 12-month average of the LAUS data for the most recent period ending in June is calculated for each county and city (population 25,000+) in the state. July-Dec of the prior year uses LAUS benchmarked data; data for the current year Jan-May uses revised data and June uses preliminary data. Data from the Census is available for the counties and cities and is broken down by census tract within each of those areas.

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*If a single county or city does not have a 12-month average unemployment rate of 6.451% or greater, surrounding counties or cities can be added (or subtracted) until the contiguous area reaches the 6.451% threshold. Individual census tracts within the counties or cities are examined in an attempt to include those tracts with the highest number of unemployed persons. All areas that are included in the ASU have to be contiguous and the total population of the included areas must be at least 10,000 (based on Census).*

Since monthly LAUS data is not available at the census tract level, the census tracts in a given county that are being included in the ASU area are multiplied by the total LAUS unemployment and employment (12-month average) for that county. This ratio is called the Census-Share (and is column O in the WIASU spreadsheet; the 12-month LAUS average is column N.)

Once as many areas of the state as possible have been exhausted into ASUs and the data has been submitted and approved by the US Department of Labor, the ASU designations and the corresponding data are used internally in the WIA/DW allocation process. The file used for the within state allocation is submitted to the DOL in accord with instructions in Training and Employment Guidance Letter 04-09 and BLS LAUS Technical Memorandum No. S-09-23. This file is used by the DOL to determine allotments to states. The Allocations Developer copies "Column N" and "Column O" into the LAUS Tab taking care to match data to geographic areas.

- **Updates TAB:** *This Tab will be used to document changes to the workbook whenever changes are performed.*

### Attachments

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**Attachment A**

WORKFORCE INNOVATION and OPPORTUNITY ACT  
Public Law 113-128--July 22, 2014 128 Stat. 1425

**SEC. 128. WITHIN STATE ALLOCATIONS.**

**(a) RESERVATIONS FOR STATEWIDE ACTIVITIES.—**

**(1) IN GENERAL.—**The Governor shall reserve not more than 15 percent of each of the amounts allotted to the State under section 127(b)(1)(C) and paragraphs (1)(B) and (2)(B) of section 132(b) for a fiscal year for statewide workforce investment activities.

**(2) USE OF FUNDS.—**Regardless of whether the reserved amounts were allotted under section 127(b)(1)(C), or under paragraph (1)(B) or (2)(B) of section 132(b), the Governor may use the reserved amounts to carry out statewide activities under section 129(b) or statewide employment and training activities, for adults or dislocated workers, under section 134(a).

**(b) WITHIN STATE ALLOCATIONS.—**

**(1) METHODS.—**The Governor, acting in accordance with the State plan, and after consulting with chief elected officials and local boards in the local areas, shall allocate the funds that are allotted to the State for youth activities and statewide workforce investment activities under section 127(b)(1)(C) and are not reserved under subsection (a), in accordance with paragraph (2) or (3).

**(2) FORMULA ALLOCATION.—**

**(A) YOUTH ACTIVITIES.—**

**(i) ALLOCATION.—**In allocating the funds described in paragraph (1) to local areas, a State may allocate—

**(I)** 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(I); **(II)** 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(II); and **(III)** 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 127(b)(1)(C).

**(ii) MINIMUM PERCENTAGE.—**The local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

**(iii) DEFINITION.—**In this subparagraph, the term “allocation percentage”, used with respect to fiscal year 2015 or a subsequent fiscal year, means a percentage of the funds referred to in clause (i), received through an allocation made under this subparagraph, for the fiscal year. The term, used with respect to fiscal year 2013 or 2014, means a percentage of the funds referred to in section 128(b)(1) of the Workforce Investment Act of 1998 (as in effect on the day before the date of enactment of this Act), received through an allocation made under paragraph (2) or (3) of section 128(b) of the Workforce Investment Act of 1998 (as so in effect), for the fiscal year 2013 or 2014, respectively.

**(B) APPLICATION.—**For purposes of carrying out subparagraph (A)—

**(i)** references in section 127(b) to a State shall be deemed to be references to a local area;



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(ii) references in section 127(b) to all States shall be deemed to be references to all local areas in the State involved; and

(iii) except as described in clause (i), references in section 127(b)(1) to the term “excess number” shall be considered to be references to the term as defined in section 127(b)(2).

(3) YOUTH DISCRETIONARY ALLOCATION.—In lieu of making the allocation described in paragraph (2), in allocating the funds described in paragraph (1) to local areas, a State may distribute—

(A) a portion equal to not less than 70 percent of the funds in accordance with paragraph (2)(A); and

(B) the remaining portion of the funds on the basis of a formula that—

(i) incorporates additional factors (other than the factors described in paragraph (2)(A)) relating to—

(I) excess youth poverty in urban, rural, and suburban local areas; and

(II) excess unemployment above the State average in urban, rural, and suburban local areas; and

(ii) was developed by the State board and approved by the Secretary as part of the State plan.

(4) LOCAL ADMINISTRATIVE COST LIMIT.—

(A) IN GENERAL.—Of the amount allocated to a local area under this subsection and section 133(b) for a fiscal year, not more than 10 percent of the amount may be used by the local board involved for the administrative costs of carrying out local workforce investment activities under this chapter or chapter 3.

(B) USE OF FUNDS.—Funds made available for administrative costs under subparagraph (A) may be used for the administrative costs of any of the local workforce investment activities described in this chapter or chapter 3, regardless of whether the funds were allocated under this subsection or section 133(b).

c) REALLOCATION AMONG LOCAL AREAS.—

Consultation.

(1) IN GENERAL.—The Governor may, in accordance with this subsection and after consultation with the State board, reallocate to eligible local areas within the State amounts that are made available to local areas from allocations made under this section or a corresponding provision of the Workforce Investment Act of 1998 for youth workforce investment activities (referred to individually in this subsection as a “local allocation”) and that are available for reallocation.

(2) AMOUNT.—The amount available for reallocation for a program year is equal to the amount by which the unobligated balance of the local allocation, at the end of the program year prior to the program year for which the determination under this paragraph is made, exceeds 20 percent of such allocation for the prior program year.

(3) REALLOCATION.—In making reallocations to eligible local areas of amounts available pursuant to paragraph (2) for a program year, the Governor shall allocate to each eligible local area within the State an amount based on the relative amount of the local allocation for the program year for which the determination is made, as compared to the total amount of the local allocations for all eligible local areas in the State for such program year.

(4) ELIGIBILITY.—For purposes of this subsection, an eligible local area means a local area that does not have an amount available for reallocation under paragraph (2) for the program year for which the determination under paragraph (2) is made.



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**Attachment B**

WORKFORCE INNOVATION and OPPORTUNITY ACT  
Public Law 113-128--July 22, 2014 128 Stat. 1425

**SEC. 133. WITHIN STATE ALLOCATIONS.**

**(a) RESERVATIONS FOR STATE ACTIVITIES.—**

**(1) STATEWIDE WORKFORCE INVESTMENT ACTIVITIES.—**The Governor shall make the reservation required under section 128(a).

**(2) STATEWIDE RAPID RESPONSE ACTIVITIES.—**The Governor shall reserve not more than 25 percent of the total amount allotted to the State under section 132(b)(2)(B) for a fiscal year for statewide rapid response activities described in section 134(a)(2)(A).

**(b) WITHIN STATE ALLOCATION.—**

**(1) METHODS.—**The Governor, acting in accordance with the State plan, and after consulting with chief elected officials and local boards in the local areas, shall allocate—

**(A)** the funds that are allotted to the State for adult employment and training activities and statewide workforce investment activities under section 132(b)(1)(B) and are not reserved under subsection (a)(1), in accordance with paragraph (2) or (3); and

**(B)** the funds that are allotted to the State for dislocated worker employment and training activities and statewide workforce investment activities under section 132(b)(2)(B) and are not reserved under paragraph (1) or (2) of subsection (a), in accordance with paragraph (2).

**(2) FORMULA ALLOCATIONS.—**

**(A) ADULT EMPLOYMENT AND TRAINING ACTIVITIES.—**

**(i) ALLOCATION.—**In allocating the funds described in paragraph (1)(A) to local areas, a State may allocate—

**(I)** 33 1/3 percent of the funds on the basis described in section 132(b)(1)(B)(ii)(I);

**(II)** 33 1/3 percent of the funds on the basis described in section 132(b)(1)(B)(ii)(II); and

**(III)** 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 132(b)(1)(B).

**(ii) MINIMUM PERCENTAGE.—**The local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

**(iii) DEFINITION.—**In this subparagraph, the term “allocation percentage”, used with respect to fiscal year 2015 or a subsequent fiscal year, means a percentage of the funds referred to in clause (i), received through an allocation made under this subparagraph, for the fiscal year. The term, used with respect to fiscal year 2013 or 2014, means a percentage of the amount allocated to local areas under paragraphs (2)(A) and (3) of section 133(b) of the Workforce Investment Act of 1998 (as in effect on the day before the date of enactment of this Act), received through an allocation made under paragraph (2)(A) or (3) of that section for fiscal year 2013 or 2014, respectively.

**(B) DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES.—**

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(i) ALLOCATION.—In allocating the funds described in paragraph (1)(B) to local areas, a State shall allocate the funds based on an allocation formula prescribed by the Governor of the State. Such formula may be amended by the Governor not more than once for each program year. Such formula shall utilize the most appropriate information available to the Governor to distribute amounts to address the State’s worker readjustment assistance needs.

(ii) INFORMATION.—The information described in clause (i) shall include insured unemployment data, unemployment concentrations, plant closing and mass layoff data, declining industries data, farmer-rancher economic hardship data, and long-term unemployment data.

(iii) MINIMUM PERCENTAGE.—The local area shall not receive an allocation percentage for fiscal year 2016 or a subsequent fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

(iv) DEFINITION.—In this subparagraph, the term “allocation percentage”, used with respect to fiscal year 2015 or a subsequent fiscal year, means a percentage of the funds referred to in clause (i), received through an allocation made under this subparagraph for the fiscal year. The term, used with respect to fiscal year 2014, means a percentage of the amount allocated to local areas under section 133(b)(2)(B) of the Workforce Investment Act of 1998 (as in effect on the day before the date of enactment of this Act), received through an allocation made under that section for fiscal year 2014.

(C) APPLICATION.—For purposes of carrying out subparagraph (A)—

(i) references in section 132(b) to a State shall be deemed to be references to a local area;

(ii) references in section 132(b) to all States shall be deemed to be references to all local areas in the State involved; and

(iii) except as described in clause (i), references in section 132(b)(1) to the term “excess number” shall be considered to be references to the term as defined in section 132(b)(1).

(3) ADULT EMPLOYMENT AND TRAINING DISCRETIONARY ALLOCATIONS.—In lieu of making the allocation described in paragraph (2)(A), in allocating the funds described in paragraph (1)(A) to local areas, a State may distribute—

(A) a portion equal to not less than 70 percent of the funds in accordance with paragraph (2)(A); and

(B) the remaining portion of the funds on the basis of a formula that—

(i) incorporates additional factors (other than the factors described in paragraph (2)(A)) relating to—

(I) excess poverty in urban, rural, and suburban local areas; and

(II) excess unemployment above the State average in urban, rural, and suburban local areas; and

(ii) was developed by the State board and approved by the Secretary as part of the State plan.

(4) TRANSFER AUTHORITY.—A local board may transfer, if such a transfer is approved by the Governor, up to and including 100 percent of the funds allocated to the local area under paragraph (2)(A) or (3), and up to and including 100 percent of the funds allocated to the local area under paragraph (2)(B), for a fiscal year between—

(A) adult employment and training activities; and

(B) dislocated worker employment and training activities.

(5) ALLOCATION.—

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(A) IN GENERAL.—The Governor shall allocate the funds described in paragraph (1) to local areas under paragraphs (2) and (3) for the purpose of providing a single system of employment and training activities for adults and dislocated workers in accordance with subsections (c) and (d) of section 134.

(B) ADDITIONAL REQUIREMENTS.—

(i) ADULTS.—Funds allocated under paragraph (2)(A) or (3) shall be used by a local area to contribute to the costs of the one-stop delivery system described in section 121(e) as determined under section 121(h) and to pay for employment and training activities provided to adults in the local area, consistent with section 134.

(ii) DISLOCATED WORKERS.—Funds allocated under paragraph (2)(B) shall be used by a local area to contribute to the costs of the one-stop delivery system described in section 121(e) as determined under section 121(h) and to pay for employment and training activities provided to dislocated workers in the local area, consistent with section 134.

(c) REALLOCATION AMONG LOCAL AREAS.—

(1) IN GENERAL.—The Governor may, in accordance with Consultation, this subsection and after consultation with the State board, reallocate to eligible local areas within the State amounts that are made available to local areas from allocations made under paragraph (2)(A) or (3) of subsection (b) or a corresponding provision of the Workforce Investment Act of 1998 for adult employment and training activities, or under subsection (b)(2)(B) or a corresponding provision of the Workforce Investment Act of 1998 for dislocated worker employment and training activities (referred to individually in this subsection as a “local allocation”) and that are available for reallocation.

(2) AMOUNT.—The amount available for reallocation for a program year—

(A) for adult employment and training activities is equal to the amount by which the unobligated balance of the local allocation under paragraph (2)(A) or (3) of subsection (b) for such activities, at the end of the program year prior to the program year for which the determination under this subparagraph is made, exceeds 20 percent of such allocation for the prior program year; and

(B) for dislocated worker employment and training activities is equal to the amount by which the unobligated balance of the local allocation under subsection (b)(2)(B) for such activities, at the end of the program year prior to the program year for which the determination under this subparagraph is made, exceeds 20 percent of such allocation for the prior program year.

(3) REALLOCATION.—In making reallocations to eligible local areas of amounts available pursuant to paragraph (2) for a program year, the Governor shall allocate to each eligible local area within the State—

(A) with respect to such available amounts that were allocated under paragraph (2)(A) or (3) of subsection (b), an amount based on the relative amount of the local allocation under paragraph (2)(A) or (3) of subsection (b), as appropriate, for the program year for which the determination is made, as compared to the total amount of the local allocations under paragraph (2)(A) or (3) of subsection (b), as appropriate, for all eligible local areas in the State for such program year; and

(B) with respect to such available amounts that were allocated under subsection (b)(2)(B), an amount based on the relative amount of the local allocation under subsection (b)(2)(B) for the program year for which the determination is made, as compared to the total amount of the local allocations under subsection (b)(2)(B) for all eligible local areas in the State for such program year.

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(4) ELIGIBILITY.—For purposes of this subsection, an eligible local area means—  
(A) with respect to funds allocated through a local allocation for adult employment and training activities, a local area that does not have an amount of such funds available for reallocation under paragraph (2) for the program year for which the determination under paragraph (2) is made; and  
(B) with respect to funds allocated through a local allocation for dislocated worker employment and training activities, a local area that does not have an amount of such funds available for reallocation under paragraph (2) for the program year for which the determination under paragraph (2) is made.

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**Attachment C**

Data sources from WIOA Allocations

<b>Data Required to Calculate Allocations</b>	<b>Contact Name</b>	<b>Source</b>
Relative share of the Excess Unemployment by WDA  Relative share of the unemployed in ASUs by WDA  WDA concentrations of unemployed	Heather Thompson 7-5053	An electronic file is provided by LAUS Research Analyst for the most recent program year after validation by BLS (ARRA used calendar year and was not validated until after allocations were required to be out.) Validation is not benchmarking. The file is submitted to the DOL in accord with instructions in Training and Employment Guidance Letter 04-09 and BLS LAUS Technical Memorandum No. S-09-23. This file is used by the DOL to determine allotments to states.
Relative share of the Economically Disadvantaged Adults by WDA  Relative share of the Economically Disadvantaged Youth by WDA	Dennis Winters 7-3262	Poverty and Lower Living Standard Income Level (LLSIL) Data is provided by the Department of Labor ETA. Source file is included in the allocation folder
Prorated share of the total loss in the number of farms in 2007 from a 1982-84 base period	NASS Website	Data on the number of farms on the most current Census of Agriculture is available on the <a href="http://www.nass.usda.gov/Data_and_Statistics/index.asp">http://www.nass.usda.gov/Data_and_Statistics/index.asp</a> . The US Dept of Agriculture, National Agricultural Statistical Service, maintains this data. Data is captured from Table 8. Farms, Land in Farms, Value of Land and Buildings, and Land Use: 2007 and 2002.
WDA share of unemployment recipients  WDA share of long term unemployed in state	Janet Sausen 7-9807	This data is received via a PDF file from UID and is available in late January. The data is for the prior calendar year and generated as report DWDUIBNP-UI9618.TSOLIB.WIAUIDUR. Data is provided on Table of SDA by WKPD. Data could be provided as a TXT file.
WDA share of laid off individuals as reported through WARN	Gesina Mentink 4-9821	The Dislocated Worker Unit provides this data annually. The report is known as Table 2c
WDA share of employment in declining industries	Sarah Hoffman 7-2424	QCEW Unit provides this data file in mid-January. Data compares most recent year to a criterion year. Whoever is doing the allocations specifies the criterion year. The comparison years are included in the request for a report file to BITS.

## Attachment D

### Annual Allocation Development Checklist

Task Required	Responsible Person	Date Due	Completed? Initial & Date
BWT Allocation Staff meet to prepare for the project	BWT Director	Jan 4 <sup>th</sup>	
Request data from data sources identified in "Attachment D" of the Allocations Guide.	LMI Section Chief	Jan 5 <sup>th</sup>	
Data is received by the Allocations Developer.	LMI Section Chief	Jan 25 <sup>th</sup>	
Data is validated against specifications.	LMI Section Chief	Feb 1 <sup>st</sup>	
Internal Review Team (IRT) informed by email of the date that the Allocation Share review process starts.	LMI Section Chief	Feb 5 <sup>th</sup>	
Allocation Template reviewed to ensure that historic data is moved to storage and reference data is up to date.	LMI Section Chief	Feb 5 <sup>th</sup>	
BWT Allocation staff meets to assess progress and resolve data issues.	BWT Director	Feb 5 <sup>th</sup>	
Summary of Allocation project progress sent to AO.	BWT Director	Feb 8 <sup>th</sup>	
Data is entered into tabs in Allocation Template and Template renamed Allocations PYXX and is sent to the IRT for review.	LMI Section Chief	Feb 10 <sup>th</sup>	
Internal Review Team completes review and provides feedback to the Allocations Developer.	IRT members	Feb 17 <sup>th</sup>	
Complete adjustments to the spreadsheet and allocation shares based on the IRT review.	LMI Section Chief	Feb 18 <sup>th</sup>	
Send PY10 Allocation Shares Spreadsheet & Allocations Guide to the Allocations Team for review.	BWT Director	Feb 22 <sup>nd</sup>	
Meet with the Allocations Team to review/discuss the PY10 Allocation Shares development/process.	LMI Section Chief	Feb 26 <sup>th</sup>	
Complete revisions to allocations shares that come from the Allocations Team review.	LMI Section Chief	Mar 8 <sup>th</sup>	
Prepare the Admin Memo to transmit Allocation Shares to the workforce system for review and comment.	BWT Director	Mar 8 <sup>th</sup>	
Send ADM with Allocation Shares to Workforce System.	Administrator's Office	Mar 10 <sup>th</sup>	
Comments received from Workforce System.	LMI Section Chief	Mar 19 <sup>th</sup>	
Reconvene the Allocation Team to review comments received by the 19th.	LMI Section Chief	Mar 23 <sup>rd</sup>	
Finalize the Allocation Shares.	LMI Section Chief	Mar 26 <sup>th</sup>	
Receive TEGl announcing state allotments.	BWT Director		
IRT reviews TEGl to determine if there are policy issues that affects the allocation process and spreadsheets are adjusted as required.	LMI Section Chief	Within 10 days of receipt	
Calculate the Allocations & prepare the ADM to transmit final allocation shares and allocation amounts.	LMI Section Chief	15 days after TEGl	
Issue ADM to the Workforce Development Board Directors and other interested parties.	Administrator's Office	20 days post TEGl	

